

PD-ABX-004  
117202

USAID/PERU  
STRATEGIC OBJECTIVE CLOSEOUT REPORT  
Date: June 28, 2002

1. SO NAME & NUMBER:

"Broader Citizen Participation in Democratic Processes" (SO 527-001)

2. GEOGRAPHIC LOCATION OF SO:

Nationwide, with emphasis on indigenous groups, women, minorities and the poor.

3. CHANGES IN RESULTS FRAMEWORK DURING THE LIFE OF SO:

As part of the R4 Review in 1998 in Washington, USAID/Peru was asked to review its strategic approach and redirect its democracy strategy if necessary. As result of the review, the SO1 Team continued to implement its program but made some "tactical" (as opposed to strategic) adjustments to enhance the program's impact through 2000:

**IR 1:** Strengthened *Selected* National Institutions: to reflect limited assistance provided to the Office of the Controller General only. Strengthening institutions that were part of a government that showed no respect for democratic processes and institutions was not considered a sound approach. Support to GOP institutions like the Office of the Ombudsman and to the Legal Clinics and Conciliation Centers of the Ministry of Justice was included under IR 2 Increased Access to Justice.

**IR 4:** Citizens Better Prepared to Exercise their Rights and Responsibilities:

Emphasis was given to election participation and observation for the year 2000 presidential and congressional elections. The challenge was to reach the greatest possible number of Peruvians with messages about their rights and responsibilities, the importance of democratic institutions and processes, and the need for them to participate in the electoral debate leading to the electoral process. The principal goal was that in the 2000 elections, Peruvian citizens would vote for those candidates who best represented them, were open to debate and participation, respected the rule of law and had sound socio-economic proposals.

4. SO-LEVEL IMPACT (EXPECTED VS. ACTUAL):

SO1 strategy to broaden citizen participation in democratic processes in Peru targeted its efforts to address the limited participation of individuals and community groups from decision-making processes affecting their lives. With this objective, SO 1 implemented a demand-based strategy oriented to: (1) promote the effectiveness of selected key GOP institutions; (2) provide greater access to justice; (3) increase the responsiveness of local governments to its constituents; and (4) prepare citizens to better exercise their rights and responsibilities. This strategy was designed under the assumption that President Fujimori regime would be committed to undertake democratic reforms, initiate the building of a modern participatory democracy and modernize governmental structures.

After the first eighteen months of implementation, a new dimension of the democracy problem in Peru was evident: the political will to continue democratic reforms declined, as reflected in the over-concentration of power in the executive, and in the interventionist actions of the government. In spite of the existing context, SO 1 strategy of working to build demand from civil society proved to be the correct approach, with slight redirection of activities (as mentioned in item 3).

Overall, SO1 met the most important of its revised expectations, although the PMP was never formally revised to reflect the changes emphasis. The assistance provided to Civil Society Organizations in support of the objective of increasing awareness of Peruvians about their rights and responsibilities and providing greater opportunities for them to participate in decision-making processes produced results, and facilitated the restoration of Democracy in Peru. Major results at the SO level are presented below:

- ◆ Significant strengthening of human rights organizations and an increased number of Peruvians knowledgeable about their human rights and responsibilities.
- ◆ Performance in the area of electoral participation is reflected in the success of efforts in 2000 and the extraordinary 2001 electoral processes. Peruvian citizens from around the country were actively drawn into pre-election civic participation activities, and the percentage of valid votes cast in the general elections increased from 61% and 36% in 1995 (for Presidential and Congressional respectively) to 71% and 63% in 2001.
- ◆ In 2000, USAID support for civil society's involvement in the elections and electoral observation and supervision helped to point out the irregularities during the process, and brought national and international pressure to bear on President Fujimori. As a result, after his controversial victory, the Organization of American States (OAS) issued a list of specific recommendations for democratic reforms, which was accepted by all political groups. A subsequent series of events, which publicized corruption actions, resulted in a weakened Fujimori calling for new elections, his resignation and removal from office, followed by a transitional government that took office in late November 2000.
- ◆ In 2001, with limited time to design and develop a program, USAID was able to support this extraordinary election process providing key technical assistance for newly named electoral bodies, supporting extensive electoral education programs, and organizing international and domestic observation. The international observers considered the electoral process as an example of free, fair and transparent elections.

## **5. IR-LEVEL IMPACT (EXPECTED VS. ACTUAL):**

### **IR # 1: Strengthened *Selected* National Institutions**

- ◆ Audit Capabilities of the Office of the Controller General of Peru were enhanced. In 1997 the Controller General was certified by the USAID Regional Inspector General as a Supreme Audit Institution, capable to audit USAID programs. The World Bank, IDB and UNESCO followed USAID's lead in authorizing the CG to audit their programs.
- ◆ The Office of the Ombudsman was strengthened and its geographical coverage was expanded through the establishment of decentralized offices and mobile units. This institution became the most highly respected state institution in Peru.

### **IR # 2: Increased Access to Justice**

- ◆ During the strategy period, and as a result of the assistance provided to the Office of the Ombudsman and the Instituto de Defensa Legal (IDL), a total of 2,432 citizens unjustly accused of terrorism were released from prison between 1996 and 2001. (If compared with the original baseline of 1,237 incarcerated citizens in 1995, USAID has surpassed its own targets. However, NGO groups –IDL and ORES- continued to identify which of those persons who entered prison on charges of terrorism or treason after 1995 they believed to be unjustly accused. As a result of this effort, in 2000 a revised baseline was established: 359 people unjustly imprisoned were still incarcerated. Based on this new baseline, USAID target for 2001 was 50, in spite of USAID efforts 160 people still remain incarcerated.)

