

**CEPPS/IRI Quarterly Report
January – March, 2005**

POLITICAL PARTY STRENGTHENING PROGRAMS IN LATIN AMERICA

USAID Cooperative Agreement No. DGC-A-00-01-00004-00

Project Dates: June 1, 2003-April 30, 2005

Total Budget: \$240,000

Expenses to Date: \$239,533

I. PROGRAM SUMMARY

During the early and mid 1990s, Latin America appeared to be a region well on its way to democratic consolidation. In 1992, 21 of the region's 23 countries boasted competitive elections, opening markets, and improved human rights records. This was a marked improvement over the region's state of affairs just a decade earlier, where authoritarian regimes and economic crises were the order of the day. Unfortunately, the promise of the 1990s is fading quickly.

Skepticism of the democratic system is growing in the wake of civil conflicts, economic downturns, and unchecked corruption throughout the region. A 2002 *Latinobarometro* poll showed that in two thirds of Latin American countries the number of people that believed that democracy was preferable to any other kind of government had shrunk considerably since 1996. IRI believes that Latin American democracies remain fragile and vulnerable in part because of weak democratic institutions. Political parties throughout the region consistently ranked poorly in terms of confidence and approval ratings. These parties are perceived to be self-serving and out of touch with their constituencies. Democracy strengthening efforts which focus on accountability and transparency within institutions such as political parties are vital to renewing public faith in the democratic system.

In an effort to continue the promotion of democratic institutions and principles, the IRI Latin America and Caribbean division has launched a Regional Political Party Renewal Program. The program includes participants from six countries: Argentina, Bolivia, Ecuador, Guatemala, Mexico and Nicaragua. IRI will offer political parties the opportunity to strengthen their commitment to good governance, party development, and civic involvement. It will also afford participants the opportunity to share lessons learned in the consolidation of democratic institutions.

II. PROGRAM OBJECTIVES

The Regional Program was designed as a three pronged party strengthening initiative: (a) assessment of factors influencing party development and obstacles to democratic reform; (b) organization of a regional workshop that incorporates analysis for reform minded political party representatives to encourage the formation of stronger democratic political parties; and (c) follow through in-country training activities to promote implementation of reforms discussed in regional workshops.

The Regional Political Party Renewal program is designed to assist parties identify the factors that impede their democratic development and develop solutions to overcome these obstacles. Internal factors are addressed through IRI trainings in areas such as effective management and organization, leadership development, internal and external communications, grassroots development and financial management. Party-strengthening activities also take into consideration external factors, such as laws governing political parties, electoral processes and the media, and prepare party leaders to address these issues.

IRI works with parties to produce a series of conclusions, recommendations and guidelines for reform for distribution to party members. IRI encourages parties to communicate these democratic reforms to constituents and representatives of civil society in an effort to build civic support for party democratization and slowly re-establish the legitimacy of political parties.

The Regional Political Party Renewal Program is funded by both DOS/DRL and USAID. Argentina, Guatemala and Nicaragua initiatives and follow through, as well the regional conference and the development of a website and are financed by DOS/DRL. USAID funds IRI program work in Mexico, Bolivia and Ecuador.

III. QUARTERLY ACTIVITIES

The project culminated this quarter with the final regional conference on February 18-21, in Lima, Peru. Thirty-seven political party members, representing 14 political parties from five countries, participated in the two-day event, which provided an opportunity for project participants to present 12-month reform and renewal work plans based on the case study seminar series.

Seminar Series, Part II: Case Studies

During the first half of the project, IRI geared programmatic activity towards identifying urgent challenges to the modernization of political parties in Latin America. Internal party analyses revealed five common themes carrying across all participating parties in the region: lack of leadership renewal, opaque party practices, highly centralized structures that do not allow party bases to participate, weak links with civil society and constituents, and lack of transparency and accountability. The second stage of the project was designed to assist parties in the development of skills and strategies to overcome these challenges.

