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BOLIVIA

STRENGTHENING DEMOCRATIC INSTITUTIONS

ANNUAL REPORT NO. I
OCTOBER 2006 – SEPTEMBER 2007

October 31, 2007

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U.S. Agency for International Development
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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

| | |
|----------|--|
| ARCo | Rural Competitiveness Activity |
| BTBC | Bolivia Trade and Business Capacity |
| CA | Constitutional Assembly |
| 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 |
| UNDP | United Nations Development Program |

EXECUTIVE SUMMARY

The Strengthening Democratic Institutions (SDI) program is pleased to present its first annual progress report for the period October 2006 – September 2007.

A. Strengthening Democratic Institutions: Purpose and Objectives

SDI's purpose is to strengthen democratic institutions and facilitate constructive citizen participation in the democratic process at both the national and regional levels of government. To achieve this goal, 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; and
3. Strengthen the capacity of the National Congress to function effectively and transparently in a manner that promotes pluralistic debate.

B. Key Achievements: October 2006 - September 2007

During the first year of implementation, SDI produced significant results in strengthening departmental prefectures and training citizens and CSOs in basic democratic principles and skills. To meet mounting requests from departmental Prefects, the program's Decentralization component opened small offices in Santa Cruz, Cochabamba, Oruro, and Potosí, while expanding into four new departments: La Paz, Tarija, Pando and Beni.

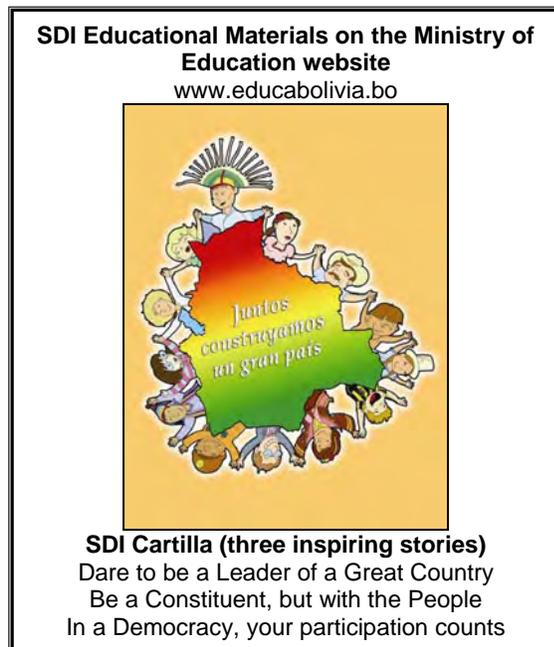
The activities implemented by Component 1 are having an important impact on departmental governance. Innovative CHF-designed Project Management and Early Conflict Warning systems are currently being introduced in five departments: Santa Cruz, Cochabamba, Oruro, Potosí, and La Paz. Once these systems are fully operative, participating Prefects, and local citizens, will have immediate access to critical information, designed to improve the management of public infrastructure projects and make the process more transparent.

Component 1 is also training prefectural, sub-prefectural and municipal officials to create institutional capacity that will facilitate the de-concentration process in the areas of investment in public infrastructure and the administration of goods and services. More competent staff at the regional and local levels of government will help ensure that projects meet local needs and are more transparent. The program has met with early success and it is likely that it will soon be expanded into other departments.

During the last quarter, SDI launched its *Plataformas de Servicios Productivos* project, which will facilitate regional economic development in Santa Cruz, Cochabamba, Potosí, Oruro and Tarija by providing local producers a series of technical services, as well as giving them access to critical credit and market information.

| |
|--|
| <p style="text-align: center;">Political Neutrality</p> <p>While promoting democratic principles and strengthening democratic institutions across all nine Bolivian departments, SDI has generated productive working relationships with actors and organizations of many different political orientations. The government-supporting Oruro and Potosi Prefects are just as enthusiastic about SDI activities as opposition-led prefectures of Santa Cruz and Cochabamba. Likewise, civil-society organizations from different ends of the political spectrum have trained broad audiences that range from miners and community activists in the Western highlands to student organizations and business leaders in the Eastern lowlands.</p> |
|--|

Other key activities sponsored by Component 1 were designed to enhance the national dialogue on Decentralization. Three “Laboratories” were launched to estimate the tax, fiscal and territorial organization effects of different proposals for decentralization. By the end of the fiscal year, each laboratory presented baseline data and models for simulating the impact of different proposals before the Constitutional Assembly and other deliberative bodies. These innovative studies provide a *technical* basis for discussion of the costs and benefits of each proposal.



SDI’s Component 2 has also proven effective as it has focused on strengthening civil society’s knowledge and skills relating to democratic principles and institutions. An open competition with the participation of 40 civil society organizations, universities and consulting firms resulted in the award of civic education grants to 12 of the most experienced and diverse applicants. In June, these CSOs began implementation of training programs in the departments of Oruro, Cochabamba, Potosi, and Santa Cruz, using a “train the trainers” methodology. To date, these organizations have signed inter-institutional agreements with another 32 CSOs, which will enable them to train over 20,000 participants by January 31, 2008.

Unfortunately, similar progress proved difficult for SDI’s Component 3. In spite of political problems that slowed, and eventually halted implementation of its work plan, the program’s Legislative

Strengthening component did succeed in creating an innovative software and data base for the Congress’ proposed *Saneamiento Legislativo* project and completing a series of short-term activities at the request of legislative leaders. The migration of existing Bolivian law into the new database, halted in early September has recently resumed and should be finished by early December. In addition, a training seminar for 53 legislative staff was conducted in July and the component developed two Legislative Background Studies (EALs) at the request of the Presidents of Congressional committee.

Other achievements during the first year of implementation include the following:

- Technical assistance and training agreements signed with seven of Bolivia's nine departmental Prefects.
- De-concentration of Departmental government underway in Santa Cruz, Cochabamba and Oruro
- Bolivia’s first model for indigenous autonomy developed in Santa Cruz.
- 1,440 prefectural and sub-prefectural staff; municipal mayors, council members, and employees; and citizen oversight committee members trained in de-concentration, budgeting, multi-year investment and development of public infrastructure.
- Civil Society educational materials adopted by the Ministry of Education.
- Humorous *novelas* and micro-programs promoting democratic principles disseminated by radio to approximately 80,000 Bolivians.
- 8,587 citizens trained in basic democratic principals and skills

C. SDI Challenges

Bolivia's delicate political environment and the conflicts between the opposition and the ruling party continue to present challenges for many of SDI's activities. After the Minister of the Presidency's August press conference in which USAID, in general, and SDI, in particular, were accused of intervening in national issues and undermining the MAS government, implementation of the democracy program became more difficult, but, as body of this report will show, no less viable.

