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# STRENGTHENING DEMOCRATIC INSTITUTIONS

**ANNUAL REPORT NO. 2**  
OCTOBER 2007 – SEPTEMBER 2008

**October 31, 2008**

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## ACRONYMS

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ARCo	Rural Competitiveness Activity
BTBC	Bolivia Trade and Business Capacity
CA	Constitutional Assembly
CCD	Comité de Coordinación Departamental
CEPAD	Centro para la Participación y el Desarrollo Humano Sostenible
CHF	Community, Habitat, and Finance
CICON	National Congressional Research Center
CSO	Civil Society Organization
DDCP	Democratic Development and Citizen Participation
DDPC	Desarrollo Democrático y Participación Ciudadana
FUNDAPAC	Fundación de Apoyo al Parlamento y a la Participación Ciudadana
GOB	Government of Bolivia
GTZ	German Technical Assistance Agency
ILDIS	Instituto Latinoamericano de Investigaciones Sociales
IR	Intermediate Result
KRA	Key Result Area
LMC	Legislative Modernization Commission
LSC	Legislative Services Center
LTTA	Long-Term Technical Assistance
MAPA	Market Access and Poverty Alleviation project
MAS	Movimiento al Socialismo
MGMP	Modelo de Gestión Municipal Participativo
NGO	Non Governmental Organization
OTB	Organizaciones Territoriales de Base
OTI	Office of Transition Initiatives
OTP	Technical Office of the Budget
PACER	Electoral Support Program
PADEP	Programa de Apoyo a la Gestión Pública Descentralizada y Lucha Contra la Pobreza
PARC	Congressional Support Program
PIR	Project Intermediate Result
PDC	Partners for Democratic Change
PMP	Performance Monitoring Plan
PPL	Popular Participation Law
SNV	Netherlands Development Organization
SDI	Strengthening Democratic Institutions
SO	Strategic Objective
STTA	Short-Term Technical Assistance
SUNY/CID	State University of New York's Center for International Development
UI	The Urban Institute
UMPABOL	Union de Mujeres Parlamentarias de Bolivia
UNDP	United Nations Development Program



# EXECUTIVE SUMMARY

The Strengthening Democratic Institutions (SDI) program is pleased to present its annual progress report for its second program year. This report covers the period October 1, 2007 – September 30, 2008.

## A. Strengthening Democratic Institutions: Project Overview and Objectives

SDI's overall objective is to strengthen democratic institutions in Bolivia, while facilitating constructive citizen participation in the democratic process at both the national and regional levels of government. To achieve this, the program features three central components designed to:

1. Promote decentralization and regional development, and improve the transparency and investment management capabilities of departmental prefectures.
2. Improve the capacity of citizens to exercise their rights and responsibilities effectively, and of civil society organizations to monitor the political process and lead pluralistic debate.
3. Strengthen the capacity of the National Congress to function effectively and transparently in a manner that promotes pluralistic debate.

## B. Key Achievements: October 2007 - September 2008

During the past year, SDI achieved significant results in all three key program components. SDI's decentralization and civil society components far exceeded expectations, both quantitatively and qualitatively, generating positive, long-lasting effects on departmental government, and increasing Bolivian citizens' knowledge and use of democratic concepts and skills. The legislative strengthening component, though unable to implement the proposed *Saneamiento Legislativo* activity, improved the capacity of parliamentary delegations through direct training and technical support, and completed a database of all laws specifically affecting each of Bolivia's nine departments.

The Decentralization component made great advances in improving the dialogue on decentralization through the adaptation of its *fiscal* and *tax* laboratories into simple algorithmic models for estimating the costs and benefits of different decentralization proposals, and has begun training interested representatives of *Ministerios*, prefectures, municipalities, Congress, and universities in its use. Through the development of de-concentration diagnostics, the component proposed models of de-concentrated sub-national government for six of nine prefectures tailored to the specific characteristics and cultural composition of each department. With SDI technical assistance, these models, which help bring government and departmental public services closer to the people, have been adopted with



*Inaugurating the Oruro's Plataforma de Servicios Productivos*

minimal modifications in the departments of Oruro, Santa Cruz, and Beni. Advanced studies outlining the administrative, programmatic, cultural, and investment aspects of de-concentration have been developed for the departments of Santa Cruz and Cochabamba.

To increase the institutional capacity of sub-national governments, SDI's grantee, *Fundación DDPC*, conducted a training program for more than 400 sub-prefecture and prefecture-level staff in Santa Cruz in the development and evaluation of public infrastructure projects, as well as in the new *Sistema de Administracion de Bienes Servicios (SABS)* federal regulations which govern the procurement process for public institutions nationwide. In May, a follow-on grant was awarded to the *Fundación* to implement this same training in the department of Oruro, as well as launch several initiatives to increase prefecture – municipal government collaboration with respect to investments in regional infrastructure. These activities, however, were suspended in July at the request of the Prefect, due to approaching elections and mounting political pressure from the Ministry of the Presidency. In addition to institutional capacity-building activities, SDI developed two software systems designed to provide prefectures with reliable projections of royalty revenues from hydrocarbons and mining.

Throughout the past year, Component 1 has had a significant impact on regional development through the design and implementation of *Plataformas de Servicios Productivos (PSPs)* in four departments: Cochabamba, Oruro, Tarija, and Santa Cruz. The PSP was designed as a framework within which a variety of regional institutions are linked in to offer training and technical assistance in support of the productive sector. To date, more than 50 MOUs have been signed with prefectures, municipal associations, universities, non-governmental organizations, private enterprises, and Chambers of Commerce, and nearly 269 representatives from these organizations have been trained to assist local producers in the use of key PSP services, such as the Web-based *Information Assistance System for the Productive Sector (SISPRO)* and the Business Plan Model, developed by SDI consultants. In addition, more than 3,500 producers and related actors have learned about the PSP and how they can benefit from its services, gaining increased access to information about credit, logistical support, technical assistance, and training. Many prefectures and related institutions have already taken “ownership” of the PSP, as evidenced by ensuing training and promotion of key services without SDI's logistical or financial support. In June, Component 1 began implementation of a second-phase of the program designed to link municipalities to the four original departmental PSPs, and introduce the *Plataforma de Servicios Públicos* in the department of La Paz. In addition, a follow-on project was developed to implement a series of specific productive projects prioritized by the prefectures of Oruro, Santa Cruz, Tarija, and Cochabamba.

Under its Civil Society component, SDI has now implemented two rounds of CSO-led civic education programs, under which 18 local organizations have trained more than 58,000 Bolivians in all 9 departments, and organized 131 *conversatorios*, or round table discussions, where representatives of government and civil society use democratic skills such as deliberation, dialogue, and debate to address issues of local, regional, and national importance. The second-round of the civic education program, initiated in February 2008, has included two important new features: a) a focus on imparting democratic skills *in the classroom* to better prepare trainees to participate effectively in *conversatorios*, and b) a specific initiative to strengthen the institutional capacity of CSO grantees.

The current portfolio is composed of seven outstanding veteran beneficiaries and six new CSOs using diverse methodologies – including interactive “democratic Olympic” games in plazas around the city and cultural presentations in high school and university coliseums – to train an array of leaders. Participants include high school and university students, teachers, miners, and journalists, as well as community and indigenous leaders. Important “by-products” of these

*conversatorios*, including the development of a proposed national civic education curriculum, and the revitalization of an oversight council to protect the natural resources in the Tunari National Park in Cochabamba, have also been achieved during the reporting period. As the second round of the education program faces completion, near 41,000 more citizens have received training and over 50% have increased their knowledge of democratic concepts and principles, based on tests conducted before and after training.<sup>1</sup>



***Doña Dominga Learns to Read***

Doña Dominga, an elderly indigenous woman in rural Chuquisaca, comes from a family of sheep herders. Although she never received a formal education, recently, while herding her sheep, she began watching from afar as community members learned to read and write in a patio transformed into a makeshift classroom. One day, she decided to join the other women, and, despite her delicate health and poor eyesight, became one of the most dedicated students. She had long felt that others ridiculed her for being illiterate, and her low self-esteem affected her daily life. Since learning basic literacy skills, she has regained her confidence and become active in community events.

During the last quarter, the Civil Society component began working with each grantee organization to determine its institutional weaknesses and jointly develop a plan to encourage long-term sustainability. Component 2 staff helped grantee CSOs improve their organizational structures and develop more efficient administrative systems. Likewise, throughout the grant period, SDI has provided hands-on technical and administrative assistance to enhance quality and ensure timely implementation of planned activities. This support has resulted in better strategic planning, more accurate expense projection, more standardized reporting, and improved results. Several workshops directed toward the institutional strengthening of SDI's grantee organizations and other Bolivian CSOs have been scheduled for the upcoming quarter.

In January, SDI signed a subcontract with Alfalit International / Bolivia to implement a basic education and literacy program in seven departments. A module on democracy and civic participation has been incorporated into the training to provide students with an understanding of fundamental democratic concepts. During the first academic period (February – June 2008) Alfalit Bolivia helped more than 7,492 adult Bolivians in 18 municipalities in 7 departments learn to read and write. The program has reached some of the most marginalized Bolivians, many of whom now have more self-confidence and are better able to exercise their democratic rights.

Lacking the collaboration and co-financing required to implement the proposed *Saneamiento Legislativo* project, SDI's legislative strengthening component concentrated its efforts during the past year on providing targeted training and technical support to the Congress' Parliamentary "*Brigadas*." In addition to helping departmental delegations of deputies and senators to develop *Agendas Mínimas Regionales (AMRs)*, the component has also provided technical assistance to the Bolivian Chapter of the Women's Parliamentary Union (UMPABOL) to develop its *Agenda Legislativa de Mujeres* for 2008. With the support of law student interns, SDI also completed compilations of all national legislation – 40,406 laws, decrees and resolutions– affecting each of Bolivia's nine departments. This database, presented to the *Brigadas* in both physical and digital formats, will be useful for the efficient functioning of the Congress, and provides valuable groundwork for the *Saneamiento Legislativo* project when the Congress decides to undertake

<sup>1</sup> This percentage is based on the evaluation of 18,000 participants using the new instrument, as described in the Performance Indicators section.

this important initiative. Plans are now underway to “migrate” the database to the Bolivian Bar Association’s information system, which has not only agreed to split the cost of the transfer, but also to update and maintain the database on a regular basis.

### C. Challenges and Lessons Learned

Bolivia’s tense political environment and continuing conflicts between the MAS government and the opposition present an on-going challenge for many SDI activities. While the Legislative Strengthening component has experienced the most difficulty in implementing activities planned and approved by congressional leaders, the other two components have also faced obstacles.

Given that a majority of departmental prefectures have been controlled by opposition parties up until very recently, high-ranking central governmental officials have suggested that USAID/SDI support for the decentralization process constitutes undue political interference in the internal affairs of the country and MAS prefects have been told not to work with the program. To counter this perception, SDI placed greater emphasis on publicizing its work with MAS prefects in Oruro and Potosí, where the program has been very active and well received. At USAID’s urging, SDI has made a concerted effort to broaden the scope of its activities to include training and technical assistance for municipalities, especially in public infrastructure and economic development. In addition, a premium has also been placed on assisting municipalities in MAS-dominated areas, particularly within the departments of Oruro and Potosí, and the rural areas of La Paz and Cochabamba.

The recent *Referendum/Revocatorio* presented a special challenge for the Decentralization component. Due to uncertainty about the continuation of departmental prefects, several training and technical assistance initiatives were put on hold until after August 10, 2008. The prefect of Oruro, for example, suspended SDI activities in order to focus all his attention on his campaign for re-election. After winning by a very small margin and receiving a stern warning from the Ministry of the Presidency about working with USAID, he asked that SDI not to initiate any new activities in the department until “things cooled down.” Important work related to the *Plataforma de Servicios Productivos*, begun earlier this year will be continued, but the training/institutional development program, requested by the Prefect before the election and specifically designed for Oruro, will be re-directed to Chuquisaca.

Also as a result of the referendum, the prefects of La Paz and Cochabamba were removed from office and new, interim prefects were selected by the central government. Efforts to develop working relationships with these officials have proved positive in both departments, and SDI will continue to develop de-concentration studies and implement capacity-building programs during the coming year, albeit with a much lower profile.

Finally, it should be noted that the recent disruption in Pando and ensuing *estado de sitio* has made Component 1’s work in this department virtually impossible. For that reason, plans to provide training and technical assistance to the prefecture have been placed on indefinite hold..