From July – November 2004, IRI and its project consultant, Dr. Javier Loaiza, conducted a seminar series focusing on case studies of four successful political party renewal experiences from

Latin America and Europe. The parties studied included Spain's Popular Party, Britain's Labour Party, Germany's Christian Democratic Union and El Salvador's ARENA party. The seminar, "*Renovarse o Desaparecerse*" (Renew or Disappear), provided each party with an opportunity to review these cases and identify specific measures these parties took to modernize. The series advanced the project's ultimate objective of forcing the parties to begin thinking concretely about reform and identify one or two strategies for long term implementation.

Following the seminar, IRI asked all parties to develop a 12-month reform/renewal plan focusing on one or two strategies derived from the case studies workshop. The exercise of developing the plan was useful in and of itself because it committed party members to time, effort, dialogue and debate on an issue that has traditionally remained abstract and theoretical.

Reform Plan Development

IRI and Dr. Loaiza provided parties with guidelines to assist participants in the development of their reform/renewal work plans, and invited parties to present the plans during the two-day regional conference in Lima. Parties were required to submit an executive summary and a fully developed plan, including a time-line for implementation and a budget, two weeks prior to the Lima conference in order to attend and be eligible for future IRI assistance. Each group used the following guidelines to develop their reform proposals:

Guidelines: Political Party Renewal Work Plan

- A) Project Background:
- Description of the political, social, and economic background justifying the theme of your project (maximum 2 paragraphs)
 - Description of the situation of the party in relation to other political forces, regarding public opinion, and description of the party's principal strengths and weaknesses (maximum 2 paragraphs)
 - Analysis of the most applicable of the four case studies
- B) Objectives and Goals of the Renewal Project
- Clearly identify what the party is trying to improve/reform/change within the party
 - Relate this end-goal to the plan objective
 - Describe what has been done to date to rectify the situation, results of those efforts, and lessons learned
- C) Methodology
- Strategies, tactics and actions: include the internal methods to launch the initiative and guarantee work plan implementation.
 - Identify those who will be responsible and those who will be involved in the project.
 - Identify possible external allies.
 - Activity Chronology: develop a detailed 12 month implementation work plan
 - Project Costs and financial resources
 - Assessment and Evaluation Criteria: how will results be measured and evaluated, quantitatively and qualitatively?

Regional Conference

The regional conference was designed as an intensive two-day workshop on party reform/renewal objectives and strategies for political parties that have been involved in IRI's Regional Project since it was launched in 2003. Specifically, parties were given the chance to present and receive assistance in further refining their 12-month work plans. IRI invited three members per party to increase the number of party reformers we work with directly, as well as to enhance the network of party reformists operating in the region. Each party's three-member "team" will serve as the spearhead of the reform effort over the course of the next project, and they will work directly with IRI and their party leadership in the implementation of their reform project. Participants included mid-to high level party leaders who support modernization and have the capacity to initiate democratic changes within their party in the aftermath of the 2-day event. Representatives of the following parties from Argentina, Bolivia, Ecuador, Mexico and Nicaragua participated in the conference (*Full participant list and agenda attached*):

Argentina:

Recreate (Recrear)
Commitment for Change (CPC)

Bolivia:

Nationalist Revolutionary Movement (MNR)
Movement of the Revolutionary Left (MIR)
Movement Land and Liberty (MTL)

Ecuador:

Social Christian Party (PSC)
Pachakutik

Mexico:

Institutional Revolutionary Party (PRI)
National Action Party (PAN)

Nicaragua:

Liberal Constitutionalist Party (PLC)
Nicaraguan Christian Way (CCN)
Alliance for the Republic Party (APRE)
Nicaraguan Resistance Party (PRN)
Conservative Party (PC)

IRI invited representatives from the case-study parties to complement the case study analyses with the direct commentary and practical expertise of leaders with substantial experience in the area of political party building and reform. Panelists included former Salvadoran President Dr. Armando Calderon Sol (ARENA); Secretary of Youth and Director of Political Affairs for the National Executive Board of ARENA, Cesar Daniel Funes Duran; Minister of the State of Hessen and member of the CDU in Germany, Stefan Gruttner; and Popular Party Congressman Eugenio Nasarre. IRI also identified several political consultants from across the region to provide additional expertise and moderator support, including Argentine political analyst and consultant Roberto Starke.