Despite commitments of legislative leaders and the President of the Congress, ten months after initiating SDI's Legislative Strengthening component, the Congress had still not approved two key features of its Strategic Plan for Institutional Strengthening: establishing a Center for Legislative Services (CLS) and implementing a comprehensive and the *Proyecto de Saneamiento Legislativo (PSL)*. These activities, Component 3's top priorities, had experienced problems in being bumped off the congressional agenda for more pressing issues on several occasions, but the Minister's press conference brought the entire process to an abrupt halt. In late August, faced with the close of the fiscal year in September, SDI requested, and received, USAID authorization to transfer resources allocated for the CLS and *PSL* in FY 2006-2007 (approximately \$400,000) to Components 1 and 2 for grants and sub-contracts in the areas of decentralization and civic education. Surprisingly, the indications now are that Component 3 will soon be back on track, as USAID has recently received word from the Office of the Vice Presidency that the Congress will give SDI the green light to launch the *Saneamiento Legislativo* project within the next few days.

Component 1 and 2 activities were less sensitive to political issues in 2006-2007, but the Minister's press conference presented challenges that affected these components, as well. The results of the Decentralization component's fiscal and tax laboratories, for example, were intended to be disseminated among the government officials and policy-makers through a series of seminars, but have instead been placed on indefinite "hold" until the Mission determines whether and how they might best be presented.

Similarly, the appearance of grantee, Fernando Molina, a high-ranking official in a previous government, on the Minister's black list of Bolivians "collaborating" with USAID and SDI caused indefinite postponement of the completion of his company's "Training for Journalists" project, an otherwise excellent, non-partisan civic education program. Two other Component 2 grantees have had to change their plans for working with particular organizations, as a result of the August press conference. A SDI grantee that planned to train citizens in San Julián, a predominantly Aymara municipality in Santa Cruz, was notified in early September that that community would not welcome any USAID-funded activity. Another grantee reported that the Factory Worker's Union in Cochabamba, with which it had signed a cooperative agreement to train its members, had refused to accept USAID-related activities "for the moment". Fortunately, these SDI grantees are flexible and have already shifted their efforts to other groups requesting democracy training despite the sensitive political environment.

SECTION ONE

Component I: Decentralization and Regional Development

Under this component, SDI's activities have focused on three key result areas (KRAs): enriching the dialogue on decentralization; improving management of departmental budgetary resources; and promoting regional economic development. The activities under each KRA have been closely coordinated with 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 duplication of efforts, while maximizing program impact by taking full advantage of synergies, economies of scale and additional resources.

By carefully targeting its activities and coordinating with other development entities, the Decentralization component produced outstanding results in following areas:

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 assist in structuring efficient and effective levels of sub-national government. SDI's strategy under this KRA has consisted of three activities:

Activity 1: Develop "fiscal, tax, and territorial organizational laboratories" to model implications of decentralization.

In order 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 financial projections corresponding to different decentralization scenarios. To this end, SDI designed a "fiscal laboratory," a database and financial modeling tool for the assessment of the fiscal impact of the various proposals for decentralization. During the third quarter of this year, a subcontract was awarded to *Grupo Integral* for the implementation of this laboratory. Baseline data, as well as models of transfers, authority, and equity funds have been generated. This information can be expected to provoke a great deal of public comment and would undoubtedly impact the development of public policy in this critical area.

A second economic model, a "tax laboratory", was designed to estimate the tax effects of the various proposals for decentralization. At the end of the third quarter, SDI awarded a subcontract to *the Instituto Internacional de la Economía y Empresa (IIDEE)* for the implementation of this laboratory. The results of this activity will be available in November and, as in the case above, will likely be controversial.

During the last quarter, a third model, a "territorial organizational laboratory", was commissioned to evaluate proposed relationships and divisions of authority between the various levels of sub-national government under consideration by the Constitutional Assembly and various CSOs. A subcontract for the implementation of this laboratory was awarded to *Asociación para Reformas Territoriales del Estado (ARTE)* in August 2007. The study will be completed in late November or early December.

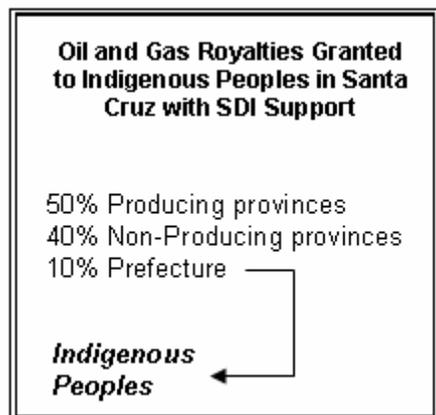
These three laboratories are creating the data bases and analytical tools required for a systematic evaluation of the costs and benefits of various proposals for decentralization. Due to their delicate nature, however, the results of these analyses will first be presented to USAID officials, who will determine whether, and how, the information might best be disseminated.

Activity 2: Conduct prefectural de-concentration diagnostics.

Over the last year, SDI has worked to propose models of de-concentrated sub-national government tailored to the specific needs of each department. In a joint effort between OTI and SDI, diagnostics of the financial management and governance capabilities of Cochabamba, Oruro, Santa Cruz, Potosi, and Beni have been developed. During the last quarter of FY 2006-07, SDI initiated the development of a second phase of the de-concentration diagnostic for Oruro and Potosi, focusing on evaluating institutional capacity where prefectural regional offices would be established. Additionally, Component 1 has begun designing a model for the La Paz department, and will soon sign cooperative agreements with the Prefects of Tarija and Pando to begin de-concentration models with SNV technical support during the first quarter of FY 2007-08. Thus, in its first program year, SDI has introduced de-concentration activities in eight of the nine Bolivian departments. Chuquisaca is the only department that has not yet requested technical assistance in this area.

Activity 3: Develop a Model for Indigenous Autonomy.

