

National Democratic Institute
LATIN AMERICA AND THE CARIBBEAN: Political Party Network
FINAL EVALUATION REPORT

Project number:	2005-038 T (05016)
Effective dates of Project:	April 1, 2005 – March 31, 2007
Total amount of NED Project Budget:	\$210,000

I. EXECUTIVE SUMMARY

In 1999, the National Democratic Institute (NDI or the Institute) developed the Political Party Network (PPN or the Network) to help political parties in Latin America and the Caribbean counter the prevailing “crisis of confidence” through a process of internal reform and renewal. Through the PPN program, NDI: 1) encouraged political parties to explore new practices by facilitating political party access to comparative information and concrete party-building tools and techniques on party reform; and 2) strengthened the existing network of reform-minded leaders to provide opportunities for the exchange of ideas.

The redesign of the PPN website in May 2006 resulted in increased activity in terms of users, downloaded materials and online communication among Network members. Anecdotal evidence indicates that political parties in the region, including in countries where NDI does not have programs focused on political party renewal, have utilized NDI materials to improve their internal structures or practices.

NDI also conducted its first seminar for NDI master trainers, a training-of-trainers seminar aimed at broadening the roster of NDI trainers in Latin America and the Caribbean and standardizing the delivery of NDI training in the region. The participating trainers also conducted brainstorming sessions to improve the training materials and methodologies related to outreach to new sectors and political party-civil society relations. Several seminar participants have reported practicing their training skills on NDI materials and methodologies as part of NDI program activities.

In May 2007, with NED support through Core Grant 2006 -266 QQ (06045), NDI began an in-depth assessment of the redesigned website’s performance. The Institute is currently working to build on the current implementation of the website to address any areas of potential improvement identified by this assessment.

II. STATEMENT OF PROBLEM BEING ADDRESSED IN THIS PROJECT

Political parties play a critical and unique role in democracies. They aggregate interests, build compromise and consensus on national policies and legislation, and form governments and legislatures. Because of their central role in the democratic process, the problems confronting political parties affect the health of democratic systems as a whole. This fact is evident in Latin America where political parties are suffering from a “crisis of confidence.” Most of the parties that led the wave of democracy that swept the region during recent decades have proven unable to govern effectively. To counter these developments, political parties must rebuild and renew

themselves. To help political parties in Latin America regain their effectiveness, NDI developed the PPN in 1999 to facilitate political parties' access to comparative information and concrete tools and techniques on party reform; and to encourage political parties to exchange new ideas and explore new practices, especially those that have shown success in other party organizations around the world.

III. EVALUATION

Objective 1: To encourage political parties to explore new practices by facilitating political party access to comparative information and concrete party-building tools and techniques on party reform.

- **NDI adds new case studies and manuals to PPN website.**

Throughout this program, NDI continuously added materials to the PPN website, including recent news and upcoming events related to political parties, as well as case studies, articles and manuals. Since the launch of the redesigned PPN website, 28 new library materials and information on 23 news and events have been added. Some of these materials include, among others:

- a case study on Lina Arango, a Colombian participant in NDI's Leadership Program (LP),¹ who was chosen as the 2006 emerging leader in Risaralda, Colombia by the newspaper *La Tarde*;
- a manual produced by the Overseas Development Institute (ODI) on tools for public policy makers in developing countries;
- the French translation of NDI's manual on the *Best Practices of Effective Political Parties*;
- articles by Ericka Brockmann, a participant in the October trainer-of-trainers seminar, on the benefits of following best practices such as internal democracy, transparency and outreach to underrepresented sectors;
- NDI's guidelines to build web pages that can be effective internal and external communication tools for political parties; and
- description of reform projects being implemented by 2006 Leadership Program participants.
- Responding to feedback from political parties and civil society organizations from countries that held elections during 2006, NDI developed a Spanish translation of its Quick Count manual and made it available on the PPN website. NDI complemented the electronic document with printed manuals that are available to political parties and civil society organizations through NDI field offices in the region.

¹ In 1999, NDI launched the Political Leadership Program (LP), a regional program to strengthen the leadership skills and ability of emerging political leaders to promote the modernization and renewal of political parties. The one-year program begins with an intensive leadership development seminar and continues in-country with the emerging leaders implementing concrete party-strengthening projects. Through participant projects, the LP is fostering on-going regional reform initiatives with 41 major political parties and movements across the ideological spectrum from Bolivia, Brazil, Colombia, Dominican Republic, Guatemala, Mexico, Paraguay, Peru and Venezuela.

- **NDI counts an increase in the number of downloads and materials distributed.**

As shown in Attachment A, Figure 1, PPN members downloaded ten times as many PPN pages each month as they did at the beginning of this grant (the number of downloaded pages in July 2005 was 14,580; in March 2007, the figure was 163,915). A particularly significant increase occurred immediately after the launch of the redesigned PPN website: members downloaded 140,766 pages in May 2006, but only 21,985 in the preceding month.

The list of most downloaded documents since the launch of the redesigned PPN website is available in Attachment A, Table 1.