The first day of the conference consisted of a plenary session of all participants, beginning with a presentation by Dr. Loaiza on the results of the internal party evaluations and conclusions reached through the case study seminars. Following this presentation, each party expert was given thirty to forty minutes to share their party experience and an additional twenty minutes for audience questions and answers. The international experts provided specific strategies for party renewal that were applicable to every party present, such as methods of financial transparency and grassroots outreach techniques. Twenty-seven leaders of seven Peruvian political parties also participated in this first day of plenary presentations, including the General Secretaries for Accion Popular, Coordinadora Nacional Independiente, Justicia Nacional and Somos Peru.

On the second day, participants and experts were divided into three working groups, at which time each party was given the opportunity to present their draft renewal plans for commentary and analysis from the international experts and other party members in the group. The break-out of the parties was as follows:

| GROUP | A | B | C |
|--------------------|--------------------------|---------------------------------|------------------|
| Moderator 1 | Eugenio Nasarre | Armando Calderon Sol | Stefan Gruttner |
| Moderator 2 | Maria Eugenia Verastegui | Roberto Starke | Gilberto Valdez |
| Party 1 | PRI/Mexico | MIR/Bolivia | APRE/Nicaragua |
| Party 2 | CC/Nicaragua | PLC/Nicaragua | PSC/Ecuador |
| Party 3 | Pachakutik/Ecuador | CpC/Argentina | PC/Nicaragua |
| Party 4 | MTL/Bolivia | RECREAR/Argentina | MNR/Bolivia |
| Party 5 | PRN/Nicaragua | | PAN/Mexico |
| IRI Staff | Aileen Finley | Lisa Bedolla Meredith Gloger | Gabriela Serrano |

Each party was given 15 minutes to present their work plan to the group, and then a 20-minute discussion and critique by the moderators and peers followed. The role of the expert moderators was to assist parties in thinking critically about the plans they developed, to ensure the active participation by the entire group in analysis of the presented plan, and to offer feedback on techniques and approaches that might strengthen their viability for implementation in the upcoming year. With each presentation, IRI circulated an evaluation form to all other party representatives in the audience and asked for the participants' appraisal of the given work plan, including its strengths, weaknesses and greatest challenges to implementation. In addition, during a final plenary session attended by all conference participants, a moderator from each working group provided a summary of the work plans presented by their respective parties and a brief conclusion of the strengths and weaknesses of the projects proposed.

IRI structured each group so that its composition reflected a diverse array of political ideologies, experiences and challenges to political party renewal. As such, the workplans varied

greatly in their objectives, ranging from capacity building to win upcoming elections to activities promoting civic outreach and education, leadership renewal, the strengthening of internal party organization and public management. Nonetheless, despite significant differences across country and party, moderators identified a number of common strengths and weaknesses facing the participating parties as they endeavor to implement their renewal plans. A common strength shared by participating representatives was their recognition of the need for qualitative political change within their parties and respective party systems. Participants displayed an authentic sense of urgency for the modernization of internal structures and procedures of their parties. Despite this sense of urgency, most of the work plans lacked concrete articulation of the strategies, partnerships, chronology and resources needed to actually achieve party objectives. The majority of workplans spoke in broad, general terms, and lacked the “boots on the ground” details necessary for effective implementation.

Highlights of each of the party plans are summarized below:

ARGENTINA

Recrear

- General objective: Construct a legitimate party with an alternative vision of power and real capacity to win elections and govern (in anticipation of 2005 legislative elections and 2007 presidential elections)
- Develop party’s territorial presence, disseminate party message
- Citizen outreach and education
- Coordinate local discussion groups
- Strengthen the party’s leadership development program – need to foster new leaders that give the party a face beyond that of Lopez Murphy
- Formalize the party structure

Strength: Committed leadership, strong youth participation; institutional crisis/collapse of traditional political parties presents Recrear with great opportunity to do something *new* and present alternative political option for the country

Weakness: Project did not propose an innovative vision. Flawed methodology; the party has identified its ideological identity/strategy in reaction to the political crisis, instead of constructing a solid strategic plan and *then* adapting it to the situation at hand

CPC (Compromiso para el Cambio)

- Prepare more serious and responsible political leaders.
- Develop and effectively communicate party ideology
- Organize an international exchange program, to expose party members to other country experiences

Strength: Well organized; have support of party leadership

Weakness: Have no resources to fund the initiative

BOLIVIA

MNR (Movimiento Nacionalista Revolucionario)

- Objective: renovation of party leadership, possible primary elections

Strength: Participants are aware that for the party to survive, it needs to renovate, get new leadership, re-structure, develop internal democracy, re-discuss its ideology.