Discussions on indigenous autonomy in the Constitutional Assembly have caused heated debate in that body and in the country at large. Among the diverse departmental Prefectures, the treatment and analysis of the issue as it impacts decentralization varies markedly. Although the population of indigenous peoples in lowland departments is small compared to the highlands, the department of Santa Cruz encompasses five indigenous nations, including the Ayoreos, Chiquitanos, Guarayos, Guaranies, and Mojeños. In August, the Prefect of Santa Cruz requested SDI support in developing a model for indigenous administration of a substantial Santa Cruz has pioneered the transfer of oil and gas royalties to de-concentrated sub-prefectures, granting 50% to producing provinces, 40% to non-producing provinces, and 10% to the Prefecture.



On September 23, 2007, the Prefect took de-concentration to a new level by persuading the department’s Development Council to pass Resolution N° 120/2007, which requires the participation of representatives from the five indigenous nations in the Development Council sessions, as well as the transfer of the Prefecture’s share of the oil and gas royalties to the indigenous peoples of Santa Cruz. At the Prefect’s request, SDI is now assisting the Department in drafting regulations that will determine how the resources will be distributed, while strictly respecting local customs in the election of indigenous authorities to the Departmental Council, as well as in the planning and use of resources.

While recognizing that each department is different in ethnic composition and capacity for revenue generation, SDI believes that the Santa Cruz model may be replicated in other departments willing to grant autonomy to indigenous peoples.

B. KRA 1.2: Management of Departmental Budgetary Resources Improved

The inability of departmental government to effectively spend funds received from the national government has been cited as a primary obstacle to regional development and a cause of

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

Activity 1: Strengthen institutional capacity at sub-department level in preparation for de-concentration.

During the third quarter, SDI awarded a grant to its strategic partner, *Fundación DDPC*, to provide institutional strengthening training in the Santa Cruz department. Participants have included the staff and members of the Prefecture, 15 sub-prefectures, and 56 municipal governments, as well as social organizations, organized labor, and NGOs. Component 1 worked closely with the grantee to design the content for the training sessions, which included information on:

- Strategic planning
- Responsibilities of public officials
- Bolivia's national public investment system
- National requirements for administering goods and services
- Rotating funds
- Investment as part of the operating program and budget
- Project formulation
- Results monitoring and evaluation

To date, the *Fundación DDPC* has trained 306 Prefectural staff members, sub-prefecture staff members, and personnel from municipalities in the department. During the first quarter of FY 2007-08, it will concentrate on providing training to the Provincial Popular Participation Councils (CPPPs).

SDI has received encouraging feedback from participants that the training sessions will increase their capacity to design and manage public projects. Participants were especially grateful to receive training in their own department, rather in La Paz, allowing them to continue normal activities at work. Similar training is planned for Oruro, Cochabamba, and Potosi during FY 2007-08, based on the results of the diagnostics carried out in these departments.

Activity 2: Support prefectures in implementing multi-year investment plans.

Over the last fiscal year, SDI consultants, in coordination with the OTI, provided support to the prefectures of Cochabamba and Santa Cruz in developing Multi-year Investment Plans. SDI has also supported the consolidation of a data base of Public Investment and Financial Programming information to make Multi-year Investment Planning more transparent and participatory, as well as more effective.

In June, SDI financed a training seminar on Multi-year Investment Plans in Santa Cruz. Fifty-nine (12 women, 47 men) staff members of the La Paz, Oruro, Chuquisaca, Tarija, Cochabamba, Santa Cruz and Pando Prefectures attended the seminar. The four-day seminar focused on conceptual, as well as practical training, based on the actual experiences of prefectures where the Multi-year Investment Plans have been implemented. The content of the seminar was divided into four sections: Financial Programming, Public Investment, Treasury, and use of the ENLAZE (Data Warehouse) software.

After analyzing the preliminary experience in supporting the development of Multi-year Investment Plans and reviewing feedback from the training seminar, however, SDI decided to

shift the focus of this activity. The Decentralization component determined that most prefectures lack the capacity to design and develop investment projects, and therefore, need pre-investment support as a precursor for implementing investment plans. As a result, in the coming year, SDI plans to focus its efforts on the development of a pre-investment model to establish a basic foundation for investment projects, designed to accelerate prefectural pre-investment planning. This model will incorporate management and technical assistance systems that facilitate dynamic and simultaneous project design. The activity will commence with pilot projects in Oruro and Santa Cruz, in coordination with the GTZ.

Activity 3: Strengthen transparency of prefectural investment.

To strengthen the transparency of prefectural investment, SDI awarded a grant to CHF International for the implementation of an information system that allows prefecture officials to monitor public infrastructure expenditures. The system periodically collects information on the level of investment in public infrastructure for diffusion among department policymakers, as well as the public in general. CHF successfully installed the system in the prefectures of Cochabamba, Santa Cruz, Oruro, Potosí y La Paz, and SDI consultants are currently assisting the prefectures in loading the system with all current projects. After all of the information is complete, SDI will present a comprehensive report on the results of departmental investment in 2007 to the Prefects utilizing the system.

Additionally, 524 prefecture personnel were trained to use the system. Some trainees have not been eager to use the system, as it requires more effort on their part and holds them accountable for their work. Managers, however, need the information provided by the system to guide and improve decision-making, and civil society can easily check on the status of project implementation.



The Prefect of Oruro inaugurating a CHF training session for prefectural staff

Although SDI planned to extend this activity into more departments, CHF International closed its offices in Bolivia and is unable to continue this work. Still, SDI is exploring the possibility of assisting the Vice Ministry of Public Investment and External Finance (VIPFE) in the development and implementation of a similar system during the coming quarter.

Activity 4: Strengthen prefectural conflict early warning and resolution system in Potosí.

Prefectures are poorly equipped to deal with impending conflicts resulting from frustration within communities over the lack or delay in receiving public goods. Through the grant mentioned earlier, SDI implemented CHF's conflict early warning system in the Prefectures of Santa Cruz, Cochabamba, Oruro and Potosí. The system monitors potential flashpoints in communities within each department enabling the Prefectures to address problems before they become unmanageable. CHF successfully installed the system and SDI consultants are loading the agreements between the Prefectures and civil society. 426 personnel were trained to use this system to prevent future conflicts.

