



USAID
DEL PUEBLO DE LOS ESTADOS
UNIDOS DE AMÉRICA

QUARTERLY TECHNICAL PERFORMANCE REPORT NO. 12

Period covering October 1, 2007 – December 31, 2007
(1st Quarter of FY 2008)

Transparency, Anti-Corruption and Accountability Program
Task Order Number DFD-I-03-03-00139-00

Submitted to:

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GUATEMALA

In compliance with Contract DFD-I-00-03-00139-00 and Task Order No. DFD-I-03-03-00139-00 (Central America and Mexico (CAM) Transparency, Anticorruption and Accountability Program), Casals & Associates, Inc. (C&A) presents this quarterly report, which covers the period October 1 through December 31, 2007.

I. KEY ACTIVITIES

In accordance with the transition strategy approved by USAID in April 2007, the T/AC Program continued to focus its efforts this quarter on promoting transparency mechanisms in connection with the electoral process and to influence the anticorruption agenda of the upcoming administration.

IR 2: GREATER TRANSPARENCY AND ACCOUNTABILITY OF GOVERNMENTS

SUB IR 2.1: MORE TRANSPARENT SYSTEMS FOR MANAGEMENT OF PUBLIC RESOURCES BY THE NATIONAL GOVERNMENT

LLR 2.1.1: NATIONAL ANTICORRUPTION/TRANSPARENCY STRATEGY COMPLETED AND IMPLEMENTED

INDICATORS:

- Existence of National Transparency Plan (Y/N)
- Number of subject areas in the National Transparency Plan derived from the IACC
- Percentage of implementation tasks from the Transparency Plan completed by the GOG
- Access to Information Index score in the Executive Branch. (0.0-1.0, where 1.0 represents total access to information)

MAIN RESULTS ACHIEVED:

Coordinating the efforts of the international donor community to advance anticorruption policy reforms. The Program continued providing coordination and logistical support to USAID and other members of the international donor community (under the Donors' Transparency Table) to adopt a uniform set of priorities to curb corruption.

One of the highlights of this task involved assisting USAID in offering an executive presentation on the Donors Transparency Table, its objectives and the proposed items of an anticorruption agenda before the new Government's technical advisors and the transition team. This was intended to establish the initial contacts with elected authorities that may eventually lead to the execution of joint activities.

The Program also began to gather information from all the members of the Donors' Transparency Table on the nature and objectives of their ongoing and planned

anticorruption projects. This will result in the development of a “Catalog of Projects on Transparency and Anticorruption Activities from the International Community,” which seeks to promote further cooperation and avoid the duplication of efforts.

Furthermore, the Program initiated an assessment of the work and achievements of the Donors’ Transparency Table in 2007. This information will be used to identify potential areas of improvement, lessons learned and the Table’s priorities for 2008.

OBSTACLES/ISSUES FOR RESOLUTION:

Contrary to the Program’s expectations, the Office of the First Lady of the outgoing administration did not hold a public event to release its new on-line system to manage financial and in-kind contributions nor a meeting for such purposes with the transition team of the new government. Subject to USAID’s consent, the Program will approach the office of the new First Lady to advocate for the use of this tool.

In light of internal differences, the Directive Board of the previous legislature cancelled a seminar, scheduled for November, planned in conjunction with the Organization of American States to introduce the new members of Congress to the key tasks of a legislator. As part of this event, the Program committed to sponsor the organization of a panel on “Parliamentary Ethics” with the participation of César Jáuregui, a former Mexican Senator, as speaker. Furthermore, it funded the publication of 300 copies of nine booklets developed by *Acción Ciudadana* on the oversight role of members of Congress for distribution among event participants.

To overcome this setback and build support early on for the execution of pending legislative actions, the Program agreed to work with another government agency linked to the Executive Branch (COPRE - State Modernization Commission) in organizing an alternate event titled “Progress and Challenges in the State-Reform Process: A Long Term Perspective.” The event, to be held in January 11, 2008, is also intended to introduce the new members of Congress to legislative reforms aimed at fostering transparency and reduce areas prone to corruption in the public sector, particularly the enactment of a Freedom of Information Act.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

The Program anticipates conducting the following activities next quarter:

- Work with *Acción Ciudadana* to coordinate an encounter between the Vice President’s Office and the Donors’ Transparency Table.
- Offer technical support to the government team (namely the Vice President’s office) responsible for setting up an entity in charge of the design and coordination of anticorruption policies and revamping the government’s national anticorruption strategy.

- Approach the Office of the First Lady of the entering administration to promote the use of a web-based tool developed by its predecessor to manage the financial and in-kind contributions awarded to this entity.
- In response to COPRE's request, co-sponsor a gathering of newly elected members of Congress in Antigua to expose them to a list of pending legislative reforms in the area of transparency, civil service reform, government procurement, e-government and deregulation.
- Compile and distribute information among the members of the Donors' Transparency Table on the nature of their anticorruption projects and their feedback regarding the work conducted by the Table in 2007.

LLR 2.1.2: IMPLEMENTATION OF THE COMMITMENTS OF THE INTER-AMERICAN CONVENTION AGAINST CORRUPTION (IACC)

INDICATORS:

- Number of activities in the National Transparency Plan derived from the IACC
- Percentage of activities of the National Transparency Plan Implemented
- Percentage of recommendations of the IACC Committee of Experts addressed (under implementation) by the GOG
- Cumulative number of reports presented by GOG to the Committee of Experts in compliance with IACC

MAIN RESULTS ACHIEVED:

Increased CSO awareness of the importance of IACC implementation and monitoring. On October 23, the Program entered into a sub-grant agreement with *Acción Ciudadana* to assess Guatemala's compliance with select provisions of the IACC. Specifically, round two of the Convention's follow-up mechanism (MESICIC) analyzes legislative adequacy with respect to IACC provisions on:

- Government procurement and hiring (chapter III, article 5);
- Whistleblower protection (chapter III, article 8); and
- Criminal provisions of acts of corruption (chapter VI, all articles).

Acción Ciudadana drafted a shadow report assessing the above items from the perspective of civil society. Upon validating the report's findings with other NGOs and the Program, *Acción Ciudadana* delivered on November 2 the Shadow Report to the Follow-up Mechanism of the IACC. The Experts Committee is expected to use this document to draft its own assessment in connection with the peer review mechanism of the IACC.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Work with *Acción Ciudadana* to disseminate the findings of the Second Shadow Report.

LLR 2.1.3: IMPROVED NATIONAL GOVERNMENT BUDGET TRANSPARENCY, MANAGEMENT AND EXECUTION

INDICATORS:

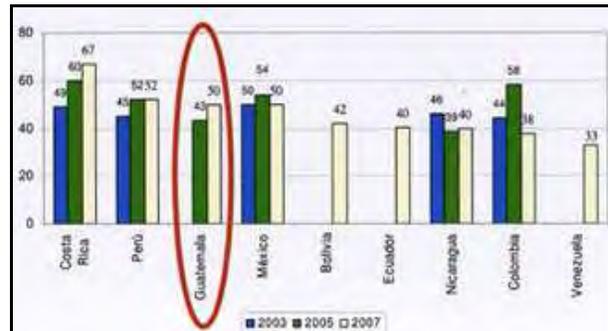
- Development of the Budget Transparency Index (Y/N)
- Total amount of financial resources (in quetzals) procured through the GUATECOMPRAS system
- Number of mechanisms for external oversight of public resources used that are supported by USG assistance (cumulative, “F” List Indicator)

MAIN RESULTS ACHIEVED:

Releasing the Results of the 2007 Budget Transparency Index. On November 21, CIEN released the 2007 edition of the Budget Transparency Index (BTI), a bi-annual exercise that measures transparency levels in connection with the four major stages of the budget cycle (budget design, discussion and approval, execution and oversight). The BTI, whose first edition dates back to 2001, is part of a multi-country initiative led by NGOs in nine Latin American countries (Costa Rica, Peru, Guatemala, Mexico, Bolivia, Ecuador, Nicaragua, Colombia and Venezuela). This is the second time that Guatemala’s budget practices have been assessed through this tool, both of them under the umbrella of USAID’s Transparency and Anticorruption Program.

Based on the results of the 2007 index, Guatemala improved its position in the index by jumping seven percentage points (from 43% to 50%), where “1” is Total Opacity and “100” is Total Transparency. This is a significant advance, which placed Guatemala in the top tier of the nine participating countries, only behind Costa Rica and Peru.

Nevertheless, Guatemala still needs to open its budget process to external scrutiny in three key areas that received marks of 13% or lower out of a maximum score of 100%. These included the levels of citizen participation and the oversight role of internal auditing units and the Office of the Comptroller General.



CIEN's release of the 2007 Budget Transparency Index and its results.

The document offers also recommendations that call for:

- 1) Adopting a Freedom of Information Act to facilitate access to government records pertaining to all stages of the budget cycle.
- 2) Strengthening Internal Auditing Units to identify risk areas and assess internal controls.
- 3) Strengthening the external government auditing function, granting further autonomy to the Office of the Comptroller General, and publicizing audit reports.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Oversee the completion of CIEN's activities in connection with the development of the BTI.
- Addressing with the new administration some of the recommendations arising from the 2007 BTI (e.g. Freedom of Information Act).

LLR 2.1.5: INITIATIVES TO REDUCE PETTY CORRUPTION (BRIBE SOLICITATION) DEVELOPED AND IMPLEMENTED

INDICATOR:

- Number of USG-supported anticorruption measures implemented that directly address petty corruption (cumulative, "F" List / Disaggregated)

MAIN RESULTS ACHIEVED:

In accordance with the transition strategy approved by USAID in April 2007, the Program concentrated its activities this quarter in the implementation of activities under other LLRs.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- The implementation of activities under this LLR will be subject to the results of the Program's initial contacts with the new administration.

LLR 2.1.6: KEY OVERSIGHT AGENCIES STRENGTHENED

INDICATOR:

- Change in access to Information Index Score in the Legislative Branch (0.0 – 1.0, where 1.0 represents perfect access to information)

MAIN RESULTS ACHIEVED:

Fostering an international dialogue on "Innovative Mechanisms to Improve Asset Forfeiture and Recovery of Corruption Proceeds." On December 5, 2007, the Program co-organized, along with its "sister" offices in El Salvador, Nicaragua and

Panama, a multi-country videoconference on “Innovative Mechanisms to Improve Asset Forfeiture and Recovery of Corruption Proceeds.” Overall, more than 70 civil society representatives and high-level officials (among judicial staff, public prosecutors and members of anticorruption commissions) attended the event in all four countries, which featured as a speaker a specialist from the head office of the United Nations Office on Drugs and Crime (UNODC) in Vienna, Austria. A Supreme Justice and Money Laundering and Anticorruption Prosecutors led the 21 participants present at Guatemala’s viewing site.



Judges, public prosecutors and civil society representatives attended the videoconference.

By describing the legal instruments that the UN Convention against Corruption (UNCAC) puts forth to facilitate forfeiture and recovery of ill-gained assets, the speaker alluded to countries that already have those measures in place and a few of their experiences in their implementation. Her presentation allowed participants to:

- Become aware of the advantages of a civil prosecution strategy (vis-à-vis a criminal process) for the confiscation and disposal of corruption proceeds, particularly when the alleged offender cannot be prosecuted on account of death, flight or absence. A civil process, for instance, may establish liability on the basis of civil standards and accept less stringent evidentiary requirements.
- Recognize that forfeiting and disposing of corruption proceeds does not require a criminal conviction (which may take several years to occur) based on UNCAC’s suggested reforms and the increasing acceptance of this principle in comparative law.
- Demystify the belief that prosecuting a defendant for illicit enrichment violates the due process (e.g. the argument that it reverses the burden of proof in detriment of the accused party). European courts, for instance, have ratified that government officials that enjoy a standard of living beyond their means are liable for demonstrating the licit source of their assets.
- Acknowledge the role that Financial Intelligence Units play in receiving, analyzing and disseminating reports of suspicious transactions. This was particularly relevant for Nicaragua, where an entity of this type is yet to be adopted.

- Initiate preliminary contacts with UNODC specialists to eventually receive specialized technical assistance in the design of regulations relevant to the UNCAC. In the framework of the dialogue that followed the presentation, Nicaraguan government officials already requested UNODC's support in reviewing asset forfeiture mechanisms in connection with an anti-narcotics bill.
- Be reminded of the immediate obligations of UNCAC's central authorities in each of these countries to advance its execution. Thanks to earlier contacts in connection with the organization of this activity, two of the participating countries (Guatemala and Panama) proceeded to fill out and submit a questionnaire on UNCAC's implementing status, which will be reviewed at a regional meeting in Bolivia and then at the Conference of State Parties to the UNCAC in Bali, Indonesia.
- Become acquainted with the nature and objectives of the Stolen Asset Recovery initiative (StAR), a new World Bank and UNODC effort to provide legal and technical assistance to a handful of developing countries (six in total and three of them in Africa) to recover the stock of stolen assets. Prior to this videoconference, StAR was an initiative largely unknown to all participating countries. As necessary, this may increase their chances to apply early and be selected for support.
- Further, to understand the need to engage civil society and the media in monitoring the transparent use of returned assets.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- In coordination with NAS and the local Rule of Law contractor, meet with key GOP officials at the Attorney General's Office for the purpose of exploring joint technical assistance activities (e.g. advance training courses on asset recovery techniques). This will serve as a first step towards building a relationship of trust with these entities to then promote jointly the adoption of corruption criminalization standards (such as illicit enrichment) and other innovative mechanisms to prosecute corruption (e.g. non-criminal systems of confiscation, which offer a more expeditious process and lower standards of evidence).

SUB IR 2.3: MORE OPPORTUNITIES FOR CITIZEN PARTICIPATION IN AND OVERSIGHT OF NATIONAL GOVERNMENT DECISION-MAKING

LLR 2.3.1: STRONG CIVIL SOCIETY PARTICIPATION AND OVERSIGHT

INDICATORS:

- Number of governance subject areas in which CSOs are actively involved in program support (cumulative)
- Number of people affiliated with non-governmental organizations (NGOs) receiving USG-supported anticorruption training (cumulative, "F" List Indicator)
- Number of people reached by USG-assisted voter education ("F" List Indicator)

MAIN RESULTS ACHIEVED:

Stronger capacity of CSOs to link transparency issues with the electoral process

The Program worked closely with *Acción Ciudadana* to develop and carry out the Project “Strengthening Transparency in the Electoral Process.” Below is a brief description of the project’s most relevant results, broken down by its major components.

a) Assisting political parties in the design of their Anticorruption Platforms.

Acción Ciudadana worked with the two largest political parties in Guatemala and final contenders in the presidential elections (*Partido Patriota* and *Unidad Nacional de la Esperanza*) to make public their respective anticorruption plans, developed with *Acción Ciudadana*’s technical support. At each of the presentations of these plans, both parties appointed *Acción Ciudadana* as the entity responsible for reporting on its implementation in case of their election to the government.



UNE and GANA, the two major political parties, made public their anticorruption platforms.

b) Issuing an Index of Access to Information from Political Parties.

Acción Ciudadana completed the subject report, which will be made public next quarter.

c) Improving information levels of the actual electoral process.

As of December 31, 2007, informateyvota.com, the Internet site developed by *Acción Ciudadana* to disseminate electoral and political party information, had received more than 7,000 hits.