- ◆ Free legal and conciliation services were provided to the poor in more than 150,000 civil cases (60% of them related to domestic violence and child support cases brought by women) by the 26 legal clinics/conciliation centers established by the Ministry of Justice.
- ◆ Through its support to human rights organizations, including the Ombudsman, the National Human Rights Coordinator (NCHR), IPEDEHP and other local organizations USAID trained more than 2,100 community human rights promoters nationwide, who helped increase citizen's awareness of their rights and responsibilities in their communities. Based largely on USAID's efforts, 41% of disadvantaged groups have a high degree of knowledge of their basic democratic rights and responsibilities (as compared to 11% in 1996).
- ◆ *Other Accomplishments:*  
USAID played an active role in promoting respect for human rights, leading support to key human rights organizations and promoting synergies between the Office of the Ombudsman and civil society groups.  
Although the Mission's indicator for progress on human rights is focused on the number of incarcerated innocents released from prison, the creation of the Truth and Reconciliation Commission as result of multiple effort of the Human Rights community lead by the NCHR and the Ombudsman, contributes to the increase of access to justice in Peru.

### **IR # 3: More Responsive Local Governments**

- ◆ Through the Alternative Development Program, USAID provided assistance to the Municipal Association of the San Martin Region (AMRESAM) composed of 77 municipalities, to strengthen its management capacity, develop plans and budgets with the participation of municipal authorities, community leaders and representatives of public and private local institutions, and provide it with mechanisms to increase citizen participation. Support was also given to the Municipal Association of the Apurimac River Valley (AMUVRAE) an association of 7 municipalities, to reinforce its operating capacity, and help to improve basic social services to be administered by them.
- ◆ As a result of the 1998 municipal elections, women's participation in local government decision making processes as elected officials increased 18% at the national level, and 24% in USAID assisted provinces.

### **IR # 4: Citizens Better Prepared to exercise their Rights and Responsibilities**

- ◆ The percent of people who know where to go to protect their rights increased from 77% in 1996 to 82% in 2001. Even though dramatic changes in Peruvian democracy stimulated public interest in the basic rights of citizens, the USAID target of 88% could not be met.
- ◆ The percentage of citizens from disadvantaged groups who know their basic rights and responsibilities increased from 11% in 1996 to 41% in 2001, greatly exceeding the Mission target of 16%.
- ◆ Through PROMUJER's electoral activities, more than 30,000 women in 8 departments benefited from electoral education directed specifically at women voters and women candidates. In 2000, the number of women (26) elected to Congress almost doubled with respect to 1995, the actual percentage of 22% exceeded USAID's target of 20%. In 2001, as result of the new voting system which included multiple districts for the first time in several years and the failure to respect the quota law in three districts, only 22 women were elected to Congress (equivalent to 18%, below the expected target of 22%).
- ◆ *Other Accomplishments:*  
With USAID support, more than 1,000 teachers and 80,000 students were trained in civic education, establishing mock municipalities in 82 public schools of Lima and Ayacucho. 500 students elected as school representatives were also trained as democracy leaders.

## LESSONS LEARNED IN IMPLEMENTATION OF THE SO:

- ◆ At the beginning of the strategy period, the SO 1 Team decided to work directly with local civil society organizations rather than using umbrella mechanisms (such as the agreements with Grupo de Analisis para el Desarrollo - GRADE and Catholic Relief Services - CRS). Even though this decision may have caused more administrative work for the Mission, it also provided an opportunity for the Mission to become more involved with local organizations and partners working on key democracy issues in a particular period of Peruvian history.
- ◆ USAID also developed an excellent working relationship with other donor organizations through the Democracy Donors Working Group (Grupo de Gobernabilidad) that USAID helped to form. The formation of the Donors Group supported discussion of individual assistance programs in order to avoid duplication of efforts and seek opportunities for synergies.
- ◆ SO 1 Team experience with selected government organizations (the Comptroller General, the Ombudsman, MinJus, ONPE) was good. However, existing administrative/financial procedures common to all GOP institutions delayed implementation in all the cases. Also frequent changes in government authorities and personnel made capacity building a problem.
- ◆ Mechanisms and methodologies used in previous Local Government Development activities should be considered when developing new approaches related to decentralization/strengthening local governments/community participation beyond the SO5 area of focus.
- ◆ SO 1 support for the formation of consortiums of local NGO's proved to be a successful model, such as in the cases of PROMUJER, CIDE/Tarea in Civic Education and IDS/Red TV Cultura, while reducing USAID's management burden. In addition to similar collaborative efforts or "umbrella agreements", future SO activities should also consider the promotion of greater synergy, coordination and collaboration among counterpart organizations.
- ◆ The overall strategy should be shared with principal counterparts and contacts to enable them become familiar with USAID objectives and discuss priority issues and ways to achieve greater synergies.
- ◆ The Mission should ensure that democratic approaches (participation, transparency & accountability) are incorporated into all areas of USAID/Peru portfolio. This effort would enable the development of increased cross-sectoral linkages between the Democracy SO and other SOs, identifying opportunities for joint activities to attain complementary objectives.

## LIST OF EVALUATIONS/SPECIAL STUDIES:

Peru: Proceso Democrático 1992 – 1997, ODI (FSN Activity Managers), 1997  
Evaluation of USAID/Peru's Democracy Education Activities, MSI, March 2000  
Assessment of Democracy and Governance in Peru, MSI, March 2000  
IEP Democracy Surveys: 1998, 1999 and 2001  
Peru: Rule of Law Achievements Report, MSI, December 2001

## ESTIMATED OTHER DONOR/PARTNER/COUNTERPART CONTRIBUTIONS:

- Government institutions like the Ministry of Justice, Office of the Ombudsman, Office of the Controller General, ONPE and JNE provided "In-kind" Counterpart Contributions.
- USAID along with the Canadian International Development Agency (CIDA) took the lead to form a key donor coordination group made up of more than 25 international cooperation agencies and embassies to coordinate

elections assistance, other donors provided approx. \$7 million for the elections process. Full information on other donor support for human rights activities in not available.