SDI’s Civil Society component has continued most of its training workshops, though a few grantees have had trouble implementing their activities as a result of the conflict in Pando and civil unrest in the department of Santa Cruz. The *estado de sitio* in Pando, for example, has hindered community gatherings, and SDI’s grantee, *Fundación Nuevo Amanecer*, was forced to shift focus to a different target population – high school students – in order to meet established benchmarks. Several grantees suffered delays in implementation due to the closing of airports

and roadblocks that hindered the travel of training personnel, as well as the movement of cargo, such as materials and financial documents, between departments.

As indicated, the program's Legislative Strengthening component focused on maintaining a strategic presence among congressional leaders by assisting with legislative studies, committee hearings/forums, and occasional bill drafts, and by implementing a program designed to strengthen the Congress' departmental *Brigadas*. Its major contribution in the second year was the compilation of a database of the legislation affecting each of the country's nine departments. With USAID concurrence, Component 3 will not be extended for SDI's third, and final, program year.

# SECTION ONE

## Component I: Decentralization and Regional Development

Under this component, SDI's activities have concentrated on three key result areas (KRAs): improving the dialogue on decentralization; improving management of departmental budgetary resources; and promoting local economic development initiatives. The activities under each



*Surveying the informal economy in Betanzos, Potosí.*

KRA have been closely coordinated with and supported by USAID's Office of Transition Initiatives (OTI), the German Technical Assistance Agency (GTZ), the United Nations Development Program (UNDP), and the Netherlands Development Organization (SNV). Collaboration with these and other organizations providing assistance to departmental prefectures is important to avoid overlap of initiatives and increase inter-organizational cooperation. This component continues to channel limited resources into high-impact activities by taking advantage of synergies and economies of scale in project design.

As shown below, SDI's Component 1 made important advances in the three key areas during the second year of the program.

### **A. KRA 1.1: Dialogue on Decentralization (Structure and Function of Departmental Governments) Improved**

The objective of this KRA is to bring government closer to the people, encourage greater citizen participation in public decisions, and help structure efficient and effective levels of sub-national government. To date, SDI's strategy in this area has consisted of a three-pronged approach: i) to deepen and "technify" the debate on decentralization by providing information on the cost and fiscal impacts of different reforms presented to the Constitutional Assembly; ii) to develop a baseline study of the costs, attributions, and responsibilities that might be "de-concentrated" to sub-department government (whether provinces, regions, or "nations"); and iii) to design and implement a model providing autonomy for indigenous peoples at the sub-national level.

#### **Activity 1: Develop "Fiscal, Tax, and Territorial Organizational Laboratories" to Model Implications of Decentralization**

To objectively evaluate the impact that various models of decentralization will have on government finances at the national and sub-national levels, policymakers must have access to reliable projections corresponding to different decentralization scenarios. To achieve this, SDI developed three laboratories to provide the analytical tools and data required for a systematic evaluation of the costs and benefits of the decentralization proposals. The "fiscal laboratory" was created to help assess the fiscal impact of decentralization, the "tax laboratory" was designed to estimate the tax effects of different scenarios, and a third economic model, a "territorial organizational laboratory," was commissioned to evaluate proposed relationships and divisions of authority among the various levels of sub-national government. The in-depth "fiscal" and "tax" laboratories were subsequently simplified into models that can be easily used by interested parties to estimate the implications of different decentralization scenarios.

In June, at the request of the *Federacion de Asociaciones Municipales (FAM)*, Component 1 officially presented the *fiscal* model to 40 participants, including staff and members of Congress, the *Ministerio de Hacienda*, prefectures, municipal governments, universities, and international cooperation agencies. As a result of this seminar, SDI received more than 20 written requests from diverse organizations interested in receiving training in the use of this software. In the coming quarter, SDI will provide training in the use of the *fiscal* and *tax* models to prefectural and municipal personnel in the departments of Pando, Beni, Cochabamba, Santa Cruz, Tarija, Oruro, and Potosi.

## Activity 2: Conduct Prefectural De-concentration Diagnostics

De-concentrating regional government will improve efficiency, increase transparency and accountability, encourage citizen participation, and increase access to traditionally centralized public services. To facilitate de-concentration, Component 1 worked closely with USAID’s *Iniciativas Democraticas - Bolivia (IDB)* program to propose models of sub-national government tailored to the particular needs and characteristics, including cultural composition, of five departments in Bolivia. SDI has complemented the initial studies and has begun to facilitate de-concentration in these departments through the implementation of three additional phases, which include: identification of “asymmetries,” infrastructure, and institutional capacity of de-concentrated prefectural offices (phase 2); implementation of an institutional capacity-building program for de-concentrated prefectural staff (phase 3); and design of the organizational structure of the de-concentrated prefectural offices, as well as operations and human resource manuals (phase 4). Below is a table *showing* Component 1’s work to date with each of the five departments, as well as new initiatives scheduled for the upcoming quarter.

Department	PHASE I	PHASE II	PHASE III	PHASE IV
La Paz	SDI	-	Only Prefectural Level (Next Quarter)	-
Cochabamba	SDI & IDB	Productive Services Only - (SDI&IDB) Other Departmental Services (SDI)	Only Prefectural Level (Next Quarter)	-
Santa Cruz	SDI & IDB	SDI	SDI	SDI
Oruro	SDI & IDB	-	-	-
Beni	SDI & IDB	-	-	-
Chuquisaca	Next Quarter	-	Next Quarter	-

It is important to note that, due to previous work developed by the prefecture in this area and the unique characteristics of each department, these phases have not necessarily been applied sequentially. For example, in Cochabamba, the prefecture had already developed a model that

was solely centered on de-concentrating services to support the productive sector of that department. With SDI's assistance, it was able to analyze the possibility of de-concentrating additional services, such as education, health, and social welfare, within the current structure of the seven regional offices entitled *Áreas de Desarrollo Productivo*.

During the third quarter, SDI received a request from the prefecture of Pando to help develop a de-concentration model, in coordination with United Nations Development Program (UNDP) and Netherlands Development Organization (SNV). The initiative was later placed on hold due to the prefect's decision to focus on campaigning for the approval of the department's autonomy statutes and winning popular support in the *referendum revocatorio*. The subsequent conflict and *estado de sitio* in Pando continue have kept the project in suspense. At about the same time, however, the newly elected prefect of Chuquisaca requested SDI's help in developing a de-concentration diagnostic; so work in that department will commence in the upcoming quarter.

### **Activity 3: Develop a Model for Indigenous Autonomy**

Discussions on indigenous territories in the Constituent Assembly have provoked an active debate in that body and in the country at large. Within the prefectures, the treatment and analysis of the issue as it impacts decentralization varies by department.

As mentioned in previous reports, the prefecture of Santa Cruz took the initiative to encourage indigenous autonomy, by transferring its share of the oil and gas royalties to the indigenous peoples and enabling their first-ever representation in the *Consejo Departamental*. As an important component of the Santa Cruz de-concentration study, SDI assisted in this effort by drafting the legal framework for the proposed organizational and administrative structure of indigenous autonomy in the department.

SDI has since provided technical assistance to the department's Indigenous council in drafting terms of reference for the development and implementation of seven projects selected through traditional decision-making processes. These projects all support productive development among indigenous populations, such as improving *Guarani* yarn production or increasing agriculture cultivation through irrigation projects. A complementary institutional strengthening project developed by SDI consultants and valued at 1.9 million Bolivianos was approved by the *Vice-Ministerio de Inversión Pública* during the last quarter. This project, to be funded by the council, stipulates an effective organizational structure for the management and implementation of the other investment projects prioritized by the indigenous peoples in the department of Santa Cruz. With the hiring of 12 staff (2 from each of the 5 recognized indigenous populations, as well as a planning coordinator and an administrative assistant) to focus specifically on this task, more than 50 percent of the nearly US\$1.6 million budget has already been executed.

### **B. KRA 1.2: Management of Departmental Budgetary Resources Improved**

One of the primary obstacles to regional development, and a principal cause of citizens' frustration with local and departmental government, has been the inability of sub-national governments to effectively spend funds received from the national government. The Ministry of Finance has reported a backlog of hundreds of millions of dollars in unspent investment funds due to inadequate planning and/or management at the departmental level.

The activities under this KRA are designed to improve management of sub-national budgetary resources, strengthen pre-investment capacities, increase transparency in public administration, and reduce social conflict from unaddressed citizen demands.

## **Activity 1: Strengthen Institutional Capacity at Sub-department Level in Preparation for De-concentration**

Following the completion of the first-phase diagnostics on de-concentration conducted in Santa Cruz, Oruro, Potosí, Cochabamba, La Paz, and Beni, SDI's Component 1 began efforts to strengthen institutional capacity at the sub-department level, as requested by the respective prefects, and as permitted by program funding.

Because de-concentration advanced more rapidly in the department of Santa Cruz, SDI began training activities in de-concentration through its grantee, the DDCP Foundation, in July 2007. The objective of the training, which concluded in June 2008, was to facilitate the de-concentration process in public infrastructure investments and the administration of goods and services. A total of 464 staff of the department's prefecture, sub-prefectures, municipalities, and members of *Consejos Provinciales de Participación Popular* (CPPPs) participated in the initial training. Midway through grant implementation, however, DDCP suspended the training of members of the *CPPPs* (provincial councils responsible for regional planning) due to political tensions in the region, and re-directed the resources toward training more than 151 prefecture and sub-prefecture personnel in the application of the new *Sistema de Administración de Bienes y Servicios* (SABS) regulations. In June, upon training another 117 sub-prefecture personnel in Santa Cruz in SABS and project management, DDCP concluded its first grant activities.

Based on the success of the second activity, DDCP was awarded a follow-on grant in May 2007 to provide similar training in the department of Oruro, with an added emphasis on improving coordination between the prefecture and the department's 32 municipalities. Despite clever planning and close coordination with the prefect of Oruro, the organization began having difficulty setting its timeline of activities and the prefecture of Oruro requested that all training activities be put on hold until after the *Referendum Revocatorio* in August. Unfortunately, the activities had to be cancelled, as SDI learned through the grapevine, when the Prefect was severely rebuked by the Minister of the Presidency for continuing to work with SDI. A request for similar activities in Chuquisaca by its new prefect enabled Component 2 to simply re-direct the training program to that department. Similar institutional capacity-building programs may be implemented in the departments of Cochabamba and La Paz in the upcoming quarter, depending on the availability of funds, whether the Minister of the Presidency gets wind of the activities, and the resolve of the two MAS-appointed Prefects.

During project implementation in Oruro, SDI identified several problems that impede coordinated investment between the prefecture and municipalities. One of the most salient is the freezing of municipal bank accounts, often as a result of non-compliance with relatively minor national regulations. To find ways to resolve this problem, Component 1 is supporting a pilot project in two municipalities in the department of La Paz, while also providing technical assistance to the Decentralization and Popular Participation Committees of the National Congress to simplify procedures and reduce bureaucratic red tape in order to facilitate municipal investment in public infrastructure.

## **Activity 2: Support Prefectures in Implementing Multi-year Investment Plans**

As reported previously, SDI initially planned to support medium-term capacity building for the implementation of multi-year investment plans; however, Component 1 determined that this approach would not merit continued support until the prefectures first have the capacity to design and develop high-quality infrastructure projects.

Consequently, SDI focused on adapting GTZ's GESPRO program to the needs of departmental government. The model incorporates management and technical assistance systems that facilitate dynamic, simultaneous project design that meets VIPFE specifications. Training for municipal officials, as well as departmental staff, was also included in the proposal. The proposed subcontract, for implementation in Oruro and Chuquisaca over a nine-month period, was submitted to USAID in June 2008 for approval. Due to limited time (SDI program activities will cease in May) and funding in FY2008-09, however, the activity was not approved.

Component 1 also created a computer software system that enables prefectures to project royalty revenues from the hydrocarbon and mining sectors. The *Sistema de Seguimiento y Control de Hidrocarburos* and the *Sistema de Información Prefectural sobre Regalías Mineras* (SIPREMIN) allow prefectures to verify proper payment of royalties, calculate prefectural and municipal income, and analyze various financing possibilities for multi-annual investment projects. The first system was presented and discussed among prefectural staff in a workshop in Cochabamba on April 23, 2008. Subsequently, the software was installed in the departments of Tarija, Santa Cruz, Chuquisaca, and Cochabamba, the principal hydrocarbon-producing departments. A more sophisticated, follow-on software will be presented in November in a workshop for prefectural staff from the departments of Oruro and Potosí, Bolivia's principal mining departments.