C. KRA 1.3: Departmental Economic Development Initiatives Promoted

The aim of this KRA is to make prefectures 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 support from the public and private sectors; and
- Facilitate competition for departmental contracts.

Activity 1: Strengthen prefectural economic development services.

OTI's Democratic initiatives program developed a "business center" model to promote economic development in Cochabamba. Based on the success of this initiative and that of the "economic service centers" designed by ARCO, SDI developed *Plataformas de Servicios Productivos* (PSPs) to adapt the model to the needs of various departments based on differing regional characteristics. During the last quarter of FY 2006-07, a subcontract was awarded to a team of regional consultants to institutionalize the *Plataforma* in Cochabamba, and then adapt it to the unique needs of the prefectures of Santa Cruz, Oruro, Potosí and Tarija. SDI is coordinating the implementation of the *Plataformas de Servicios Productivos* with two other USAID-financed programs, BTBC and MAPA.

SDI has also begun supporting the installation of a *Sistema de Información de Apoyo al Sector Productivo* (SISPRO) in the Cochabamba, Santa Cruz, Oruro, Potosi, Tarija, La Paz, and Beni departments. This system provides the following information to farmers, ranchers and small businesses:

- Access to financial credit
- Business development
- Technical assistance
- Training services
- Trade tools for producers (including temporary import licenses and certificates for export tax refunds)
- Market access (including calendars with productive fairs across the country)
- Virtual business network (to identify productive actors by product and location)
- Statistical reports

Citizens will be able to access this information via internet and at regional and provincial prefecture offices, thus reaching producers that may have formerly been marginalized from productive services.

Activity 2: Support prefecture “feria a la inversa” in Oruro (Year 2).

Building on the success of municipal contracting fairs carried out by OTI in Oruro and Potosi, SDI has refined the methodology for “*ferias a la inversa*” to make them more efficient, transparent and sustainable. During the final quarter of FY 2006-07, SDI received a request from the Prefect of Oruro to help implement its “*feria a la inversa*.” A \$15,000 grant will be awarded to *Fundación Sumaj Kawsay* to support the prefecture in training small and medium-sized businesses in the rules and regulations of prefectural procurement. The training sessions and activities surrounding the *feria* will take place in October and November 2007.

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 (9/30/07) | 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"> ▪ Prefectures ▪ Sub-prefectures | Signed agreements with prefectures | <p>22</p> <p>7</p> <p>15</p> | 4 | The initial contract with USAID contemplated working with the prefectures of 4 departments, but the work plan was later updated to include La Paz, Beni and Tarija. Additionally, SDI provided technical assistance to 15 sub-prefectures |
| <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"> ▪ Number of women ▪ Number of men | Attendance sheets from Grantee monthly reports, and SDI reports. | <p>1,440</p> <p>278</p> <p>1,162</p> | <p>40</p> <p>25</p> <p>15</p> | The results for this indicator are abnormally high due to 1) the increase of target departments from 4 to 7; 2) the greater demand of the prefectures. Training included CHF's System for Project Management and Early Conflict Warning in 5 departments, DDPC's institutional strengthening program in Santa Cruz, and assorted seminars at the request of the Prefectures in 4 departments. |

SECTION TWO

Component II: Civil Society

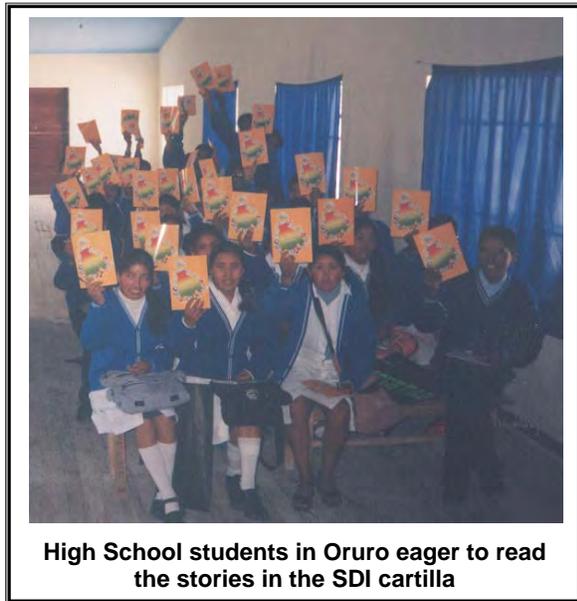
The “social capital” of a nation is an important determinant of citizen confidence in democratic institutions and practices, as well as their ability to oversee elected representatives and advocate interests effectively. Bolivia boasts numerous “*movimientos sociales*,” “*comités cívicos*” and other civil society organizations that practice collaborative advocacy and collective action; however, many of these groups increasingly tend to resort to unproductive and often violent actions to force the government to address their concerns.

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, while simultaneously empowering it to monitor governmental activities in a more *effective* way. 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 an extensive civic education program to propagate basic democratic concepts and collective actions skills among civil society leaders in the Departments of Oruro, Cochabamba, Potosí, and Santa Cruz. In addition, some grantees contributed counterpart funds to expand their activities into the La Paz, Beni and Tarija departments.

During the first year of the SDI program, the Civil Society component developed a Request for Applications (RFA) and held a competitive process to award grants to civil society organizations in the four target departments for the implementation of civic education training. Grants were awarded to twelve CSOs with extensive experience and innovative proposals for major impact through the renowned “train the trainers” methodology. At the end of FY 2006-07, and midway through project implementation, CSO grantees have trained 8,587 journalists, miners, teachers, and community and indigenous leaders in SDI’s four originally targeted departments. In addition, the grantees have signed cooperative agreements with another 32 CSOs to increase the impact of the training process, and thereby expanding the

| Civic Education Program Overview | | |
|---|---|--|
| <i>Organization</i> | <i>Region(s)</i> | <i>Participants</i> |
| Asociación Juventud para el Desarrollo | Oruro | Community leaders, miners, teachers |
| Universidad Franz Tamayo | Cochabamba | Community leaders, municipal and prefectural personnel |
| Instituto de Investigación y Capacitación Pedagógica y Social | Oruro Cochabamba Potosí | Teachers and student leaders |
| Servicios Integrales para el Desarrollo | Cochabamba | Community and indigenous leaders |
| Green Cross Bolivia | Santa Cruz | Community and indigenous leaders |
| Asociación Boliviana de Cultura y Derechos Fundamentales | Potosí | Miners and community leaders |
| Molina y Asociados | Oruro Cochabamba Potosí Santa Cruz | Journalists |
| Fundación INASET | Oruro Cochabamba Santa Cruz La Paz | Businessmen Producers |
| Catholic Relief Services | Oruro Potosí | Neighborhood and community leaders |
| ENLACE | Oruro Cochabamba Santa Cruz Beni La Paz | Teachers, Students, community and indigenous leaders |
| Fundación IDEA | Oruro Cochabamba Potosí Santa Cruz | Leaders and administrators |
| Casa de la Mujer | Santa Cruz | Journalists, organization leaders |

reach of SDI support for civil society. The CSOs working with SDI cover the entire political spectrum, from miners and teachers in Oruro and Potosí to women’s groups and community activists in Santa Cruz and Cochabamba.