**PEOPLE DIRECTLY INVOLVED WITH THE SO:**

NAME	TITLE	DATES WORKING ON SO
Carrie Thompson	DG Team Leader (Deputy also)	1997 - 2000
Kimberly Delaney	DG Team Leader	2001
Madeline Williams	Deputy DG Team Leader	1998 - 2001
Maria Antonieta Delgado	Justice Sector Specialist	1997 - 2001
Sobeida Gonzales	SDAF, Civic Education Specialist	1997 - 2001
Violeta Bermudez	Human Rights Specialist	1997 - 2001
Maruja Novoa	Program Assistant	1997 - 2001
Teresa Pfeiffer	Program Assistant	1997 - 2001
Cecilia Velasco	Program Assistant	1997 - 2001
Marisol Diaz	Secretary	1997 - 2001
Monica Ortega	Secretary	2001
Gerardo Arabe	Program Office Backstop	1997 - 1998
Rosa María Chávez	Program Office Backstop	1998 - 2001

**10. LIFE OF SO FUNDING:**

DA	15,363
CSD	100
PL 480	-
ESF	11,272
INL	-
USAID TOTAL	26,735
<b>GRAND TOTAL</b>	<b>26,735</b>

**Note:** This is SO is carrying forward a pipeline of \$2,676,997 of Development Assistance funds and \$1,362,252 of Economic Support Funds to support the continuation of some activities under the new Strategic Objective No. 9, Democratic Processes and Institutions Strengthened in Critical Areas.

**SUMMARY LIST OF ACTIVITIES UNDER THE SO:**

(See enclosed chart)

**ANNEXES:**

All Results Frameworks (necessary)

Completed FY 97-01 PMP indicator table (necessary)

**SO Team Clearances:**

Team Leader:   
 Draft Program Office: RMChavez 08/21/02

**ANNEX I: RESULTS TRACKING TABLES**  
**Strategic Objective 1 and Related Intermediate Results**

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	BASELINE				TARGETS/ACTUALS			
			YEAR	VALUE	1997	1998	1999	2000	2001	
<b>STRATEGIC OBJECTIVE 1: Broader Citizen Participation in Democratic Processes</b>										
1. Percent of citizens who are active members of at least one civil society organization  (Data analyzed by socio-economic, geographical variables and type of organization.)	Definition: Civil society organizations are defined as any non-government organization that is organized around a common interest of its members and that may have cause to interact with government institutions. The APOYO survey, from which this indicator is derived, defined the following types of organizations as CSOs: parents meetings, women's associations/mother's clubs, religious groups, professional associations, community associations/development committee, unions and political groups (the survey also noted "other" groups that meet the definition of a CSO). A person is considered an active member if they determine their own participation in any one organization to be "frequent" (on a subjective 4 step scale ranging from "frequent" to "never").	Baseline Study on Citizen's Participation in Democratic Processes, a national level survey conducted by the APOYO Institute under USAID guidance.	1996	46	48	50	53	55	58	
			Male	38	49		36	N/A	24	
			Female	53	42					
					56					
2. Valid votes cast as a percent of registered voters  (Data analyzed by departments and valid, null, blank votes)  R4 Reported	Unit: Percent Definition: A registered voter is defined as any person registered on the official voter rolls. A valid vote is defined as any ballot other than a blank or null ballot. M: Municipal P: Presidential C: Congressional  Unit: Percent	National Electoral Processes Office (ONPE) Official election results	1995	(P) 61	N/A	N/A	(M)65	(P) 70	(P) 80	
			Ayacucho	39				76	71	
			Lima	67						
			San Martin	50						
				(C) 36			69.3	(C) 55	(C) 55	63
			Ayacucho	25				68		
			Lima	37						
			San Martin	33						
				(M)52						
			Ayacucho	35						
			Lima	73						
			San Martin	56						
3. Percentage of citizens who actively participate in resolving community problems  (Data analyzed by socio-economic and geographical variables)  R4 Reported	Definition: People who participate in 3 or more of the following activities: 1) Worked or tried to resolve a community problem; 2) Donated money or materials to help in any problem or community improvement; 3) Provided his/her labor; and 4) Assisted to meetings to resolve any community problem or to carry out any community improvements.  Unit: Percent	Baseline Study on Citizen's Participation in Democratic Processes, a national level survey conducted by the APOYO Institute under USAID guidance.	1996	32	33	34	36	39	42	
			Male	34	29	23	26	N/A	25	
			Female	31	33					
			Age 18-24	25	18					

COMMENTS/NOTES: \*Not an official estimate. Socio-economic variables include: gender, age, education, race, mother language, economic status. Geographic variables include: urban/rural, Metropolitan Lima, north/south coast, north/central/south sierra, jungle. Targets for survey based indicators have been adjusted.

**Intermediate Result 1.1: More Effective National Institutions**

<p>1. Percent of people that have high degree of confidence in national institutions (Data analyzed by institution, socio-economic and geographic variables.)</p>	<p>Definitions: National institutions are defined as Congress, Judiciary, the Attorney General's Office, the three electoral institutions (JNE, ONPE, IDENTIDAD), the Comptroller General and the Ombudsman's Office (<i>Oficina del Defensor del Pueblo</i>.) A respondent is defined as having a high degree of confidence in key national institutions if he/she scored, on a 1-7 point confidence scale (where 7 is the highest) for each of eight institutions, a minimum of 36 points out of a maximum of 56 points 1/.</p> <p>Unit: Percent</p>	<p>1996 JNE ONPE RNIEC Ombuds. Comptroller Attorn.G. Congress Judiciary Male Female</p>	<p>25 35 33 28 30 24 20 15 12 27 24</p>	<p>26 18 34 23 26 34 21 18 13 11 19 16</p>	<p>28 20 26 28 30 40 26 24 14 13</p>	<p>29 18</p>	<p>30 N/A</p>	<p>32 17</p>
<p>2. Number of financial and performance audits conducted and published by the Comptroller General that meet professional standards. [Activity-based]</p>	<p>Definitions: Professional auditing standards are defined as those meeting the technical standards of government auditing as defined in the <i>Normas de Auditoria Gubernamental</i> (NAGU) of the Government of Peru. The NAGU is based upon "Generally Accepted Auditing Standards" (GAAS), International Standards on Auditing (ISA) and the "Government Auditing Standards" issued by the International Organization of Supreme Audit Institutions (INTOSAI).</p> <p>Significant reviews not meeting technical definition of "audit" will be discussed in the narrative.</p> <p>*Agreement with CGRP expired in 1998. After this date no additional information was received.</p> <p>Unit: Number of financial and performance audits conducted and issued.</p>	<p>1996 Comptroller General reports provided to USAID</p>	<p>3</p>	<p>9 7 as of 10/97</p>	<p>16 (*)</p>	<p>22</p>	<p>35</p>	<p>45</p>