- **The number of people trained on new party reform methodologies and materials through the expanded PPN virtual activities increases.**

Since the October 2006 training-of-trainers seminar, Political Party Network master trainers continue to practice their training skills on the Triangle of Party Best Practices² and strategic planning methodologies as part of NDI program activities. Twelve seminar participants have reported practicing their training skills on the Triangle of Party Best Practices and strategic planning issues as part of NDI program activities. Participants have also used a private forum to discuss their experiences and share training materials they have developed following the seminar.

The master trainers have provided training for political parties in the following countries: Ecuador - Pachakutik, Ethical and Democratic Network (*Red Ética y Democracia*—RED), Christian Democrat Union (*Unión Demócrata Cristiana*—UDC); Venezuela - Democratic Action (*Acción Democrática*—AD), Justice First (*Primero Justicia*—PJ), and Miranda State Electorate (*Electores de Miranda*); Colombia - (AfroUNINCCA); Mexico - National Action Party (*Partido Acción Nacional*—PAN); and Peru - Popular Christian Party (*Partido Popular Cristiano*—PPC).

Through the implementation of this program, it has been difficult for NDI to measure this evaluation point, as Network members have not indicated how many people in their parties were exposed to library materials they have downloaded. However, the high number of users downloading NDI's party reform materials³ provides indirect evidence that political parties throughout the region are using the Triangle of Best Practices and related methodologies independently of NDI's programs.

² NDI has designed a diagnostic tool that political parties can use to assess parties, envision the potential for change, and frame discussions about party reform. The diagnostic tool, or NDI Triangle of Party Best Practices, identifies the essential elements of successful political parties worldwide: internal democracy, transparency, and outreach to new sectors and civil society. Each of these elements is further broken down into specific best practices that form the foundation of lessons taught in accompanying training manuals.

³ The most downloaded document in the PPN library is the Best Practices manual, which includes one training module for each side of the Triangle of Best Practices. Other NDI party reform materials that are included in the 10 most downloaded documents include the Political Management Guide and materials on Political Negotiation.

- **NDI receives anecdotal reports of parties using the materials.**
 - NDI partner organization Citizen Participation (*Participación Ciudadana*, PC) included 27 documents from the PPN Learning Center in the bibliography for its leadership and political management training program targeting youth, funded by the United States Agency for International Development (USAID). Students must visit the PPN site (www.ndipartidos.org) to access the documents.
 - The Rafael Preciado Foundation of the PAN party in Mexico is considering incorporating the Triangle diagnostic tool into its training curriculum.
 - The Bolivian journal *Democracia.bo* included NDI's Triangle of Political Party Best Practices in their publications, and asked NDI for related materials for their issue on mechanisms by which social and political actors can contribute to the implementation and development of democracy in Bolivia. NDI master trainer [REDACTED] that publishes the journal, helped coordinate these efforts.
- **NDI collects anecdotal reports of changes in party structures, strategies and practices due to exposure to NDI party reform materials and methodologies.**
 - Juan Carlos Guerra, an LP participant (2005) from the Dominican Revolutionary Party (*Partido Revolucionario Dominicano*, PRD) and NDI master trainer, developed an ethics code based on the NDI Triangle of Best Practices that was adopted by his party.
 - Ecuador RED congresswoman Martha Roldós reported that NDI's Triangle of Party Best Practices helped her understand member concerns and provided members an opportunity to identify specific interests for their activism and support of the movement.

Objective 2: To strengthen the existing network of reform-minded leaders to provide opportunities for the exchange of ideas.

- **An increased number of hits to the web page.**

As shown in Attachment A, Figure 2, visits to the website reached a high of more than 70,000 in the months following the publicity and re-launch of the site in May 2006, compared to less than 20,000 quarterly visits in the first quarter of the program. Presumably, new features to be launched in the coming months with NED support – through Core Grant 2006-266 QQ (06045) – should increase visits. Interestingly, while visits are down, downloads of PPN materials continue at the same high rates since the re-launch of the site (see Attachment A, Figure 1). This means that a higher percentage of visits to the website involve the downloading of materials.

Since the redesigned website was launched, users have visited from Latin America, the Caribbean, the United States, Europe, Asia, the Middle East and Africa.

- **An increase in registered PPN members.**

Prior to the re-design of the PPN website, official members included only NDI staff and Leadership Program participants. As of the end of this program, the PPN website had 1,465 registered members from throughout Latin America and the Caribbean.

- **Number of contributions to discussion boards.**

With the release of a redesigned website, NDI significantly enhanced the ability of Network members to communicate with each other and exchange experiences, best practices and views on the current political situation in their countries and parties.

Some of the topics discussed by Network members through the duration of this program include, among others:

- available scholarships through national governments, universities and other organizations;
- an analysis of the Colombian and Peruvian presidential elections and their impact on specific parties, party reform and leadership;
- political parties and economic issues;
- positive and negative factors related to the reelection of public officials; and
- the development and communication of party ideology.