To standardize the information imparted by the CSO grantees, the Civil Society component developed creative and enticing educational materials for grantees to use in training sessions. Although some grantees have produced additional materials for their specific beneficiaries, the SDI-produced *cartillas*, *portarotafolios*, and CDs, containing digitalized versions of the materials used in all training sessions. This assures a certain level of uniformity and quality control over the concepts presented to participants, and allows Component 2 to measure the absorption of knowledge through questionnaires at the beginning and end of training. Training participants have overwhelmingly valued SDI *cartillas*, testifying that they identify with characters in the stories and find the text easy to read. SDI educational materials have been so well-received that they

have been adopted by the Ministry of Education and uploaded to its official website.

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. To increase and strengthen “social capital” in Bolivia, the democracy training program is administered by civil society organizations and emphasizes the participation of leaders that replicate the information to members of their organizations or communities. Activities under KRA 2.1 to date include conceptual training, *conversatorios* where leaders practice the skills learned in training, and mass media dissemination of democratic concepts and values.



In April, SDI’s Civil Society component held a grants competition in which 40 civil society organizations and consulting firms presented proposals to implement any combination of the key activities in the four originally targeted departments. After intensive review, the SDI Evaluation Committee awarded grants to 12 CSOs for projects ranging from *Training for Journalists* in the urban and rural areas of Cochabamba, Oruro, Potosí, and Santa Cruz, to

Building Democracy in a Pluralistic Society with a gender-focus in the Santa Cruz department. All of the grantees are unique, yet together cover broad geographical and ideological domains, and a wide assortment of issues. Due to close bonds with target populations and extensive experience in "training the trainers" processes, Component 2 grantees immediately began producing significant results. All grantees make a special effort to increase the participation of women and indigenous peoples, and as shown below, the Civil Society component trained 8,587 citizens during the first three months of project implementation (July – September, 2007). 27.9 % of the trainees were indigenous and 41.4% were women. By the end of the first quarter of FY 2007-08, as the current projects conclude, SDI expects to have trained 20,000 citizens in democratic concepts and principles.

Success Story: Miners Dialogue

In a mining town called Llallagua, a grantee CSO mediated the encounter between cooperative miners, salaried miners, and *palliris*, or women that have traditionally gathered scraps of minerals outside the mines. These groups have historically been at odds, but after a series of impartial training sessions emphasizing principles and values with SDI's grantee, representatives from each sector agreed to participate in a *conversatorio*. Although chillingly tense at times, the event was an amazing success and the participants found points of common interest, such as labor conditions, health insurance, and the adverse effects of mining on the environment.

Many grantees also proposed the organization of *conversatorios* for their trainees to apply the democratic skills learned in a real encounter with government officials, or other citizens with divergent interests, in an attempt to discuss and reach consensus on important issues. As this activity generally follows the completion of conceptual training, by the end of FY 2006-07, the *conversatorios* were just getting underway. The first five were held by several different organizations and generated fascinating qualitative results. One grantee, the *Universidad Franz Tamayo* in Cochabamba, negotiated a partnership with

the Department's parliamentary delegation to hold a joint encounter to help settle a longtime dispute between squatters and land-owners in the Tunari Park. As in this case, many of the roundtables go beyond simply creating the opportunity for dialogue and deliberation, and actually begin to resolve real problems.

Since the initial group of grants will essentially conclude in calendar year 2007, with reports and close out by the end of January 2008, continuation of related activities will be implemented through a second round of grants awarded in November and December of this year. These activities will focus on the development of collective action skills, including dialogue, deliberation, debate, and decision-making designed to help individuals become more purposive and effective citizens. Grants for civic education training and *conversatorios* will be awarded to CSOs in all nine departments, expanding Component 2's impact into Tarija, Pando, Beni, Chuquisaca, and La Paz, as well as the four originally targeted departments.

The cost-effective, CSO-based "train the trainers" program is being reinforced by a

CONFIDENCIAS Micro-program

Nicomedes: Oye, Wilfredo, vos que sabes... a ver aclárame una cosa...

Wilfredo: Que cosa, Nicomedes?

Nicomedes: Bueno, yo estoy bien entusiasta por lo que me han elegido alcalde del pueblo.

Wilfredo: Aja. Me parece que estas muy entusiasmado.

Nicomedes: Pero te cuento que uno de los concejales, el Basilio, el yerno de Doña Ruperto, me viene con que yo, como alcalde, ahora que ser solidario y pensar solo en servir la comunidad. Así diciendo me ha dicho.

Wilfredo: Si, pues. ¿Y...?

Nicomedes: Pero... ¿acaso es cierto eso?

Wilfredo: ¡Pero claro, pues!

Nicomedes: ¿O sea que no voy a poder destinar fondos para comprarme una camioneta, para refaccionar mi casa, ni construir mi piscina?

Wilfredo: ¡Jamás, pues! Eres un servidor de la comunidad.

Nicomedes: ¡Aj...! ¿Y ahora...?

creative and entertaining mass media activity. Over the last two quarters, the Civil Society component has designed and disseminated a series of short *novelas* and micro-programs containing messages to improve citizens' knowledge of key democratic concepts and increase public confidence in democratic institutions and processes. To date, 66 micro-programs and 8 short *novelas* have been aired during the *Confidencias* segment on the RedPanamericana radio network. This mass media element enhances the reach of SDI efforts to educate citizens, as this radio network boasts a coverage of nearly 80,000 people across the country. During the first quarter of FY 2007-08, *Confidencias* will air more micro-programs and produce a *Radionovela*. Pending availability of funds, this activity could also be expanded to introduce collective action and advocacy skills.