### **Activity 3: Strengthen Transparency of Prefectural Investment**

To strengthen the transparency of prefectural investment, SDI awarded a grant to CHF International to implement its *Sistema de Gerencia de Proyectos (SGP+)* — a system that allows officials to closely monitor the expenditures and implementation of public infrastructure improvements — in the prefectures of Cochabamba, Santa Cruz, Oruro, Potosí, and La Paz. At the request of the prefects of Santa Cruz and La Paz, Component 1 contracted a systems expert to incorporate suggestions for improvements in the SGP+ installed last program year, and to refine the reports to make them even more useful to departmental managers. The requested modifications were completed during the third quarter and the updated software will be shared with the prefect of Cochabamba, with the hope that he may be persuaded to put this tool to use.

SDI consultants also worked closely with the Tarija prefecture to tailor software for managing the financing and development of public infrastructure — the *Sistema de Información, Gestión y Acompañamiento de Proyectos* (SIGAP) — to the department's unique project cycle, internal procedures, and newly adopted system for contracting personnel and goods. To date, 50 strategic projects, accounting for over 40 percent of the department's public investment budget, have been loaded into the system. User manuals have been developed, and 40 prefectural personnel involved in the investment project cycle have been trained in the use of the new software during the last quarter, with logistical support and academic credit from the local *Universidad Juan Misael Saracho*. This project will improve the transparency in the implementation of public infrastructure projects, by enabling prefectural managers, as well as the public, to monitor the process from initial financing to the completion of construction.

SDI consultants also helped the prefecture of Tarija to develop financial close-out reports for the three previous fiscal years. This activity, which helped increase transparency in the migration of information from obsolete accounting systems into the newly adopted SIGMA system, was completed during the third quarter, and final reports were submitted to the *Secretario Departamental de Hacienda*.

#### **Activity 4: Increase Income and Improve Municipal Self-Sufficiency through the Implementation of an Integrated Urban/Rural Cadastre**

By perfecting a cost-effective pilot program for updating its urban cadastre and integrating rural areas into the project with USAID's support, the municipality of Villa Tunari hoped to increase its "own-source" income and reduce its dependence on national transfer payments, producing a model that could be applied in many other Bolivian municipalities.

Component 2 became involved in the project, at USAID's request, when Bolivia Land Titling project (BLT), which closed in May 2008, before the activity was completed. The cadastre for the principal urban areas of Villa Tunari were updated, and the project was focused on doing the same for the municipality's rural areas and secondary *corregimientos*. Additionally, legal procedures had been completed for the first "massive titling" granted in the department of Cochabamba, which will legalize all land holdings in the town of Chipiriri in one process, rather than separate processes for each plot of land. The *Catastro Integrado* (CATIN) system developed by BLT consultants, which held all graphic and quantitative data related to land titling in the region, had been uploaded to the internet for widespread access, and Villa Tunari's personnel responsible for the municipality's cadastre processes had been trained in the use of the information system.

SDI's involvement in the project, though belated, led to a close working relationship with the municipality, through which a series of institutional development and de-concentration initiatives were agreed upon and outlined in a joint work plan for the second semester of 2008.

Unfortunately, however, on June 26, after area coca-growers demanded that USAID leave the region and were publicly praised by President Evo Morales for "liberating the Chapare from imperialism," USAID suspended all activities in the region to protect its contractors. As a result, the Villa Tunari cadastre project was closed and will not be reactivated without USAID approval.

#### **C. KRA 1.3: Departmental Economic Development Initiatives Promoted**

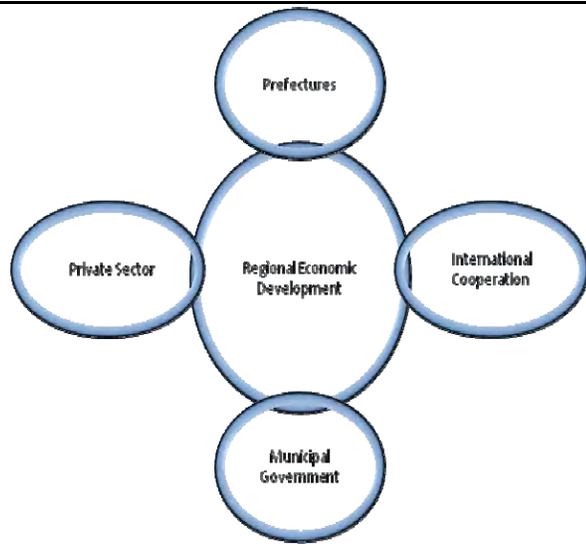
SDI's strategy under this KRA is to make prefectures and *alcaldías* catalysts of local economic development through the provision of services that encourage investment in productive projects, help producers identify markets locally and internationally, gather and disseminate information on commodity prices and export requirements, tap into sources of public and private sector financial support, and facilitate competition for departmental contracts.

#### **Activity 1: Strengthen Prefectural Economic Development Services**

SDI developed *Plataformas de Servicios Productivos (PSPs)*, based on OTI's "business center" model in Cochabamba, to improve prefectural support for the productive sector and generate regional economic development. A subcontract was awarded to *Comunicación y Estrategia Zamora Nogales* to institutionalize the PSP in Cochabamba and then adapt it to the specific needs of the prefectures of Santa Cruz, Oruro, Potosí, and Tarija. Important components of this initiative include the development and dissemination of the on-line information system, the *Sistema de Información de Apoyo al Sector Productivo (SISPRO)*, and the implementation of a user-friendly Business Plan model to enable prefectural and municipal staff to assist producers in determining what they need to develop a successful business venture.

**Inter-institutional coordination for regional economic development**

After learning about the *Plataforma de Servicios Productivos* and its services, the mayor of Yapacani requested assistance in analyzing the viability of banana production and exportation in this poor rural municipality in the department of Santa Cruz. Based on ARCO/USAID's experience in the implementation of similar initiatives in the Chapare region, SDI facilitated the creation of a win-win relationship between the service provider – in this case, an international development program – and local government within the PSP framework.



The SISPRO system, designed to provide valuable information for small enterprises and producers, was developed by SDI subcontractor, INVITRO, throughout the program year. The system has been implemented in Cochabamba, Santa Cruz, Oruro, Tarija, and La Paz, and more than 900 producers, as well as micro, small, and medium enterprises, are registered in the system to date. While SISPRO is already accessible to producers via Internet, and in some municipal and regional or provincial prefectural offices, SDI is currently seeking partners to ensure the sustainability of the system beyond the life of the program through alliances with public/private sector partners committed to promoting economic development.

An additional service within the PSP framework is SDI's Business Plan model that processes information about an entrepreneurial initiative and helps evaluate its financial viability. The model has been used to provide direct technical assistance to local producers and associations, as well as train partners to provide support in developing business plans. From September to April 2008, a team of regional consultants provided training to 269 staff of prefectures, municipalities, and related economic development organizations in the use of SISPRO and the Business Plan model, and helped implement numerous satellite offices that provide services to local producers in Oruro and Cochabamba. More than 3,500 producers in the 5 targeted departments also participated in informational seminars on the PSP.

It is important to note that inter-institutional alliances built around the PSP framework — as evidenced by the signing of more than 50 MOUs with prefectures, municipal associations, universities, non-governmental organizations, private enterprises, and Chambers of Commerce — continued to impart training in SISPRO and the development of business plans without official SDI support or financing. Likewise, local entities such as the *Banco de Desarrollo Productivo* and CADEPIA (*Cámara de la Pequeña Industria y la Artesanía Productiva*), institutions that traditionally provide assistance to producers, have requested training in the use of these practical and novel tools for their personnel. Through widespread training and publicity, the PSP concept of “providing public services with a business perspective” has earned the support and enthusiasm of an array of public and private institutions working on behalf of productive development, and as a result of this inter-institutional coordination, has helped boost local producers' access to information and services.

Upon conclusion of the first initiative led by *Zamora Nogales*, a follow-on subcontract was negotiated to institutionalize the PSPs and link them to municipal governments in Cochabamba, Tarija, Santa Cruz, and Oruro; and in response to the prefect's written request, develop a PSP for the department of La Paz. These activities commenced in June; however, due to the "revoking" of the prefects of La Paz and Cochabamba, it is uncertain whether the newly appointed prefects will want to continue working in these areas. This second phase of PSP implementation is designed to focus on sustainability strategies, such as the development of a specific public investment project in Cochabamba to secure funds to maintain the institutional sphere created, or the conversion of the PSP into an official departmental public service, like education, health, or social assistance, in Oruro.



As a complement to the PSP project, SDI is helping develop specific public investment projects prioritized by the prefectures of Cochabamba, Santa Cruz, Tarija, and Oruro. This work was subcontracted to Business Development Services (BDS) to increase the prefectures' capacity to respond to particular productive requirements. To date, four public investment projects have been developed and three were included in the prefecture of Cochabamba's annual investment plan in order to obtain central government's approval for their funding.<sup>2</sup> In addition, BDS has developed a specific methodology for advancing innovative productive projects such as market intelligence services or packaging facilities. Other projects to be designed by BDS in the next year are:

- Final design study for the implementation of a Micro and Small Enterprise Program (MIPyME) in Cochabamba
- Territorial Productive Institutional Plan (TPI) in Cochabamba
- Textile Technological Center (TTC) in Cochabamba
- Productive Services Platform (PSP) Information Office for Producers in Cochabamba
- Organizational and functional Re-engineering of INFOCAL for the implementation of the Micro and Small Enterprise Project (MIPyME) in Tarija
- Technical Assistance Program "Expert Volunteers" in Santa Cruz
- Oruro's Departmental Economic Promotion Bill

In addition to its work on the PSPs, SDI has responded to several requests for in-depth studies designed to help prefects promote specific regional economic development initiatives. During the reporting period, SDI concluded a baseline study of productive development in the department of La Paz to increase understanding of its composition and improve the prefecture's capacity to provide support based on the unique needs of each sector. Consultants identified 20 key productive sectors, including coffee, wood, leather, camelids, and potato, and collected quantitative and qualitative information about each of them in 15 workshops with the participation of more than 200 producers. Component 1 is also currently conducting a soils study for the construction of an agro-industrial complex in San Buenaventura, in the northern tropical region of the department of La Paz, bordering the department of Beni. The aim of the

<sup>2</sup> Unlike municipal governments, prefectures in Bolivia are still required to obtain central government approval for all investment projects.

study is to determine the viability of specific economic development initiatives in a region that is largely disconnected from the department's urban areas.

While the PSP was introduced in the department of Potosí at the request of its Prefect, it did not receive the backing need to be successful as a result of competing priorities within the prefecture. After only a few weeks, the initiative was suspended in favor of a series of feasibility studies aimed at stimulating economic development in the department — which has traditionally been centered on the mining industry but is rapidly becoming a tourist destination, as well. Within the past few months, again at the Prefect's request, Component 1 has conducted feasibility studies for a tourist train and community-run tourism infrastructure in one of the most interesting and remote destinations in Bolivia, the *Salar de Uyuni*. Upon completion of the first study, it was determined that the tourist train was not economically feasible due to high construction costs and insufficient projected revenue. The community-run tourism project, however, was deemed viable, and SDI has commissioned the final design of the infrastructure needed to improve lodging and tourist attractions in the region. Component 1 is also conducting a feasibility study for a “virtual” gas pipeline in Potosi that, if considered viable, may be extended into other regions of Bolivia to provide a cheap and environmentally friendly source of energy for dispersed and poor rural populations. In the municipality of Betanzos, SDI consultants conducted a statistical analysis of the informal economy, based on a study of vendors at the Sunday market. This analysis was used to develop a strategic plan for organizing and regulating this sector.

## Activity 2: Support Prefecture “Feria a la Inversa” in Oruro



Building on the success of municipal contracting fairs carried out under USAID's DDPC III and Bolivian Democratic Initiatives program, SDI helped the prefecture in Oruro develop sustainable, cost-effective, department-level “*Ferías a la Inversa*.” Under this initiative, the prefectural procurement process is carried out in a completely transparent manner while creating economic opportunities for local businesses and vendors.

In October 2007, SDI awarded a grant to *Fundación Sumaj Kawsay* to help the prefect of Oruro, the *Universidad Técnica de Oruro*, and three municipalities implement a joint “*feria a la inversa*.” Within a few weeks, the foundation

trained 44 prefectural, university, and municipal association staff on procurement rules and regulations, and 350 entrepreneurs on the development of proposals for possible contracts with the organizing entities. The foundation also provided technical assistance in developing proposals for *micro empresarios* on the day of the event. The *Feria* facilitated the signing of 38 contracts for goods and services worth 2.5 million Bolivianos, and reduced the transaction period to 14 days, rather than an average of 60 days as required by the new SABS legislation. The *Universidad Técnica de Oruro* estimated that it saved 20 percent, and the prefecture of Oruro saved 16 percent, on the contracted goods and services.