Weakness: The party is very divided, different tendencies are vying for control. Not clear on specific actions, budget, process for carrying out the project. Unclear if participants have shared this with others in the party. The project needs political backing.

MTL (Movimiento Tierra y Libertad)

- Strengthen party's territorial presence and role in national political debate
- Develop internal organization in the 4 principal provinces of the country
- Create new and responsible leadership among the country's majority indigenous population

Strength: Committed party leadership and very thorough with regards to project methodology. Proposed activities, internal/external partners, timeline, necessary human and financial resources, and criteria to evaluate implementation progress are clearly defined

Weakness: Too much emphasis centered on the ideological identity/direction of party

MIR (Movimiento de la Izquierda Revolucionaria)

- Increase transparency of internal party procedures
- Implement transparent procedure to select leaders
- Establish the Ethics Court
- Strengthen constituent outreach
- Decentralize party activity, and strengthen party organization and activity at the local level

Strength: New group of youth are motivated to implement the project

Weakness: Party leadership not 100% supportive

ECUADOR

PSC (Partido Social Cristiano)

- Four capacity- building seminars in one year
- Train party members on how to attract new leadership, political communication, party organization, citizen outreach

Strength: They want to do this from the "Instituto Camilo Ponce", a formal space inside the party. Have support from party leadership

Weakness: Seems to be an initiative of the “youth”, could face resistance from the older generations in control of the party. Seem to have the process clear, but need to work on the details, define topics, etc. Perhaps the target of topics is too broad.

Pachakutik

- Create a membership database
- Determine whether or not to be a party
- Strengthen governance programs
- Institutionalize a training school

Strength: clear understanding that without achieving objectives one and two, the movement will remain a weak and disjointed political force

Weakness: the movement is not able to determine whether or not to be a party. By vacillating on this issue, the group forgoes needed state party-building funds, and is unable to begin marketing itself as a group that represents more than just rural indigenous. It also is indicative of the lacking organization and cohesiveness within the group itself.

MEXICO

PAN (Partido Accion Nacional)

- Design of a functional structure to face the challenges of the party.
- Built up quality standards (ISO 9000)
- Communication among militants to spread achievements, agenda, “flag”

Weakness: The formula seems mathematical, too perfect

PRI (Partido Revolucionario Institucional)

- General objective: Modernize the party and bring it closer to the people
- Promote greater transparency within the party
- Leadership renewal – extend the party and its message to new sectors in society, such as women and youth
- Strengthen internal democracy

Strength: Strong Congressional support and external partnerships

Weakness: Project focused on a long-term vision, too broad, lack of detail. Goal of leadership renewal and party modernization/decentralization conflicts with negative public perception/lack of credibility of the PRI among many sectors

NICARAGUA

APRE (Alianza por la Republica)

- Immediate goal: Strengthen alliance for 2006 elections.
- Long-term objective: strengthen and modernize party organization, enhance party affiliation and citizen participation (particularly women and youth), statute reforms, periodic leadership renewal.

Strength: The president of APRE is backing the idea.

Weakness: Not clear if APRE is an alliance or a party. This would affect any activity because it would involve others. Proposed very broad activities. In fact, they did not say what their plan was. Maybe the presence of a competing party (member of the alliance) discouraged a more detailed presentation.

PC (Partido Conservador)

- The party has a global strategic plan they have been implementing since 2002. The project activities will be linked to this plan
- They want support to prepare for general elections in 2006

Strength: Great presentation, selling as a strong political option; Leadership commitment.