Even though there has been activity in the Forum section of the PPN website, there has been less forum discussion than NDI had hoped.⁴ This is in part attributable to the rigidity of the current structure of discussion topics defined by NDI. In contrast, another NDI website, www.iknowpolitics.org, takes a more organic approach of allowing members to create discussion groups and define discussion topics on their own. With NED support through Core Grant 2006-266 QQ (06045), NDI is identifying better mechanisms and technological tools to make it easier and more appealing for users to participate in the online discussion.

IV. ANALYSIS OF IMPACT

Impact Assessment

Based on the anecdotes mentioned above, party activists have implemented changes in their parties based at least in part on the knowledge they gained from the materials on the Political Party Network website and through trainings conducted by NDI's master trainers. However, the breadth of this kind of change is difficult to ascertain.

Lessons Learned

The PPN website was NDI's first attempt at using new technologies to foster the creation of a significant virtual community. By conducting an analysis of user activity in the PPN website and

⁴ Since the launch of the redesigned website, there have been 51 forum postings and 31 blog postings. Few of these postings, however, generated additional discussion among Network members.

other NDI web properties, NDI has identified several lessons to be applied to future updates of the PPN website, including:

- Often websites are seen as low-maintenance projects. However, the staff needed to truly build and sustain a vibrant website, especially one which includes a virtual network, is often underestimated. It is not unreasonable to have three full-time staff to: perform daily information updates; incorporate technical improvements; liaise with technology support staff; research new trends in party development; write summaries of new materials or reviews of relevant websites; respond to and monitor forum posts; write blog articles on relevant topics; develop and maintain contacts to keep events updated and relevant; and develop ideas for better network interaction.
- Developing the technical platform is not enough to foster the creation of a virtual network; it requires consistent attention, actively seeking new members, developing and implementing strategies for keeping existing members and converting them into active members.

Recommendations

Based on the lessons learned detailed above, NDI is implementing the following modifications to the PPN processes and technical platform with additional NED support through Core Grant 2006-266 QQ (06045):

- Defining different programmatic roles to analyze the profile of possible new additions to the PPN staff. Additional staff specifically in charge of developing the network, for example, would be able to ensure that new members are constantly added to the Network and that the online community is a vibrant one.
- Identifying technical and design changes needed to make it easier and more appealing for users to initiate and participate in online discussions. For example, the Forum section of the current site is organized according to a static list of topics determined by NDI; an upcoming version of the website will allow users to define their own topics, which provides more flexibility and increases the likelihood that users will participate.

V. ACTIVITIES

A) Improve the PPN Website

Based on feedback from Leadership Program participants and alumni, and taking advantage of new technologies identified by NDI's Information and Communications Technology (ICT) team, the Institute decided to redesign the PPN website to: 1) make it easier for political party members throughout Latin America and the Caribbean to find materials on party reform available through the PPN website; and 2) foster a more dynamic and constant interaction among reform-oriented members of political parties in the region.

As part of the redesign process, NDI:

- identified the required functionality that would improve the user experience and foster member interaction;
- determined, with the assistance of an external consultant, a design that would help the PPN website achieve its initial objectives;

- identified the technological platform that most closely addressed the programmatic and administrative needs of the program;
- drafted and acquired new content and identified existing content to be transferred to the updated website; and
- developed the website infrastructure and conducted testing of the website implementation and the library content.

The redesigned PPN website launched in May 2006 included the following features:

- an improved library that allows users to find resources more easily. For example, the same resource could be found under manuals, Bolivia and youth. Users are also able to find resources by using the new search functionality;
- a discussion forum where PPN members can exchange information and best practices regarding political parties;
- information on the political party members who conform the Network; and
- a section to highlight recent news and upcoming events relevant to political parties in the region.

In May 2007, with NED support through Core Grant 2006 -266 QQ (06045), NDI began an in-depth assessment of the redesigned website's performance. The Institute is currently working to build on the current version of the website to address any areas of potential improvements identified by this assessment.

B) Train NDI Party Experts

On October 2-6, 2006, NDI conducted its first seminar for NDI master trainers, a training-of-trainers seminar aimed at broadening the roster of NDI trainers in Latin America and the Caribbean and standardizing the delivery of NDI training in the region. During the seminar, participants were able to practice training methodologies related to the NDI Triangle of Party Best Practices and strategic planning. The participating trainers also conducted brainstorming sessions to improve the training materials and methodologies related to outreach to new sectors and political party-civil society relations.

The 15 trainers from nine countries in Latin America and the Caribbean who participated in this event included 10 NDI staff members, two former participants of NDI's Political Leadership Program and two former participants of NDI's Program for Party Renewal (*Programa de Renovación Partidaria*, PREPA), as well as other professional trainers who have previously participated in NDI program activities.

C) Materials Development and Distribution

Throughout this program, NDI developed and identified materials to distribute to PPN members. Some of these materials include:

- a database of potential case studies highlighting the importance of specific best practices to the performance and strength of political parties;⁵
- links with information and tools for party trainers;
- the Spanish version of NDI's quick count manual; and
- recent news and information on upcoming events related to political parties and party reform.

In addition, NDI obtained valuable input from the 15 participants in the October 2006 trainer-of-trainers seminar on NDI's new manual, "Building Party-Civil Society Solutions to Citizen Concerns".⁶ Seminar participants also provided recommendations to improve the participatory manual on outreach to new sectors.