Based on the outstanding results of the first SDI-funded *Feria a la Inversa* in Oruro, the Prefect requested assistance in organizing a follow-on activity in April. In this *Feria*, *Sumaj Kawsay* worked with the municipal association of Oruro (AMDEOR) to involve as many of the

department's 32 *alcaldías* as possible in a joint *Feria a la Inversa*. Prior to the *Feria*, 164 business owners, entrepreneurs, and members of cooperatives received training in the preparation of bids for contracts in 14 workshops. 331 local and national businesses and entrepreneurs participated in the *Feria*, and bid on the 17 contracts advertised by the prefecture, the *Universidad Técnica de Oruro* (UTO), and participating municipalities. By the end of the event, 68 percent of the goods and services contracts were awarded.

In June, the *Viceministerio de Pequeña y Mediana Empresa* requested SDI support in conducting its first contracting fair. Through a third grant to Sumaj Kawsay, SDI helped the Vice Ministry organize and implement the "*Feria del Compro Boliviano*" for procurement of more than US\$5.6 million of goods and services for the Bolivian Ministry of Defense. More than 200 businesses and entrepreneurs from La Paz, Oruro, Potosi, Santa Cruz, and Cochabamba participated in the *Feria*, and received hands-on guidance in proposal development. Within just a few days, over 30 percent of the Ministry of Defense's contracts were signed, accounting for a savings of \$320,000.

#### D. Component 1 Performance Indicators

The performance indicators for Component 1 and subsequent components are those reported annually by USAID/Bolivia to the Foreign Assistance Coordination and Tracking System (FACTS). SDI staff will use additional performance indicators in the management and internal oversight of the program. These “in-house” indicators are described in SDI’s Performance Monitoring Plan (PMP).

INDICATORS	DATA COLLECTION	ACTUAL (9/30/08)	EXPECTED RESULT	COMMENTARY
<p>1. Number of sub-national government entities receiving USG assistance to improve their performance. (FACTS indicator)</p> <ul style="list-style-type: none"> <li>▪ Prefectures</li> <li>▪ Sub-prefectures or regional governments</li> <li>▪ Municipal governments</li> </ul>	Signed agreements with prefectures	<p><b>52</b></p> <p><b>7</b> <b>22</b> <b>31</b></p>	<p>22 (year 2)</p> <p>7 15</p>	<p>7 prefectures include Oruro, Potosi, Santa Cruz, Cochabamba, Tarija and Beni</p> <p>22 sub-prefectures or regional governments include 15 sub-prefectures in Santa Cruz and 7 <i>corporaciones</i> in Cochabamba</p> <p>31 municipal governments (QR3 addition: Betanzos)</p>
<p>2. Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization. (FACTS indicator)</p> <ul style="list-style-type: none"> <li>▪ Number of women</li> <li>▪ Number of men</li> </ul>	Attendance sheets from Grantee monthly reports, and SDI reports.	<p><b>2,012</b></p> <p><b>676</b> <b>1,336</b></p>	<p>300 (year 2)</p> <p>60 240</p>	

# SECTION TWO

## Component II: Civil Society

The “social capital” of a nation is an important determinant of citizens’ confidence in democratic institutions and practices, as well as their ability to effectively oversee elected representatives and advocate for their interests. Bolivia boasts numerous “social movements” and other civil society organizations that practice collaborative advocacy and collective action. However, as we have seen in recent months, many of them resort to unproductive and often aggressive actions to force the government to address their concerns. A high level of social capital, therefore, is not a sufficient condition for a well-functioning democracy. Rather, civil society organizations must also utilize democratic institutions and practices to represent their interests and hold government representatives accountable.

To promote democratic pluralism and counter social intolerance, SDI’s Component 2 aims to educate civil society about its appropriate role vis-à-vis government and in political processes in a healthy democracy, while simultaneously empowering it to monitor governmental activities more effectively. Civil society leaders must also be capable of disseminating credible information to the public and contributing constructively to dialogue, deliberation, and decision-making in the midst of divergent interests. To this end, SDI has sponsored a major civic education program to propagate basic democratic concepts and collective action skills among potential civil society leaders in all nine departments of Bolivia, as demonstrated in the following table.

*Table 2. Democracy Training by Department in FY 2007-08*

Department	Men	Women	Indigenous	Total
La Paz	8,796	7,953	4,980	16,749
Oruro	4,435	5,953	2,284	10,388
Potosí	2,274	2,688	374	4,962
Beni	695	979	448	1,674
Pando	258	314	60	572
Santa Cruz	2,612	2,992	710	5,604
Chuquisaca	944	1,946	238	2,890
Tarija	456	448	354	904
Cochabamba	8,280	6,438	2,200	14,718
<b>Total</b>	<b>28,750</b>	<b>29,711</b>	<b>11,648</b>	<b>58,461</b>

## A. KRA 2.1: Basic Democracy and Citizenship Capabilities Reinforced

There is an intended coincidence between the activities of KRA 2.1 and KRA 2.2, as they are equivalent phases, or aspects, of a single Component 2 democracy training process. KRA 2.1 emphasizes imparting knowledge and skills to improve *individual* capabilities to exercise rights and responsibilities in a democracy. The democracy training program is administered by civil society organizations and encourages the participation of leaders who share the information with members of their organizations or communities. Activities under KRA 2.1 include conceptual training in democratic concepts and values, and *conversatorios*, or round tables, in which leaders practice skills learned in training.

SDI's strategy to date has centered on awarding grant funds to local CSOs for the implementation of "train the trainers" strategies to reach a greater number of people, and generate a lasting impact. A first round of the civic education program was initiated in June 2007, in which 12 CSOs, with projects ranging from *Training for Journalists* to *Building Democracy in a Pluralistic Society*, trained nearly 20,000 people in the departments of Oruro, Santa Cruz, Cochabamba, and Potosí. Upon completion of the conceptual training phase, the CSO grantees entered the second phase: putting newfound information and democracy skills to work. The 12 grantees conducted 52 *conversatorios*, in which civil society leaders met with government and private-sector actors to discuss diverse subjects of broad public interest in the four targeted departments. These grants concluded during the first two quarters of the program year, and helped lay the groundwork for the expansion of civil society strengthening initiatives into all nine departments of Bolivia.



Based on the success of the first round of training and the results achieved by many of the grantee organizations, SDI gradually commenced a second program in February with the participation of several new CSOs selected from a multitude of unsolicited proposals, as well as many former grantees eager to expand on their previous work. By the end of the current reporting period, the 13 civil society organizations involved in the second round have trained more than 40,000 Bolivians nationwide.<sup>3</sup> The goal of this program was to transmit democratic concepts and principles to a broad

population, many of whom are undereducated, in order to improve their capacity to exercise their democratic rights within their daily lives.

In this round, citizens also received direct classroom training in democratic *skills* with the support of a new *cartilla*, "*Entendámonos: Primera Cartilla sobre Destrezas de Acción Colectiva.*" in addition to the concepts and principles outlined in the first *cartilla*, "*Atrévete a ser un gran líder.*" This training has helped participants improve the basic "democracy" skills necessary to meet with government officials and/or other citizens with divergent interests and reach win-win solutions. The Civil Society Component also developed a methodological tool to guide CSOs in organizing *conversatorios* to ensure the necessary conditions for open dialogue and deliberation. To

<sup>3</sup> A 14th grant was awarded to UNIFRANZ, an organization that completed grant activities in the first round. Due to financial and legal difficulties, the grant was cancelled in May 2008. This grantee is not counted in indicator results, as it was essentially replaced by a partner organization, Fundación Nuevo Amanecer.

encourage the use of *conversatorios* as a mechanism for consensus building, the methodology will be improved with “lessons learned” during implementation, and will be published and shared with participating NGOs in the upcoming quarter.

During the reporting period, second-round CSOs have hosted over 70 *conversatorios* on a wide range of issues, including the development and possible adoption of a civic education curriculum for public high schools, natural resource management in Pando and Beni, youth leadership in El Alto, the importance of transparency in a democracy, and economic development. The short-term impact achieved through this two-step “train the trainers” process is the increased capacity of potential and actual leaders to not only share the information learned with members of their communities or organizations, but also lead by example.

Although activities will formally conclude during the first quarter of FY 2008-09, grantee CSOs have organized important training events and made valuable contributions to increase understanding of democratic concepts and skills, in accordance with their own institutional objectives. Each grantee's unique approach to democracy training is summarized in the remainder of this section:

- Building on experience during the first SDI grant, IIPS has developed a civic education curriculum with the participation of high school students, teachers, and government representatives in the departments of Chuquisaca, Oruro, Potosi, and Cochabamba. This grantee constructed 6 modules with important inputs from educational authorities, teachers, and non-governmental organizations, including “Leadership”, “Gender, Democracy and Citizenship”, “Bolivia Today”, and “The Constitution”, and the corresponding training materials. IIPS will begin validating the material in training sessions with the participation of 417 students, parents, teachers, and *normalistas*. The grantee has also held numerous round tables and a national *conversatorio* to discuss and upon the different democratic concepts and principles and the importance of including modules on this important subject into high school curriculum.
- Green Cross has also begun important work in the development of a civic education curriculum; however, this grantee is focusing its efforts on the department of Santa Cruz. In its previous SDI grant, the organization evidenced strong ties with the education sector and other CSOs in the region, making it an outstanding partner to complement IIPS's work in the Western region of the country, by providing an Eastern view of civic education. To date, Green Cross 2 has held various roundtables to develop a diagnostic on civic education in the region, and provide a space for discussion between divergent actors on the possibility of including this subject into the high school curriculum. Although it is common belief that the “indigenous” issue is more prevalent in the *altiplano*, this organization has worked closely with the small, but influential indigenous organizations of the region to ensure their participation in the development of the proposed curriculum. This grantee evidenced the importance of not only producing research and developing curriculum but also providing hands-on training to over 3,700 citizens in the urban and rural areas of Santa Cruz.
- ABC-DF, in its second SDI grant, expanded its effective Leadership School into the departments of Oruro, La Paz, and Chuquisaca, in addition to Potosi. Community, youth, indigenous, and women leaders have received training in human rights, democracy and governance, the state, and topics related to the productive sector in a one-week intensive training program. These activities are boosted by the participation of several government

officials as presenters, including representatives from the Office of Human Rights, and the President's Representation of the Constitutional Assembly (REPAC). ABC-DF surpassed all benchmarks by training over 10,000 Bolivians in its Leadership School and *replicas*, often conducted in Aymara in rural areas. Problems with the administration of grant funds caused SDI to cancel the grant prematurely; however, as shown in the table above, ABC-DF was able to achieve impressive quantitative results in a very short period of time.

- ENLACE, a veteran grantee, focused this round of training primarily on promoting the development of collective action skills through the construction of spaces for sharing information and training processes. ENLACE's has implemented a training program that



Sharing knowledge of democratic concepts in rural Cochabamba

included a university-level diploma course, as well as informal training sessions for a diverse group of teachers and high school students, indigenous, community, union, and transportation leaders, and even *women brazil nut producers*. Concentrating its efforts on the departments of La Paz, Oruro, Cochabamba, Beni, and Santa Cruz, the grantee has trained more than 1,400 men and women in democratic concepts and skills. Through this important work, ENLACE has helped “democratize” leadership in local communities through increased opportunities for dialogue and helping develop the basic skills needed to effectively advocate citizen interests.

- *Fundacion IDEA* has continued important efforts to trained important leaders in 5 academic-level modules in seven urban capitals in order to strengthen democratic governance. Of the 332 leaders trained to date, the most enthusiastic participants were selected to design projects to replicate and apply the concepts and skills learned, and thereby demonstrate their leadership capacity within their organizations.
- *Fundación Presbítero Julio Tumiri Javier*, a foundation with significant experience in the defense of human rights, organized a civic education program in the capitals of all nine departments of Bolivia with a special emphasis on imparting the value of respect for differences and peaceful coexistence. The project has also worked to form a network of leaders against intolerance and in promotion of human rights for marginalized populations, ranging from housekeepers to the homosexual community. Training in democracy skills has helped more than 2,000 leaders undertake democratic practices that will generate greater tolerance for diversity of opinions and ideologies.
- *Juventud para el Desarrollo (JUDES)*, an Oruro-based NGO implementing its second SDI grant, has recognized the need to increase citizen confidence in democracy and its institutions through training directed towards university students and youth leaders from the *Universidad Técnica de Oruro*, the Departmental Education Service (*Servicio Departamental de Educación*) and other public institutions. Under this initiative, JUDES has trained almost 4,000 citizens in the urban and rural sectors of Oruro. Through a set of innovative activities, including a “Democracy Olympics”, Informational Fairs, and a Rally,

youth leaders better understand their role in strengthening democracy and the importance of exercising citizenship through active participation.