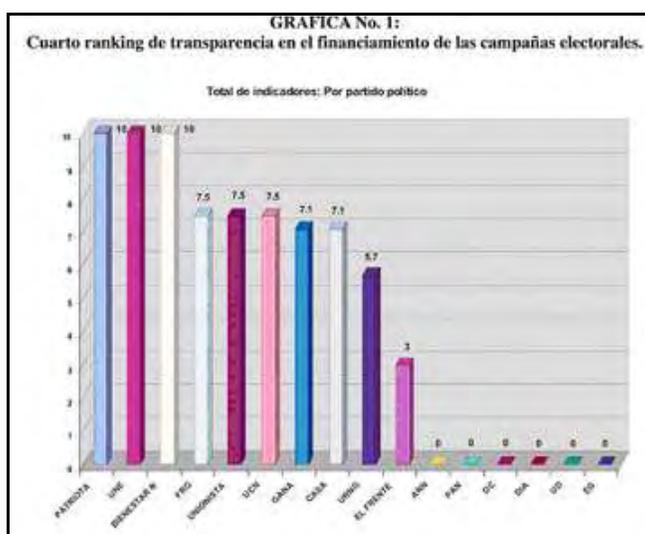
d) Monitoring of political party campaign expenses through mass communication.

Acción Ciudadana completed a final report on campaign expenses through mass communication, which will be made public next quarter. It will include proposals to reform the Electoral Law with the purpose of improving transparency in campaign contributions and setting up stricter controls.

e) Designing an index to assess the quality of internal controls and oversight mechanism of political parties.

On October 17, 2007, *Acción Ciudadana* released a fourth edition of its index to assess the quality of internal controls and oversight mechanisms of political parties (e.g. quality of their accounting records and disclosure of private sources of financial contributions) in connection with the electoral process.

The chart below illustrates that only three political parties entirely complied with transparency regulations on political party financing. Both UNE and *Partido Patriota* were among them.



A final ranking, to be made public in January 2008, will assess continued compliance by the two last contending parties in the second round of elections.

f) Extending the scope of transparency considerations within the electoral process.

As per the Program's request, *Acción Ciudadana* incorporated into their current grant a public awareness campaign aimed at further linking transparency considerations to the electoral process.

The campaign was based in the design and dissemination of radio and print spots that featured the relevance of a transparency agenda in the new government and invited the public to support the enactment of a Freedom of Information Act.

These messages, which ran in two stages in November 2007 and early January 2008, are expected to reach an audience of at least 500,000 citizens.



Newspapers ads published to link transparency considerations with the electoral process.

Co-sponsoring the participation of a representative of Acción Ciudadana at TI's Annual Gathering. This quarter, the Program co-sponsored the participation of Alejandro Urizar, *Acción Ciudadana's* Program Coordinator at the Annual Conference of Transparency International (TI) that took place in Bali, Indonesia on October 24-28, 2007.

The conference gathered activists from TI's global network to exchange successful anticorruption tools and lessons learned. Furthermore, the event included side meetings on region and topic-specific issues. There, *Acción Ciudadana* presented successful experiences directly and/or indirectly supported by C&A's Program, such as IACC's Map of Indicators, the Access to Information Index, and the transparency ranking of political parties.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Continue to support the execution of *Acción Ciudadana's* project on transparency and elections by: 1) Releasing the final report of the index on access to information from political parties; 2) Presenting a final report on media expenditures through the second round of elections; 3) Disseminating an additional ranking of political party compliance with transparency regulations; and 4) Launching a public awareness campaign to promote the adoption of a Freedom of Information Act.
- Finalize an assessment of the impact, strengths and weaknesses of the Program's Competitive Fund.

LLR 2.3.2: CLEAR LEADERSHIP ROLE ON ETHICAL STANDARDS FOR THE PRIVATE SECTOR

INDICATORS:

- Number of activities carried out by private firms, which invest funds on a 1:1 leveraging basis for anticorruption activities supported by USG (cumulative)
- Number of private sector firms that endorse the PTAC electoral communications campaign

MAIN RESULTS ACHIEVED:

Improving the ethics environment in the private sector. On November 22, 2007, the Industrial Sector's Chamber released its Code of Ethics, developed with technical support from CentraRSE, a Program grantee.

This association, which comprises 71 industry segments (e.g. food, clothing, drug industries), is formed in part by more than 1,000 large, medium and small businesses in the manufacturing sector. By adopting a set of ethical standards pertinent to their line of business, the Chamber seeks to assist its members in becoming more competitive and creating a more positive business environment for their clients, employees and partners.



Release of the Code of Ethics of the Industrial Sector's Chamber.

As in the case of other instruments of this type, also developed with USAID's support, the Code of Ethics of the Industrial Sector's Chamber is based on a series of principles and values (honesty, accountability, respect, solidarity, quality, competitiveness, excellence and profitability) which were identified and defined by the Chamber itself in consultations with suppliers and clients.

One of the strengths of this Code is that it follows a very pragmatic approach by identifying several concrete examples for the practical application of its values.

As the next immediate step, the Chamber will promote the adherence to this Code by all its affiliates. The first target is to reach 50% of adherents among the Chamber's approximately 1,200 affiliates by 2009.

Support regional initiatives by the private sector to expand its role in the fight against corruption. In November, the Program also invited and funded the participation of Guillermo Monroy, Executive Director of CentraRSE at a panel on "Corporate Social Responsibility and Transparency," organized by C&A's sister Program in Nicaragua.

CentraRSE's presence at this event enabled it to share its experiences in the design and adoption of Ethics Codes in different sectors of the economy with business executives in Nicaragua.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Subject to the presentation of a formal proposal, the Program will support the design of an Ethics Code for the Chamber of Commerce.

LLR 2.3.3: CAPACITY OF THE MEDIA TO REPORT ON TRANSPARENCY AND CORRUPTION ISSUES INCREASED

INDICATORS:

- Number of journalists, media students, and citizen journalists trained with USG support (cumulative)
- Number of articles/media productions developed as a result of training activities, including “Mi Periódico” articles (cumulative)

MAIN RESULTS ACHIEVED:

Promoting active citizen participation to report corruption. *El Periódico* continued the execution of “Mi Periódico” project, which provided special coverage to the electoral process.

Since its inception, the number of participants registered at the *Mi Periódico’s blog* has grown steadily, as well as their notes, comments and corruption complaints.

New users registered to miPeriódico blog	
October	182
November	161
December	79

El Periódico continued to offer monthly courses for common citizens on writing and research techniques as well as on the use of tools to oversee the execution of government programs and funds. The number of participants in these courses increases steadily every month, and it includes people that reside outside Guatemala City.

The Program also awarded a two month extension (December 07-January 08) to the “Mi Periódico” project with a two-fold purpose: 1) Motivating continued citizen participation in reporting acts of corruption at Mi Periódico’s blog and print version; and 2) Launching a short communications campaign calling for the adoption of a Freedom of Information Act and highlighting the positive impact of this legislation for the common citizen.

Additionally, the Program invited *El Periódico* to present its project at one of the monthly meeting of the Donors’ Transparency Table to motivate other cooperation agencies and international organizations to fund its continued execution. As a result, the World Bank expressed its interest in supporting this activity.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Complete a final stage of Mi Periódico project under the sponsorship of the C&A Program, which will focus on promoting the adoption of a Freedom of Information Act.

SUB IR 2.4: ACCOUNTABILITY OF ELECTED AND APPOINTED OFFICIALS APPROVED

LLR 2.4.1: POLITICAL PARTY AND ELECTED LEADERS' ACCOUNTABILITY IMPROVED

INDICATORS:

- Number of political parties that comply with publicly disclosing their sources of campaign financing during the electoral period
- Number of laws or amendments to ensure credible elections drafted using USG assistance ("F" Indicator)

MAIN RESULTS ACHIEVED:

See activities described under LLR 2.3.1 and 2.3.3 for details on the Program's work aimed at enhancing political party and candidates' accountability in the electoral process.

In connection with this LLR, the Program also presented an outline on the likely uses of the promotional products developed by Porter Novelli to USAID. This identified the material that could be included in a new public awareness campaign, the modifications that they may require, expected results, potential implementing partners and the type of costs associated with launching it.

LLR 2.4.2: IMPROVED GOVERNMENT ETHICS AND DISCLOSURE OF ASSETS OF PUBLIC OFFICIALS AND CANDIDATES FOR PUBLIC OFFICE

CURRENT INDICATOR:

- Number of asset disclosure reports verified of key public sector officials (both appointed and elected)

PROPOSED INDICATOR:

- Number of government officials receiving USG-supported anticorruption training ("F" list indicator / disaggregation, cumulative)

MAIN RESULTS ACHIEVED:

As scheduled, the Program focused its efforts this quarter on implementing other LLRs under its Work Plan for FY2008.

OTHER ACTIVITIES:

- ***Communications Strategy:*** To position itself as an innovative, action-oriented and results-driven partnership with government and civil society, the Program drafted a Communications Strategy for USAID's review. This document includes a proposed Public Awareness Campaign that seeks to build public support for the enactment of key policy strategies that the Program will develop and launch. The campaign will be driven by concrete policy outcomes that the Program is trying to materialize, such as the adoption of a Freedom of Information Act and/or revamping corruption criminalization standards. Ultimately, its final scope and direction will be jointly defined with the Mission in accordance with Program priorities, funding availability and emerging needs.
- ***Multi-country meeting:*** In early October, Program staff attended a CAM multi-country meeting in El Salvador. There, each participating Program (El Salvador, Guatemala, Nicaragua and Panama) made a presentation on their achievements to date and their planned activities for 2007.

LIST OF IN-COUNTRY TRAINING EVENTS:

Element	GJD 2.4 - Anticorruption Reforms		
Indicator Title	Number of Government Officials receiving USG-supported anticorruption training.		
Definition	People must be from government. Training refers to all training or educational events whether short-term or long-term, in country or abroad.		
Name of Training Program	Offered By / Directed To	Start-End Dates / Estimated Cost	No. of Participants (Male & Female)
Multi-country videoconference on "Innovative Mechanisms to Improve Asset Forfeiture and Recovery of Corruption Proceeds"	The Program	December 5, 2007	20
	Judges, Public Prosecutors, Civil Society Representatives	\$478.95	8 women + 12 men

Element	GJD 2.4 - Anticorruption Reforms		
Indicator Title	Number of people affiliated with non-governmental organizations receiving USG-supported anticorruption training.		
Definition	People may not be from government. Training refers to all training or educational events whether short-term or long-term, in country or abroad.		
Name of Training Program	Offered By / Directed To	Start-End Dates / Estimated Cost	No. of Participants (Male & Female)
Workshop on how to develop an Ethics Code	CentraRSE	November 19, 2007	8
	Sugar mill representatives	\$592	4 women + 4 men
Citizen Journalism	El Periódico	October 27, November 26-30, and December 10, 2007	44
	Guatemalan Citizens	\$1,974	18 women + 26 men

II. ADMINISTRATIVE UPDATE:

One copy of the previous quarter's performance report was submitted to USAID's Development Experience Clearinghouse.

NICARAGUA

In compliance with both Contract DFD-I-00-03-00139-00 and Task Order No. DFD-I-03-03-00139-00 (Central America and Mexico (CAM) Transparency, Anticorruption and Accountability Program), Casals & Associates, Inc. (C&A) presents this quarterly report, which covers the period October 1 through December 31, 2007.

I. KEY ACTIVITIES (Please refer to Annex I for a list of Acronyms)

Please note that the M&E Plan for this Program has not yet been finalized, therefore no indicators have been included in this report.

SUB IR 2.1: MORE TRANSPARENT SYSTEMS FOR MANAGEMENT OF PUBLIC RESOURCES BY THE NATIONAL GOVERNMENT

LLR 2.1.1: NATIONAL ANTICORRUPTION/TRANSPARENCY STRATEGY COMPLETED AND IMPLEMENTED

There were no activities under this LLR for this quarter.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Future activities under this LLR will be subject to a Scope of Work Revision which is currently taking place. This will not be defined until next quarter.

LLR 2.1.2: IMPLEMENTATION OF INTER-AMERICAN CONVENTION AGAINST CORRUPTION (IACC) COMMITMENTS

MAIN RESULTS ACHIEVED:

The coalition or *Grupo de Seguimiento a la Convención Interamericana contra la Corrupción* (GS-CICC) has concluded three of the six projects that it was implementing.

At the national level, the coalition is still implementing the Coordination, Website, and Map of Indicators Projects. Results achieved to date in these projects include: approval of the website's structure and design and participation of the Municipalities of Estelí and León in the Map of Indicators Project.

The remaining three projects were implemented at the municipal level and had as their primary objective to train citizens at three hierarchical levels – (1) municipal authorities; (2) members of Municipal Development Committees (CDMs); and (3) community citizens – on various components of the IACC that will enable them to engage in activities that promote transparency and accountability. Results obtained from these projects will be reported under LLR 2.2.2.

OBSTACLES/ISSUES FOR RESOLUTION:

- Delay in implementation of the Map of Indicators Project, which was initially to be conducted in five national GON institutions and two municipal governments due

to lack of political will. Of the seven originally proposed institutions, only the Ministry of Transportation and Infrastructure (MTI) and the Municipalities of Estelí and León accepted to participate in the project.

- Coordination between CSOs implementing the IACC Grants Packages has been difficult. Although they have developed their own internal mechanisms to deal and communicate with each other, the CSOs continue to demonstrate inability to work well with other organizations, especially when money is involved. Constant tribulation is observed when it comes to decision-making and financial resource distribution.
- IACC webpage's design and structure was approved by USAID, but obstacles revolving around information gathering, filtering, and uploading continued. Due to Probidad's unstable situation in the country, the Project will need to find other ways of obtaining information and filtering it.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Conclusion of Map of Indicators Project. It is expected that by the end of the next quarter, all questionnaires will be completed and submitted for final revision.
- Uploading and release of IACC webpage.
- Future activities under this LLR will be subject to a Scope of Work Revision which is currently taking place. This will not be defined until next quarter.

LLR 2.1.3: IMPROVED NATIONAL GOVERNMENT BUDGET TRANSPARENCY, MANAGEMENT AND EXECUTION

MAIN RESULTS ACHIEVED:

In response to a direct technical assistance request from National Assembly Caucus leaders, the Transparency Program, in collaboration with the National Democratic Institute (NDI) and the *Instituto de Estudios Estratégicos y Políticas Públicas* (IEEPP), held three two-day workshops for National Assembly Deputies from three major political parties: *Alianza Liberal Nicaragüense* (ALN-PC), *Partido Liberal Constitucionalista* (PLC), and *Movimiento Renovador Sandinista* (MRS). Topics covered were relevant issues on the public agenda that needed to be addressed in a timely manner by the Legislative Body: 1) Constitutional Reform to be presented by the Executive (Presidential v Parliamentarian System of Government); and 2) the 2008 Budget.

The Constitutional Reform agenda was championed by NDI on Day 1. Parliamentarian and presidential government history and comparisons focusing primarily on the advantages and disadvantages of both systems for countries like Nicaragua were presented by Dr. Cairo Manuel López. A detailed analysis and comparison between the Constitution and the reform proposal to be presented by the Executive was made by Dr. Gabriel Alvarez, who is a Constitutional Law expert. Conclusions reached by the majority of Deputies were along the lines that the constitutional reform proposal should not be passed by Legislation.