NDI also took advantage of the platform provided by the PPN website to publish information about the 2006 Leadership Program and process applications from candidates from Colombia, the Dominican Republic, Mexico and Peru. Of the 157 people who applied, 48 (30 percent) did so using an online application tool available on the PPN website. NDI also used the PPN website to make available to LP participants reading material and homework assignments relevant to the opening seminar.

Following the launch of the redesigned website, and through the end of this program, NDI members participated actively in the Forum section of the site and contributed library resources, pictures and blog entries. With NED support through Core Grant 2006-266 QQ (06045), NDI is currently identifying tools to make it easier for PPN members to participate in forum discussions.

VI. APPENDICES

Appendix A – Figures and Tables

⁵ With NED support through Core Grant 2006-266 QQ (06045), NDI is conducting additional interviews to further develop the case studies for publication on the PPN website.

⁶ This participatory workbook, funded by USAID through the Consortium for Electoral and Political Processes Support (CEPPS), is intended for political parties and party activists interested in helping to strengthen parties by engaging civil society organizations (CSOs). The manual contains exercises that activists can use to identify different approaches to interacting with CSOs, as well as examples of successful interactions between political parties and CSOs.

Appendix A – Figures and Tables

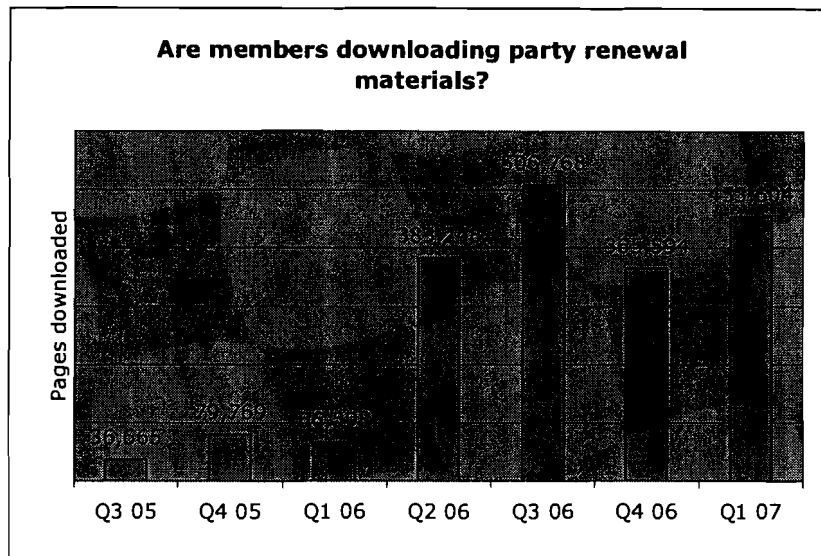


Figure 1 –PPN Website - Downloaded Pages per Quarter¹

Downloads of party reform materials from the redesigned website were strikingly higher than from the old site. The top three materials downloaded by visitors to the PPN are a survey of legal definitions of political parties in Latin America, an explanation of the legal limits of constituent assemblies, and Best Practices for Effective Parties: A Participatory Manual for Political Parties.

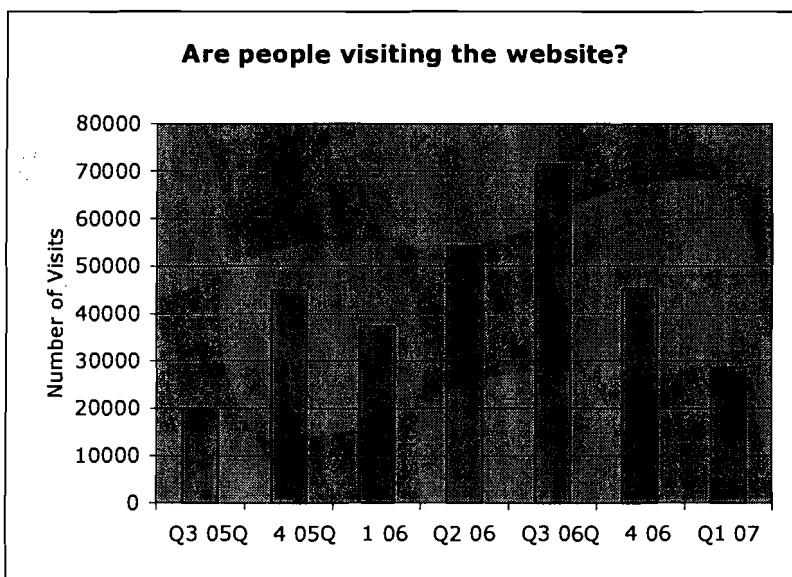


Figure 2 – PPN Website - Visits per Quarter

Visits to the website reached a high in the months following the publicity and relaunch of the site in May 2006. Presumably, new features to be launched in the next several months should increase visits. Interestingly, while visits are down, downloads of PPN materials continue at the same high rates since the relaunch of the site (see Figure 2, below). This means that a higher percentage of visits to the website involves the downloading of materials.