- *Fundación Nuevo Amanecer* was awarded a new grant for the implementation of many of the important activities initiated by UNIFRANZ in the first round. This Cochabamba-based grantee signed MOUs with two experienced local NGOs in the additional target regions: *Esperanza* in Pando, and *la Coordinadora de la Mujer* in Beni. The project has focused its efforts on training 1,389 leaders in the departments of Pando, Beni and Cochabamba in the Constitution, citizen rights and obligations, the structure and functioning of different branches and levels of government, and a special emphasis on the use of democracy skills in the management of natural resources within the context of each department. In August, *Nuevo Amanecer* organized a *conversatorio* on “Contamination in the La Angostura Irrigation System” to discuss its environmental impact among civil society and local government representatives in Cochabamba. Participants in the inter-institutional encounter concluded the need for: 1) more local government involvement in environmental concerns, including the installation of more trash cans in the area, 2) citizen oversight and supervision of law abidance, and 3) congressional environmental committees in different districts of Cochabamba.



- *Fundación Transparencia* has conducted a series of remarkable training events in the distant rural populations in the tropical regions of La Paz and Beni, though it had to reduce training activities planned for Cochabamba due to political tensions in that area. The grantee stands out among other NGOs working in civic education with its distinct emphasis on transparency in local governance and inclusion of local comedians in their staff to educate citizens through humor and creative anecdotes. Through this grant, the organization trained 3,198 leaders from *campesino* organizations, religious groups, indigenous communities, and the educational sector in basic democratic concepts and principles in the rural areas of La Paz and Beni.
- *Inti Watana* is also widely recognized for its distinctive and effective training methodology. This grantee has designed an educational process that permits a critical analysis of democracy, citizenship and values, through the study of culture, understood as a bridge into democracy as a way of life and a guide to youth's future. The organization has also written short plays and musical performances that emphasize Bolivia's cultural diversity and history, in order to capture high school students interest and impart basic democratic concepts and collective action skills. The heart of this CSO's training program consists of 20 youth leaders from El Alto that attended weekly training sessions, to study and discuss the core subjects that they subsequently taught to over 1,000 students at high schools in

the departments of La Paz and Cochabamba. When prompted by Inti Watana, youth leaders pointed to the most important lessons learned throughout the training process as “sharing with others and understanding their perspectives,” “being a social actor and becoming a youth leader,” and “valuing, tolerating, and respecting others and their ideas.”

- *Camina SEACE*, another new grantee, began important civic education activities in May 2008. This grantee works exclusively in the department of La Paz, primarily focusing on El Alto and the rural communities of the *altiplano*. With a team of 6 facilitators, two of whom are women *cholitas*, Camina SEACE has creatively trained some of the most difficult and uncooperative populations in the region. Recently, the organization trained community leaders in Achacachi, the stronghold of Felipe Quispe, “*El Mallku*.” Director Jacob Laura said, “*We have been able to work in virtually any community... When asked about the USAID logo, we tell the local leaders that the important thing is that people learn and are educated about democracy. Does it really matter who funds it?*” And with a smile, he continued, “*all it takes is a little creativity and belief in what you are doing...*” As a result of this strategic maneuvering, Camina SEACE has signed over 30 MOUs with diverse organizations ranging from educational boards to rural indigenous unions.

To date, this organization has trained 3,896 leaders of communities, indigenous organizations, teachers, students, and parents, over 50% of which self-identified themselves as indigenous. The training imparted is excellent, and participants expressed great interest and appreciation to SDI personnel during activity visits. Many trainees participated in 2 *ferias educativas* held in El Alto in June, where they were given the opportunity to “replicate” the democratic concepts learned in the classroom to visitors, and others took part in several *conversatorios* organized during the quarter.

- *Asociación para el Desarrollo Rural “Tornavuelta”* has worked to strengthen citizens’ knowledge and skills in order to increase understanding of the rights, responsibilities, principles and values of democracy. Tornavuelta has trained approximately 500 women and men from various rural and urban municipalities in the department of Tarija. This relatively new and inexperienced NGO has benefited greatly from the institutional strengthening activities outlined in KRA 2.2.

### **Activity 3: Reduce Illiteracy with a 12-month Adult Literacy Program**

Since literacy is an important determinant of the ability to exercise one’s democratic rights and responsibilities as a well-informed citizen, SDI has subcontracted a massive adult literacy campaign through Alfalit - Bolivia, a CSO with ample experience in conducting successful adult literacy programs in Bolivia. The subcontract includes the implementation of two 6-month literacy modules, each of which will enable adult trainees to fulfill requirements equivalent to one elementary school grade, as certified by the Ministry of Education.

During the program year, Alfalit concluded the first semester of training in 16 municipalities located in seven departments with the participation of 7,492 participants in different grade levels, approximately 77 percent of which were adult women. In the fifth grade, over 900 participants perfected reading and writing skills while learning about citizenship, values, and basic civic education using the *cartilla* entitled, “*Tener Ciudadanía*.” The Alfalit program’s success is demonstrated by the fact that 89 percent of participants passed on to the next grade level in the following semester. The important results achieved during the July - December 2008 semester, will be outlined in the first quarterly report of FY 2008-09.

## **B. KRA 2.2: Civil Society Advocacy and Oversight of Public Policy at the National, Departmental, and Municipal Level Strengthened**

While KRA 2.1 emphasizes individual citizens as targets of SDI's civic education program, KRA 2.2 places emphasis on the development of advocacy and collective action capabilities of civil society organizations. Most NGOs lack the administrative and technical capacity to survive over time and constitute important representatives of civil society interests. To increase the capacity of CSOs to effectively channel their demands and hold government representatives accountable for their collective interest, SDI has designed a series of activities to strengthen and assure the sustainability of beneficiary organizations.

During the program year, a total of thirteen organizations signed grant agreements with an institutional development component. Throughout the grant award period, CSO administrative personnel receive hands-on support during the monthly liquidation process, and technical support, as necessary.



In addition to the activities mentioned in KRA 2.1, in June, Component 2 hired a second Deputy Director Rodrigo Zogbi to assist each grantee in developing an institutional strengthening plan tailored to the needs of their respective organization. The grantees were largely supportive of the initiative and submitted letters of commitment to the implementation plans developed jointly with SDI staff. As a result of the activities undertaken during the past quarter, the grantee organizations have shown significant improvements in strategic planning, better coordination between technical and administrative staffs, and better budgeting of time and resources, as well as improvements in the timeliness and quality of their technical reports.

Billing for services provided has become more predictable and the timelines for projected activities have generally been upheld. Several of the grantees will actually complete their project ahead of schedule

While institutional strengthening activities have been directed primarily to the CSOs receiving SDI grants, the reach of Component 2 initiative has extended well beyond the initial grantees. To date, memorandums of understandings have been signed between SDI grantees and 100 grass-roots organizations that are eager to learn and replicate democratic principles and skills. Component 2 staff has designed a series of institutional strengthening workshops targeted not only towards SDI grantees, but also their partner organizations and other Bolivian CSOs. This important activity, which will be carried out in the upcoming quarter, will help create networks of more sustainable CSOs that can combine efforts to provide democracy training and more effectively advocate for citizen interests.

### C. Component 2 Performance Indicators

INDICATORS	DATA COLLECTION	ACTUAL (year 2) (9/30/08)	EXPECTED RESULTS	Commentary
<p>1. Number of civil society organizations using USG assistance to promote political participation. (FACTS indicator)</p> <ul style="list-style-type: none"> <li>▪ Direct grantees</li> <li>▪ Subcontractors</li> <li>▪ CSOs signing memorandums of understandings with grantees</li> </ul>	<p>Listing of signed grant agreements and subcontracts; signed memorandums of understandings presented in grantee monthly reports</p>	<p><b>113</b></p> <p><b>13</b></p> <p><b>0</b></p> <p><b>110</b></p>	<p>45 (year 2)</p>	
<p>2. Number of civil society organizations using USG assistance to improve internal organizational capacity. (FACTS indicator)</p>	<p>Listing of signed grants with an institutional development component.</p>	<p><b>13</b></p>	<p>13 (year 2)</p>	
<p>3. Number of civil society organization advocacy campaigns supported by USG (FACTS indicator).</p>	<p><i>Conversatorio</i> attendance sheets presented in Grantee monthly reports</p>	<p><b>126</b></p>	<p>60 (year 2)</p>	

<p>4. Number of people who have completed USG-assisted civic education programs. (FACTS indicator)</p> <ul style="list-style-type: none"> <li>▪ Number of women</li> <li>▪ Number of men</li> </ul>	<p>Attendance sheets from Grantee monthly reports</p>	<p><b>58,461</b></p> <p><b>29,711</b></p> <p><b>28,750</b></p>	<p>20,000 (year 2)</p> <p>6,000</p> <p>14,000</p>	<p>54%</p> <p>46%</p>
<p>5. Number of participants in USG-funded programs supporting participation and inclusion of traditionally marginalized ethnic and/or religious minority groups. (FACTS indicator)</p> <ul style="list-style-type: none"> <li>▪ Number of women</li> <li>▪ Number of men</li> </ul>	<p>Attendance sheets from Grantee monthly reports</p>	<p><b>11,648</b></p> <p><b>5,392</b></p> <p><b>6,256</b></p>	<p>2,000 (year 2)</p> <p>1,000</p> <p>1,000</p>	<p>SDI added this self-identification measurement to the recently developed standardized attendance sheet. It was only used during the last quarter of FY 2007-08.</p>
<p>6. Number of citizens that have improved their knowledge of democratic institutions and practices (in-house indicator).</p> <ul style="list-style-type: none"> <li>▪ Number of women</li> <li>▪ Number of men</li> </ul>	<p>Training participant questionnaires from Grantee monthly reports</p>	<p><b>10,127</b></p> <p><b>5,392</b></p> <p><b>6,256</b></p>	<p>5,000 (year 2)</p> <p>2,300</p> <p>2,700</p>	<p>The results collected to date are based solely on the <i>new</i> questionnaire put into use within the last quarter of FY 2007-08. Since an approximate 38,000 participants did not take the new test, this number is underreported. This result is based on the review of 18,000 individuals' tests. Due to the late submission of several questionnaires, SDI will update this result in the coming weeks as the additional information is processed.</p>

<p>7. Number of journalists trained with USG assistance. (FACTS indicator)</p> <ul style="list-style-type: none"> <li>▪ Number of women</li> <li>▪ Number of men</li> </ul>	<p>Attendance sheets from Grantee monthly reports</p>	<p><b>0</b></p> <p><b>0</b></p> <p><b>0</b></p>	<p>200 (year 2)</p> <p>70</p> <p>130</p>	<p>In response to GOB concerns, USAID/Bolivia requested that SDI suspend democracy training activities planned for journalists.</p>
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# SECTION THREE

## Component III: Legislative Strengthening



**Compiling legislation with the help of student interns**

Throughout its first program year, SDI's Legislative Strengthening component worked hard to gain Congressional support for 1) the establishment of a budget line item required to employ a professional staff for the proposed *Centro de Servicios Legislativos (CSL)* and 2) the nomination of a multi-partisan committee of Deputies and Senators to oversee that activity, as well as the proposed *Proyecto de Saneamiento Legislativo (PSL)*. After unsuccessful attempts to initiate these activities, USAID authorized SDI in April 2008 to reallocate unspent funding for use by the program's decentralization and civil society components and to refocus the Legislative Strengthening Component on activities that would maintain a "strategic presence" within the Congress. Accordingly, Component 3 centered its efforts on helping the Congress' *Brigadas*

*Parlamentarias Departamentales* to develop and implement their annual work plan and *Agendas Mínimas Regionales (AMRs)*, assist the *Unión de Mujeres Parlamentarias de Bolivia (UMPABOL)* in updating its *Agenda Legislativa de La Mujer* for 2008, and prepare a comprehensive database of national legislation affecting each of the country's nine departments.

Component 3 assisted the *Brigadas* in the elaboration of Regional Agendas (AMRs) that were subsequently incorporated into the each department's Annual Work Plan for 2009. The nine AMRs involve more than 200 congressional tasks, which include drafting new or revamping dormant legislative proposals, overseeing of the progress of public infrastructure projects, and advocating regional demands. In the short time since the elaboration of AMRs, *Brigadas* have already achieved many of their objectives, which are described in more detail in the balance of this report. Assistance was also provided to strengthen the capacity of the *secretarios técnicos* and administrators to manage the *Brigada's* budget s more effectively and comply with congressional liquidation procedures. During the last quarter, SDI also helped organize several *Audiencias Publicas* in rural areas, activities designed to increase communication between Members of Congress and their constituents, and, thus, strengthen representation and accountability. With SDI's encouragement, a line item was included in the 2009 Work Plan to enable the *Brigadas* to fund the organization of these mechanisms without external support in the future.