COMMENTS/NOTES: #1: Results affected by # of respondents unfamiliar with some of the institutions. Targets for survey based indicators were adjusted after completion of second survey and 1997 USAID/W review.

**Intermediate Result 1.2: Greater Access to Justice**

<p>1. Percent of citizens who believe that the Peruvian courts guarantee a fair trial (Data analyzed by socio-economic and geographical variables)</p>	<p>Definitions: An individual is defined as believing the courts guarantee a fair trial if she/he answered with a 5,6 or 7 (on a scale of 1-7 where 7 indicating the most positive) to a question directly parallel to the indicator statement.</p> <p>Unit: Percent</p>	<p>1996 Urban Rural Male Female</p>	<p>11 9 15 10 11</p>	<p>12 11 10 15</p>	<p>14 8</p>	<p>16 6</p>	<p>18 N/A</p>	<p>20 6</p>
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<p>2. Number of incarcerated citizens who are "unjustly" accused of terrorism 2/ (Disaggregated by male, female adults and minors, and type of process)</p> <p><b>R4 Reported</b></p>	<p><b>Definition:</b> USAID/Peru relies on the human rights NGOs -- primarily those that are members of the Coordinadora Nacional de Derechos Humanos (CNDDHH) -- to determine who is innocent of terrorism charges. These NGOs consider a person to be innocent when it is clear that (1) the person does not belong to a terrorist organization and (2) has not voluntarily collaborated with any such organization. This is based on an exhaustive analysis of information gathered through review of documents and interviews. These NGOs provide representation to persons determined to be innocent. The number of current cases (minus persons who have been liberated) serves as the baseline and targets. Since the NGOs have not reviewed all existing cases of terrorism and additional cases will come into the system, the number of "confirmed" innocents may continue to grow (or at least offset gains made through release of prisoners.)</p> <p><b>Unit:</b> Number</p>	<p><i>Informe Sobre la Situación de los Derechos Humanos</i>, an annual report on the human rights situation in Peru issued by CNDDHH, USAID activity reports and information from other local human rights NGOs.</p>	<p>1996 Released: Male Female Minors  Accused in Military P. Civil P. Through Ad-Hoc NGO defense</p>	<p>1,048 1,237</p>	<p>950 746 467 97 54  13 551  250 314</p>	<p>750 546 665 62 1  7 720  102 625</p>	<p>300 359 465 57  3 519  19 503</p>	<p>200 250 96 13  2 107</p>	<p>50 160</p>
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COMMENTS/NOTES: 2/ Targets were adjusted upwards in April 1998 due to better than expected performance in 1997. Following USAID/W comments, the SO team is considering a reformulation of the term "unjustly" to avoid a prejudgment of the outcome of the process.

<p><b>Intermediate Result 1.3: Local Governments More Responsive to Constituents</b></p>										
<p>1. Percent of citizens who believe that local government is responsive to their needs and demands (Disaggregated by geographical location.)</p> <p><b>R4 reported</b></p>	<p><b>Definition:</b> citizen opinion regarding the responsiveness of local government is determined by the respondent if he/she answers as follows: 1) states that the quality provision of services and the treatment of constituents at the Districtal Council and the Provincial Council are good or very good; and 2) has a high degree of confidence in district and provincial municipalities (scores &gt;= 5 on a confidence scale of 1-7, where 7 is the highest); and 3) states that, among several institutions, the municipality best addressed community needs.</p> <p><b>Methodology</b> changed</p> <p><b>Unit:</b> Percent</p>	<p><i>Baseline Study on Citizen's Participation in Democratic Processes</i>, a national level survey conducted by the APOYO Institute under USAID guidance.</p>	<p>1996 Male Female A/B D  New Dist Prov</p>	<p>14 11 16 21 12  22 23</p>	<p>15 18 18 17 27 17  25 28</p>	<p>18      19 21</p>	<p>22      19 20</p>	<p>22      N/A N/A</p>	<p>25      14 16</p>	
<p>2. Percent of citizens who have confidence in local governments (Disaggregated by geographical location.)</p>	<p><b>Definition:</b> A respondent is defined as having confidence in local governments if he/she scored, on a 1-7 point confidence scale (where 7 is the highest) at least 5 on each of the two survey questions referred to districtal municipality and provincial municipality.</p> <p><b>Unit:</b> Percent</p>	<p><i>Baseline Study on Citizen's Participation in Democratic Processes</i>, APOYO Institute</p>	<p>1996 Urban dist Rural dist Urban Prv Rural Prov</p>	<p>30 27 30 32 32</p>	<p>32 35 30 47 33</p>	<p>34 25 32 35 30</p>	<p>37 23(D) 21(P) 40 N/A N/A</p>	<p>43      38 (D) 38 (P)</p>		