¹ Website statistics reflect usage of the original site until May 4, 2006 and the updated site from May 5, 2006.

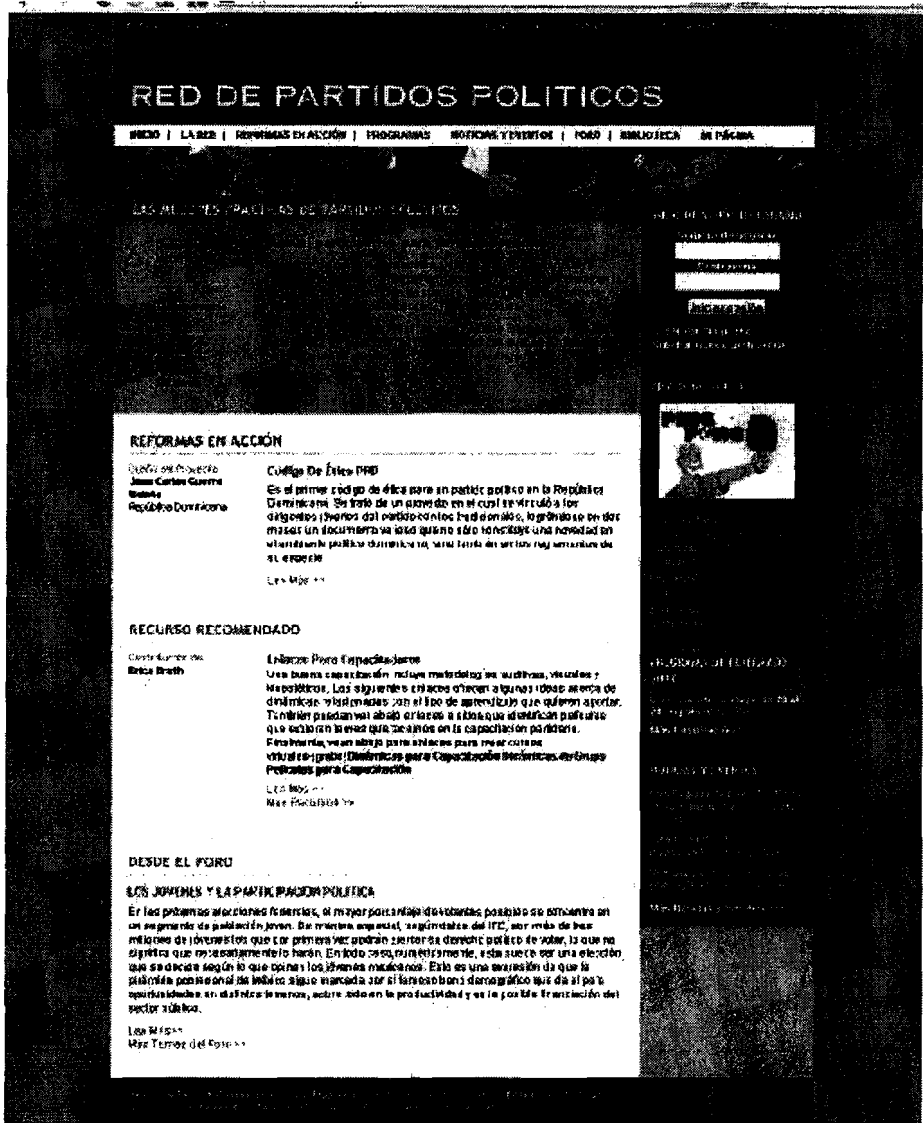


Figure 3 - What the PPN website looks like

Table 1 - Top 10 downloaded documents since May 2005

Since the PPN website was re-launched with an improved design, users have downloaded a diverse set of materials, as evidenced by the top 10 most-downloaded documents.² The list includes NDI materials, materials used as part of the Leadership Program, information on specific Leadership Program projects and resources contributed by PPN members who are not NDI staff.

What documents are members downloading?	
1	Mejores Prácticas de Partidos Efectivos: Manual participativo para partidos políticos
2	Partidos Políticos y Sistemas Electorales
3	Límites de derecho internacional para la Asamblea Constituyente
4	Guía para la Gerencia Política
5	Los partidos políticos y la democracia en relación con América Latina
6	Solicitud del Programa de Liderazgo
7	La participación política en los jóvenes chilenos
8	FODA: Karín García Juárez, Programa de Liderazgo 2005
9	Instituciones de Democracia Directa en América Latina
10	Manual de Gerencia Política: Negociación Política

² This list includes only Word documents and PDF files. Other useful information that can be found in the site – such as news and events – and member postings in the discussion forum are tracked separately.

NATIONAL ENDOWMENT FOR DEMOCRACY

Grant Agreement No. 2005-038.0
between

Grantor: National Endowment for Democracy
1101 15th Street, NW, Suite 700
Washington, DC 20005

Grantee: National Democratic Institute for International Affairs
2030 M Street, NW
Washington, DC 20036

1. AUTHORITY

This Grant is awarded in accordance with the authority contained in P.L. 98-164, as amended (hereafter referred to as the "Act") and Grant No. S-LMAQM-05-GR-035 between the United States Department of State and the National Endowment for Democracy (hereafter referred to as "the Endowment").