Day 2 was a more technical and educational training on how to understand the recently drafted 2008 National Budget. There are several newly elected Deputies that required basic knowledge of how the budget works. Objective analyses on impacts that budgetary allocations for 2008 will have on the economy, social expenditures, and public investment were provided. The one-day training also provided analysis on the allocations for the social issues such as health, education, and poverty.

Specific results for these activities include:

- Deputies provided with tools for analysis, discussion and approval of the 2008 National Budget Project.
- Deputies understood the major tendencies and priorities of expenditures taking place in the areas of health, education, infrastructure, and public investment.
- Deputies obtained qualitative and quantitative information that will enable them to increase and strengthen their analytical and decision-making capacities on budgetary matters.
- Deputies gathered sufficient inputs to define their caucus' position with respect to the 2008 National Budget.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Future activities under this LLR will be subject to a Scope of Work Revision which is currently taking place. This will not be defined until next quarter.

LLR 2.1.4: SYSTEMIC GOVERNMENT DEFICIENCIES IDENTIFIED AND ADDRESSED IN KEY LINE MINISTRIES

There were no activities for Nicaragua under this LLR as specified in the task order.

LLR 2.1.5: INITIATIVES TO REDUCE PETTY CORRUPTION (BRIBE SOLICITATION) DEVELOPED AND IMPLEMENTED

MAIN RESULTS ACHIEVED:

Specifically there were no activities conducted under this LLR for this quarter. The only activity pertaining to this portion of the project was the continued revision by both the Program and USAID of the Cost of Administrative Corruption Survey final reports. Final corrected versions of the report were provided by USAID during the month of December 2007.

OBSTACLES/ISSUES FOR RESOLUTION:

- Identifying an adequate launching strategy for the Cost of Administrative Corruption report's public presentation and distribution.
- Finalization of Cost of Administrative Corruption Survey's Executive Summary for publication. Many revisions took place in order to get the report to its final stage, which took several months.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Finalization of Cost of Administrative Corruption Survey reports; one final analysis of the documents will be performed.
- Provide petty corruption survey history, methodology, and meaning of results to partners and religious leaders that will be part of the Survey's launch, which is expected to be conducted by the end of March or possibly beginning of April (since Holy Week interrupts scheduling) so that the correct interpretation of the results is made during public presentations.
- Future activities under this LLR will be subject to a Scope of Work Revision which is currently taking place. This will not be defined until next quarter.

LLR 2.1.6: KEY OVERSIGHT AGENCIES STRENGTHENED

MAIN RESULTS ACHIEVED:

The USAID/Rule of Law Program and USAID/Transparency Program conducted the two remaining seminars in this joint effort during the months of October and November 2007.

The seminars addressed topics and issues on corruption in public administration, money, rule of law, penal code issues, corporate social responsibility, access to public information, and political financing. These seminars provided an amicable venue for the participants to express concerns and opinions that they had on the various topics presented. The role of the media and the private sector in the promotion of democratic values and anticorruption were heavily discussed topics that usually do not receive adequate attention.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Future activities under this LLR will be subject to a Scope of Work Revision which is currently taking place. This will not be defined until next quarter.

SUB IR 2.2: INCREASED DEVOLUTION OF RESPONSIBILITIES AND RESOURCES TO THE LOCAL LEVEL RESULTING IN GREATER RESPONSIVENESS BY LOCAL GOVERNMENTS TO CITIZENS' NEEDS

LLR 2.2.1: IMPROVED DECENTRALIZATION POLICY FRAMEWORK

There were no activities for Nicaragua under this LLR as specified in the task order.

LLR 2.2.2: IMPROVED LOCAL GOVERNMENT BUDGET TRANSPARENCY, MANAGEMENT, AND EXECUTION

MAIN RESULTS ACHIEVED:

The three municipal projects implemented by the GS-CICC Coalition in the eight municipalities of Belén, Diriomo, La Trinidad, Masatepe, Masaya, Matiguás, San Nicolás, and Somoto have concluded.

Specific results from these projects include:

- Municipal authorities and officials from eight municipalities trained on the Inter IACC and its clauses.
- Participants clearly identified legal norms to prevent corruption.
- Beneficiaries able to recognize and typify corruption cases according to the legal framework set to prevent and punish acts of corruption.
- Municipal authorities aware of the importance of the Access to Public Information Law and the responsibility of carefully filing information as well as facilitating it to anyone who demands it.
- Through Public Audiences, citizens in general succeeded to influence municipal administration by incorporating their demands into their municipalities' day-to-day duties.
- Social Audit Committees (CAS) created in each of the eight municipalities.
- Social Audit Committees (CAS) influencing the execution of community projects.
- Eight social audits performed on community projects in each of the eight municipalities.
- 16 public audiences took place through local radio or public assembly in each municipality.
- Four Citizen Associations created in the municipalities of Diriomo, San Marcos, Belén, and Masatepe. They have been recognized by the Municipal Development Committees (CDM).



Training in municipalities

OBSTACLES/ISSUES FOR RESOLUTION:

- The Citizen Formative Projects conducted at the municipal level were challenged with making the topics covered by the IACC friendlier and more easily digested, especially for community leaders and provincial citizens that had never heard of such an instrument. Other topics were also included in the training sessions such as the Citizen Participation Law, Municipal Framework, Contracting and Procurement Laws, Electoral Law, etc.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Future activities under this LLR will be subject to a Scope of Work Revision which is currently taking place. This will not be defined until next quarter.

SUB IR 2.3: MORE OPPORTUNITIES FOR CITIZEN PARTICIPATION IN AND OVERSIGHT OF NATIONAL GOVERNMENT DECISION-MAKING

LLR 2.3.1: STRONG CIVIL SOCIETY PARTICIPATION AND OVERSIGHT

MAIN RESULTS ACHIEVED:

No new grants or subcontracts were awarded during this reporting quarter. Civil society activities and trainings that transpired during the reporting period are being reported under other LLRs.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Future activities under this LLR will be subject to a Scope of Work Revision which is currently taking place. This will not be defined until next quarter.

LLR 2.3.2: CLEAR LEADERSHIP ROLE AND ETHICAL STANDARDS FOR THE PRIVATE SECTOR

MAIN RESULTS ACHIEVED:

During this past quarter, the Program, in collaboration with USAID'S Rule of Law Program, implemented a seminar that heavily addressed the topic of Corporate Social Responsibility (CSR). The Program joined forces with the American Nicaraguan Chamber of Commerce (AmCham) to organize and invite private sector institutions to the event.

In addition, the *Unión Nicaragüense de Responsabilidad Social Empresarial* (UNIRSE) and PRODEM made a presentation of the work they have conducted in Nicaragua to date and



Cycle of seminars with ROL Program

on the importance of corporate involvement in democracy topics. Other presentations were made by international civil society organizations that specialize on corporate social responsibility such as *CentraRSE* (Guatemala) and *Fundación Salvadoreña para el Desarrollo Económico y Social* (FUSADES - El Salvador).

The most important result obtained from this activity was the involvement of Nicaraguan private sector organizations in an event of this sort. The Nicaraguan private sector has demonstrated little to no interest in democracy, transparency and accountability issues. It has maintained itself marginalized from these topics to avoid exposing conflicting opinions with the GON. Slowly, we are noticing a slight interest from the private sector but long-term efforts focused solely on raising private sector involvement and support for democratic practices are still needed.

OBSTACLES/ISSUES FOR RESOLUTION:

- Difficulty in engaging the private sector in anticorruption and accountability topics.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Future activities under this LLR will be subject to a Scope of Work Revision which is currently taking place. This will not be defined until next quarter.

LLR 2.3.3: CAPACITY OF THE MEDIA TO REPORT ON TRANSPARENCY AND CORRUPTION ISSUES INCREASED

MAIN RESULTS ACHIEVED:

Argentinean journalist Martin Malharro provided technical assistance to the Citizenship for Transparency in Politics Coalition (CxT) by conducting a series of forums for journalist students in various universities of Managua. The forums took place at the University of Commercial Sciences (UCC), Autonomous University of Nicaragua (UNAN), University of Managua (U. de M.), and the Central American University (UCA). Mr. Malharro raised awareness among the students of the importance of media involvement in transparency issues such as political financing. Difficulties in obtaining accurate information and keeping sources secret were addressed. Specifically, providing adequate information in a timely manner was emphasized when investigating corruption cases. The media has a responsibility to the public to publish only verifiable information; without credibility, the media will not help the citizenry.

These points were also emphasized in a two-day event at UCA which targeted professional journalists and media owners. Journalists from all over the country were provided transportation to assist the training. Tools and methods for conducting investigation of corruption cases were provided as well as useful hints for those journalists that lack adequate resources to conduct investigations.



Journalists training with Martin Malharro at UCA

Please refer to Annex II for a list of Program Media Coverage.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

Future activities under this LLR will be subject to a Scope of Work Revision which is currently taking place. This will not be defined until next quarter.



Training by Martin Malharro in UAM

SUB IR 2.4: ACCOUNTABILITY OF ELECTED AND APPOINTED OFFICIALS IMPROVED

LLR 2.4.1: POLITICAL PARTIES AND ELECTED LEADERS' ACCOUNTABILITY IMPROVED

MAIN RESULTS ACHIEVED:

As a follow up to the **Strategic Small Grant Package Initiative on Political Party Finance** that started in August 2006, the Program and IFES designed a new strategy focusing more on reform and on strengthening and expanding the civil society coalition. Resulting from this new strategy is a stronger Citizenship for Transparency in Politics Coalition (CxT), formed by six civil society organizations (CSOs) implementing a total of six grants that promote transparency and accountability in political party finance. This effort concluded at the end of October and specific results include:

- Successful Transparency Seminar conducted in the American University and targeting all university level students (both from private and public schools).
- Draft reform legislation on political financing, monitoring and regulating political financing both through campaign periods and ordinary periods.
- Political Financing Book of Essays written by young Nicaraguan academics for Nicaraguans. This book targets university level students and professionals. Book is still being revised by USAID.
- Increased awareness among Nicaraguan youth of the importance of monitoring political finance.

OBSTACLES/ISSUES FOR RESOLUTION:

- Setting dates and finding speakers available for the closing ceremony of the Transparency Seminar during the month of October.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Future activities under this LLR will be subject to a Scope of Work Revision which is currently taking place. This will not be defined until next quarter.

LLR 2.4.2: IMPROVED GOVERNMENT ETHICS AND DISCLOSURE OF ASSETS OF PUBLIC OFFICIALS AND CANDIDATES FOR PUBLIC OFFICE

MAIN RESULTS ACHIEVED:

During this past quarter, *Hagamos Democracia (Hagamos)* circulated through *El Nuevo Diario* approximately 45,000 newspaper supplements on National Assembly Deputies' accountability of discretionary social development funds. Eleven financial statements were obtained, surpassing the project's goal of five voluntary accountability renditions. The supplement generated such commotion amongst the National Assembly Deputies that several others that did not submit their financial statements have approached *Hagamos* and have requested that a new edition of the supplement be circulated, this time with their accountability statements included. Financial availability for this activity will be reviewed during the next quarter.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- Future activities under this LLR will be subject to a Scope of Work Revision which is currently taking place. This will not be defined until next quarter.

LIST OF IN-COUNTRY TRAININGS:

Please refer to Annex III for a list of in-country trainings.

CONSULTANCIES:

Javier Castro (FUSADES) and Guillermo Monroy (CentraRSE)

Both Mr. Castro and Mr. Monroy traveled to Nicaragua to participate in the seminar “Transparency and Probity: Pillars for National Development” which was conducted by the Program in coordination with USAID’s Rule of Law Program.

Pablo Galarce and Delia Ferreira (IFES)

Both Mr. Galarce and Ms. Ferreira traveled to Nicaragua to provide final technical assistance during the close-out of the CxT initiative.

Bruno Speck (Transparency International Brazil)

Mr. Speck traveled to Nicaragua to participate as a panelist in the closing ceremony of the Transparency Seminars that were conducted under the CxT initiative.

Martin Malharro (Independent Journalist)

Mr. Malharro traveled to Nicaragua to provide technical assistance to the CxT initiative by training local journalists on investigative techniques for reporting on political corruption cases.

Tom Cornell

Mr. Cornell traveled to Nicaragua to provide the field office with technical assistance during a revision of the Program’s Scope of Work.

OTHER ACTIVITIES:

Mainstreaming Anticorruption through Music

The first two concerts of the Campaign “Transparente Nicaragua” took place during the months of November and December at the Central American University and Galerías Santo Domingo Mall. The concerts, by Dúo Guardabarranco, are intended to raise awareness among the primarily the youth sector of the need for their involvement in the country’s governance issues. Songs written by the group promote transparency, accountability, and democratic processes.



Guardabarranco Concert

II. ADMINISTRATIVE UPDATE

One copy of the previous quarter's performance report was submitted to USAID's Development Experience Clearinghouse.

Annex I: Transparency Program, USAID-Nicaragua: List of Acronyms

Alianza Liberal Nicaragüense.....	ALN-PC
Citizenship for Transparency in Politics.....	CxT
Corporate Social Responsibility.....	CSR
Fundación Salvadoreña para el Desarrollo Económico y Social.....	FUSADES
Grupo de Seguimiento a la Convención Interamericana contra la Corrupción...	GS-CICC
Hagamos Democracia.....	Hagamos
Inter-American Convention against Corruption.....	IACC
Instituto de Estudios Estratégicos y Políticas Públicas.....	IEEPP
Instituto para el Desarrollo y la Democracia.....	IPADE
Lower Level Result.....	LLR
Ministry of Transportation and Infrastructure.....	MTI
Movimiento Renovador Sandinista.....	MRS
Municipal Development Committees.....	CDM
National Democratic Institute.....	NDI
Partido Liberal Constitucionalista.....	PLC
Red Probidad/Nicaragua.....	Probidad
Social Audit Committees.....	CAS
Sub-Intermediate Result.....	Sub-IR
United States Agency for International Development.....	USAID
Unión Nicaragüense de Responsabilidad Social Empresarial.....	UNIRSE

Annex II: Transparency Program, USAID-Nicaragua: Media Coverage

Article	Journalist	Date	Media	URL
Las contrataciones en el sector público	Dayra Valle	October 1, 2007	La Prensa	http://www-ni.laprensa.com.ni/archivo/2007/octubre/01/noticias/opinion/218079.shtml
Barómetro legislativo radial, cintillo		October 4, 2007	Prensa Libre Guatemala	Hard copy
Suplemento sobre rendición de cuentas	Suplemento Rendición de cuentas	October 9, 2007	El Nuevo Diario	Hard copy
Cátedra de la Transparencia	Ad	October 15, 2007	La Prensa	Hard copy - La Prensa/3 ^a
Cátedra de la Transparencia	Ad	October 16, 2007	El Nuevo Diario	Hard copy - El Nuevo Diario/ Internacionales
Campaña por libertad de Expresión	Redacción Central	October 22, 2007	La Prensa	Hard copy and link: http://www-usa.laprensa.com.ni/archivo/2007/octubre/22/noticias/politica/222680.shtml
Ciudadanía es vital contra la corrupción		October 23, 2007	La Prensa	http://www-usa.laprensa.com.ni/archivo/2007/octubre/23/noticias/politica/222923.shtml
Contrataciones por desastre RAAN deben fiscalizarse	Dayra Valle/Opinión	October 23, 2007	La Prensa	http://www-usa.laprensa.com.ni/archivo/2007/octubre/23/noticias/opinion/222734.shtml
Parlamento solo obedece a caudillos		October 23, 2007	La Prensa	http://www-usa.laprensa.com.ni/archivo/2007/octubre/23/noticias/politica/222921.shtml
Importante actividad: Video Conferencia “Mecanismos para Facilitar la Incautación de Bienes Provenientes de Delitos de Corrupción y la Recuperación de Activos”	Revoltillo (unknown)	December 5, 2007	Bolsa de Noticias	
Guardabarranco en Concierto Galerías Santo Domingo	Revoltillo (unknown)	December 5, 2007	Bolsa de Noticias	
Entrevista a Martín Malharro “Tenemos	Angie Aguirre Bonilla	December 24 to 30, 2007	Revista Siete Días	Magazine issue 532 http://www.7dias.com.ni/comunicacion.html