Weakness: It is not clear if PC has a long term plan or is only thinking in elections 2006. Did not specify specific activities

PRN (Partido Resistencia Nicaraguense)

- Structural reorganization: statute reforms, changes within national council, as well as departmental and municipal party councils
- Training: national council, as well as departmental and municipal party councils
- Atlantic Region Elections: campaign development, candidate selection, pollwatcher training

Strength: The party has been able to identify over the long term several key undertakings, good understanding of the “big picture”

Weakness: No step by step detail on how, for example, the statute reforms will take place, or what kind of training is needed for the party juntas.

CC (Camino Cristiano)

- Restructuring of managing councils
- Strengthening of grassroots supporters throughout the country

Strength: the party has developed a pyramid scheme for party training and recruitment whose goal is to net 200,000 new members in 6 months—very clear and articulate goal

Weakness: Lack of detail, of “how-to” for the party recruitment plans, no indications management

and direction of this initiative, no step by step procedures

The presentations on the first day reinforced the conclusions reached from the case study seminar series and offered participants the inspiring testimony that party renewal is indeed possible. The working group dynamic on the second day, however, proved particularly constructive for the parties and the betterment of their individual projects, as it forced parties to focus on the practical application of the themes addressed on Day 1 and effective implementation of their party renewal plans over the next year. The parties openly discussed their particular party challenges and work plans with other participants, and were eager to listen to and learn from the proposals of other parties in the group. Participants in all three break-out groups were active, attentive and engaged with the moderators and party representatives. Most importantly, the parties welcomed the commentary of their peers and were eager to channel this constructive criticism toward the refinement of their renewal plans.

IRI is currently assessing and compiling peer and moderator evaluations of the party reform projects, together with information from a final questionnaire distributed to all participants on the content and structure of the conference, and future IRI assistance. Parties are required to take into account the observations of fellow conference participants, moderators and IRI consultants, and revise their proposals with this feedback in mind in order to make projects viable for implementation and move forward with program activity over the course of this year. Once revised proposals are returned to IRI, and pending future funding, IRI will begin identifying the technical support that can be provided to help parties implement their work plans and achieve their project goals. The feedback that IRI has received from participants shows that the conference, and particularly the working group activities on the second day, made a strong impression and key contributions to the solidification of thorough, well-planned and achievable 12-month plans for party renewal.

EGTM Online Courses

Quarterly activity also focused on IRI and EGTM's project to initiate the creation of a Virtual Library containing important texts on the fundamentals of good governance and political theory. Since completion of the first two training courses on Political Management and Leadership Development last quarter, IRI and EGTM have received overwhelmingly positive feedback from participants expressing appreciation for the scholarships and emphasizing the need for continued assistance in political capacity building. The online library provides EGTM students with a permanent source of knowledge to reinforce the concepts learned through the online courses and further aid them in the practical application of this information.

The books identified by IRI and EGTM were digitized and placed on the EGTM website. These include works by Thomas Jefferson, Rene Descartes, and Nicolas Machiavelli, among others. Although this library is still a work in progress, EGTM students have been accessing the site and downloading materials to support their research, analysis and development of party-outreach projects. There have been approximately 50 hits on the website to date, and IRI and EGTM will be

working over the coming months to broaden the website's exposure and impact. Taking into consideration that IRI and EGTM have not yet advertised the library, this number is nonetheless significant and demonstrative of a firm commitment among participants to take the initiative to strengthen their democratic development.

IV. EVALUATION:

IRI made significant progress in meeting the program's objectives through the regional conference held in Lima, Peru this quarter. The second seminar series was effective in advancing the parties from theoretical analysis of party renewal to the proactive development and application of specific strategies for reform, unique to each party's particular circumstances. In tasking party representatives with the design of a 12-month work plan and giving them an opportunity to present these proposals to a group of international experts and fellow regional party reformists, IRI forced participants to follow through on verbal commitments to party democratization and take the next step in thinking strategically about reform. Participants who were once reluctant to discuss their party's internal weaknesses and even more hesitant to identify clear and concrete measures to overcome them are now beginning to take ownership over solid reform initiatives and assume responsibility for the betterment of their parties.