To maximize funding for project-related activities, SDI's Civil Society component has sought partnerships with private sector organizations, such as Transredes and the Hydrocarbons Chamber of Commerce. In November, the program will sign an agreement with Transredes that will create a Global Development Alliance to implement a \$200,000 "*Red de Valores*" leadership/citizenship training program, involving 23 Transredes "buenas conductoras," as well as pipeline employees in some twenty communities. The Transredes counterpart will boost the exposure of the civic education initiatives by featuring a series of nation-wide advertisements for the "*Red de Valores*," filmed during SDI/ Transredes training activities.

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. To increase the capacity of CSOs to effectively channel their demands and hold government representatives accountable for their collective interest, SDI has designed activities to strengthen and assure the sustainability of beneficiary organizations.

All grantees benefit from institutional strengthening activities, including special training seminars for both administrative and technical staff. SDI held a workshop in June that culminated in the signing of grant agreements with seven CSOs. In August, five new grantees joined the others in attending a second workshop designed to increase the organizations' knowledge of USAID rules and procedures. Throughout the grant award period, CSO administrative personnel receive hands-on support during the monthly liquidation process, and a few organizations have received assistance in the design and purchase of modernized accounting programs. In an effort to intensify capacity-building, a two-day workshop has been planned for the first quarter of FY 2007-08 to showcase best practices, train grantees in reporting and monitoring and evaluation, and help them understand their role in a changing democracy. Presenters will include SDI staff, external experts, and government officials. These institutional strengthening efforts will help CSOs endure beyond SDI funding, and better represent the interests of the populations that they represent.

While direct capacity-building is only provided to the CSOs receiving SDI grants, the reach of the program extends well beyond the initial 12 grantees. Cooperative agreements have been signed between SDI grantees and 32 grass-roots organizations that are eager to learn and replicate democratic concepts and skills, as well as advocacy and collective action skills. This cooperation among CSOs will help create networks that can easily combine efforts to advocate broader interests and hold elected officials accountable.

C. Component 2 Performance Indicators

| INDICATORS | DATA COLLECTION | ACTUAL (9/30/07) | 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"> ▪ Direct grantees ▪ Subcontractors ▪ CSOs signing cooperative agreements with grantees | <p>Listing of signed grant agreements and subcontracts; signed cooperative agreements presented in grantee monthly reports</p> | <p>45</p> <p>12</p> <p>1</p> <p>32</p> | 20 | <p>At SDI's request, grantee CSOs sought partnerships with other CSOs to implement the "train the trainers" civic education program. Grantees signed agreements with many more CSOs than expected, increasing SDI's reach within Bolivian civil society.</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>12</p> | 20 | <p>At USAID's request, Component 2 shifted its focus from CSO advocacy and oversight of the Constitutional Assembly to basic civic education. As a result, the number of grants awarded was lower than initially planned. Rather than award 25 small grants to individual CSOs, 12 larger grants were given to CSOs with strong networks in civil society to implement massive "train the trainers" civic education programs.</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>5</p> | 20 | <p>Due to the delay in launching the grants competition, few grantees were able to implement <i>conversatorios</i> during the previous fiscal year. FY 06-07 grantees will implement the remaining <i>conversatorios</i> during the coming fiscal year. Additionally, new grantees will be selected to conduct additional <i>conversatorios</i>.</p> |
| <p>4. Number of people who have completed USG-assisted civic education programs. (FACTS indicator)</p> <ul style="list-style-type: none"> ▪ Number of women ▪ Number of men | <p>Attendance sheets from Grantee monthly reports</p> | <p>8,587</p> <p>3,553</p> <p>5,034</p> | <p>5,000 (year 1)</p> <p>1,500</p> <p>3,500</p> | <p>This result only includes the number of participants that can be backed up by attendance sheets that SDI now has on file. Due to delays in reporting, this number is expected to double when the additional attendance sheets arrive, based on emails and telephone conversations with grantees.</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"> ▪ Number of women ▪ Number of men | <p>Training participant questionnaires from Grantee monthly reports</p> | <p>2,399</p> <p>1,089</p> <p>1,310</p> | <p>2,500 (year 1)</p> <p>500</p> <p>2,000</p> | <p>The questionnaire asks what languages are spoken at home and these results include each participant that speaks an indigenous language in their home. 25 participants that speak an indigenous language at home did not identify their gender, and therefore, are not counted in the disaggregated results.</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"> ▪ Number of women ▪ Number of men | <p>Training participant questionnaires from Grantee monthly reports</p> | <p>3,737</p> <p>2,108</p> <p>1,546</p> | <p>3,500 (year 1)</p> <p>1,050</p> <p>2,450</p> | <p>Of the 3737 participants that improved their knowledge of democratic institutions and practices, a total of 1825 scored <i>under 50%</i> at the start and <i>over 50%</i> at the end, and 1912 persons scored <i>highly</i> at the start <i>even higher</i> at the end. 83 participants that improved their knowledge of democratic institutions and practices did not identify their gender, and therefore, are not counted in the disaggregated results.</p> |
| <p>7. Number of journalists trained with USG assistance. (FACTS indicator)</p> <ul style="list-style-type: none"> ▪ Number of women ▪ Number of men | <p>Attendance sheets from Grantee monthly reports</p> | <p>374</p> <p>155</p> <p>219</p> | <p>75 (year 1)</p> <p>25</p> <p>50</p> | <p>The grantee for this activity, Molina y Asociados, exceeded SDI's expectations by training 374 journalists and journalism students. The grantee would have trained even more journalists and students, but the program has been put on hold for political reasons. SDI hopes to grant further funding to Molina – or other similar organizations– for journalist education programs in FY 2007-08.</p> |

SECTION THREE

Component III: Legislative Strengthening

Though prior USAID-backed legislative strengthening programs have made progress in improving the representative function of the Bolivian National Congress, efforts to improve the permanent technical capacity of Congress have not been successful. The lack of permanent legislative technical support services and a muddled legal corpus that contains contradictory and obsolete laws severely hampers the ability of the Congress to legislate and provide effective oversight. For these reasons, Component 3 originally concentrated its efforts on two key results areas: i) improving support services to Congress by creating a Center for Legislative Services (CLS) and ii) improving the legal framework by way of a comprehensive *Proyecto de Saneamiento Legislativo (PSL)*, designed to catalogue and deplete existing laws.