2. PURPOSE

The purpose of this Grant is to enable the Grantee to carry out the project objectives shown in Attachment A, Program Description, which are consistent with the purposes stated in Section 502(b) of the Act.

3. GRANT AMOUNT AND BUDGET

- A. The amount obligated under this Grant Agreement is [REDACTED]. Subject to the availability of funds the Endowment may from time to time obligate additional funds, up to the amount of [REDACTED] the total estimated amount of the Grant Agreement. The amount obligated under the Grant may be used for expenditures for any of the projects included in Attachments A, B-1, and B-2; however, total Grantee expenditures plus outstanding obligations may not exceed the amount obligated by the Endowment at any time during the Grant Period.
- B. The Grantee shall not use funds designated for Program Costs to pay Administrative Costs without the prior written approval of the Endowment.
- C. The Grantee may, at its discretion, increase or decrease up to twenty percent (20%) of the total cost of approved budgets for individual projects (excluding Program Development and Administrative Costs), provided the total amount of all changes for all projects over the life of the Grant Agreement do not exceed \$25,000.
- D. The Grantee may, at its discretion, increase or decrease line item amounts, provided the changes offset and result in a revised budget that is not greater than that allowed in Grant Paragraph 3.C of this Agreement.
- E. Any increase in the amount of the approved budget for any individual project, or changes among line items within an individual project, that exceed the limits stated above, must be approved in advance by the Endowment. Such adjustments among projects or line items within individual

projects shall not result in an increase in the total amount of the Grant. The Endowment will not fund costs in excess of the Grant amount shown above.

4. GRANT PERIOD

The effective date of this Grant is **January 14, 2005**.
The expiration date of this Grant is **January 31, 2006**.

All expenditures from Grant funds must be either for authorized activities that take place or for authorized obligations that are incurred during this Grant Period, unless otherwise stated in the Grant. Expenditures for costs incurred prior to the effective date or after the expiration date will be disallowed. Payments made after the expiration date for expenses incurred within the Grant Period are allowable.

If the Grant Period is insufficient for satisfactory completion of the project objectives, the Agreement may be amended to extend to the period. The Grantee must request the extension in writing prior to the current expiration date, explaining the circumstances which warrant the extension. Requests for amendments may not be considered if the Grantee has not submitted all reports currently due as scheduled in Grant Paragraph 5.

5. REPORTING REQUIREMENTS

The Grantee must submit to the Endowment periodic Narrative and Financial reports. The Final Periodic Report shall include an Evaluation Report. The content of these reports is described in Attachment C, Grant Provisions 9 and 10. The reporting schedule for this Grant is as follows:

<u>Period Report Covers</u>	<u>Report is Due</u>
January 14 – March 31, 2005	April 30, 2005
April 1 – June 30, 2005	July 31, 2005
July 1 – September 30, 2005	October 31, 2005
October 1 – December 31, 2005	January 31, 2006
January 1 – 31, 2006, Final Periodic Report and Evaluation Reports	April 30, 2006

6. DEBARMENT, SUSPENSION, INELIGIBILITY, AND VOLUNTARY EXCLUSION

In accepting this Grant, the Grantee certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this agreement by any U.S. Government department or agency.

7. RESPONSIBILITIES AND GRANT PROVISIONS

- A. The Grantee is responsible for planning, organizing, and administering the program to carry out the project objectives stated in Attachments A-1 and A-2, Program Description, in accordance with the terms of this Agreement as described above and in Attachment A, Program Description; Attachment B, Grant Budget; Attachment C, Grant Provisions; and in Appendixes A-G. Each of the foregoing is fully incorporated in this Agreement and made a part hereof as if set out in the full text of the Agreement itself.

- B. If Attachment A, Program Description, provides for the Grantee to implement the project objectives through one or more designated subrecipient(s), the Grantee is responsible for ensuring that the subrecipient(s) comply with all provisions of the Agreement that apply to subrecipients as outlined in Grant Provision 4, "Subagreements;" and as shown in Appendix G, "Model Subagreement."
- C. Should this Grant Agreement be translated to a language other than English for signature, the English language version will govern in the event of differences between the two versions. Any inconsistency in this Agreement will be resolved by giving precedence in the following order:
 - 1. The Agreement, including Attachments A, B, and C
 - 2. Appendix A
 - 3. Appendixes B, C, and D
- D. In performance of the activities funded by this Grant, the Grantee agrees to comply with all applicable Federal and state laws, rules, and regulations related to employment of personnel necessary for such performance.