In an ongoing effort to support the Women's Parliamentary Union (UMPABOL) in implementing its *Agenda Legislativa de la Mujer 2006-2011*, a Component 3 consultant conducted an analysis of the group's accomplishments to date and outlined guidelines for determining benchmarks for 2008 – 2009. SDI also coordinated with FUNDAPPAC and FBDM to organize the national assembly of UMPABOL members that took place in July 2008, to discuss the new Agenda and possible modifications to the Union's statutes. As a result of Component 3's work with UMPABOL, women members of Congress are better organized and prepared to represent the interest of Bolivian women in national public policy.

The Bolivian Database of Existing Laws, developed with SDI support, consists of more than 40,000 laws, decrees, and resolutions from 1825 to March 2008 that directly affect each of the nine departments of Bolivia. This important work was carried out with the help of 21 interns, university students of Law and Political Science, who concurrently received professional training in legislative research. Upon completion of the compilations, 3 hard copies and 80 CDs were presented to each *Brigada*, for subsequent repartition among its members and the department's public university in an effort to increase access to this important source of information. The database of existing law, disaggregated by department, is also available to the general public via the internet on the National Congress website, and will soon be accessible via the Bolivian Bar Association, which has agreed to update and manage the database.

### **A. KRA 3.1: Technical Support Services to Congress Improved**

#### **Activity 1: Establish Legislative Services Center (LSC)**

This activity was cancelled in October 2007 when the Congress was unable to provide the counterpart contribution required to employ a small technical staff to be trained by SDI and provide legislative services to the Congress. A permanent budget line item for the proposed Center was needed to ensure long-term sustainability of the project.

#### **Activity 2: Provide Short-Term Technical Support Services to Congress**

Though the Legislative Services Center was cancelled, SDI continued to provide limited technical support to Congress. During the program year, Component 3 completed a Legislative Background Study (EAL) on transit legislation, requested by the Chamber of Deputies' Committee on Government. Based on the results of that study, three SDI consultants assisted in the drafting, socializing and adapting of the proposed new *Ley de Tránsito y Vialidad* with input from other institutions related to the transportation sector, including the National Police, the Secretary of



Transportation, and related workers unions. Through the organization of numerous inter-institutional work sessions, a consensus was reached on all 151 articles of the draft bill, which will be presented to the Committee and later passed on for Congressional approval.

SDI's Legislative Strengthening Unit also provided training and technical assistance to the *Unión de Mujeres Parlamentarias de Bolivia (UMPABOL)*. During the previous quarter, a SDI consultant organized and systematized all information related to the progress of the *Agenda Legislativa de La Mujer* from 2006-2011. This baseline analysis of accomplishments to date provided UMPABOL with the necessary tools to establish new benchmarks for the coming year. Additionally, SDI coordinated with FUNDAPPAC and the *Fundación Boliviana para la Democracia Multipartidaria (FBDM)* to help organize a National Assembly on July 4, 2008 in which women legislators agreed upon an annual agenda and discussed possible modifications to UMPABOL's organizational statutes.

In addition, SDI, in coordination with the Training Unit of the Congress, held a training session entitled, “Developing Legislative Techniques,” for the technical advisors of committees and personnel from the Secretary General’s office. The training helped staff members develop a basic capacity to use congressional instruments and write bills.

## **B. KRA 3.2: Legal Framework Improved**

### **Activity 1: Create Database of Existing Law**

Under KRA 3.4, activity 3, Component 3 constructed a database of existing legislation affecting each of Bolivia’s nine departments. This database is described in detail below under KRA 4.3.

### **Activity 2: Establish Saneamiento Legislativo Program**

In April 2008, the proposed *Saneamiento Legislativo* project, designed to convert the database of *existing* law into a database of *current* law, was cancelled and USAID authorized SDI to reallocate funding to other activities, when it became evident that the bi-partisan support needed to proceed could not be achieved in time to complete the project before SDI concluded its activities in September 2009.

## **C. KRA 3.3: Deliberative Process of the Constitutional Assembly Improved**

### **Activity 1: Support CIEDAC in Providing Technical Assistance and Training to Members and Committees of the Constituent Assembly**

When the contract for the Democratic Initiatives – Bolivia program expired in August 2007, USAID requested that SDI continue co-funding the *Centro de Información Especializada de Apoyo a la Deliberación de la Asamblea Constituyente* (CIEDAC). To this end, SDI awarded a grant to CIEDAC to offer technical assistance, training, a short-course entitled “*Temas Constitucionales y Proyección del Nuevo Estado*,” and provide library and computer services to members of the Constitutional Assembly in Sucre.

CIEDAC’s work over the grant period was challenging due to the irregular functioning of the Constitutional Assembly and an unstable political environment in Sucre. Nonetheless, CIEDAC met all its original targets, and the services it provided made a lasting impact on many Assembly members and staff. 169 Assembly members and technical advisors assisted seminars on specific constitutional subjects, and 80 Assembly members and 51 staff completed a specialization course entitled, “Continuing Education in Constitutional Subjects and Projection of a New State,” taught by the Center for Postgraduate Studies and Research (CEPI) and the Universidad de San Francisco Xavier (USFX).

Additionally, CIEDAC provided training and a computer center for Assembly members and technical staff, many of whom had no previous experience with computers. This service enhanced the work of users by offering assistance in report writing, budgeting, and research. CIEDAC also made an extensive library available to assembly members.

The services provided by CIEDAC ensured that members of the Constituent Assembly were better informed and capable of presenting arguments, thus bringing an overall improvement to the quality of the Assembly. One Assembly member said, “I came to the Constitutional Assembly knowing nothing about the process, but after attending various seminars and using the services (of CIEDAC) I was able to understand more and see things differently.” Another member, an Aymara woman, commented that using the Center’s services fundamentally

changed her opinion on the use of indigenous customs and traditions. “At the start of the Constituent Assembly, I agreed with the use of indigenous ways and customs (such as community justice), but after listening to presentations and the ideas of others, I realized that we (indigenous peoples) need to move forward and adapt to new ways.”

Despite the irregular functioning of the Constitutional Assembly, CIEDAC met all established benchmarks and concluded activities in December 2007.

#### **D. KRA 3.4: Institutional Strengthening of the Departmental Parliamentary Delegations Achieved**

##### **Activity 1: Provide Technical Assistance and Training to Departmental Delegation Coordination Committee (DDCC) and Brigadas Parlamentarias**

In December 2007, the Legislative Strengthening Component met with the DDCC, which is composed of the 2nd Vice Presidents of both Chambers, who oversee the departmental Parliamentary Delegations, called *Brigadas Parlamentarias*, and the nine Presidents of the *Brigadas*. With SDI assistance and institutional capacity building efforts, the DDCC developed and approved its 2008 Work Plan which will enable the *brigadas* to implement regional agendas. Additional activities undertaken by SDI include the following:

- *Technical support in the development of the Brigada's Internal Rules of Order.*

During the program year, SDI prepared suggestions for modifying the *Brigada's* Internal Rules of Order, including changes to the composition of its executive board, and mechanisms for oversight of local and regional governance. Component 3's recommendations were presented to the Second Vice Presidents for consideration; however, no decision has been made to date.

- *Training and technical support in administration, organization, logistics, and financing of DDCC and the departmental Parliamentary Delegations.*

SDI developed, printed, and distributed a *Guía de Funcionamiento del Comité de Coordinación Departamental del Congreso Nacional* to increase the *Brigada* Presidents' understanding of the role and functions of the DDCC. With the development of *Agendas Minimias* in the nine departments, the DDCC may help organize the delegations as a group and improve articulation of regional demands with the Executive Government. In the last quarter, SDI organized three DDCC meetings to improve inter-institutional coordination and regional representation in Congress.

In June, SDI organized a two-day training seminar in Trinidad for the *Brigadas' secretarios técnicos* in which staff from the Financial Administration Unit of Congress explained the procedures and forms required for requesting funds and the subsequent liquidation process, as required by the *Ley de Administración y Control Gubernamentales* (SAFCO). Due to the fact that most of the *secretarios tecnicos* are not trained accountants or administrative specialists, it was necessary to include the additional support of an in-house accountant into the *Brigadas* budget. Through subsequent technical assistance provided in seminars held in Cochabamba, the *técnicos* and newly integrated accountants gained important information that will help reduce the number of observations on the liquidation reports and accelerate future disbursements. As a result, five *Brigadas'* bank accounts that were previously frozen due to incompliance were rehabilitated.

In addition, Component 3 organized additional training workshops for the *secretarios técnicos* and their advisors, in topics that included the development of POAs (Annual Operative Plans) and legislative techniques. With SDI encouragement, the *Brigadas* included the elaboration of Annual Work Plans and use of participatory mechanisms such as Public Assemblies and Citizen Interest Forums into its 2009 POA. This ensures a certain measure of sustainability in the work led by Component 3 to date, and will foment better representation of regional demands and more citizen oversight and accountability of representatives.

## **Activity 2: Assist Departmental Delegations in the Development of Agendas Mínimas Regionales (AMRs) and Annual Work Plans (AWPs)**

AMRs are planning documents developed by the departmental delegations in a participatory process involving regional authorities and many different civil society groups. The AMRs identify departmental needs and priorities that require national legislation and/or national funding. Once adopted, all of the Senators and Deputies from a given department work together to advance these priorities in the coming year.

SDI aided in the development of AMRs approved in Tarija in February, and the departments of Oruro, Potosí, Pando, La Paz, and Beni during the third quarter. In addition, Component 3 trained 143 Congressmen and Senators, 9 *secretarios técnicos* and 3 staff members from the Second VP of Congress in the elaboration of AMRs, so that the *Brigadas* have the skills to develop these documents in compliance with congressional regulations, and with the participation of local public and private institutions in the coming years. Surprisingly, upon receiving SDI training and the *Guía para la Elaboración de Agendas Mínimas Regionales* developed by Component 3 in January, the *Brigadas* of Santa Cruz and Cochabamba demonstrated their capacity to develop AMRs without external support; however, SDI provided technical supervision throughout the elaboration of these documents in April.

The 8 AMRs developed with SDI support or supervision include a total of 190 congressional tasks, of which 51 are legislative (drafting or promoting existing legislation), 57 are oversight (requesting reports on the current status of public projects), and 82 are representative (advocating the needs of the department). 7 of the 8 AMRs developed have been published, and to date, more than 30 percent of the objectives outlined in these documents have been achieved.

### **Meeting AMR Objectives for Regional Development**

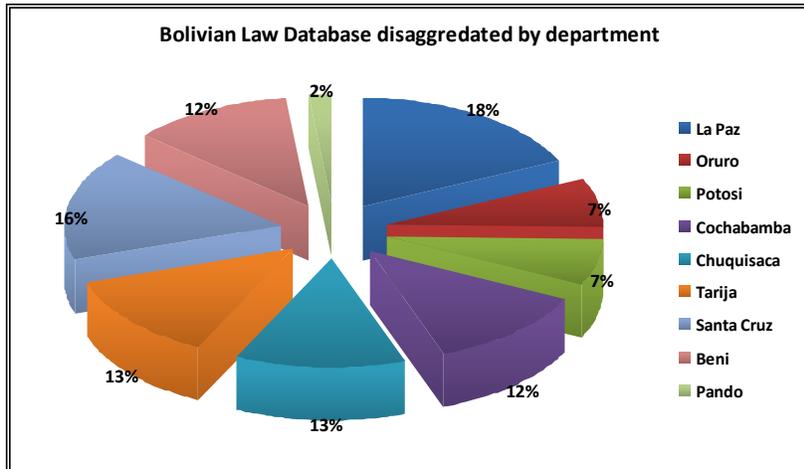
In La Paz, the parliamentary delegation has advanced bidding for the construction of a two-lane highway between La Paz and Oruro (Law No. 2993), and has attained the environmental impact assessment for a highway in Yungas, which had not made any progress since 2006. The Potosí delegation gained National Congressional approval for Law No. 3878, which authorizes the prefecture of Potosí to create a budget line item for the construction, remodeling, and equipment of rural schools. These accomplishments illustrate the importance of parliamentary delegations, and their ability to represent local needs and promote regional development.

Component 3 also assisted the *Brigadas* of La Paz and Potosí in the inclusion of civil society and local government officials in the Provinces of Caranavi, Manco Capak and Modesto Omiste in the planning and implementation of regional agendas. Including provincial actors will benefit local development, as the *Brigadas* will be more informed in order to represent the needs of these populations that, in turn, can increase oversight and accountability.