Throughout its first year, SDI's Legislative Strengthening component worked hard to gain Congressional support for the establishment of a budget line item required to employ a professional staff for the proposed CSL and to nominate a multi-partisan committee of Deputies and Senators to oversee that activity, as well as the proposed *PSL*. Despite assurances from the President of Congress, political conflicts between the opposition and the leadership continued to dominate much of the congressional agenda impeding formal discussion and approval of these key activities and Component 3 was unable to initiate either of these key activities. Facing the completion of its first fiscal year, SDI therefore sought and received USAID approval in August to re-program unspent Legislative Strengthening funds for use by its Decentralization and Civil Society components. As reported earlier, the Minister of the Presidency's press conference in late August resulted in the Vice President's placing a hold on the creation of a data base of existing law, which has since been released.

A. KRA 3.1: Technical Support Services to Congress Improved

Although SDI received support from legislative leaders for the creation of the Legislative Services Center, the Congress has yet to pass the budget resolution necessary for implementation.

Activity 1: Establish Center for Legislative Services (CLS). This activity was put on indefinite hold in August 2007, and unspent funds allocated to legislative strengthening (approximately \$400,000) were transferred to the other two SDI Components. In lieu of support for the creation of the CLS and the *PSL*, Component 3 provided the Congress limited support in staff training and the development of two legislative research studies. In July, SDI held a training seminar on the structure and functioning of the National Congress, as well as parliamentary procedures and mechanisms to interact with civil society. 53 technical secretaries and advisors were trained by SDI consultants, in coordination with the GTZ, ILDIS, and FUNDAPAC. SDI also elaborated 2 Legislative Background Studies (EAL), one of the intended functions of the LSC, at the request of Committee and Departmental Delegation Presidents.

B. KRA 3.2: Improve Legal Framework

A reliable and complete database of current Bolivian law is not only necessary for the National Congress to make informed decisions, but also for Bolivia to achieve "certeza juridica," a critical requirement of any functional democracy. Indeed, the compilation of a database of existing Bolivian legislation and the follow-on *Proyecto de Saneamiento Legislativo* to *depurar* the database are, and have been, top priorities of the Congress. This process involves assisting

legislators in identifying laws that are no longer valid or have been made obsolete by more recent legislation, and preparing the Library of Congress to take ownership of the database and continue to update and maintain it in the future.

Activity 1: Compilation of database of existing laws. Through a grant to the *Fundación de Apoyo al Parlamento y al la Participación Ciudadana (FUNDAPPAC)* by the Konrad Adenauer Foundation, the Library of Congress has successfully transferred 95% of the total existing Bolivian legislation to a digital format. By developing and installing an innovative legislative software package, SDI has supported the conversion of the digitalized information into an easily accessible legislative database, which will enable legislative researchers to begin the task of reviewing each law to determine whether or not it is actually current.

In May, SDI awarded a subcontract to the Answer IT Consulting Group to design and implement a “Bolivian Law Database”. The database has been successfully designed, and all digitalized laws from



1825 to 1879 have been migrated into the database. The set of existing law digitalized by FUNDAPAC is maintained in the Vice President’s Office and disbursed to SDI’s computer technician and interns in chronological order. Unfortunately, shortly after the Minister of the Presidency’s press conference in September, the flow of existing laws stopped, upon an order from the Office of the Vice President. In late September, the hold was lifted and SDI once again, began to receive the digitalized laws for inclusion in the data base.

Activity 2: Legislative Consolidation (*Saneamiento Legislativo*). The *depuración*, or *saneamiento*, of Bolivian law involves a two-step process: i) identifying and removing all laws, or parts thereof, that have been abrogated or have become obsolete; and ii) grouping all remaining, valid laws, into thematic areas that make up the official legal code of the country. At the request of the Congress, SDI consultants designed the legislative consolidation project. In order to implement this activity, however, the Congress must still pass a resolution establishing and naming the members of a *Comité Mixta Especial* to oversee the proposed “*Saneamiento Legislativo*” project.

Although the opposition-led Senate passed a resolution during the last quarter, the activity must have the support of both Chambers of the Congress to be successful. The key to winning the support of the Lower Chamber is in the hands of the Vice President, Alvaro Garcia Linera. Last week, USAID received the news that the Vice President will sign a resolution requesting that the project proceed with in the next few days.

Activity 3: Improving the deliberative process in the Constitutional Assembly. Upon the closing of OTI’s Democratic Initiatives program, USAID requested that SDI continue funding for the *Centro de Información Especializada de Apoyo a la Deliberación de la Asamblea Constituyente (CIEDAC)* through December 31 of the present year. To this end, Component 3 incorporated a new KRA into its work plan to support the Constitutional Assembly by providing information and technical assistance as required by its Committee presidents. With USAID

approval, CIEDAC was awarded a grant to provide training and technical services to the Committees and staff of the Constitutional Assembly.

Successful implementation of this KRA depends on the normal functioning of the Constitutional Assembly. Should the Assembly end prematurely, the resources obligated to this activity will be re-allocated to another area.

Activity 4: Institutional strengthening of the Congress' Departmental Delegations.

This KRA was incorporated into the Component 3 work plan in September 2007. Providing training and technical assistance to the parliamentary departmental "*brigadas*" will create opportunities for synergies among all three of SDI components, as well as providing an opportunity for USAID to maintain a direct relationship with key Members of the National Congress.

Activities currently under development include:

- Training and technical assistance for Members and staff in the areas of legislation, oversight, and representation.
- Training and technical support in administration, organization, logistics, and finance.
- Technical assistance for the Second Vice-Presidencies in both chambers, who are responsible for coordinating and overseeing the congressional delegations of the nine departments.
- Technical assistance in the preparation of in-depth legislative studies related to each department.