8. SPECIAL CONDITIONS

- A. Indirect Cost Rate. Attachment B, Grant Budget, includes indirect (Administrative) costs on the basis of provisional rates as negotiated with and approved by the Grantee's cognizant agency for rate negotiation. Pending establishment of final rates, the Endowment will fund allowable benefits and indirect costs on the basis of the negotiated provisional rate(s) on the specified base(s) for the perspective period(s) during which this Grant is effective. However, neither change in the provisional rates nor establishment of final rates shall constitute an obligation on the part of the Endowment to provide funds in excess of the amount obligated, as shown in Grant Paragraph 3.
- B. In addition to the reporting requirements stated in Grant Provision 9, the grantee shall annotate each page of the Financial report to identify the reporting period covered. The dates used shall include the month and year representing the beginning and end of the reporting period. The report must include both expenditures from Program Costs and the Administrative Costs portion of the Grant Budget. Indirect Costs shall be reported as the amount incurred by fiscal year at the most recent negotiated provisional or negotiated final indirect cost rate for the corresponding fiscal year; the rate charged shall be shown in the report.
- C. The requirement for the Grantee to provide the Endowment a copy of the Endowment's "Accounting Questionnaire" as completed by the subrecipient (as stated in Grant Provision 1, Section A.7 and Grant Provision 4, Section C) is hereby waived. In lieu thereof, the Grantee shall conduct a pre-award survey of the capability of each subrecipient to manage and account for Grant funds in accordance with the requirements of Grant Provision 5, and shall, on the basis of the survey and other relevant factors, assess the level of risk. The risk ranking shall be used by the Grantee to determine appropriate monitoring and audit coverage for each subrecipient. All other terms, conditions, and specifications of Grant Provisions 1 and 4 shall remain in full force and effect.

The parties to this Agreement have executed the Agreement as of the dates indicated below.

NATIONAL ENDOWMENT FOR DEMOCRACY
AMENDMENT OF GRANT AGREEMENT


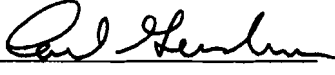
The above-numbered agreement entered into with the National Democratic Institute for International Affairs (NDI) is hereby amended, in part, as follows:

- I. Grant Paragraph 2 "Purpose" as shown in Attachment A is hereby amended to incorporate the program descriptions for In-House projects L thru T: [REDACTED] on [REDACTED] Supporting Political Party Development, Political Party Network-Latin America & Caribbean Regional.
- II. Grant Paragraph 3 is hereby amended to provide an additional award of [REDACTED] thereby increasing the total amount obligated under this agreement to [REDACTED]. These additional funds shall be used for projects listed in Attachment A. All other terms, conditions, and specifications of Grant Paragraph 3, specifically, the budget flexibility limits stated in the original Grant Agreement, shall remain in full force and effect.
- III. Attachment B "Grant Budget" is hereby amended to incorporate the budgets of the projects approved by the NED Board of Directors on March 18, 2005.
- IV. Grant Paragraph 4 is hereby amended to change the expiration date of the Grant to March 31, 2006. All other terms, conditions and specification of Grant Paragraph 4 shall remain in full force and effect.
- V. Grant Paragraph 5 is amended to revise the reporting schedule as follows:

<u>Period Report Covers</u>	<u>Report is Due</u>
January 14 – March 31, 2005	April 30, 2005
April 1 – June 30, 2005	July 31, 2005
July 1 – September 30, 2005	October 31, 2005
October 1 – December 31, 2005	January 31, 2006
January 1 – March 31, 2006, Final Periodic Report and Evaluation Reports	May 31, 2006

All other terms, conditions and specifications of Grant Paragraph 5 shall remain in full force and effect.

VI. All other terms, conditions and specifications of this agreement shall remain in full force and effect.

FOR THE GRANTEE		FOR THE NATIONAL ENDOWMENT FOR DEMOCRACY
	SIGNATURE	
Kenneth Wollack	TYPED NAME	Carl Gershman
President	TITLE	President
5/23/05	DATE	MAY 24 2005

ATTACHMENT A-1.1**Grant No. 2005-038.1
PROGRAM DESCRIPTION**

This Grant Agreement is awarded to the National Democratic Institute for International Affairs (NDI) to enable the Grantee to carry out the following program objectives consistent with the purposes set forth in Section 502(b) of the Act, as follows:

1. To provide technical know-how and advice encompassing the full range of basic techniques in institution-building for political parties and party foundations abroad by:
 - a. Providing assistance and training in organizational development, management, and long-term planning to improve organizational structures;
 - b. Helping institutions identify their messages and goals, contact and mobilize their constituencies and provide constituent services to enhance organizational outreach; and
 - c. Providing information and training on fund-raising techniques to expand institutional resources.
2. To conduct civil education programs designed to strengthen democratic values in new and re-emergent democracies by:
 - a. Training trainers to provide a multiplier effect in new and re-emergent democracies;
 - b. Developing civic education materials for use and adaptation in a number of countries; and
 - c. Providing advice in mobilization techniques applicable to efforts to increase general participation in political activities supportive of the democratic system.
3. To conduct human resources development programs designed to build leadership capacity and establish a leadership network for democratic groups in democratic nations, particularly in the developing world, and for democratic groups based in non-democratic countries; and
4. To assist policymakers and elected officials abroad to:
 - a. Develop and implement national policies which improve institutional capabilities;
 - b. Ensure a more integrated, comprehensive approach to national policy-making to enhance interaction among governmental institutions; and
 - c. Establish staffing patterns, committee structures and resource bases which will support and enhance the policy-making capacity of legislators and legislative institutions.