Article	Journalist	Date	Media	URL
que impedir que el medio nos paralice”				
Concierto Guardabarranco Galerías Santo Domingo		December 9, 2007		

Annex III: Transparency Program, USAID-Nicaragua: In-country Trainings and other Key Events

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
OCTOBER							
Activities Related to the IACC – Citizen Formation Projects							
III Training in Masatepe, Masaya	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	October 05	13	11	395
III Training in San Marcos, Carazo	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	October 19	14	18	395
III Training in Belen, Rivas	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	October 16	7	8	395
III Training in Diriomo, Granada	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	October 18	11	12	395
III Training in Somoto, Madriz	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	October 23	17	15	395
III Training in La Trinidad, Esteli	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	October 25	20	10	395
IV Training in San Marcos, Carazo	Municipal Authorities Formation	Strengthen municipal authorities' abilities to	Municipal government authorities and municipal	October 30	30	16	395

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
		develop management systems to prevent corruption	representatives from National Institutions.				
III Training in San Nicolas, Esteli	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	October 31	14	6	395
I Training in Matiguas, Matagalpa	IACC's Legal Framework	Promote the integration of citizens into the trainings to provide them with knowledge about the contents of the IACC to enable them to identify and classify the different corruption types.	Citizens from this municipality	October 19	6	21	315
I Training in Belen, Rivas	IACC's Legal Framework	Promote the integration of citizens into the trainings to provide them with knowledge about the contents of the IACC to enable them to identify and classify the different corruption types.	Citizens from this municipality	October 19	7	14	315
I Training in Diriomo, Granada	IACC's Legal Framework	Promote the integration of citizens into the trainings to provide them with knowledge about the contents of the IACC to enable them to identify and classify the different corruption types.	Citizens from this municipality	October 25	12	32	315

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
I Training in Somoto, Madriz	IACC's Legal Framework	Promote the integration of citizens into the trainings to provide them with knowledge about the contents of the IACC to enable them to identify and classify the different corruption types.	Citizens from this municipality	October 26	12	29	315
I Training in San Nicolas, Esteli	IACC's Legal Framework	Promote the integration of citizens into the trainings to provide them with knowledge about the contents of the IACC to enable them to identify and classify the different corruption types.	Citizens from this municipality	October 27	8	8	315
I Training in La Trinidad, Esteli	IACC's Legal Framework	Promote the integration of citizens into the trainings to provide them with knowledge about the contents of the IACC to enable them to identify and classify the different corruption types.	Citizens from this municipality	October 27	7	16	315
II Training in Belén, Rivas	Citizen Participation and Access to Public Information Laws	Continue the integration of citizens by providing them with basic knowledge and analysis of Laws on Citizen Participation and Access to Public Information	Citizens from this municipality	October 27	8	9	315
II Training in Somoto,	Citizen Participation	Continue the integration	Citizens from this	October	11	15	315

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
Madriz	and Access to Public Information Laws	of citizens by providing them with basic knowledge and analysis of Laws on Citizen Participation and Access to Public Information	municipality	30			
Other Activities							
Seminar: Alternatives for the Rule of Law justice system to handle corruption, money laundry and organized crime.	Corruption	Update participants on the new concepts of penal types against public administration, money laundry, and organized crime previewed in the Penal Code	CSOs, academics, public servants, college students, legislative advisors, lawyers and journalists	October 11	66	82	Paid by ROL Program
"International Seminar: Transparency and Political Financing"	Political Party Financing	Promote a culture of transparency and accountability by introducing the topic of political financing	Society at large, professors and students	October 18	67	83	Info not yet available
Workshop with UCC university students on investigative journalism	Political Party Financing	Provide students/journalists with investigative tools to strengthen their capacities	University students	October 22	8	27	Info not yet available
Workshop with UNAN university students on investigative journalism	Political Party Financing	Provide students/journalists with investigative tools to strengthen their capacities	University students	October 24	15	51	Info not yet available
Workshop with UdeM university students on investigative journalism	Political Party Financing	Provide students/journalists with investigative tools to strengthen their capacities	University students	October 24	28	66	Info not yet available

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
Luncheon with media owners and Martin Malharro	Investigative Journalism & Political Financing	Discuss the importance of the role that media owners play in the promotion and support of transparency in politics	National Media Owners, media directors and editors	October 25	Info not yet available	Info not yet available	487.50
Seminar - Workshop: Journalists as Transparency Agents, with an emphasis on Political Financing	Political Party Financing	Provide students/journalists with investigative tools to strengthen their capacities in political party financing	National journalists	October 25 & 26	Info not yet available	Info not yet available	700
Training for National Assembly Deputies (PLC) on Constitutional Reform to be presented by the Executive (Presidential vs. Parliamentary System of Government); and 2) the 2008 Budget.	National Budget	Provide the tools to improve deputies capabilities on the decision-making process regarding national budget and the Presidential vs. Parliamentary System.	National Assembly Deputies	October 31 and November 1	28	7	3600
NOVEMBER							
Activities Related to the IACC – Citizen Formation Projects							
IV Training in Belén, Rivas	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	November 01	12	6	395
III Training in Matiguas, Matagalpa	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent	Municipal government authorities and municipal representatives from National Institutions.	November 05	7	8	395

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
		corruption					
IV Training in Matiguas, Matagalpa	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	November 06	7	8	395
IV Training in La Trinidad, Esteli	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	November 08	14	10	395
IV Training in Diriomo, Granada	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	November 08	40	16	395
IV Training in Masatepe, Masaya	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	November 09	10	9	395
IV Training in San Nicolas, Esteli	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	November 16	14	8	395
IV Training in Somoto, Madriz	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	November 16	11	12	395
V Training in San Marcos, Carazo	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent	Municipal government authorities and municipal representatives from National Institutions.	November 23	22	11	395

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
		corruption					
V Training in Matiguas, Matagalpa	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	November 23	9	13	395
V Training in La Trinidad, Esteli	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	November 26	14	5	395
V Training in Diriomo, Granada	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	November 27	19	9	395
V Training in Masatepe, Masaya	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	November 30	18	10	395
V Training in Somoto, Madriz	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	November 30	15	13	395
V Training in Belen, Rivas	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent corruption	Municipal government authorities and municipal representatives from National Institutions.	November 30	6	12	395
V Training in San Nicolas, Esteli	Municipal Authorities Formation	Strengthen municipal authorities' abilities to develop management systems to prevent	Municipal government authorities and municipal representatives from National Institutions.	November 30	18	5	395

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
		corruption					
I Training in San Marcos, Carazo	IACC's Legal Framework	Promote the integration of citizens into the trainings to provide them with knowledge about the contents of the IACC to enable them to identify and classify the different corruption types.	Citizens from this municipality	November 3	7	28	211
I Training in Masatepe, Masaya	IACC's Legal Framework	Promote the integration of citizens into the trainings to provide them with knowledge about the contents of the IACC to enable them to identify and classify the different corruption types.	Citizens from this municipality	November 4	16	14	211
II Training in Diriomo, Granada	Citizen Participation and Access to Public Information Laws	Continue the integration of citizens by providing them with basic knowledge and analysis of Laws on Citizen Participation and Access to Public Information	Citizens from this municipality	November 1	13	32	315
II Training in San Nicolas, Esteli	Citizen Participation and Access to Public Information Laws	Continue the integration of citizens by providing them with basic knowledge and analysis of Laws on Citizen Participation and Access to Public Information	Citizens from this municipality	November 3	12	13	293
II Training La Trinidad, Esteli	Citizen Participation and Access to	Continue the integration of citizens by providing	Citizens from this municipality	November 4	7	16	293

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
	Public Information Laws	them with basic knowledge and analysis of Laws on Citizen Participation and Access to Public Information					
II Training in Somoto, Madriz	Citizen Participation and Access to Public Information Laws	Continue the integration of citizens by providing them with basic knowledge and analysis of Laws on Citizen Participation and Access to Public Information	Citizens from this municipality	November 8	12	33	315
II Training in Matiguas, Matagalpa	Citizen Participation and Access to Public Information Laws	Continue the integration of citizens by providing them with basic knowledge and analysis of Laws on Citizen Participation and Access to Public Information	Citizens from this municipality	November 9	8	17	315
II Training in Masatepe, Masaya	Citizen Participation and Access to Public Information Laws	Continue the integration of citizens by providing them with basic knowledge and analysis of Laws on Citizen Participation and Access to Public Information	Citizens from this municipality	November 10	11	12	278
II Training in San Marcos, Carazo	Citizen Participation and Access to Public Information Laws	Continue the integration of citizens by providing them with basic knowledge and analysis of Laws on Citizen Participation and Access to Public Information	Citizens from this municipality	November 11	8	22	278
III Training in Somoto, Madriz	Nicaragua's Political Constitution	Facilitate knowledge on the fundamental	Citizens from this municipality	November 15	14	35	392.47

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
		principles of Nicaragua's Political Constitution					
III Training in Matiguas, Matagalpa	Nicaragua's Political Constitution	Facilitate knowledge on the fundamental principles of Nicaragua's Political Constitution	Citizens from this municipality	November 17	8	17	392.47
III Training in San Marcos, Carazo	Nicaragua's Political Constitution	Facilitate knowledge on the fundamental principles of Nicaragua's Political Constitution	Citizens from this municipality	November 17	8	22	337.74
III Training in Masatepe, Masaya	Nicaragua's Political Constitution	Facilitate knowledge on the fundamental principles of Nicaragua's Political Constitution	Citizens from this municipality	November 18	11	12	337.74
III Training in Diriomo, Granada	Nicaragua's Political Constitution	Facilitate knowledge on the fundamental principles of Nicaragua's Political Constitution	Citizens from this municipality	November 22	11	40	392.47
III Training in Belen, Rivas	Nicaragua's Political Constitution	Facilitate knowledge on the fundamental principles of Nicaragua's Political Constitution	Citizens from this municipality	November 23	10	15	392.47
III Training in La Trinidad, Esteli	Nicaragua's Political Constitution	Facilitate knowledge on the fundamental principles of Nicaragua's Political Constitution	Citizens from this municipality	November 24	2	11	370.47
Other Activities							
Training for National Assembly Deputies (ALN-PC) on Constitutional Reform to be presented by the Executive (Presidential vs.	National Budget	Provide the tools to improve deputies capabilities on the decision-making process regarding national budget and the Presidential vs. Parliamentarian System.	National Assembly Deputies	November 8 & 9	30	4	3600

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
Parliamentarian System of Government); and 2) the 2008 Budget.							
Training for National Assembly Deputies (MRS) on Constitutional Reform to be presented by the Executive (Presidential vs. Parliamentary System of Government); and 2) the 2008 Budget.	National Budget	Provide the tools to improve deputies capabilities on the decision-making process regarding national budget and the Presidential vs. Parliamentary System.	National Assembly Deputies	November 16	32	15	1000
Seminar: "Transparency and accountability, pillars for national development"	Transparency and corruption	Contribute to the reflection and analysis of experiences from private sector organizations in the Central American Region (El Salvador and Guatemala) to promote the discussion on the topics of transparency, accountability, ethics and business social responsibility	CSOs, academics, public servants, college students, legislative advisors, lawyers and journalists	November 28	42	47	4000
First Duo Guardabarranco Concert	Transparency and Anticorruption	Promote Transparency and Anticorruption through a series of concerts with songs related to these topics	Society at large	November 29	200	200	Info not yet available
Roundtable	Transparency	Nicaragua's CSOs	Nicaragua's CSOs	November	15	4	00

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
discussion on governmental Transparency and Accountability		share experiences with a representative from Transparency Venezuela Chapter on the design and promotion of tools used to measure and evaluate transparency in Venezuela's municipalities.		er 29			
DECEMBER							
Activities Related to the IACC – Citizen Formation Projects							
III Training in San Nicolas, Esteli	Nicaragua's Political Constitution	Facilitate knowledge on the fundamental principles of Nicaragua's Political Constitution	Citizens from this municipality	December 1	14	6	370.47
IV Training in Diriomo, Granada	Municipal laws No. 40 and 261	Generate knowledge on the fundamental principles of law of municipalities no. 40 and 261 and the functions of local governments.	Citizens from this municipality	December 3	14	34	392.47
IV Training in Somoto, Madriz	Municipal laws No. 40 and 261	Generate knowledge on the fundamental principles of law of municipalities no. 40 and 261 and the functions of local governments.	Citizens from this municipality	December 4	8	23	392.47
IV Training in Belen, Rivas	Municipal laws No. 40 and 261	Generate knowledge on the fundamental	Citizens from this municipality	December 4	8	16	392.47

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
		principles of law of municipalities no. 40 and 261 and the functions of local governments.					
IV Training in Matiguas, Matagalpa	Municipal laws No. 40 and 261	Generate knowledge on the fundamental principles of law of municipalities no. 40 and 261 and the functions of local governments.	Citizens from this municipality	December 6	5	14	392.47
IV Training in San Marcos, Carazo	Municipal laws No. 40 and 261	Generate knowledge on the fundamental principles of law of municipalities no. 40 and 261 and the functions of local governments.	Citizens from this municipality	December 8	6	27	337.74
IV Training in La Trinidad, Esteli	Municipal laws No. 40 and 261	Generate knowledge on the fundamental principles of law of municipalities no. 40 and 261 and the functions of local governments.	Citizens from this municipality	December 9	6	18	370.47
IV Training in Masatepe, Masaya	Municipal laws No. 40 and 261	Generate knowledge on the fundamental principles of law of municipalities no. 40 and 261 and the functions of local governments.	Citizens from this municipality	December 9	15	15	337.74
IV Training in San Nicolas, Esteli	Municipal laws No. 40 and 261	Generate knowledge on the fundamental	Citizens from this municipality	December 15	8	12	370.47

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
		principles of law of municipalities no. 40 and 261 and the functions of local governments.					
Closing Ceremony in Diriomo, Granada	Municipal Authorities Formation, Strengthening of CDM and citizen organizations	Recognition Awards to participants of the three projects on the IACC executed in eight municipalities.	Municipal Authorities, CDM members and citizen organizations	December 5	43	65	375
Closing Ceremony in Belen, Rivas	Municipal Authorities Formation, Strengthening of CDM and citizen organizations	Recognition Awards to participants of the three projects on the IACC executed in eight municipalities.	Municipal Authorities, CDM members and citizen organizations	December 11	25	34	375
Closing Ceremony in San Nicolas, Esteli	Municipal Authorities Formation, Strengthening of CDM and citizen organizations	Recognition Awards to participants of the three projects on the IACC executed in eight municipalities.	Municipal Authorities, CDM members and citizen organizations	December 11	19	13	375
Closing Ceremony in Masatepe, Masaya	Municipal Authorities Formation, Strengthening of CDM and citizen organizations	Recognition Awards to participants of the three projects on the IACC executed in eight municipalities.	Municipal Authorities, CDM members and citizen organizations	December 15	20	39	375
Closing Ceremony in San Marcos, Carazo	Municipal Authorities Formation, Strengthening of CDM and citizen organizations	Recognition Awards to participants of the three projects on the IACC executed in eight municipalities.	Municipal Authorities, CDM members and citizen organizations	December 15	77	62	375
Closing Ceremony in Matiguas, Matagalpa	Municipal Authorities Formation, Strengthening of CDM and citizen	Recognition Awards to participants of the three projects on the IACC executed in eight	Municipal Authorities, CDM members and citizen organizations	December 18	21	44	375

Training Program	Field of Study	Objectives	Beneficiaries	Dates	Males	Females	Total \$ of Activity
	organizations	municipalities.					
Closing Ceremony in La Trinidad, Esteli	Municipal Authorities Formation, Strengthening of CDM and citizen organizations	Recognition Awards to participants of the three projects on the IACC executed in eight municipalities.	Municipal Authorities, CDM members and citizen organizations	December 18	31	49	375
Closing Ceremony in Somoto, Madriz	Municipal Authorities Formation, Strengthening of CDM and citizen organizations	Recognition Awards to participants of the three projects on the IACC executed in eight municipalities.	Municipal Authorities, CDM members and citizen organizations	December 20	41	59	375
Other Activities							
Videoconference: "Mechanisms to facilitate the confiscation of goods obtained through corruption crimes and the recovery of assets"	International Anticorruption Conventions	Present the advances achieved by an intergovernmental work group from the UN responsible for designing strategies between countries member of the Convention to locate, freeze, and return stolen funds to their country of origin.	National Police, Public Ministry, Banks Superintendence, legal advisors, and civil society.	December 5	15	4	526.07
First Duo Guardabarranco Concert	Transparency and Anticorruption	Promote Transparency and Anticorruption through a series of concerts with songs related to these topics	Society at large	December 9	200	200	Info not yet available

PANAMA

In compliance with Contract DFD-I-00-03-00139-00 and Task Order No. DFD-I-03-03-00139-00 (Central America and Mexico (CAM) Transparency, Anticorruption and Accountability Program), Casals & Associates, Inc. (C&A) presents this quarterly report, which covers the period October 1 through December 31, 2007.