Component 3 Performance Indicators

| INDICATORS | DATA COLLECTION | ACTUAL (9/30/07) | 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"> ▪ Number of women ▪ Number of men | SDI reports | 53 25 28 | 150 45 105 | This component's proposed activities never received the support of the Congress; thus, this result is based on only one training event. |
| 2. Number of draft laws subject to final vote in new or transitional legislatures receiving USG assistance. (FACTS indicator) | SDI reports | 0 | 10 | SDI removed this indicator for two reasons: First, the Bolivian Congress is neither new or in transition; and second, whether a final vote is held on an issue which has been the subject of SDI technical assistance cannot be attributed directly to the assistance received. |
| 3. Number of laws reviewed and entered into a data base of existing laws (in-house indicator). | Subcontractor reports | 874 | 750 | This figure only includes existing law from 1825-1879. As indicated in the report, SDI did not receive later legislation from the Vice President's office during this period. |

ANNEX A

Program Budget

| | Contract Budget | Funds Invoiced in 4 th Quarter | Funds Invoiced to Date | Balance | Projections for 1st Quarter 2008 |
|--------------------------|-------------------|---|------------------------|-------------|----------------------------------|
| | 9/29/06 - 9/28/08 | 7/01/07 – 9/30/07 | 9/29/06 - 9/30/07 | | 10/01/07 - 12/31/07 |
| Work Days Ordered | | | | | |
| CLIN 1 | \$1,126.725 | \$203.127 | \$499.181 | \$627.544 | \$268.595 |
| CLIN 2 | \$1,172.467 | \$113.166 | \$411.683 | \$760.784 | \$59.621 |
| CLIN 3 | \$944.317 | \$45.345 | \$255.877 | \$688.440 | \$295.179 |
| CLIN 4 | \$0 | \$0 | \$0 | \$0 | |
| CLIN 5 | \$0 | \$0 | \$0 | \$0 | |
| <i>Subtotal</i> | \$3,243.508 | \$361.639 | \$1,166.741 | \$2,076.768 | \$623.395 |
| Materials | | | | | |
| CLIN 1 | \$653.280 | \$123.143 | \$223.139 | \$430.141 | \$363.711 |
| CLIN 2 | \$715.955 | \$76.739 | \$169.012 | \$546.943 | \$271.930 |
| CLIN 3 | \$585.516 | \$34.776 | \$118.960 | \$466.556 | \$147.130 |
| CLIN 4 | \$979.000 | \$179.322 | \$291.693 | \$687.307 | \$321.865 |
| CLIN 5 | \$346.666 | \$0 | \$0 | \$346.666 | \$0 |
| <i>Subtotal</i> | \$3,280.417 | \$413.980 | \$802.804 | \$2,477.613 | \$1,104.636 |
| TOTAL | \$6,523.925 | \$775.619 | \$1,969.545 | \$4,554.381 | \$1,728.031 |

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 | No |
| 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 | Martín Aguirre | Accountant 2 | Aug. 7, 2007 | No |
| 16 | Romina Romay | Comp. 1 Assistant | Aug. 9, 2007 | No |
| 17 | Carlos Hurtado | Regional Coordinator – Santa Cruz | Sept. 3, 2007 | No |
| 18 | Gonzalo Ameller | Deputy Coordinator – Santa Cruz | Sept. 3, 2007 | No |
| 19 | Mauricio Oropeza | Regional Coordinator – Potosí | Sept. 3, 2007 | No |
| 20 | Adela Azero | Regional Coordinator – Cochabamba | Sept. 3, 2007 | No |
| 21 | Luis Luna* | Component 3 Director | Oct. 9, 2006 | No |
| 22 | Monica Calasich* | Comp. 2 Sub-director | Oct. 9, 2006 | No |
| 23 | Patricia Quezada* | Training and Legislative Investigation Specialist | Mar. 8, 2007 | No |

* NOTE: Contracted under SUNY

A.2 Short-term specialists

| No. | Name | Position | LOE | Start Date | Concluded |
|--------------------|-----------------------------|--|-----|---------------|-----------|
| COMPONENT 1 | | | | | |
| 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 |

| No. | Name | Position | LOE | Start Date | Concluded |
|--------------------|-----------------------------|--|-----|----------------|-----------|
| 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 | No |
| 10 | Nicolás Quenta | Especialista en Gestión Pública – Coordinador en Implementación de Sistemas - Potosí | 53 | Jul. 4, 2007 | Yes |
| 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 | Modelación Financiera Ingresos Prefecturas | 43 | Sept. 17, 2007 | No |
| COMPONENT 2 | | | | | |
| 1 | Erika Brockmann | International Cooperation Specialist | 15 | Feb. 8, 2007 | Yes |
| 2 | Hernán Mariobo | Field Survey | 15 | Feb. 21, 2007 | Yes |

| No. | Name | Position | LOE | Start Date | Concluded |
|--------------------|----------------------|--|-----|---------------|-----------|
| | | Specialist | | | |
| 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 |
| COMPONENT 3 | | | | | |
| 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 | Apoyo al Proceso de Desarrollo y Diseño de Base de Datos de la Legislación Boliviana | 43 | Sept. 6, 2007 | 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 hired in April 2007 to elaborate the Democratic Deliverables to Date.

A.3 Sub-contracts

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

1. Component 1:
 - Grupo Integral (Fiscal Laboratory) for \$78,000
 - IIDEE (Tax Laboratory) for \$38,167
 - ARTE (Territorial Organization Laboratory) for \$66,496

- Comunicación y Estrategia Zamora Nogales (Economic Development Platforms) for \$100,583
2. Component 2:
 - Sayed Confidencias for \$40,000
 3. Component 3:
 - Answer IT (Law Database) for \$24,970

A.4 Grants

The following grants have been signed:

1. Component 1:
 - CHF (sole source)- The total amount of this Grant was \$145,000, but because of restrictions in the IQC, the amount was reduced to \$100,000.
 - DDPC (strategic partner)- \$114,290
2. Component 2: (winners of a competitive process)
 - JUDES- \$22,417
 - SIDES- \$46,655
 - IIPS- \$22,554
 - ABC-DF- \$22,127
 - UNIFRANZ- \$18,241
 - Molina y Asociados- \$31,572
 - Green Cross- \$38,142
 - INASET- \$47,714
 - CRS- \$49,580
 - ENLACE- \$58,711
 - Fundación IDEA- \$37,437
 - Casa de la Mujer- \$30,409
3. Component 3:
 - CIEDAC- \$49,236

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.