The regional conference provided parties with an environment in which they could benefit from the experience and expertise of leaders from the case study parties analyzed in the seminar series and channel their desire for change into the consolidation of concrete and viable blueprints for reform. The format and dynamic of the working groups on the second day of the conference proved particularly useful for party members as they endeavor to rise above challenges to party modernization. IRI was impressed with the party presentations of their work plans and the forthright discussion and constructive critiquing that followed. The parties' critical self-analysis and open reception to the commentary of the moderators and their peers displayed a real dedication to the task of effecting long term party renewal.

IRI has received extremely positive feedback from participants on the utility and innovative quality of the regional conference activities and is energized by the positive strides taken by each party. As an indicator of the project's positive impact, many participants have expressed that their party would not have been motivated to initiate development of a major party renewal effort were it not for IRI's Regional Program. Moreover, the majority of the parties have contacted IRI directly since the conference to communicate their eagerness to begin the next stage of the program and fine-tune their work plans for implementation over the course of the next year. IRI is encouraged by the accomplishments of the regional conference and committed to capitalizing on party enthusiasm to further the success seen thus far.

**Regional Conference
Lima, Peru
February 17-20, 2005
FINAL AGENDA**

THURSDAY, February 17, 2005

8:30 PM WELCOME RECEPTION (*Inka III y IV*)
10:00 PM OPTIONAL DINNER (*Restaurant*)

FRIDAY, February 18, 2005

8:00 AM BREAKFAST - *Restaurant*

9:00 AM **Opening Plenary Session and Welcome** (*Salón Nazca*)
Lisa Bedolla
Deputy Director, Latin America and the Caribbean Division, IRI

9:10 AM **Presentation: Internal Evaluation of Political Parties**
Javier Loaiza
Director, Thomas Moore School of Government (EGTM), Colombia
- Presentation of the Regional Project (Phases I,II,III)
- Conclusions of the Case Study Seminars – Phase II

10:30 AM COFFEE BREAK

11:00 AM **Presentation I: ARENA Party Renewal**
Dr. Armando Calderón Sol, Ex President of El Salvador

12:00 PM **Presentation II: CDU Party Renewal, Germany**
Stefan Gruttner, Germany

1:00 PM LUNCH (*Terraza de La Locanda*)

3:00 PM **Presentation III: Reforms of the Popular Party, Spain**
Eugenio Nasarre, Foundation for Analysis and Social Studies (FAES), Spain

4:00 PM **Presentation IV: Constructing Links with Civil Society**
Gabriela Serrano, IRI-Peru

5:00 PM COFFEE BREAK

5:30 PM **Presentation V: Strategic Communications and Party Renewal**
Roberto Starke, Argentina

6:30 PM **Conclusion, Day One**

Javier Loaiza

6:45 PM **Meeting of Conference Moderators** (*Business Center*)

9:00 PM DINNER (*Terraza de La Locanda*)

SATURDAY, February 19, 2005

8:00 AM BREAKFAST - *Restaurante*

9:00 AM **Initial Plenary** (*Salón Paracas II*)

9:30 AM **Working Groups: Renewal Projects** (*Inka II, III, y V*)
Presentation of Group 1

10:30 AM COFFEE BREAK (*Salón Paracas II*)

10:45 AM **Working Groups, continued**
Presentation of Group 2

11:45 AM **Working Groups, continued**
Presentation of Group 3

1:00 PM LUNCH (*Terraza de La Locanda*)

2:30 PM **Working Groups, continued**
Presentation Group 4

3:30 PM **Working Groups, continued**
Presentation Group 5

4:00 PM COFFEE BREAK (*Salón Paracas II*)

4:30 PM **General Plenary**
-Conclusions by working group moderators

5:00 PM **Questions & Comments/Discussion of Next Steps**
Javier Loaiza
Lisa Bedolla