I. KEY ACTIVITIES

Based on the activities described below (executed under the leadership of the C&A Program) and the implementation of initiatives by other parties, progress under a functional anticorruption strategy may be quantified as follows through the end of this quarter:

Component of the Strategy	Progress to Date
1) Adjustments to the Regulatory Framework / Public Policy	14.98%
2) Institutional Strengthening	6.82%
3) Citizens' Participatory Mechanisms	12.83%
Total	34.64%

The following sections detail the extent of the Program's interventions to move forward on each of the strategy's components.

SUB IR 2.1: MORE TRANSPARENT SYSTEMS FOR MANAGEMENT OF PUBLIC RESOURCES BY THE NATIONAL GOVERNMENT

LLR 2.1.1: NATIONAL ANTICORRUPTION/TRANSPARENCY STRATEGY COMPLETED AND IMPLEMENTED

INDICATOR:

- % implementation of National Anticorruption Strategy

MAIN RESULTS ACHIEVED:

Bringing together GOP agencies and civil society organizations to advocate for the adoption of a unified Code of Criminal Procedure. On November 23, the National Association of Judges, the Attorney General's Office (AGO) and Alianza Ciudadana pro Justicia made public their proposed Code of Criminal Procedure, which seeks to foster a more expeditious and transparent system of criminal justice.

This was the result of a lengthy drafting and consultation process, conducted under the technical guidance of our Program, that involved the active participation of judges, public prosecutors, law practitioners, civil society representatives and advisors to the Executive and Legislative branches.

In support of the above entities, the Program also prepared a strategy and arguments to advocate – before the National Assembly and others (e.g. professional associations) – for the adoption of the proposed Code of Criminal Procedure. In becoming involved in this task, the C&A Program sought to promote the adoption of legal standards into the Code that may facilitate the prosecution of corruption, such as whistleblower and witness protection, conflicts of interest and plea bargaining.

Furthermore, in conjunction with the Association of Panamanian Judges (ASPAMAJ), the Program published and disseminated, as an insertion in local newspapers (*El Siglo* and *La Estrella*), 45,000 copies of a summary of the objectives, contents and scope of the proposed Code of Criminal Procedure. This was intended to promote an understanding on the benefits of an accusatory system and its impact for the public at large.

The new Code of Criminal Procedure is expected to be discussed and approved by the National Assembly in 2008.



Discussions of the draft Code of Criminal Procedure

Reactivating joint activities with the National Anticorruption Council (NAC) and its Executive Secretariat. Throughout this quarter, the Program carried out the following activities in support of the Executive Secretariat of the National Anticorruption Council:

1) Third National Transparency Week: On December 3-13, 2007, the Program put together the third edition of “National Transparency Week,” an event visualized and launched in 2005 by the Program to engage civil society groups and GOP agencies in the organization of seminars, workshops, public awareness activities and other tasks linked to the promotion of accountability and anticorruption practices across all sectors of society. Henceforth, the Council’s Executive Secretariat took the lead in its organization. With C&A’s support, this year’s program covered 25 activities organized over a 10-day period by 16 different entities in the private sector, NGO community and government.

The Program held directly, or through its local counterparts, 10 of these activities and funded the publication of a newspaper advertisement to disseminate the program of the overall event.

2) Course Certificate: On October 11, UNESCPA, a GDA grantee, completed the implementation of a four-month training program on Fraud Auditing and Internal Controls designed in conjunction with the National Anticorruption Council for 75 internal auditors and GOP officials (see attached GDA report for more details).

The Program was also part of a three-member panel that reviewed and awarded recognitions to course students that presented outstanding research papers. Additionally, it sponsored the closing ceremony of these courses in the framework of the Third National Transparency Week.

3) Publications: The Council published the third volume of its journal (*Transparencia y Cambio*), which included an article drafted by the Program on “Guidelines to Avoid Recurring Mistakes in the Design of Anticorruption Strategies and the Establishment of an Anticorruption Entity.”



Transparencia y Cambio. Issue Number 3

Impact of the Program’s activities with the Judicial Branch. In November 2007, the Justice Studies Center of the Americas (CEJA), released the third edition of its “Index of Access to Judicial Information,” which ranks the Judicial Branches and Public Prosecutors’ Offices of 34 countries based on the availability of web-based information linked to their technical, financial and administrative operations. In 2007, Panama’s Judicial Branch significantly improved its position in the ranking by jumping from 16th to 8th place. The adoption of Program recommendations, issued earlier that year, in connection with generating, managing and disseminating court-related information (e.g. streamlining the publication of sentences and budget-execution data) may account partially for this progress.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- The Program will work with GOP agencies and civil society organizations in launching a new initiative aimed at improving the administration of justice at the community level. The project covers two major components: 1) Working with GOP agencies (e.g. Solicitor Generals’ Offices) in the design of procedures to solve

administrative disputes in a more expeditious, efficient and transparent manner; and
2) Administering a grant to complement the implementation of tasks under the first component and supporting sustainable advocacy and oversight efforts by civil society.

LLR 2.1.2: IMPLEMENTATION OF THE COMMITMENTS OF THE INTER-AMERICAN CONVENTION AGAINST CORRUPTION (IACC)

INDICATOR:

- % implementation of Committee of Experts' recommendations regarding IACC commitments

While the Program did not conduct activities *per se* under this LLR this quarter, all the tasks described throughout this report abide by the standards set forth by both international anticorruption conventions subscribed and ratified by Panama (IACC and UNCAC).

LLR 2.1.3: IMPROVED NATIONAL GOVERNMENT BUDGET TRANSPARENCY, MANAGEMENT AND EXECUTION

In accordance with the Mission's priorities—ratified by a revised scope of work—the Program concentrated its activities under other LLRs.

LLR 2.1.4: SYSTEMIC GOVERNMENT DEFICIENCIES IDENTIFIED AND ADDRESSED IN KEY LINE MINISTRIES

INDICATOR:

- Number of measures undertaken to advance the implementation of the civil service system

MAIN RESULTS ACHIEVED:

Exposing the head of the Civil Service Directorate to best practices. The Program sponsored the participation of Arnulfo de León, head of the Civil Service Directorate, at the 2007 Congress of the Latin American Centre for Development Administration (CLAD), held on October 30 – November 2 in the Dominican Republic. The Congress' modules covered topics closely related to civil service implementation, namely: "Training of Government Officials as a Tool to Professionalize the Public Function" and "Professionalization of High-Level Government Officials." Furthermore, it included other relevant subjects, such as "Information Society and E-Government," "Ethics and Transparency in the Public Sector," and "Managing for Results in Government." By participating in these modules, Mr. León became acquainted with achievements and failures in human resources management in the public sector in Argentina, Mexico,

Brazil and the Dominican Republic. This experience may in turn assist him in further defining the direction of Panama's path in this area.

Revamping civil service mechanisms at the GOP's internal revenue unit. The Program finalized a project to streamline the internal organization and human resources practices of the National Tax Directorate (DGI) by presenting this entity with the following products:

- 1) A recruitment and personnel selection subsystem, which involved the development of three major sub-products: a) a recruitment and promotion mechanism with evaluation criteria and indicators; b) standards and regulations to undertake management positions based on merits and professional skills; and c) model terms of reference to be used in connection with the recruitment process.
- 2) The conceptual framework that will serve as the basis for each of the components of the DGI's Human Resources Management System.
- 3) A plan to move forward the DGI's human resources practices into the proposed revamped system.

The Program also monitored the implementation of ADEN University's training program on Change Management and Transparency Practices for the personnel of the DGI (see attached GDA report). During the reported period, ADEN finalized the training program by offering sessions of three additional courses on "Facing Personal and Institutional Changes," "Training of Trainers," and "Tax Payer Services" for 364 DGI officials (120 women and 244 men).

As described by the head of this agency, all these activities seek to "offer the country an efficient and competent internal revenue service that meets tax collection goals... by offering high quality services to tax payers based on the principles of access to information, transparency and accountability."

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- In light of USAID's stated priorities and budget constraints, the Program does not anticipate conducting tasks under this LLR next quarter.

LLR 2.1.5: INITIATIVES TO REDUCE PETTY CORRUPTION (BRIBE SOLICITATION) DEVELOPED AND IMPLEMENTED

In accordance with the Mission's priorities—ratified by a revised scope of work—the Program concentrated its activities this quarter in other LLRs.

LLR 2.1.6: KEY OVERSIGHT AGENCIES STRENGTHENED

INDICATOR:

- Number of recommendations issued by the Program to key oversight agencies that are accepted and launched

MAIN RESULTS ACHIEVED:

Moving forward key initiatives at the Attorney General's Office (AGO). Below is a brief description of the Program's major highlights in connection with its work with the Corruption Investigations Unit of the AGO.

a) Training: In conjunction with several counterparts (e.g. the AGO, the National Association of Panamanian Judges, the Judiciary and the National Anticorruption Council), the Program offered seven sessions of a workshop on "Detection and Investigation of Fraud in the Purchase or Concession of Undeveloped State Land." Attending these courses were most of the staff of the AGO's Corruption Investigations Unit, Judges, Public Prosecutors and Public Defendants in Panama City (five courses), Santiago (one course) and David (one course).



Training Course on "Detection and Investigation of Fraud in the Purchase or Concession of Undeveloped State Land"

Additionally, the Program conducted full-blown exercises to assess internal controls at the AGO's Transportation and Seized Assets Units while simultaneously offering field training on the subject matter to 11 internal auditors. These activities continued a preliminary effort launched last quarter, when abridged versions of these workshops took place in the above departments. The purpose of the latest exercises was to complete the initial evaluation, present recommendations to address institutional shortcomings and assist the AGO in reviewing the Internal Procedures Manuals of the Transportation and Seized Assets Units.

The Program gathered the workshops' results into two reports and presented them to the Attorney General along with a draft resolution to adopt the mandatory use of internal controls methodologies.

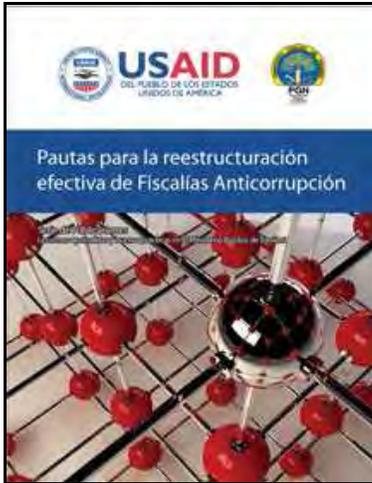


Delivery of Internal Controls Report to the AGO

b) Revamping the organizational structure of the Corruption Investigations Unit.

As detailed below (see “Other Activities”), the Program organized an event in December to showcase the results of our activities to date with the AGO and other counterparts in government, civil society and the private sector. As part of this event, the Program released a series of publications on best practices and lessons learned in the restructuring process of the AGOs’ Corruption Investigations Unit. This included the following titles: 1) Guidelines to Restructure a Corruption Investigations Unit; 2) Corruption Investigations Manual; 3) Managing for Results at the Corruption Investigations Unit; and 4) Corruption Crimes under the New Criminal Code (Comments, Scholastic Doctrine and Jurisprudence). All of these publications will be distributed locally and regionally in print and electronic format.





Publications related to the Program's work with the Attorney General's Office

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- In light of USAID's stated priorities and budget restraints, the Program does not anticipate conducting tasks under this LLR next quarter.

SUB IR 2.2: INCREASED DEVOLUTION OF RESPONSIBILITIES AND RESOURCES TO THE LOCAL LEVEL RESULTING IN GREATER RESPONSIVENESS BY LOCAL GOVERNMENTS TO CITIZENS NEEDS

In accordance with the Mission's priorities—ratified by a revised scope of work—the Program is concentrating its activities under SUB IRs 2.1 and 2.3.

SUB IR 2.3: MORE OPPORTUNITIES FOR CITIZEN PARTICIPATION IN AND OVERSIGHT OF NATIONAL GOVERNMENT DECISION-MAKING

LLR 2.3.1: STRONG CIVIL SOCIETY PARTICIPATION AND OVERSIGHT

INDICATOR:

- Number of social audits conducted of government programs and performance

MAIN RESULTS ACHIEVED:

Advancing the Program's small grants component. *Alianza Ciudadana pro Justicia*, the Program's main counterpart in civil society, carried on the implementation of its third grant ("Continued citizen participation in the judicial reform process and the execution of anti-corruption initiatives"). Below is a list of major highlights in connection with the implementation of this project.

- By and large, one of the most relevant achievements this quarter (and of this Program as whole) involved obtaining the President's ratification of the process to engage civil society in the selection of the two new Supreme Justices. This

implied the enactment of a Presidential decree endorsing the methodology used in 2005 to identify the incoming members of the Court. With the Program's support and technical guidance, *Alianza Ciudadana's* intervention was instrumental in reaching this result. Among other features, the decree called for the formation of a seven-member Evaluating Committee composed of civil society representatives (e.g. *Alianza Ciudadana*, the National Bar Association) and a Judicial Branch appointee.