<p>3. Number of local governments that have formal plans and budgets and have consulted on the content and priorities of these plans and budgets with the community [Activity based]</p>	<p>Definition: A local government is defined as having formal plans and budgets in place if they have : a program of activities with objectives and targets; an implementation schedule; the commitment of organizations responsible for implementation; and the necessary human, financial and material resources. Consultation with the community is determined by the level of involvement of grassroots community organizations in developing and reviewing plans and budgets (consultation mechanisms include popular assemblies, open council sessions, fora/debates and coordination working group meetings.</p> <p>Unit: Number (percent, based on number of targeted municipalities)</p>	<p>INADE-LGD semi-annual reports. <i>Local Government Development Project Survey</i>, a targeted regional survey conducted by the APOYO Institute under USAID guidance</p> <p>(*)Project expired in 1998. After this date data was not formally collected</p>	<p>1996</p>	<p>80</p>	<p>99 102</p>	<p>78 (*)</p>	<p>173</p>	<p>200</p>	<p>240</p>
<p>4. Number of local governments regularly using formally established mechanisms to invite community participation in the decision-making process (Activity based)</p>	<p>Definition: Formally established mechanisms refer to vehicles for community participation that are established by the decree of the relevant local government. Such mechanisms might include community assemblies, committees, town meetings and neighborhood committees. Regular use is defined as utilizing one or more formal mechanisms at least twice a year.</p> <p>Unit: Percent (percent, based on number of targeted municipalities)</p>	<p>INADE-LGD semi-annual reports. <i>Local Government Development Project Survey</i>, a targeted regional survey conducted by the APOYO Institute under USAID guidance</p> <p>(*)Project expired in 1998. After this date data was not formally collected</p>	<p>1996</p>	<p>88</p>	<p>108 127</p>	<p>31 (*)</p>	<p>173</p>	<p>200</p>	<p>240</p>

**Intermediate Result 1.4: Citizens Better Prepared to Exercise Rights and Responsibilities**

<p>3. Percentage of women in Congress</p>	<p>Definition: The number of women holding the title member of Congress after the elections, as a percentage of the 120 members of congress</p> <p>Unit: Percent</p>	<p>ONPE</p>	<p>1995</p>	<p>10.8</p>	<p>NA</p>	<p>NA</p>	<p>20 22</p>	<p>22 18</p>	
<p>1. Percent of citizens who know where to go to protect their rights (Data analyzed by socio-economic and geographic variables.)</p>	<p>Definition: Appropriate knowledge in this case is defined as follows: for physical mistreatment a person should go to the District Attorney, a private lawyer, the police station, the community patrol or the local level central government rep; for bad service a person should go to the District Attorney, a private lawyer his/her supervisor or the Office of the Ombudsman. If respondents identified any of the appropriate offices/persons, they are considered as knowing where to go to protect their rights.</p> <p>Unit: Percent</p>	<p><i>Baseline Study on Citizen's Participation in Democratic Processes</i>, a national level survey conducted by the APOYO Institute under USAID guidance.</p> <p>1996 Male Female Quechua Spanish</p>	<p>1996</p>	<p>77</p>	<p>80 82</p>	<p>82 80</p>	<p>84 82</p>	<p>86 N/A</p>	<p>88 82</p>
<p>2. Percentage of citizens from disadvantaged groups who know their basic rights and responsibilities. (Data analyzed by socio-economic and geographic variables, rights and responsibilities.)</p>	<p>Definition: People that have "high degree of knowledge" in both areas, rights and responsibilities. Knowledge of rights is determined by a person's knowledge of (1) whether each of a set of seven fundamental rights is included in the Constitution and (2) the details of two more specific rights. If an individual has knowledge of at least five of these nine rights, he/she is defined as having "high level of knowledge." Knowledge of responsibilities is based on awareness of two basic responsibilities (participation and reporting corruption). If an individual has knowledge of both of these responsibilities, he/she is defined as having "high level of</p> <p>Unit: Percent</p>	<p><i>Baseline Study on Citizen's Participation in Democratic Processes</i>, a national level survey conducted by the APOYO Institute under USAID guidance.</p> <p>1996 National Male Female Indigenous</p>	<p>1996</p>	<p>11</p>	<p>12 14 32 37 27</p>	<p>13 10 35 39 31</p>	<p>14 10 34 38 29</p>	<p>15 N/A</p>	<p>16 41</p>

R4 reported	knowledge." Disadvantaged groups are indigenous, low education groups and low income groups. Unit: Percentage							
COMMENTS/NOTES: Targets for survey based indicators were adjusted in April 1998, after completion of second survey and secondary analysis.								

**SO1 Results Framework**

**STRATEGIC OBJECTIVE No.1  
BROADER CITIZEN PARTICIPATION IN  
DEMOCRATIC PROCESSES**

**PERFORMANCE INDICATORS:**

- % of citizens who are active members of at least one civil society organization
- *Valid votes cast as a percent of registered voters in elections*
- % of citizens who actively participate in resolving community problems

**Intermediate Result 1.1  
More Effective National Institutions**

- Indicators:**
- % of citizens who believe that elections have been free and fair
  - % of people who have a high degree of confidence in national institutions
  - # of financial and performance audits conducted and published by the Controller General that meet professional standards

**Key Activities:**

- PARDEM
- JUST
- LGD

**Intermediate Result 1.2  
Greater Access to Justice**

- Indicators:**
- % of citizens who believe that the Peruvian courts guarantee a fair trial
  - # of incarcerated citizens who are unjustly accused of terrorism

**Key activities:**

- JUST
- PARDEM

**Intermediate Result 1.3  
Local Governments More  
Responsive to Constituents**

- Indicators:**
- % of citizens who believe that local government is responsive to their needs and demands
  - % of citizens who have a high degree of confidence in local governments
  - # of local governments that have formal plans and budgets and have consulted on their contents and priorities with the community
  - # of local governments regularly using formally established mechanisms to invite community participation in the decision-making process

**Key activities:**

- LGD

**Intermediate Result 1.4  
Citizens Better Prepared to Exercise  
their Rights and Responsibilities**

- Indicators:**
- % of citizens who know where to go to protect their rights
  - % of citizens from disadvantaged groups who know their basic rights and responsibilities