Since December 2007, Component 3 has worked closely with the *Brigadas Parlamentarias*, training staff and helping elaborate Annual Work Plans (AWPs), which are internal planning documents that focus on the institutional needs of the *Brigadas* and implementation of AMRs. In June, SDI organized a workshop in Beni to update 2008 AWPs for the departments of Oruro,

Beni, La Paz, Cochabamba, Santa Cruz, Pando, and Potosí. In September, nine departments develop their AWP for 2009 with the participation of both administrative and technical staff to directly link planned activities to the annual budget and ensure successful implementation.

### Activity 3: Compile Accessible Database of National Legislation Affecting Each of Bolivia's Nine Departments



At the request of the Presidents of the *Brigadas Parlamentarias*, the Legislative Strengthening Component developed comprehensive compilations of national legislation impacting all nine departments from 1825 through the present. Compilations have been presented to each of the delegations in both physical and CD formats, and master copies have been provided to the prefecture of each

department, as well as to local university libraries, and the National Library of Congress. The Bolivian Law Database, originally designed as a basis for the proposed *saneamiento legislativo*, was adapted to include a total of 40,406 laws, decrees, and resolutions, and enable users to disaggregate legislation by department. The information can also be accessed via the National Congress's website.

This easily-accessible collection of regional legislation will help increase transparency and efficiency in the work of Congressmen through a better understanding of current legislation affecting their department. The information will also be very helpful should the Congress decide to undertake *saneamiento legislativo* in the future.

Research for these legislative compilations was done by University law students, working as interns, under the supervision of experienced legislative mentors. To date, 21 university students were trained as legislative researchers and have made important contributions to the success of this activity.

### C. Component 3 Performance Indicators

INDICATORS	DATA COLLECTION	ACTUAL (9/30/08)	EXPECTED RESULTS	COMMENTARY
1. Number of national legislators and staff attending USG-sponsored training or educational programs. (FACTS indicator) <ul style="list-style-type: none"> <li>▪ Number of women</li> <li>▪ Number of men</li> </ul>	SDI reports	<b>629</b>  <b>254</b> <b>375</b>	75  23 52	
2. Number of laws reviewed and entered into a data base of existing laws (in-house indicator).	SDI reports	<b>40,406</b>	2,000	6,676 laws 12,179 Supreme Decrees 20,301 Resolutions 1,250 other legislation

# ANNEX A

## Program Budget

	Contract Budget Years 1 & 2	Contract Budget Year 3	Funds Spent Through	Funds Spent in 4rd Quarter Project Year 2	Remaining Funds	Projections for 1st Quarter Project Year 3
	9/29/06 - 9/28/08	9/29/08 - 9/28/09	30/09/2008	07/2008- 09/2008		10/01/08 – 12/31/08
<b>Work Days Ordered</b>						
CLIN 1	\$1,713,809	\$1,112,307	\$1,730,197	\$395,950	\$1,095,918	\$301,247
CLIN 2	\$1,019,156	\$446,686	\$1,004,960	\$155,944	\$460,882	\$112,726
CLIN 3	\$841,638	\$0	\$810,135	\$153,283	\$31,503	\$11,500
CLIN 4	\$0	\$0	\$0	\$0	\$0	\$0
CLIN 5	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$3,574,603</b>	<b>\$1,558,993</b>	<b>\$3,545,293</b>	<b>\$705,176</b>	<b>\$1,588,303</b>	<b>\$425,473</b>
<b>Materials</b>						
CLIN 1	\$1,140,262	\$721,438	\$1,130,376	\$205,032	\$731,323	\$238,568
CLIN 2	\$708,191	\$402,434	\$703,896	\$177,080	\$406,729	\$144,634
CLIN 3	\$394,896	\$0	\$365,026	\$73,547	\$29,870	\$30,000
CLIN 4	\$1,093,288	\$287,862	\$1,126,121	\$145,862	\$255,029	\$130,081
CLIN 5	\$3,378	\$643,289	\$87,404	\$87,404	\$559,262	\$256,985
<b>Subtotal</b>	<b>\$3,340,014</b>	<b>\$2,055,023</b>	<b>\$3,412,824</b>	<b>\$688,926</b>	<b>\$1,982,213</b>	<b>\$800,268</b>
<b>TOTAL</b>	<b>\$6,914,618</b>	<b>\$3,614,016</b>	<b>\$6,957,185</b>	<b>\$1,394,102</b>	<b>\$3,571,450</b>	<b>\$1,225,741</b>

# ANNEX B

## Administrative Issues

### A. Human Resources and Contracts

The tables below show SDI long-term staff, short-term specialists, sub-contracts and grants.

#### A.1 Long-term local staff

No.	Name	Position	Start Date	Concluded
1	Wálter Guevara	Component 2 Director	Oct. 5, 2006	No
2	Ana María Galindo	Operations Manager	Oct. 5, 2006	No
3	Lila Llosa	Grants Manager	Oct. 11, 2006	Yes
4	Manuel Quinteros	Driver/Messenger	Oct. 23, 2006	Yes
5	Carmen Calatayud	Admin. Assistant	Nov. 1, 2006	No
6	Fun Ye Lay	Receptionist	Nov. 9, 2006	Yes
7	Oscar Chávez	Accountant	Nov. 17, 2006	No
8	José Carlos Campero	Component 1 Director	Nov. 22, 2006	No
9	Pedro Acarapi	Night guard	Nov. 22, 2006	No
10	Ernesto Morales	Weekend guard	Dec. 8, 2006	No
11	Cristian Meneses	Driver/Messenger	Jan. 25, 2007	No
12	José Luis Carvajal	Comp. 1 Sub-director	Mar. 5, 2007	No
13	Elisa Nelson	Program Officer	May 28, 2007	No
14	Ana Isabel Peres	Program Assistant – Grants and Subcontracts	Jul. 6, 2007	No
15	Carlos Aldana	Logistic Support – Component 2	Jul 18, 2007	Yes
16	Martín Aguirre	Accountant 2	Aug. 7, 2007	No
17	Romina Romay	Comp. 1 Assistant	Aug. 9, 2007	No
18	Carlos Hurtado	Regional Coordinator – Santa Cruz	Sept. 3, 2007	Yes
19	Gonzalo Ameller	Deputy Coordinator – Santa Cruz	Sept. 3, 2007	Yes
20	Mauricio Oropeza	Regional Coordinator – Potosí	Sept. 3, 2007	Yes
21	Adela Azero	Regional Coordinator – Cochabamba	Sept. 3, 2007	Yes
22	Obby Camacho	Financial Analyst	Oct. 17, 2007	No
23	Cecilia Requena	Comp. 1 Sub-director	Oct. 29, 2007	No
24	Germán Guaygua	Regional Coordinator - Oruro	Oct 1, 2007	Yes
25	Jorge Velasco	Cadastre Specialist	Apr. 8, 2008	Yes
26	Mitchell Bozo	Geodesics Specialist – Cadastre	Apr. 8, 2008	Yes
27	Jose Ferrufino	Driver – Cadastre	Apr. 14, 2008	Yes
28	Gregorio Ferrufino	Driver – Cadastre	May 2, 2008	Yes
29	Rafael Beltrán	General Coordinator – Cadastre	May 5, 2008	Yes

30	Nelson Rojas	IT Specialist – Cadastre	May 5, 2008	Yes
31	Mónica García	Administrator – Cadastre	May 5, 2008	Yes
32	Ingrid Lundgren	Receptionist	May 15, 2008	No
33	Rodrigo Zogbi	Sub-director Component 2	Jun 12, 2008	No
34	Allison Silva	IT Specialist	Jun 24, 2008	No
35	Miriam Saavedra	Admin. Assistant Component 2	Jun 2, 2008	No
36	Rodrigo Durán	Monitoring and Evaluation Coordinator	May 19, 2008	No
37	Fun Ye Lay	Monitoring and Evaluation Assistant	May 13, 2008	No
38	Luis Luna*	Component 3 Director	Oct. 9, 2006	Yes
39	Monica Calasich*	Comp. 2 Sub-director	Oct. 9, 2006	Yes
40	Patricia Quezada*	Training and Legislative Investigation Specialist	Mar. 8, 2007	Yes
41	Cesar Calderon*	Institutional Strengthening – Brigades	Jan 31, 2008	Yes

\* **NOTE:** Contracted under SUNY

#### **A.2 Short-term specialists**

No.	Name	Position	LOE	Start Date	Concluded
<b>COMPONENT 1</b>					
1	Diego Ayo	Decentralization Specialist	164	Mar. 5, 2007	Yes
2	José Antonio Rubín de Celis	Financial Specialist	61	Mar. 13, 2007	Yes
3	Jorge Zogbi	PIM Monitoring for Santa Cruz Prefecture	54	Apr. 16, 2007	Yes
4	Juan Brun	PIM Monitoring for Cochabamba Prefecture	42	Apr. 16, 2007	Yes
5	Allison Silva	Web page and bulletin design	43	Apr. 12, 2007	Yes
6	Gerzon Loayza	Legal Framework Specialist	33	Apr. 24, 2007	Yes
7	Javier Cuevas	Training Coordinator PIM	22	Jun. 20, 2007	Yes
8	Edgar Loayza	Training Processes for financial programming (Prefectures)	33	Jun. 11, 2007	Yes
9	Allison Silva	Web page Administration	195	Aug. 13, 2007	Yes
10	Nicolás Quenta	Especialista en Gestión Pública – Coordinador en Implementación de Sistemas -	53	Jul. 4, 2007	Yes

No.	Name	Position	LOE	Start Date	Concluded
		Potosí			
11	Enrique Torrez	Especialista en Gestión Pública – Coordinador en Implementación de Sistemas - Cochabamba	52	Jul. 4, 2007	Yes
12	Hugo Apaza	Especialista en Gestión Pública – Coordinador en Implementación de Sistemas - La Paz	52	Jul. 4, 2007	Yes
13	Jorge Fernández	Especialista en Gestión Pública – Coordinador en Implementación de Sistemas - Oruro	53	Jul. 4, 2007	Yes
14	María Elena Sánchez	Especialista en Gestión Pública – Coordinador en Implementación de Sistemas - Santa Cruz	50	Jul. 9, 2007	Yes
15	Sergio Villarroel	Especialista Traspasos Competenciales	22	Aug. 28, 2007	Yes
16	José Antonio Rubin de Celis	Prefecture Revenue Financial Modeling	43	Sept. 17, 2007	Yes
17	Drina Saric	Competencies Transfers – La Paz	43	Oct. 9, 2007	Yes
18	Paulino Verastegui	Decentralization Legal Framework	6	Oct. 5, 2007	Yes
19	Jorge Zogbi	SOW Elaboration – Santa Cruz Prefecture	15	Nov. 12, 2007	Yes
20	Jaime Perez	Productive Base Line – La Paz Prefecture	30	Nov. 15, 2007	Yes
21	Fernando Rivero	Productive Base Line – La Paz Prefecture	66	Nov. 30, 2007	Yes
22	José Antonio Rubin de Celis	Financial Modeling – Prefecture income	31	Dec. 7, 2007	Yes
23	Hugo del Granado	Virtual Pipeline Specialist	10	Dec. 7, 2007	Yes

No.	Name	Position	LOE	Start Date	Concluded
24	Luis Tellez	Productive Base Line – La Paz Prefecture	66	Dec. 7, 2007	Yes
25	Jaime Salinas	SGP+ reporting adjustments – Santa Cruz	44	Dec. 7, 2007	Yes
26	Juan Brun	Prefecture Indebtedness Specialist	30	Jan. 3, 2008	Yes
27	Jorge Espinoza	Mining Specialist	44	Jan. 3, 2008	No
28	Mario Costas	Accounting Expert – Tarija Prefecture	87	Jan. 16, 2008	Yes
29	Franz Heredia	Treasury Expert – Tarija Prefecture	87	Jan. 16, 2008	Yes
30	Javier Alvarez	Budgeting Expert – Tarija Prefecture	87	Jan. 16, 2008	Yes
31	Richard Paz	OP Expert – Tarija Prefecture	87	Jan. 16, 2008	Yes
32	Drina Saric	Competencies Transfers – La Paz	15	Jan. 24, 2008	Yes
33	Oscar Silva	IT Expert – Mining Study	44	Feb. 1, 2008	Yes
34	Jaime Salinas	Adjustment to SGP+ reports module and SIPMAC database verification – La Paz	47	Mar. 6, 2008	Yes
35	Luis Tellez	Productive Base Line – La Paz Prefecture	65	Apr. 2, 2008	No
36	Fernando Rivero	Productive Base Line – La Paz Prefecture	65	Apr. 2, 2008	No
37	Lucas Hidalgo	Coordinator Feasibility Study for Tourist Shelters at Lagunas de Colores - Potosi	88	Mar. 24, 2008	No
38	Javier Revollo	Socialization and training Fiscal Lab Software	44	Apr. 8, 2008	Yes
39	Fernando Lopez	Coordinator Monitoring	159	Apr. 16, 2008	No