To launch its activities, the Committee revamped the methodology to interview and assess the candidates' applications. *Alianza Ciudadana* engaged civil society in this process by opening a special section on its Internet site where it posted the list of candidates, their CVs, and comments submitted by the citizenry on applicants. Following these tasks, the Evaluating Committee presented to the Executive Cabinet (*Consejo de Gabinete*) the names of those applicants that met the criteria to become Supreme Justices with comments on their profiles. In accordance with the limits of their assignment, these comments did not include recommendations or rankings.

The relevance of the Program's intervention in these tasks is stressed by the fact that the two new appointees may tilt the balance of power within the Supreme Court towards a more progressive and reform-oriented group.

Alianza Ciudadana's efforts in this area included earlier preparatory activities. For instance, in October, the Program and *Alianza* organized an event where initial discussions took place to review best practices and mechanisms for the selection of Supreme Justices based on objective criteria (e.g. their technical merits and independence). Rodolfo Vigo, former Supreme Justice in Argentina and co-author of the Iberoamerican Model Code of Ethics for the Judicial Branch, served as the featured speaker. As part of this event, 29 civil society organizations signed a petition titled "The Supreme Justices that the Country Needs," which specified the professional and personal qualities required from all members of the Supreme Court. *Alianza Ciudadana* disseminated this document widely through national circulation newspapers (*La Prensa* and *Panamá América*) that offered their publication free of charge. The submission of this document to the Executive branch prompted the President to reactivate the Evaluating Committee mentioned above.



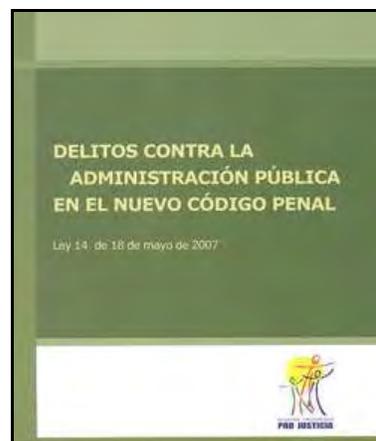
Event on best practices and mechanisms



Petition Signing

for the selection of Supreme Justices

- *Alianza Ciudadana* also continued to participate actively at the working table responsible for drafting a revamped Code of Criminal Procedure. The proposed Code was made public by *Alianza Ciudadana* and others in November as a unified initiative of civil society, the Judicial Branch and the AGO (see LLR. 2.1.1).
- In terms of public awareness activities, *Alianza Ciudadana* attended several public forums and participated regularly at a radio program called “A Little of Everything,” where it directed messages to the community on judicial reform, citizen participation and the fight against corruption.
- It also continued to monitor the status of high-profile corruption cases at the Judicial Branch and the AGO. On November 6, *Alianza Ciudadana* presented a report to the media on the status of these cases.
- On November 14 *Alianza Ciudadana* held the seminar “Justice and Social Responsibility,” geared towards private sector representatives with the purpose of involving them in judicial reform initiatives. The event addressed the impact of economic crime in business competitiveness.
- On December 10, *Alianza Ciudadana* released a publication which summarizes the major features of the Chapter on Corruption Crimes of the new Criminal Code. More than 300 copies of this document have been distributed among public servants nationwide.
- The Program also completed the process to document *Alianza Ciudadana’s* practices and experiences in a publication titled “Six Steps to Effectively Engage Civil Society in a Judicial Reform Process.” Its dissemination seeks to share *Alianza Ciudadana’s* successful watchdog methodologies and promote their implementation across other areas of the good government agenda.



Alianza Ciudadana’s New Publications

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- In December 2007, *Alianza Ciudadana* completed its third grant. Subject to USAID’s approval, *Alianza Ciudadana* will administer a new project in early 2008 with a two-fold purpose: 1) monitor the incidence of corruption and efficiency in the administration of Justice at the community level; 2) design a strategy to promote its own sustainability as a leader of citizen-driven initiatives in the fight against corruption.

LLR 2.3.2: CLEAR LEADERSHIP ROLE AND ETHICAL STANDARDS FOR THE PRIVATE SECTOR

INDICATOR:

- Number of anticorruption programs funded by the private sector

MAIN RESULTS ACHIEVED:

Completing the implementation of GDA Initiatives. This quarter, our eight GDA grantees completed their respective anticorruption projects under the close financial and technical supervision of our Program (see attached GDA report for a description of their activities and results). Overall, USAID’s obligations to GDA recipients totaled \$595,484.52, whereas their in-kind and financial contributions reached \$1,107,660.23 (1:1.86 ratio).

Conducting joint activities with the Panamanian Association of Business

Executives (APEDE). On December 5, the Program and APEDE released a publication on the “Criminal, Civil and Administrative Liabilities of High-Level GOP officials,” originally prepared by the Program in response to APEDE’s concern for clearly grasping the legal responsibilities of public servants in the execution of their functions. The Program sponsored the publication of 3,000 copies of this booklet, which was distributed nationally among GOP officials, judges, public prosecutors and civil society organizations.



Joint publication with APEDE

Furthermore, the Program monitored the last stage of APEDE's project under the GDA mechanism (a public awareness campaign in the media titled "Educating in Values against Corruption"). See attached GDA report.

PLANNED ACTIVITIES FOR NEXT QUARTER FOR THIS LLR:

- In light of USAID's stated priorities and budget restraints, the Program does not anticipate conducting tasks under this LLR next quarter.

LLR 2.3.3: CAPACITY OF THE MEDIA TO REPORT ON TRANSPARENCY AND CORRUPTION ISSUES INCREASED

In accordance with the Mission's priorities—ratified by a revised scope of work—the Program is concentrating its activities under other LLRs.

SUB IR 2.4: ACCOUNTABILITY OF ELECTED AND APPOINTED OFFICIALS IMPROVED

In accordance with the Mission's priorities—ratified by a revised scope of work—the Program is concentrating its activities under SUB IRs 2.1 and 2.3.

LIST OF IN-COUNTRY TRAINING EVENTS:

Training Program	Field of Study	Relationship to the Contract	Date	Estimated Cost	Female Participants	Male Participants
Administrative, Civil and Criminal Liabilities of High Level GOP Officials (offered at the Panamanian Association of Business Executives). Instructor: Meini.	Corruption Detection and Prosecution	LLR 2.1.6	Dec. 5	738.08	23	15
Workshop on "Detection and Investigation of Fraud in the Purchase or Concession of Undeveloped State Land" for GOP officials from the Cadastre/Land Registration Office (organized with the National Anticorruption Council).	Corruption Detection and Prosecution	LLR 2.1.6	Dec. 4	903.92	9	6

Training Program	Field of Study	Relationship to the Contract	Date	Estimated Cost	Female Participants	Male Participants
Instructor: Meini. Four Workshops on "Detection and Investigation of Fraud in the Purchase or Concession of Undeveloped State Land" for Judges, Public Prosecutors and Public Defendants in Panama City. Instructor: Meini.	Corruption Detection and Prosecution	LLR 2.1.6	Nov. 26, 27, Dec 3	2,214.21	38	30
Workshop on "Detection and Investigation of Fraud in the Purchase or Concession of Undeveloped State Land" for Judges, Public Prosecutors, and Municipal Government Officials in Santiago. Instructor: Meini.	Corruption Detection and Prosecution	LLR 2.1.6	Nov. 29	1,327.66	12	7
Workshop on "Detection and Investigation of Fraud in the Purchase or Concession of Undeveloped State Land" for Judges, Public Prosecutors, and Municipal Government Officials in David. Instructor: Meini.	Corruption Detection and Prosecution	LLR 2.1.6	Nov. 30	1,298.59	9	11
Workshop/Dialogue with the members of the 2005 Evaluating Committee of Candidates to design a revamped methodology for the appointment process of Supreme Justices in 2007. Instructor: Vigo.	Judiciary's Transparency and Independence	LLR 2.3.1	Nov. 11	2,711.12	4	5
Implementation of Control Self	Internal Controls	LLR 2.1.4	Oct. 23	989.89	4	7

Training Program	Field of Study	Relationship to the Contract	Date	Estimated Cost	Female Participants	Male Participants
Assessment Methodologies for the AGO's Internal Auditors. Instructor: Estrella.						
Control Self Assessment Workshop at the Seized Assets Unit of the Attorney General. Instructor: Estrella.	Internal Controls	LLR 2.1.4	Oct. 18-19	1,979.78	4	8
Control Self Assessment Workshop at the Transportation Unit of the Attorney General. Instructor: Estrella.	Internal Controls	LLR 2.1.4	Oct. 16-17	1,979.78	7	7
Citizen Initiatives to Promote the Judiciary's Independence Vigo.	Judiciary's Transparency and Independence	LLR 2.3.1	Oct. 16	4,920.32	24	22
Workshop on Strategies and Arguments to Defend the Proposed Draft Code of Criminal Procedure at the National Assembly. Instructor: Solanilla.	Corruption Criminalization	LLR 2.1.1	Oct. 15-17	7,394.80	10	7
Modules Offered by ADEN, a GDA grantee.	Institutional Strengthening to Address Government Deficiencies	LLR 2.1.1	Oct. 1 – Nov.23	Pending	244	120
Three Workshops to Raise Awareness among Teenagers to Live by Ethical Values in their Daily Lives. (offered by FETV, a GDA grantee)	Ethics	LLR 2.3.2	Oct. 4, 18, 20	\$5,935.39	87	48
Course Certificate on Fraud Auditing (a six-month course offered by UNESCPA, a GDA grantee)	Government Auditing	LLR 2.1.6	May 29 – Nov. 10	\$15,000	22	53

CONSULTANCIES:

Consultant	Main Activity/Activities	Type of Contract (LOE or Fixed Price)	Period of Execution	Counterpart / Beneficiary	Relationship to the objectives of the Contract
Eugenio Ramírez	Assist in the design of the National Tax Directorate's Human Resources Management System	FP	Sep. 19 – Dec. 10	National Tax Directorate	LLR 2.1.4
Edison Estrella	Offer two full-blown workshops on the evaluation of internal controls at the Transportation and Seized Assets Units of the AGO Assist in developing Procedures Manuals from the AGO's Transportation and Seized Assets Units Further train AGO's internal auditors in the implementation of control self assessment methodologies.	LOE	Oct. 14 – 27	AGO	LLRs 2.1.6 and 2.1.4
Ileana Golcher	Document <i>Alianza Ciudadana's</i> social auditing methodologies.	FP	July 9 October 22,	<i>Alianza Ciudadana pro Justicia</i> and Civil Society Organizations	LLR 2.3.1
Cesar Solanilla	Prepare the basic structure for a publication on "Guidelines for the effective restructuring of Anticorruption Prosecution Offices".	LOE	Oct. 30 – Nov. 2	AGO, Judicial Branch, Civil Society Organizations	LLR 2.1.6
Cesar Solanilla	Draft a strategy and arguments to defend the proposed draft Code of Criminal Procedure at the National Assembly	LOE	Oct. 15-19	AGO, Judicial Branch, Civil Society Organizations	LLRs 2.1.1 and 2.1.6
Rodolfo Vigo	Advise civil society organizations on the evaluation of applicants to the Supreme Justices.	LOE	Nov. 7 - 10	Civil Society Organizations	LLR 2.1.1 and 2.3.1
Rodolfo Vigo	Offer a workshop on transparency and citizen-participation practices in	LOE	Oct. 15 – 17	Civil Society Organizations	LLR 2.1.1 and 2.3.1

Consultant	Main Activity/Activities	Type of Contract (LOE or Fixed Price)	Period of Execution	Counterpart / Beneficiary	Relationship to the objectives of the Contract
	connection with the appointment of Supreme Justices.				
Ivan Meini	Offer six sessions (for different audiences) of a workshop on "Detection and Investigation of Fraud in the Purchase or Concession of Undeveloped State Land." Made a presentation before the Panamanian Association of Business Executives on the "Criminal, Civil and Administrative Liabilities of High-Level GOP officials" in connection with a presentation of a booklet drafted by him on this subject.	LOE	Nov. 25 – Dec. 6	AGO and Judicial Branch Private Sector	LLR 2.1.6 LLR 2.3.2
Ivan Meini	Draft a booklet on the "The Criminal, Administrative and Civil Liabilities of High-Level Government Officials and Board Members of Government Agencies" Draft a "Manual of Corruption Crimes under the New Penal Code of Panama."	FP	Aug. 6 – Sep. 30	AGO, Judicial Branch and GOP agencies	LLR 2.1.6

OTHER ACTIVITIES:

Other project activities throughout this quarter included the following:

Fostering an international dialogue on "Innovative Mechanisms to Improve Asset Forfeiture and Recovery of Corruption Proceeds." On December 5, 2007, the Program co-organized, along with its "sister" offices in El Salvador, Guatemala and Nicaragua, a multi-country videoconference on "Innovative Mechanisms to Improve Asset Forfeiture and Recovery of Corruption Proceeds." Overall, more than 70 civil society representatives and high-level officials (among Judicial staff, public prosecutors and members of anticorruption commissions, some of whom represented UNCAC's

central authorities) in all four countries attended the event, which featured as a speaker a specialist on the subject matter from the United Nations Office on Drugs and Crime (UNODC) based in Vienna, Austria. Attorney General Ana Matilde Gómez and her top Narcotics and Corruption prosecutors led the 25-member delegation present at Panama's viewing site.

By describing the legal instruments that the UN Convention against Corruption (UNCAC) puts forward to facilitate forfeiture and recovery of ill-gained assets, the speaker also alluded to countries that already have those measures in place and a few of their experiences in their implementation. Her presentation allowed participants to:

- Become aware of the advantages of a civil prosecution strategy (*vis-à-vis* a criminal process) for the confiscation and disposal of corruption proceeds, particularly when the alleged offender cannot be prosecuted on account of death, flight or absence. A civil process, for instance, may establish liability on the basis of civil standards and accepts less stringent evidentiary requirements.
- Recognize that forfeiting and disposing of corruption proceeds does not require a criminal conviction (which may take several years to occur) based on UNCAC's suggested reforms and the increasing acceptance of this principle in comparative law.
- Demystify the belief that prosecuting a defendant for illicit enrichment violates the due process (e.g. the argument that it reverses the burden of proof in detriment of the accused party). European courts, for instance, have ratified that government officials that enjoy a standard of living beyond their means are liable for demonstrating the licit source of their assets.
- Acknowledge the role that Financial Intelligence Units play in receiving, analyzing and disseminating reports of suspicious transactions. This was particularly relevant for Nicaragua, where an entity of this type is yet to be adopted.
- Initiate preliminary contacts with UNODC specialists to eventually receive specialized technical assistance in the design of regulations relevant to the UN Convention against Corruption. In the framework of the dialogue that followed the presentation, Nicaraguan government officials already requested UNODC's support in reviewing asset forfeiture mechanisms in connection with an anti-narcotics bill.
- Be reminded of the immediate obligations of UNCAC's central authorities in each of these countries to advance its execution. Thanks to earlier contacts in connection with the organization of this activity, two of the participating countries (Guatemala and Panama) proceeded to fill out and submit a questionnaire on UNCAC's implementing status, which will be reviewed at a regional meeting in Bolivia and then at the Conference of the State Parties to the UNCAC in Bali, Indonesia.
- Become acquainted with the nature and objectives of the Stolen Asset Recovery initiative (StAR), a new World Bank and UNODC effort to provide legal and technical assistance to a handful of developing countries (six in total and three of them in Africa) to recover the stock of stolen assets. Prior to this videoconference, StAR was an initiative largely unbeknownst to all participating countries. As necessary, this may increase their chances to apply early and be selected for support.