**Key activities:**

- PARDEM
- JUST
- LGD

**SUMMARY LIST OF ACTIVITIES UNDER SO 1 (1997 - 2001)**

Implementing Organization	Type of Agreement	USAID Contribution	Activity Description	Start/End Date
Foro Nacional/Internacional (527-0356-G-00-6402-00 / 527-G-00-96-00402)	GA	187,107	To conduct a study about the attitudes and perceptions of Peruvian university students in relation to Peru's democratic future, and complementary follow-on activities focusing on promoting the creation of spaces for analyses, discussion and debates in which university students and youth in general will enhance their interest on the Peruvian democratic development.	9/13/96 - 6/30/00
Grupo de Análisis para el Desarrollo (GRADE) (527-0356-A-00-4408-00) Activity included under PARDEM Project	CA	3,000,000	To enhance citizen knowledge on their democratic rights and responsibilities and their capacity to exercise them.	9/29/94 - 1/31/98
Instituto APOYO (527-0356-A-00-6448-00 / 527-A-00-96-00448-00)	CA	333,782	To assist the Peruvian Congress to become more accessible to the public by being more open and communicative with citizens, and to provide it with a better understanding of its role.	9/30/96 - 6/30/98
Asociación Peruana de Negociación, Arbitraje y Conciliación (APENAC) (527-0352-A-00-6433-00)	GA	125,000	To provide financial support for the design and implementation, monitoring, and evaluation of a pilot community mediation program in order to provide low-income citizens with an economic, fast and efficient community problem-solving mechanism and lead them to a direct access to justice	1/2/97 - 12/31/97
International Foundation for Elections Support (IFES) (527-A-00-94-00415-00) Total funding under PARDEM \$3,450,000	CA	4,081,493	To implement a multi-faceted program of elections assistance with both an immediate and longer-term impact, including, among other activities, provision of training materials, and grants to support local NGOs and electoral system restructuring.	9/29/94 - 7/31/98
Contraloría General de la República (527-0356)	Grant Project Agreement	700,000	To assist in the improvement of the national public sector institutions, contributing to assure transparency and efficiency in the use of assigned resources, through an adequate accounting of expenses of public money.	9/22/95 - 5/31/00
Asociación de Becarios de los EE.UU. de América (ABEUSA) (527-G-00-97-00415-00)	GA	85,000	For institutional strengthening, aiming at its self-sustainability in the near future, and to carry out a series of training programs, seminars and workshops to support the social and economic development of low-income communities.	9/17/97 - 9/30/98

**SUMMARY LIST OF ACTIVITIES UNDER SO 1 (1997 - 2001)**

Implementing Organization	Type of Agreement	USAID Contribution	Activity Description	Start/End Date
Instituto APOYO (527-G-00-99-00290-00)	GA	100,000	To undertake activities to examine and develop policy agendas around eight essential themes and issues for the 2000 elections and beyond, under a project entitled "Agenda for the First Decade"	9/17/99 - 6/29/00
FORO Nacional/Internacional (527-G-00-98-00387-00)	GA	50,000	To contribute to the strengthening of democratic governance in Peru by raising the level of public debate on development options for the country and by emphasizing the essential role that democratic practices and institutional reforms play in the design and implementation of development strategies.	9/30/98 - 6/30/99
Asociación Peruana de Negociación, Arbitraje y Conciliación (APENAC) (527-G-00-98-00282-00) <i>SPO5 Contribution \$450,000</i>	GA	150,000	To provide support for a program in activities related to extrajudicial conciliation.	7/31/98 - 12/31/01
FORO Nacional/Internacional (527-G-00-99-00263-00)	GA	50,000	To support the dissemination of the final product of the project entitled "Development Strategies, Institutional Reforms and Democratic Governance".	7/1/99 - 3/31/00
FORO Nacional/Internacional (527-G-00-00-00060-00)	GA	11,000	To cover the additional cost of publishing material in relation to project "Development Strategies, Institutional Reforms and Democratic Governance" distributed at the CADE (Conferencia Anual de Ejecutivos) Conference	1/1/00 - 4/30/00
Centro de Investigación y Desarrollo de la Educación (CIDE) (527-G-00-98-00362-00) <i>SPO6 Contribution \$100,000</i>	GA	328,224	To develop programs in 30 primary and 40 secondary schools from marginal urban areas of Lima and Ayacucho.	9/16/98 - 4/30/01
Ministerio de Justicia (527-0356)	LSGA	250,000	To support the Ministry of Justice in its efforts to provide free legal, mediation, and conciliation services to the needy of Lima and Callao.	7/31/97 - 12/31/98
Colegio de Abogados de Lima Grant No.527-0356-G-00-5387-00 Activity included under PARDEM Project	GA	275,000	To support the CAL in its efforts to strengthen and improve the effectiveness of the Legal Clinics for the poor supported by them	09/95 - 06/97