No.	Name	Position	LOE	Start Date	Concluded
		Infrastructure Projects – Tarija Prefecture			
40	Luis Zamora	Technical Assistant - Monitoring Infrastructure Projects – Tarija Prefecture	147	May 5, 2008	No
41	Abel Osinaga	Monitoring and Control Systems - Monitoring Infrastructure Projects – Tarija Prefecture	156	Apr. 21, 2008	No
42	Carlos Estenssoro	Technical Assistant	159	Apr. 16, 2008	No
43	Juan Brun	Productive Base Line – La Paz Prefecture	65	Apr. 16, 2008	Yes
44	Ximena Silva	Institutional Development Expert – Santa Cruz Prefecture	87	Apr. 18, 2008	Yes
45	Alison Miranda	Economist Feasibility Study for Tourist Shelters at Lagunas de Colores - Potosi	66	Apr. 28, 2008	No
46	Ruth Suxo	Tourism Expert Feasibility Study for Tourist Shelters at Lagunas de Colores - Potosi	66	Apr. 28, 2008	No
47	Maria Cristina Mejia	Design of Scholarship Fund – Tarija Prefecture	44	Jun 2, 2008	Yes
48	Ibis Rojas	SIGMA Training – Potosi Prefecture	66	May 19, 2008	Yes
49	Walter Castillo	Economic Activities Inventory - Betanzos	99	May 19, 2008	No
50	Javier Urcullo	Mixed Enterprises Expert – Oruro Prefecture	33	Jun. 4, 2008	No

No.	Name	Position	LOE	Start Date	Concluded
51	Ma. de los Angeles Centellas	Cadastre Expert	66	Jun. 4, 2008	No
52	Sergio Villarroel	Organizational Manual for the Santa Cruz Prefecture and Deconcentration Proposal for the Cochabamba Prefecture	99	Jun. 16, 2008	No
53	Guillermo Torres	Coordinator – Virtual Pipeline to Uyuni	60	Jun 16. 2008	No
54	Jorge Gumucio	Economist – Virtual Pipeline to Uyuni	33	Jun. 26, 2008	No
55	Jorge Reynolds	Lawyer – Virtual Pipeline to Uyuni	22	Jun. 16, 2008	No
56	Oscar Silva	Fiscal Sensitivity Model - Mining Revenue - La Paz and Potosi Prefectures	15	Jul. 10, 2008	No
57	Arnaldo Aliaga	Sample design for data processing Municipality of Betanzos	55	Jul. 21, 2008	No
58	Javier Revollo	Training for Fiscal Lab Software	54	Sep. 24, 2008	No
59	José Antonio Rubin de Celis	Monitoring and Evaluation System for Hydrocarbons Revenue - Santa Cruz Prefecture	22	Sep 30, 2008	No
60	Ibis Rojas	SIGMA Training - Potosi Prefecture	66	Oct. 15, 2008	No

**COMPONENT 2**

1	Erika Brockmann	International Cooperation Specialist	15	Feb. 8, 2007	Yes
2	Hernán Mariobo	Field Survey Specialist	15	Feb. 21, 2007	Yes
3	Felix Leon	Educational Material Specialist – Mod. III	15	Feb. 13, 2007	Yes
4	Mario Quintanilla	Educational Material Specialist – Mod. I	15	Feb. 8, 2007	Yes
5	Carlos Aldana	Support for Massive Training Events	66	Apr. 4, 2007	Yes
6	Juan Carlos Carranza	Natural Resource Specialist	15	Apr. 5, 2007	Yes

No.	Name	Position	LOE	Start Date	Concluded
<b>COMPONENT 3</b>					
1	César Calderón	Legislative Services Specialist	23	Feb. 13, 2007	Yes
2	Carlos Alarcón	Saneamiento Legislativo	11	Apr. 10, 2007	Yes
3	Reinaldo Imaña	Saneamiento Legislativo	5	Apr. 11, 2007	Yes
4	Javier Pozadas	Monitoring Database Development	65	Jun. 1, 2007	Yes
5	Gilsenka Loza*	Facilitator	5	TBD	Yes
6	Erika Brockmann*	Training Seminar for Congress	2	TBD	Yes
7	Ma. Elena Zegada*	Mentor	33	TBD	Yes
8	Art Syst*	Deliberative Bodies Specialist	12	Nov. 2006	Yes
9	Sylvia Campos*	Deliberative Bodies Specialist	8	Dec. 2006	Yes
10	Javier Pozadas	Legislative Data Base	43	Sept. 6, 2007	Yes
11	Elizabeth Flores*	Mentor	43	Oct. 2007	Yes
12	Cesar Calderón	Expert in Brigades	15	Nov. 29, 2007	Yes
13	Javier Pozadas	Legislative Data Base	22	Nov. 2007	Yes
14	Maria Elena Zegada*	Transit Draft Law	22	Dec. 2007	Yes
15	Elizabeth Flores*	Mentor	43	Jan. 2008	Yes
16	Arturo Cardenas*	Specialist in Communications	44	Jan. 2008	Yes
17	Mabel Miranda*	Technical Advisor UMPABOL	44	Feb. 2008	No
18	Elizabeth Flores*	Mentor	132	Abr. 2008	No
19	Fanor Tambo	Transit Law – Consultant II	87	May 28, 2008	No
20	Adolfo Lunaorozco	Transit Law – Consultant I	87	May 28, 2008	No
21	Jaime Enriquez	Transit Law – Coordinator	87	May 28, 2008	No

\* **NOTE:** Contracted under SUNY

Additionally, Ms. Carolina Gutierrez was hired in January 2007 to elaborate the first Quarterly Report and finish the PMP, for a total of 5 days. Mr. Ivan Arias was contracted in April 2007 to elaborate the Democratic Deliverables to Date. Mr. Felix Patzi was contracted in October 2007 to elaborate the Political Analysis for the Quarterly Report. Ms. Jimena Costa was contracted in March 2008 to elaborate de Political Analysis for the Quarterly Report.

### A3. Sub-contracts

At present, the following sub-contracts have been signed:

	Comp.	Company	Activity	Cost	Start Date	Concluded
1	3	Answer IT	Law Database	\$24,970	05/28/2007	Yes
2	2	Sayed	Civic education	\$40,000	06/29/2007	No
3	1	Grupo Integral	Fiscal Laboratory	\$78,199	06/01/07	Yes
4	1	IIDEE	Tax Laboratory	\$ 38,167	06/29/2007	Yes
5	1	ARTE	Territorial Organizational Laboratory	\$66,496	08/21/2007	Yes
6	1	Comunicación y Estrategia Zamora Nogales	Economic Development Platforms	\$100,583	09/05/2007	Yes
7	1	Fundación DDPC	Bolivia Municipal Expoferia	\$ 2,135	10/17/2007	Yes
8	1	INVITRO	SISPRO	\$ 67,032	11/12/2007	No
9	1	Comunicación y Estrategia Zamora Nogales	Economic Development Platforms 2	\$ 124,033	06/25/2008	No
10	1	Business Development Services	PSP- Specific Projects	\$ 128,439	07/23/2008	No
11	3	Answer IT	Bolivian Law Database - modification	\$ 1,036	09/04/2008	No

### A4. Grants

At present, the following grants have been signed:

	Comp.	Grantee	Activity	Cost	Start Date	Concluded
1	1	CHF	Management of Departmental Budgetary Resources	\$100,000	04/16/2007	Yes

			Improved			
2	1	DDPC	Prefectural Institutional Capacity Building	\$114,290	06/08/2007	Yes
3	2	JUDES	Citizens Strengthening Democracy	\$22,417	06/22/2007	Yes
4	2	SIDES	Democratic governance and territorial administration in the local and regional context of Cochabamba	\$46,655	06/22/2007	Yes
5	2	IIPS	Civic Education for equity and development	\$22,554	06/22/2007	Yes
6	2	ABC-DF	Strengthening democratic and governance processes in the context of Bolivia	\$22,127	06/22/2007	Yes
7	2	UNIFRANZ	Natural Resource Management in a Departmental Context	\$18,241	06/22/2007	Yes
8	2	Molina y Asociados	Civic Education for Journalists	\$31,572	06/22/2007	Yes
9	2	Green Cross	Building Citizenship in Democracy	\$38,142	06/22/2007	Yes
10	2	INASET	Democratic Institutions as a Foundation for Growth	\$47,714	07/23/2007	Yes
11	2	CRS	Training and Dialogue to Generate Confidence in Democratic Institutions	\$49,580	07/30/2007	Yes
12	2	ENLACE	Training in Basic Practices to Promote and Generate Confidence in Democratic Institutions and Processes	\$58,711	07/30/2007	Yes

13	2	Fundación IDEA	Basic practices training to promote and generate confidence in democratic institutions and processes	\$37,437	07/30/2007	Yes
14	2	Casa de la Mujer	Building Democracy in Pluralism	\$30,409	07/30/2007	Yes
15	3	CIEDAC	Technical assistance and training on constitutional processes and topics at the request of Constitutional Assembly committee presidents	\$49,236	08/28/2007	Yes
16	1	Sumaj Kawsay	Feria a la Inversa in Oruro	\$ 14,945	10/29/2007	Yes
17	2	Fundación Transparencia	Transparency and Democracy: analysis, learning and proposals about citizenship participation and public policy in the actual democratic system	\$ 40,312	02/22/2008	No
18	2	Inti Watana	Strengthening youth leadership for democracy	\$ 40,312	02/28/2008	No
19	2	Green Cross 2	Constructing Citizenship in Democracy	\$ 78,307	04/07/2008	No
20	2	ABC-DF 2	Strengthening Democratic Processes in the Current Context	\$ 78,085	04/09/2008	No
21	1	Sumaj Kawsay 2	Feria a la Inversa Oruro – IV Version	\$ 17,299	04/03/2008	Yes
22	2	UNIFRANZ 2	Natural Resource Management in Three Departments	\$ 85,657	04/09/2008	Yes
23	2	IIPS 2	Civic Education to Strengthen Democracy	\$ 57,898	04/09/2008	No
24	2	Camina SEACE	Strengthening Capacities, Education, and	\$ 50,925	05/14/2008	No

			Political Participation in El Alto and Rural La Paz			
25	2	Fundación IDEA 2	Basic practices training to promote and generate confidence in democratic institutions	\$ 84,849	05/23/2008	No
26	1	Fundación DDPC 2	Institutional Capacity Building in Oruro's Prefecture	\$ 117,667	05/29/2008	On Hold
27	2	JUDES 2	Citizens Strengthening Democracy	\$ 42,415	06/02/2008	No
28	2	Tornavuelta	Training Youth Leaders in the Department of Tarija	\$ 26,918	06/16/2008	No
29	2	Fundación Presbitero Julio Tumiri Javier	Movement Against Intolerance, Toward Respect for Differences	\$ 42,576	06/16/2008	No
30	2	SIDES 2	Democratic Governance and Territorial Organization in the Local and Regional Contexts of Cochabamba and Potosí	\$ 91,959	06/24/2008	No
31	2	ENLACE 2	Development of Collective Action Skills as a Foundation for Democratic Development	\$ 80,883	06/16/2008	No
32	1	Sumaj Kawsay 3	Feria del Compro Boliviano	\$ 25,000	06/11/2008	No
33	2	Fundación Nuevo Amanecer	Natural Resource Management in Three Departments	\$ 85,782	06/24/2008	No

## B. Systems

### B.1 Travel Advances and Reimbursements

Control mechanisms have been put into place for travel advances and reimbursements. Travelers must fill out a travel authorization form, which has to be approved by the corresponding supervisor and administration. No plane tickets or advances are issued without this form. Similarly, reimbursements are accompanied by a copy of the travel

authorization form as a control mechanism when advances were previously issued for a particular trip.

#### **B.4 Inventory**

The database for the items received in custody from USAID is finalized.

#### **B.5 Events**

Some FIDEM activities required us to contract venues, purchase material, provide plane tickets, etc. These activities are carried out in strict coordination between the component sub-director and the administrative team.

Upon the identification of such an event, the corresponding sub-director must submit to the operations manager a description of what is needed (venue, food, materials, equipment), date, number of participants, and all other relevant information. The assistant administrator then proceeds to obtain quotes and finalizes all purchases required, hotel and transportation reservations, contracts, etc., to ensure everything is in place for the event.