5:30 PM **Closing**
IRI

8:30 PM **DEPARTURE** for Dinner at *Brujas de Cachiche*

SUNDAY, February 20, 2005

PARTICIPANTS RETURN HOME

INTERNATIONAL REPUBLICAN INSTITUTE

Regional Conference
Lima, Peru
February 17-20, 2005

| NAME | PARTY/AFFILIATION |
|-------------|--------------------------|
|-------------|--------------------------|

Argentina

| | |
|--------------------|-----------------------------|
| Esteban Bullrich | Recreate (Recrear) |
| Raul Schiavi | Recreate (Recrear) |
| Pablo Walter | Recreate (Recrear) |
| Juan Pablo Chain | Commitment for Change (CPC) |
| Ramiro Tagliaferro | Commitment for Change (CPC) |

Bolivia

| | |
|---------------------------------|--|
| Vladimiro Ergueta Vega | Nationalist Revolutionary Movement (MNR) |
| Luis Antonio Fernandez Baptista | Nationalist Revolutionary Movement (MNR) |
| Anibal Revollo Miranda | Nationalist Revolutionary Movement (MNR) |
| Mayerling Castedo Molina | Movement of the Revolutionary Left (MIR) |
| Moira Garcia | Movement of the Revolutionary Left (MIR) |
| Cesar Augusto Tito Lazarde | Movement of the Revolutionary Left (MIR) |
| Edwin Rogelio Cuevas Diaz | Movement Land and Liberty (MTL) |
| Zacarias Jacinto Yujra | Movement Land and Liberty (MTL) |
| Walter Reynaga Vasquez | Movement Land and Liberty (MTL) |

Ecuador

| | |
|----------------------------------|------------------------------|
| Maria de Lourdes Alarcon | Social Christian Party (PSC) |
| Fabricio Alberto Cedeño Bravo | Social Christian Party (PSC) |
| Piedad del Rocio Ulloa Camposano | Social Christian Party (PSC) |
| Telmo Jaramillo Ramirez | Pachakutik |
| Patricio Quezada Ortega | Pachakutik |
| Blanca Cecilia Velasque | Pachakutik |

Mexico

| | |
|----------------------------------|---|
| Fausto Muciño Duran | Institutional Revolutionary Party (PRI) |
| Jorge Enrique Martinez Contreras | Institutional Revolutionary Party (PRI) |
| Alfredo Rivadeneyra Hernández | National Action Party (PAN) |

Nicaragua

| | |
|--|--|
| Jamileth Bonilla | Liberal Constitutionalist Party (PLC) |
| Wilfredo Navarro Moreira | Liberal Constitutionalist Party (PLC) |
| Miguel Rosales | Liberal Constitutionalist Party (PLC) |
| Maria Eugenia Sequeira | Liberal Constitutionalist Party (PLC) |
| Delia Arellano | Nicaraguan Christian Way (CCN) |
| Guillermo Osorno | Nicaraguan Christian Way (CCN) |
| Alejandro Jose Arana Sequeira | Alliance for the Republic Party (APRE) |
| Miguel Lopez Baldizon | Alliance for the Republic Party (APRE) |
| Francisco Antonio Henriquez Torrentes | Nicaraguan Resistance Party (PRN) |
| Salvador Talavera Alaniz | Nicaraguan Resistance Party (PRN) |
| Mario Rappaccioli | Conservative Party (PC) |
| Azalia Aviles Salmeron | Conservative Party (PC) |

Trainers

| | |
|--------------------------|--|
| Armando Calderon Sol | Republican Nationalist Alliance (ARENA), El Salvador |
| Cesar Daniel Funes Duran | Republican Nationalist Alliance (ARENA), El Salvador |
| Stefan Gruttner | Christian Democratic Union (CDU), Germany |
| Javier Loaiza | School of Government Tomas Moro, Colombia |
| Eugenio Nasarre | Popular Party (PP), España |
| Roberto Starke | Political Consultant, Argentina |

IRI Staff

| | |
|--------------------------|--|
| Lisa Bedolla | Deputy Director, Latin America and the Caribbean |
| Aileen Finley | Program Officer, Latin America and the Caribbean |
| Meredith Gloger | Program Assistant, Latin America and the Caribbean |
| Damian Merlo | Program Officer, Latin America and the Caribbean |
| Gabriela Serrano | Resident Director of Peru, IRI |
| Gilberto Valdez | Resident Director of Nicaragua, IRI |
| Maria Eugenia Verastegui | Program Officer, Bolivia, IRI |