**SUMMARY LIST OF ACTIVITIES UNDER SO 1 (1997 - 2001)**

Implementing Organization	Type of Agreement	USAID Contribution	Activity Description	Start/End Date
Transparencia (527-G-00-98-00339-00)	GA	267,078	To provide support for a program in voter education and defense of democratic institutionality.	9/3/98 - 6/30/99
Ministerio de Justicia (527-0356/0394)	LSGA	650,000	To continue providing free legal, mediation and conciliation services to the needy of Lima and Callao, in addition to several provinces of Peru, and to promote the development of conciliation as an alternative conflict resolution mechanism in the country.	9/21/98 - 4/30/02
Instituto de Estudios Peruanos (IEP) (527-0-00-99-00339-00)	P.O.	9,485	To carry out the publication and dissemination of a Summary Version of the Annual IEP Democracy Survey/Study during the six weeks preceding the General Elections of April 9, 2000.	10/1/99 - 3/19/00
Cámara de Comercio de Lima (527-G-00-98-00369-00)	GA	287,263	To support a project entitled "Access to Justice through Alternative Conflict Resolution Methods" aimed at improving Peruvian citizens' knowledge about their rights and responsibilities; and improving citizens' access to justice through alternative conflict resolution mechanisms.	9/23/98 - 3/31/01
Instituto Peruano de Resolución de Conflictos (IPRECON) (527-G-00-98-00371-00)	GA	132,000	To undertake activities under a project entitled "Training Program for the Creation of Conciliation Centers" aimed at facilitating the population's access to justice through extrajudicial conciliation.	9/16/99 - 11/30/99
Servicios Educativos Rurales (SER) (527-G-00-98-00297-00)	GA	407,944	To provide support for a program in electoral and civic education.	7/31/98 - 7/31/00
Jurado Nacional de Elecciones (JNE) (527-0394)	LSGA	45,000	To carry out a training program for the official and alternate members of its Decentralized Elections Offices.	1/15/00 - 6/30/00
Transparencia (527-G-00-99-00262-00)	GA	1,026,000.00	To undertake activities under a project entitled "Integral Observation of Year 2000 Elections" aimed at supporting voter education and observation for the elections in April 2000.	7/22/99 - 5/30/01

**SUMMARY LIST OF ACTIVITIES UNDER SO 1 (1997 - 2001)**

Implementing Organization	Type of Agreement	USAID Contribution	Activity Description	Start/End Date
Transparencia (527-G-00-00-00176-00)	GA	930,074.38	To develop proposals to support the strengthening of democracy in Peru in two critical areas: electoral reform and consolidation of a political party system; and to keep Peruvians informed of advances in commitments made by political actors to contribute to Peru's democratization. On 2/7/01, this Grant was amended to provide support for a program to develop democratic institutions, citizen education and election observation for the 2001 General Elections.	9/25/00 - 8/30/01
Management Systems International (MSI) (AEP-I-00-99-00040-00)	Contract	115,967	To determine the impact and degree of influence of selected democracy education and awareness activities in terms of advancing the Mission's democracy objective, and to identify best practices, methodologies, lessons learned and make recommendations that will facilitate an in-depth Democracy and Governance Assessment and subsequent design of a new USAID strategy for democratic development in Peru.	1/19/00 - 4/30/00
Management Systems International (MSI) (527-0000-T-0066)	P.O.	5,200	To review the Democracy and Governance Assessment produced by the Global Bureau/Center for Democracy and Governance and produce a final report with recommendations for development of a new democracy strategy for Peru	6/23/00 - 7/20/00
Oficina Nacional de Procesos Electorales (ONPE) (527-0394)	LSGA	1,520,000	To assist the GOP to conduct a free, fair, and transparent 2001 General Elections process by promoting voter education, as well as training pollworkers, and assisting the GOP in managing international donor support for elections.	2/9/01 - 5/31/02
MARC Perú (527-G-00-01-00127-00)	GA	155,320	To promote access to justice through the dissemination and implementation of conciliation, negotiation, and arbitration.	6/27/01 - 3/31/02
Servicios Educativos Rurales (SER) (527-G-00-01-00070-00)	GA	394,315	To provide support for a program of electoral education for the 2001 General Elections in Peru.	2/9/01 - 12/31/01
Pontificia Universidad Católica del Perú (PUC) (527-G-00-00-00193-00)	GA	102,896	To support the formulation and dissemination of a set of legislative and policy reform proposals to strengthen the autonomy, independence, and functional efficiency of the judiciary.	9/28/00 - 3/31/02

**SUMMARY LIST OF ACTIVITIES UNDER SO 1 (1997 - 2001)**

Implementing Organization	Type of Agreement	USAID Contribution	Activity Description	Start/End Date
Instituto Diálogo y Propuestas (IDS) (527-G-00-00-00124-00)	GA	300,000	To strengthen democracy in Peru through a regional TV station network by promoting public debates on key democracy issues to increase informed participation of Peruvian citizens in democratic processes, good governance and defense of human rights.	7/20/00 - 11/30/01
Instituto Diálogo y Propuestas (IDS) (527-G-00-01-00071-00)	GA	294,382	To support the 2001 General Elections under a program entitled "National Campaign for Responsible and Informed Voting"	2/14/01 - 7/13/01
Instituto de Estudios Peruanos (IEP) (527-0000-T-10094)	Contract	74,340	To carry out one public opinion survey at the national level to provide impact data related to the indicators used by the Democracy Team to measure achievements of USAID/Peru's democracy goals.	7/27/01 - 3/31/02
Instituto de Educación en Derechos Humanos y la Paz (IPEDEHP)	Small Grant	7,000	Dissemination of the systematization study of the Preparing Social Leaders to promote human rights, democracy and citizen participation.	04/99 - 10/99
Instituto de Educación en Derechos Humanos y la Paz (IPEDEHP)	Grant	904,195	Conduct a program in human rights training-of trainers course to promote respect of human rights and citizen participation	04/97 - 12/01
Instituto de Defensa Legal (IDL)	Grant	343,961	To conduct a program in Resolution of Problems of People Unjustly Accused or Convicted of terrorism	09/97 - 05/00
Instituto de Defensa Legal (IDL)	Grant	283,320	To conduct a program on paradigmatic cases in order to promote defense and respect of human rights	08/00 - 05/02
Coordinadora Nacional de Derechos Humanos (CNDDHH)	Grant	250,000	Institutional Strengthening	08/98 - 12/00
Coordinadora Nacional de Derechos Humanos (CNDDHH)	Grant	300,000	Strengthening of the national network of the human rights organizations members of the Coordinadora, throughout the country.	09/00 - 07/02