- Further understand the need to engage civil society and the media in monitoring the transparent use of returned assets.



Videoconference on “Innovative Mechanisms to Improve Asset Forfeiture and Recovery of Corruption Proceeds”

Underscoring the extent and results of the Program’s activities with our counterparts. On December 12, 2007, the Program organized an event to showcase our major achievements in the implementation of anticorruption activities led by local partners in government (mainly the AGO), civil society and the private sector. This sought, specifically, to:

- Communicate actively and consistently USAID’s support for results-driven alliances aimed at motivating a culture of intolerance against corruption and inducing institutional reforms to strengthen corruption prevention, detection and prosecution.
- Highlight the steps required to follow up on the implementation of the above initiatives and their results achieved to date.

U.S. Ambassador William Eaton offered the event’s introductory remarks, while a high-level official from the AGO addressed the scope and impact of the comprehensive institutional reform process taking place at the AGO’s Corruption Investigations Unit, which the Program assisted in visualizing and putting into practice. A representative of the AGO’s Corruption Investigations Unit and the Program Director also gave brief public statements.

More than 250 of the Program’s associates and beneficiaries were present at this event. This included high-level GOP officials, such as the Executive Secretary of the Anticorruption Council and the head of the Civil Service Directorate. Attending were also civil society, private sector and media representatives.

Following the Ambassador’s introductory remarks and those of the speakers who followed him, the event concluded with a presentation of a short video highlighting the results of the most relevant activities supported by the Program. This incorporated testimonies from C&A’s counterparts that identified the impact of USAID’s support and their thoughts on how to maintain and advance their progress.

Additionally, the Program released six publications outlining best practices and lessons learned in connection with the Program's work with civil society organizations and government. They were handed out in hard copy and electronic versions along with CDs that compiled the Program's public awareness campaigns with APEDE, ANAM and FETV, and a desk calendar that featured anticorruption quotes from historic Panamanian figures.



Event to showcase the major achievements of the Program's initiatives with local counterparts

II. ADMINISTRATIVE UPDATE

One copy of the previous quarter's performance report was submitted to USAID's Development Experience Clearinghouse.

EL SALVADOR

In compliance with both Contract DFD-I-00-03-00139-00 and Task Order No. DFD-I-03-03-00139-00 (Central America and Mexico (CAM) Transparency, Anticorruption and Accountability Program), Casals & Associates, Inc. (C&A) presents this quarterly report, which covers the period October 1 through December 31, 2007.

I. KEY ACTIVITIES

SUB IR 1.1: IMPROVED TRANSPARENCY AND EFFICIENCY OF JUDICIAL PROCESSES

LLR 1.1.1: PROMOTE TRANSPARENCY, EFFICIENCY AND UNDERSTANDING OF JUDICIAL PROCESSES

INDICATOR:

- Number of activities promoting greater transparency in the justice sector

MAIN RESULTS ACHIEVED:

Transparency and Judicial Indicators: During this reporting period, the terms of reference were prepared for a consultant to design judicial transparency indicators. To comply with the bidding regulations, six local and international individuals/companies were invited to submit proposals. By the time of the closing of this reporting period, only one proposal from CEJA (*Centro de Estudios de Justicia de las Americas, Chile*) was received. The TAG Program expects to receive additional proposals by the deadline date of January 31, 2008.

Coordination with other areas of the Justice Sector: To provide technical assistance, consultants Hector Quiñones (Puerto Rico) and Jaime Bautista (Colombia) traveled to the country to continue supporting the Coordinating Commission of the Justice Sector (UTE) during the drafting process of the new Criminal Procedural Code. There were several closed-door meetings and roundtables, including a three-day retreat outside San Salvador with all participating institutions (UTE, FGR, PGR, CSJ, and CNJ). The objective was to finalize the draft bill to be submitted to the National Legislative Assembly.



Extraordinary working session of the Coordinating Commission of the Justice Sector.

Training Plan for the Anticorruption Unit of the Attorney General's Office (FGR):

After USAID approved the terms of reference for a consultant to design a New Crimes Training Plan, five institutions and

individuals were invited to submit proposals by Jan 31, 2008. In addition, a company that developed a Corruption Tracking Software to follow up on corporate fraud, financial crimes, forensic auditing, and terrorism activities, may be useful for the FGR and was

contacted for exploring the possibility of bringing this experience into the country. This company would evaluate the usefulness and practicality of this software to be used by the Anticorruption Unit of the FGR.

Support to the Supreme Court of Justice for the Development of a Judicial Ethics Code: Consultant Teodoro Pérez reviewed the Judicial Ethics Code to improve its content with additional components of ethical values and principles. These values would go along with the Ibero-american Ethical Code, the Bangalore Principles on Judicial Ethics of the UN and the Government Ethics Law of El Salvador. It was decided by the CSJ that the new version of the Judicial Ethics Code would be presented by Mr. Pérez himself to the magistrates in a special meeting on January 10, 2008.

OBSTACLES/ISSUES FOR RESOLUTION:

- The credibility of the Justice System is still questioned by the general public due to some media reports in major newspapers on the misuse of state funds for social activities, among others.
- Lack of knowledge and understanding of the importance of judicial transparency indicators by some sectors of judicial operators.
- The understanding and adoption of the new Judicial Ethics Code by the CSJ, once approved, will take some time until it is known and understood by the vast majority of the judges.

PLANNED ACTIVITIES FOR NEXT QUARTER UNDER THIS LLR:

- Select the company and implement the design of indicators on judicial transparency.
- Develop the Anticorruption Training Plan for the FGR.
- Upon receiving feedback from the CSJ on the new version of the Judicial Ethics Code, submit the final product incorporating all recommendations provided by the CSJ.
- Support the UTE and the Legislative Assembly in the discussion for the approval of the new Criminal Procedural Code bill.

SUB IR 2.2: INCREASED DEVOLUTION OF RESPONSIBILITIES AND RESOURCES TO THE LOCAL LEVEL RESULTING IN GREATER RESPONSIVENESS BY LOCAL GOVERNMENTS TO CITIZENS' NEEDS

LLR 2.2.1: IMPROVED DECENTRALIZATION POLICY FRAMEWORK

INDICATOR:

- Number of initiatives, events and proposals to strengthen the national framework of decentralization, financing and municipal transparency

MAIN RESULTS ACHIEVED:

Promoting the National Enabling Environment to Increase Local Government Level Responsibilities, Resources and Decision-Making:

Technical Support for the implementation of the National Agenda for Local Development and Transparency: Through a contract with AGA consulting firm for them to design a communication strategy for CONADEL, a series of meetings and interviews were held with the participation of the TAG Program, municipalities, central government (FSDL, ISDEM, Technical Secretary of the Presidency and the Office of Democratic Governance), and the private sector. The purpose of these meetings was to receive valuable feedback for developing this strategy. One of the first products was the “easy read” version of the Title IX of the new Municipal Code that refers to transparency, citizen participation and accountability in local government. This first edition (500 units) was highly praised by various sectors and distributed during the International Forum on Transparency at the Local Level which was organized by CONADEL. More than 680 people participated.

Consultant Ligia Sandoval completed the study to harmonize the legal framework of the new Municipal Code for CONADEL in which she identified the loopholes and similarities between the local and national legislation. The final product, delivered to CONADEL, contains the following:

- Analysis of the municipal competencies according to the municipal code;
- Analysis of the current legislation linked to the municipal work;
- Identification of all existing laws and regulations in regards to local government;
- Analysis of the municipal decrees; and
- Conclusions and recommendations to harmonize all legislation within the local government framework.

The TAG Program will work with CONADEL to finalize the current activities under the MOU signed with CONADEL.

International Forum on Transparency at the Local Level:

This forum was organized by CONADEL with the support of the TAG Program. The aim was to put the importance of local government transparency on the national agenda. All

CONADEL members worked on organizing this event for more than three months.



The International Forum on Transparency at the Local Level was inaugurated by the President of the Republic and high level authorities.

This two-day Forum was attended by more than 600 people from the central and local governments, the National Legislative Assembly, civil society, private sector and the media. The event was attended by the President of the Republic, Mr. Antonio Elias Saca, Mr. Michael A. Butler, Deputy Chief of Mission of the US Embassy in El Salvador, and other high level authorities.

To promote transparency in local government, international experiences were presented on Access to Information, Government Simplification, Accountability, Citizen and Budgetary Participation and Political Campaign Financing, among others.

The presentations were done by the Municipalities of Santander de Quilichago (Colombia), Guadalajara (Mexico) and Sacacoyo, Nueva Guadalupe and San Antonio del Monte (El Salvador).

To share the experience of civil society and private sector involvement in local government transparency, various international experiences were presented from Colombia, Honduras and Mexico.

The attendance and visibility of this forum was overwhelming. The media gave extensive coverage through written articles and interviews on radio and television, as well as other meetings with the executive board of ISDEM, FUNDEMAS and the Technical Secretary of the Presidency. Many people expressed the need to replicate this type of event in various regions across the country.

Institutional Strengthening for Transparency and the Promotion of Ethical Practices, and Open Government at the Municipal Level. COMURES:

During this reporting period, Consultant Rosendo Manzano finished preparing the “explanatory version” of Title IX, and the final product was approved by COMURES. The TAG Program plans to print 500 copies of this for several municipalities.

Within the same framework of the MOU with COMURES and after a bidding process, AMR Consulting Firm was selected to carry out a *training-for-trainers program* to form a technical group to provide training on applying the Title IX of the new Municipal Code across the municipal sector.



International speakers of the Forum on "Transparency at Local Level" with Presidential Commissioner Ms. Gloria Salguero Gross.

Policy Dialogue on the formulation of decentralization and local development instruments and policies. RECODEL:

Dr. Hector Silva was hired by GTZ and PNUD, both members of RECODEL, to identify the impact of international assistance on decentralization, territorial ordering and political will towards local development. The Program assisted in presenting the results of this consultancy. Among the various points expressed during the presentation, Dr. Silva recommended that due to the current political and electoral situation, RECODEL could play an instrumental and valuable role in the upcoming elections by serving as a dialogue forum for all political parties. With all the additional feedback provided to Dr. Silva, a final report will be submitted to RECODEL during the next reporting period.

OBSTACLES/ISSUES FOR RESOLUTION:

- The slow response from COMURES and the lack of understanding of the formality to follow procedures has made it difficult to implement the agreement under the MOU.
- The political and electoral campaign process causes sensitivity in the application of transparency in local governments.

PLANNED ACTIVITIES FOR NEXT QUARTER UNDER THIS LLR:

- Finalize the Communication Strategy for CONADEL aimed at making their work more publicly known and transparent.
- CONADEL, with the support of the TAG Program, will disseminate the results of the consultancy on harmonizing the legal framework of the new Municipal Code.
- Follow up on the COMURES *training-for-trainers* consultancy concerning the practical implementation of the Title IX of the new Municipal Code.
- Promote support for the design and implementation of the Social Recognition Award for Good Practices in local governments.

SUB IR 2.3: MORE OPPORTUNITIES FOR CITIZEN PARTICIPATION IN AND OVERSIGHT OF NATIONAL AND LOCAL GOVERNMENT DECISION-MAKING

LLR 2.3.1: EXPAND OPPORTUNITIES FOR CIVIL SOCIETY PARTICIPATION IN THE OVERSIGHT OF THE NATIONAL AND LOCAL LEVEL DECISION-MAKING PROCESSES

INDICATOR:

- Number of civil society organizations participating in transparency activities

Main Results Achieved

Defenders Associations Coalition: To obtain greater support and increase its membership, the leaders of the Defender's Associations Coalition were involved in lobbying activities to strengthen the Coalition's coverage. They held various meetings with the Office of Consumer Defense, representatives from international organizations, the private sector, universities and local government associations. Following some experiences in the US and Spain, they also plan to establish a barter system to exchange *know-how and skills* among members and others to develop new strategies to keep the coalition together and increase its 1,200 membership. Given that the land was donated to the coalition by the Municipality of Santiago Texaguangos, arrangements are being made for a needs assessment and to begin the construction of a coalition center that would serve as the headquarters of the Defenders Associations Coalition.

Current grant status of Civil Society Sub-Grant initiative: Implementation of the grants awarded continued as follows:

- ***Improving accountability in the Salvadoran Public Sector (UCA):*** During this final phase of this grant implementation, two activities were carried out: 1) editing an educational video on government accountability in El Salvador in colloquial format, aiming to sensitize the youth and local organization members; and 2) final compilation of the experiences of the grantee throughout the life of the grant implementation. With USAID's approval, these two products will be published in February 2008.
- ***Survey to measure the perception of transparency in El Salvador from the perspective of public officials (IUDOP):*** A focus group was formed to validate the findings of the research. The conclusion was that the product contained very important and valuable data, and in some cases it was necessary to incorporate a new set of variables. The new version of this product will be delivered and submitted to USAID for final approval during the next reporting period.

Building institutional capacity to implement transparency reforms to the municipal code (FUNDE):

The work with the municipalities continued with the training of municipal councils and technical staff. During this period, seven municipalities (Candelaria de la Frontera, El Rosario, San Antonio Pajonal, Caluco, Oratorio de Concepción, Jutiapa and Cuyultitán) created regulatory rules and conducted at least one public session of the municipal councils. One municipality (Concepción Batres) received technical support and training to develop municipal decrees on citizen participation, transparency and access to information.



Working Session of Municipal Council at Oratorio de Concepción.

Small Grant Projects Systematization:

The systematization of grants contract for consultant Ms. Claudia Solis was extended until the end of January 2008, and a first draft of her report was submitted to the TAG Program for review and approval. After a series of meetings and interviews with main counterparts (including local government officials, grantee representatives and TAG technical team), new important elements were incorporated into this draft. The main objective of the systematization process is to produce a final document that compiles experiences and challenges during the grants implementation process and practical recommendations to be used as a guide by the new grantees.

Transparency and Ethical Values Week: For the second year in a row, the TAG Program supported the organization and implementation of the Transparency and Ethical Values Week in El Salvador. This activity was led by two prominent civil society organizations, FUSADES (*Fundación Nacional para el Desarrollo*) and FUNDE (*Fundación Salvadoreña para el Desarrollo Económico y Social*) in response to their previous commitments to hold this annual event.

The main objective of this event is to serve as a dialogue forum to discuss issues related to corruption, accountability, ethics and transparency among the different actors of the Salvadoran society. This year participating organizations included: the Government Ethics Tribunal; the Supreme Court of Justice; the Technical Secretary of the Presidency; CONADEL; the Attorney General's Office; the Public Defender's Office; the World Bank; Transparency International; Trust of the Americas; CASALCO; FUNDEMAS; ASI; ISD; and UNDP. The process of setting up the various activities started two months prior to the event. The TAG Program and the organizers held various meetings, streamlining the details, selecting the issues, lobbying with governmental institutions and media identifying local and international guest speakers



Organizers of the II Transparency and Ethics Values Week.

The subjects selected as daily topics for discussions and public awareness were:

- Monday: Transparency and Judicial Ethics
- Tuesday: Government Efficiency
- Wednesday: Municipal Transparency
- Thursday: Access to Information and Accountability
- Friday: Political Parties' Transparency

Several international guest speakers were brought to the country, including: Hiram Morales Lugo, Abraham Siles, Monserrat Carboni, Andrés Hernandez, Eduardo Rodríguez (former president of Bolivia), Joao Veiga Malta, Manfredo Marroquín, Sandra Crucianelli, Daniel Kaufmann, Ernesto Villanueva, and Alberto Leyton.