**SUMMARY LIST OF ACTIVITIES UNDER SO 1 (1997 - 2001)**

Implementing Organization	Type of Agreement	USAID Contribution	Activity Description	Start/End Date
Defensoría del Pueblo SO3 Contribution \$497,170	LSGA	2,320,000	Implementation of the Office of the Ombudsman, support for its Institutional Strengthening, Support to the Pardon Commission, Respect for Women Rights and Electoral Supervision	09/96 - 09/02
Movimiento Manuela Ramos	Grant	1,987,377	Promote Women's Political Participation	06/98 - 09/01
CAPEL	Grant	478,438	Technical Assistance to the JNE	02/01 - 09/01
National Democratic Institute	Grant	762,349	Election Observation in Peru	01/01 - 03/02
Project Administration	Varios PSCs	1,523,790	Election Observation in Peru	01/01 - 03/02

**SUMMARY LIST OF ACTIVITIES UNDER SO 1 (1997 - 2001)**

<i>Activity Title / Short Description</i>	<i>Implementing Organizations</i>	<i>FY 1997-2001 Funding Amounts</i>	<i>Start / End Date</i>
<b>CITIZEN PARTICIPATION AND ACCESS TO JUSTICE - PARTICIPE (527-0394)</b>			
<b>Human Rights Activities</b>		<b>2,159,310</b>	
	Ombudsman	845,000	
	Coordinadora Nacional de DD.HH.	425,100	
	Instituto de Defensa Legal IDL	59,210	
	IPEDEHP	580,000	
	Instituto Defensa Legal IDL	250,000	
<b>Access to Justice Activities</b>		<b>702,216</b>	
	Universidad Catolica del Peru	102,896	
	Ministerio de Justicia	300,000	
	MARC - Peru	155,320	
	Lima Chamber of Commerce	144,000	
<b>Civic Education Activities</b>		<b>218,624</b>	
	FORO - Jovenes Ciudadanos Const...	47,607	
	CIDE/TAREA	171,017	
<b>Decentralization / Local Government</b>		<b>812,000</b>	
	PROMUJER	812,000	
<b>Election Support Activities</b>		<b>7,453,525</b>	
	Jurado Nacional de Elecciones	43,788	
	PROMUJER	579,949	
	OMBUDSMAN (Electoral Supervision)	575,000	
	SER	275,933	
	TRANSPARENCIA	1,026,000	
	TRANSPARENCIA (FY2001)	930,074	
	FORO - Agenda Peru	60,471	
	Instituto Dialogo y Propuesta IDS	412,826	
	APOYO	100,000	
	NDI / Carter Center	762,349	
	Instituto Interamericano DDHH "CAPEL"	478,438	
	SER	394,315	
	IDS	294,382	
	ONPE	1,520,000	
<b>Project Administration</b>		<b>1,015,178</b>	
	USAID Project Mngmnt. PSC Contracts	1,015,178	
<b>SUB TOTAL PARTICIPE</b>		<b>12,360,853</b>	04/15/99 - 09/30/02
<b>PARTICIPATORY DEMOCRACY - PARDEM (527-0356)</b>			
<b>Civic Awareness Activities</b>		<b>3,381,707</b>	
	GRADE	3,000,000	
	FORO	139,500	
	ABEUSA	85,000	
	CIDE/TAREA	157,207	
<b>Public Accountability Activities</b>		<b>1,033,782</b>	
	Office of the Controller General	700,000	
	Instituto Apoyo (Support to Congress)	333,782	

**SUMMARY LIST OF ACTIVITIES UNDER SO 1 (1997 - 2001)**

<b>Activity Title / Short Description</b>	<b>Implementing Organizations</b>	<b>FY 1997-2001 Funding Amounts</b>	<b>Start / End Date</b>
<b>Elections Support Activities</b>	<i>IFES</i>	<b>4,348,620</b>	
	<i>Movimiento Manuela Ramos (PROMUJER)</i>	<b>3,450,000</b>	
	<i>SER</i>	<b>595,428</b>	
	<i>TRANSPARENCIA</i>	<b>131,819</b>	
		<b>171,373</b>	
<b>Human Rights Activities</b>		<b>1,389,946</b>	
	<i>Ombudsman</i>	<b>650,000</b>	
	<i>Coordinadora Nacional de DD.HH.</i>	<b>125,000</b>	
	<i>Instituto de Defensa Legal IDL</i>	<b>284,751</b>	
	<i>IPEDEHP</i>	<b>324,195</b>	
	<i>IPAZ</i>	<b>6,000</b>	
<b>Access to Justice Activities</b>		<b>1,300,263</b>	
	<i>Colegio de Abogados de Lima</i>	<b>275,000</b>	
	<i>Ministerio de Justicia</i>	<b>250,000</b>	
	<i>Ministerio de Justicia</i>	<b>350,000</b>	
	<i>IPRECON</i>	<b>132,000</b>	
	<i>Lima Chamber of Commerce</i>	<b>143,263</b>	
	<i>APENAC</i>	<b>150,000</b>	
<b>Project Administration &amp; Evaluation</b>		<b>720,604</b>	
	<i>USAID Project Mngmnt. PSC Contracts</i>	<b>720,604</b>	
<b>SUB TOTAL "PARDEM"</b>		<b>12,174,922</b>	<b>10/01/94 - 03/31/01</b>
<b>JUSTICE SECTOR SUPPORT (527-0352)</b>	<i>(Balances carried forward into new Strategy)</i>		
	<i>Catholic Relief Services</i>		
	<i>ILANUD</i>		
	<i>Comisión Andina de Juristas</i>		
	<i>APENAC</i>		
<b>SUB TOTAL</b>		<b>933,838</b>	<b>9/1/94 - 12/31/97</b>
<b>Selected Development Activities (527-0061)</b>		<b>677,836</b>	
<b>Program Development &amp; Support (527-0000)</b>		<b>844,000</b>	
<b>GLOBAL FIELD SUPPORT FOR ELECTIONS</b>		<b>2,370,000</b>	
<b>TOTAL</b>		<b>29,361,449</b>	