FUSADES/FUNDE Press Conference during the launching of the II Transparency and Ethical Values Week.

Local lecturers included: Henry Campos, Nestor Castaneda, Roberto Vidales, Claudia Umaña, René Fortin Magaña, Lissette Kuri de Mendoza, Ramón Morales, Rommel Sandoval and Benjamín Valdéz, Victoria Mirón; Elena María de Alfaro,

Raúl Melara, Rafael Barraza, Sigfredo Figueroa, Carlos Dada, Roberto Rubio, Anabella Lardé de Palomo, Rafael Castellanos, Jeannette Aguilar, Sandra de Barraza; Luis Mario Rodríguez; Serafín Valencia; Carlos Quintanilla Schmidt; Alberto Enríquez; Aurora Cubías; Alberto Joseph; Marco Rodríguez; Rodrigo Chávez Palacios; Alejandro Solano; Carlos Dada; Alejandro Urizar; Jorge Villacorta; Norma Guevara and Domingo Méndez contributed as well.

Select achievements of the II Transparency and Ethical Values Week include:

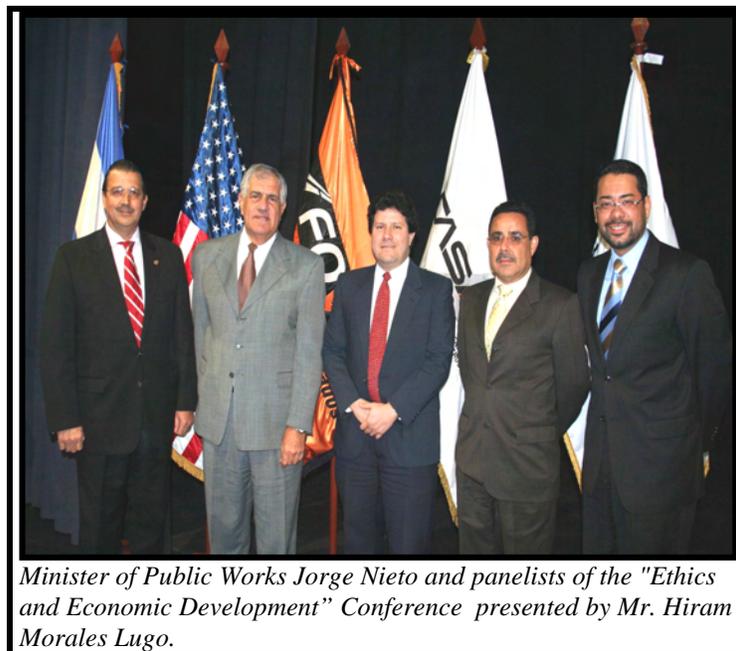
- The commitment of FUSADES and FUNDE to organize annually a Transparency and Ethical Values week.
- The number of participants was almost twice the number from 2006.
- The announcement of the drafting of an Access to Information and Transparency Law by the Latin American Institute of Constitutional Law and FUSADES.
- A wide range of international experiences in transparency were disseminated.
- Greater number of international and local agencies involved in the event.
- Extensive media coverage during the week.



Ms Sandra Crucianelli on "e-Government" during the II Transparency and Ethics Values Week.

Support civil society alliances that work on transparency initiatives in El Salvador.

To strengthen the capacity of two judge associations (Democratic and Independent Judges Forum and Eastern Judges Association), three workshops were carried out to train its members in writing proposals and strategic plans. During these sessions, several materials were distributed, including sample models of transparency proposals, planning exercises, budgeting, staffing and monitoring.



Minister of Public Works Jorge Nieto and panelists of the "Ethics and Economic Development" Conference presented by Mr. Hiram Morales Lugo.

OBSTACLES/ISSUES FOR RESOLUTION:

- Approval of IUDOP and UCA report pending.
- The current Work Plan 2007-2008 already approved by USAID is anticipated to be revised in light of the present political situation in the country with the early launching of the electoral campaign.

- Define the role of the TAG in light of the upcoming elections.

PLANNED ACTIVITIES FOR NEXT QUARTER UNDER THIS LLR:

- Begin implementation of seven new grants by CSOs as follows:
 - 1) **The Right of Access to Judicial Information and Transparency in the Justice Office of El Salvador:** The project will evaluate the current situation of the institutions that are responsible for administering justice in the country, seeking to generate background, tools, and strategies to enhance the Right to Access Judicial Information to then expand this initiative nationwide.
 - 2) **Transparency and Access to Information:** The project will create a draft law including procedures that regulate the access to information, leaning on the support of FUSADES to promote the public debate among groups and organizations of civil society and sectors such as academia, syndicates, mass media, politicians, etc.
 - 3) **Application of Reforms to the Municipal Code related to Transparency and Access Information in Four Municipalities of La Libertad:** This project will work to promote transparency mechanisms and exercises as well as access to information in local public administration in four municipalities in the Department of La Libertad (Sacacoyo, Jayaque, Puerto La Libertad, and Nuevo Cuscatlán), with an estimated population of 92,500.
 - 4) **In Line with Transparency Phase II:** This project is the continuation of Phase I, which will complete the proposed cycle to continue developing instruments to increase citizen capacities by training them in access to public information and generating ways to obtain it gratuitously. A methodological instrument will be designed for citizens to evaluate, analyze and verify the information provided and will develop workshops to prove such methodology.
 - 5) **Evaluation of Transparency and Competitiveness of the Public Procurement System:** The project consists of an analysis of the current legislation (LACAP), regulations for procurement and acquisition of goods and services in selected government institutions that lack transparency in their processes.
 - 6) **Strengthening and Organization of Citizens' Participation for Transparency and Access to Public Information of Local Government for Northern Zones of Morazán:** The project implementation consists of strengthening citizens' ability to act as controllers and supervise transparency, and to facilitate processes that foster accountability from local governments in this micro-region.
 - 7) **Building Capacities and Coordinated Mechanisms for Transparency and Citizen Auditing:** Promote demonstrative coordinated practices in the areas of information delivery, open sessions of the municipal council and accountability in two municipalities.
- Evaluation meeting with FUSADES and FUNDE of the Transparency and Ethical Values Week.
- Public presentation of the IUDOP and UCA grants' final reports.
- Continue support to the Government Ethics Tribunal.

SUB IR 2.4: ACCOUNTABILITY OF ELECTED AND APPOINTED OFFICIALS IMPROVED

LLR 2.4.2: ACCOUNTABILITY OF APPOINTED OFFICIALS IMPROVED

MAIN RESULTS ACHIEVED

Technical Assistance to the Ministry of Public Works (MOP): The TAG Program signed a MOU with the Ministry of Public Works to evaluate the efficiency of the organizational structure of the Ministry, improve the internal control and identify critical areas to strengthen the transparency, accountability and access to information within the institution. This MOU will last for 12 months and includes consultancies, training and design of oversight and implementation mechanisms.

MOU with the Public Defender's Office (PGR): The process of identifying a consultant to carry out the Internal Control System for the PGR according the MOU signed with the Program has begun. A team composed of TAG technical staff and PGR representatives reviewed four proposals and negotiations are underway to select the winner. Once the winner is selected, a request will be submitted to USAID and HQ for approval and contract award.

Defense of the Consumer Agency: Following the agreed work plan with this institution, during this period, 10 Letters of Rights were completed and adopted by 7 hospitals (Metapan, Chalchuapa, Rosales, San Bartolo, Neumologico, Psiquiatrico and Apopa), and 3 municipalities (Antiguo Cuscatlan, Atiquizaya and Cuyultitan), as mechanisms of transparency, accountability public information and citizen participation, aimed to demand higher quality of services delivered by the corresponding service provider sector.



Official ceremony during the First Anniversary of the Government Ethics Tribunal celebration.



The TAG Program received a recognition award from the Government Ethics Tribunal by the President of El Salvador during the first anniversary of the GET

Government Ethics Tribunal (GET): To celebrate its first anniversary, the GET organized a week of activities to promote government ethics across all sectors of the state. To support this initiative, the TAG Program brought to the country ethics expert Mr. Hiram Morales Lugo, who provided a series of trainings and seminars for different public

institutions. During this visit, Mr. Morales Lugo had closed working sessions with the GET personnel to strengthen their capacity. The TAG Program received a recognition award provided by the GET and handed out by President of El Salvador, Mr. Antonio Elias Saca, at an official closing ceremony.

OBSTACLES/ISSUES FOR RESOLUTION:

- The gain of political will from the municipal authorities to accept the preparation of the Letter of Rights, posed a degree of difficulty that was overcome after a deeper knowledge of the methodology, value and final objective.
- The potential resignation by Mr. Jorge Nieto, Ministry of Public Works, to run as a candidate for the Presidency may affect the implementation process of the MOU.

PLANNED ACTIVITIES FOR NEXT QUARTER UNDER THIS LLR:

- Follow up on the MOU with the Ministry of Public Works.
- Visit some hospitals and municipalities that are implementing the Letters of Rights and official launching of the Letters of Rights by the participating institutions.

SUMMARY OF TRAININGS			
TAG October- December 07 disaggregated Male/Female			
SUB IR 1.1 LLR 1.1.1 Promote transparency, efficiency and understanding of judicial processes	MALE	FEMALE	DATE / 2007
Review of the Criminal Procedures Code - by Héctor Quiñonez	11	2	9 -11 October
Regular working session of the Coordinating Commission of the Justice Sector	4	0	15 October
Extraordinary working session of the Coordinating Commission of the Justice Sector	15	2	18-20 October
Conference on "Governance in Justice" at II Transparency and Ethical Values Week, presented by Hiram Morales Lugo - Judicial Transparency	86	59	3 December
II Transparency and Ethical Values Week "Transparency and Judicial Corruption in Central America" presented by Abraham Siles	25	13	3 December
Videoconference "Mechanisms to facilitate the impound of goods engendered from crimes"	7	3	5 December
SUB IR 2.2 LLR 2.2.1 Improved decentralization policy framework			
International Forum "Transparency at the local level"	441	391	14,15 November
Conference on "Public Ethics" presented by Hiram Morales Lugo to FISDL	115	82	5 December
SUB IR 2.3 LLR 2.3.1 Strong civil society participation and oversight			
Conference on "Prevention of conflicts of interests and the protection mechanisms of plaintiffs" addressed to NGOs, by Hiram Morales Lugo	18	13	31 October
Workshop on "Leadership, ethics, organizational performance and public administration" addressed to media sector by Hiram Morales Lugo	18	18	1 November
Conference for Universidad Tecnológica students, delivered by Hiram Morales Lugo	89	117	8 November
Decentralization coalition meeting "Monitoring instruments for transparency at municipal level: the Mexico experience"	13	10	15 November
Roundtable with local media editors and columnists held during the II Transparency and Ethical Values Week	18	15	26 November
Conference on "Transparency in the Construction Sector" delivered by Hiram Morales Lugo	179	35	4 December
Panel on "Access to Information and Accountability" held during the II Transparency and Ethical Values Week	66	40	5 December
Panel "Evaluation of legal reforms implemented for participation and transparency in municipalities" held during the II Transparency and Ethical Values Week.	39	26	5 December
Panel on "The importance of a legislative observatory as mechanism for social audit: challenges for El Salvador" held during the II Transparency and Ethical Values Week	64	35	6 December
Roundtable with International Cooperation Agencies	9	5	6 December
Conference "Entrepreneurial Ethics: Satisfied Consumers" delivered by Hiram Morales Lugo	51	59	7 December
Panel on "Electoral transparency and financing of political parties" during the II Transparency and Ethical Values Week.	66	36	7 December

SUB IR 2.4 LLR 2.4.2 Accountability of appointed officials improved

Roundtable "Study of conflict of interest cases: challenges on investigation and processing" given by Hiram Morales Lugo	35	22	30 October
Workshop "Leadership, ethics, organizational performance and public administration" by Hiram Morales Lugo	21	34	30 October
Workshop "Leadership, ethics, organizational performance and public administration" presented by Hiram Morales Lugo to the Commissions of the Government Ethics Tribunal.	31	17	31 October
Workshop on "Leadership, ethics, organizational performance and public administration" given by Hiram Morales Lugo to the Commissions of the Government Ethics Tribunal.	35	32	1 November
Workshop on "Leadership, ethics, organizational performance and public administration" given by Hiram Morales Lugo to the Commissions of the Government Ethics Tribunal.	36	23	5 November
Conference "Towards the construction of the Public Ethics in El Salvador" given by Hiram Morales Lugo.	232	184	6 November
Roundtable "Leadership, ethics, organizational performance and public administration" delivered by Hiram Morales Lugo to representatives of the National Legislative Assembly.	8	8	7 November
Roundtable "Leadership, ethics, organizational performance and public administration" given by Hiram Morales Lugo, addressed to Ministries.	25	16	8 November
Panel on "e-Government" during the II Transparency and Ethical Values Week.	65	43	4 December
Conference on Public Ethics for the Court of Accounts delivered by Hiram Morales Lugo.	51	57	6 December
Training on Public Ethics to technical and administrative staff of the Public Defenders' Office.	54	47	6 December
Conference on "Ethics and economic development " presented by Hiram Morales Lugo	106	33	7 December
TOTAL PER GENDER	2,033	1,477	
GRAND TOTAL	3,510		

Program Element: Justice System	Male	Female	Total
1. Number of Justice System Personnel that received USG training	148	79	227
Program Element: Anticorruption Reforms			
1. Number of government officials receiving USG-supported anticorruption training	1,255	989	2,244
2. Number of non-government officials receiving USG-supported anticorruption training	630	409	1,039
TOTAL	2,033	1,477	3,510

II. ADMINISTRATIVE UPDATE

Data Quality Control Certification: In fulfillment of the Data Quality Certification, on December 14, 2007, the TAG Program was subject to a final review to ensure that the records/information comply with the Data Quality Assessment Guidance required by USAID.

During this process, the Casals & Associates team in El Salvador provided existing data and evidence that can be used to influence management decisions. Throughout a number of meetings held with the DG team of USAID, documents were reviewed to verify that the data collection, maintenance, and processing procedures are consistently applied and continue to be adequate, and that safeguards are in place to prevent unauthorized changes to the data.

The quality of data was verified by applying the five data quality standards: validity, reliability, timeliness, precision, and integrity. The following indicators were checked according to the nine indicators established in the Amendment No. 1 to the PMP of July 2007.

- Number of justice system personnel that received USG training
- Number of legal institutions and associations supported by USG
- Number of local mechanisms supported with USG assistance for citizens to engage in their sub-national government
- Number of local non-governmental and public sector associations supported with USG assistance
- Status of critical decentralization reforms
- Number of government officials receiving USG-supported anticorruption training
- Number of people affiliated with non-governmental organizations receiving USG-supported anticorruption training
- Number of mechanisms for external oversight of public resource use, supported by USG assistance

- Number of USG-supported anticorruption measures implemented

As a result, the TAG Program in El Salvador received from USAID an official certification of excellence.

Personnel recruitment: Due to the departure of Ms. Alejandrina Bonilla, Ms. Nohemi Rivera who was serving as the Secretary/Receptionist was promoted to fill the Administrative Assistant position. Also, after a rigorous recruiting process, Ms. Maritza Cardenas was hired for the position of Secretary/ Receptionist.

Development Experience Clearinghouse: One copy of the previous quarter's performance report was submitted to USAID's Development Experience Clearinghouse.