To achieve these objectives, the following specific projects have been approved for FY2005. The full description of each activity is attached and is herewith incorporated in Attachment A-2.1.

PROJECTS APPROVED: MARCH 18, 2005

	<u>In-House Projects</u>	<u>Start Date</u>	<u>End Date</u>	<u>Budget</u>
	[REDACTED]	April 1, 2005	March 31, 2006	[REDACTED]
	[REDACTED]	April 1, 2005	March 31, 2006	[REDACTED]
	[REDACTED]	April 1, 2005	December 31, 2005	[REDACTED]
	[REDACTED]	May 1, 2005	April 30, 2006	[REDACTED]
	[REDACTED]	May 1, 2005	September 30, 2005	[REDACTED]
	[REDACTED]	April 1, 2005	June 30, 2005	[REDACTED]
	[REDACTED]	March 1, 2005	June 30, 2005	[REDACTED]
	[REDACTED]cs	March 1, 2005	May 31, 2005	[REDACTED]
T.	Supporting Political Party Development in Latin America and the Caribbean: Political Party Network	April 1, 2005	March 31, 2006	\$210,000
	TOTAL AUTHORIZED BUDGETS			[REDACTED]

Projects with Subgrantees require signed agreements prior to disbursement of NED funds to the subgrantee.

NATIONAL DEMOCRATIC INSTITUTE FOR INTERNATIONAL AFFAIRS
GRANT 2005-038.1
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**Supporting Political Party Development in Latin America and the Caribbean:
Political Party Network**

U.S. GRANTEE:	National Democratic Institute for International Affairs	
DATES OF PROJECT:	April 1, 2005 to March 31, 2006	
AMOUNT:	Direct Costs:	\$171,667
	Indirect Costs:	\$ 38,333
	Total Costs:	\$210,000

I. BACKGROUND

Political parties play critical roles within democratic systems: they aggregate interests; help develop compromise and consensus on national policies and legislation; and literally form governments and legislatures. As a result, the problems confronting political parties can affect all key institutions in a democracy.

Latin American countries enjoy a tradition of some of the oldest and most sophisticated political parties in the world. However, regional *Latinobarometro* poll results consistently show that political parties enjoy the lowest level of credibility of all democratic institutions among the people of the region. These trends are further confirmed by the rise of populist leaders like Hugo Chavez in Venezuela, Evo Morales in Bolivia, Lucio Gutierrez in Ecuador and Alberto Fujimori in Peru. Because of the unique and indispensable role that political parties play in democracy, their lack of credibility in the region has contributed to a crisis of democratic governance and representation.

In answer to these challenges, NDI launched three regional initiatives to strengthen political parties.

1) The Political Leadership Program (Leadership Program or LP) promotes the modernization and renewal of political parties by strengthening the democratic leadership skills of emerging political leaders and party activists. The Leadership Program begins with an intensive, 10-day leadership academy and continues in-country with the emerging leaders as they implement concrete party-strengthening projects. Through follow-on activities, the Leadership Program is fostering on-going reform efforts within 36 major political parties and movements across the democratic spectrum from Bolivia, Brazil, Colombia, Dominican Republic, Guatemala, Mexico, Paraguay, Peru and Venezuela.

2) The Program for Regional Party Renewal (PREPA) promotes reform and renewal within parties by strengthening party training institutes through reform-oriented and interactive training curricula, methodologies and materials on the topics of internal democracy, transparency and outreach to new sectors. Party training institutes are responsible for training the party base and leadership and designing strategies for platform development and reform. The potential

multiplier effect of working through training institutes provides a unique avenue for positive change.

3) The Political Party Network (PPN) seeks to build on NDI's political party assistance by fostering an exchange of experiences and materials in order to stimulate parties to explore more modern, transparent and responsive political practices. An interactive web site facilitates easy access to NDI's clearinghouse of political party training materials and other documents on topics including internal democracy, transparency and outreach to underrepresented sectors. The PPN has proven to be a cost effective source of information for political activists interested in engaging in party reform initiatives. The Network also serves as a forum for parties to share innovative party renewal ideas and as a support network for reform-minded political leaders.

In collaboration with NDI's Information and Communications Technology (ICT) team, the Institute conducted an assessment of the integration of information and communication technology in NDI's political party programs. The assessment included the PPN and developed several recommendations on how the PPN could integrate new technologies to improve access to materials on party reform, facilitate increased communication between users and expand the network of party leaders using the PPN's resources. In addition, NDI is currently conducting an evaluation of the Leadership Program to determine lessons-learned and future strategies. Initial findings confirm the need to identify and develop practical party reform materials to be made available on the PPN website as well as the need to use new internet technology tools to better engage members in information and materials exchanges.

II. PROGRAM OBJECTIVES

The overall goal of the Political Party Network (PPN) is to strengthen political parties through the exchange of information and experiences.

Specific program objectives are to:

- encourage political parties to explore new practices by facilitating political party access to comparative information and concrete party-building tools and techniques on party reform; and
- strengthen the existing network of reform-minded leaders to provide opportunities for the exchange of ideas;

III. PROGRAM ACTIVITIES

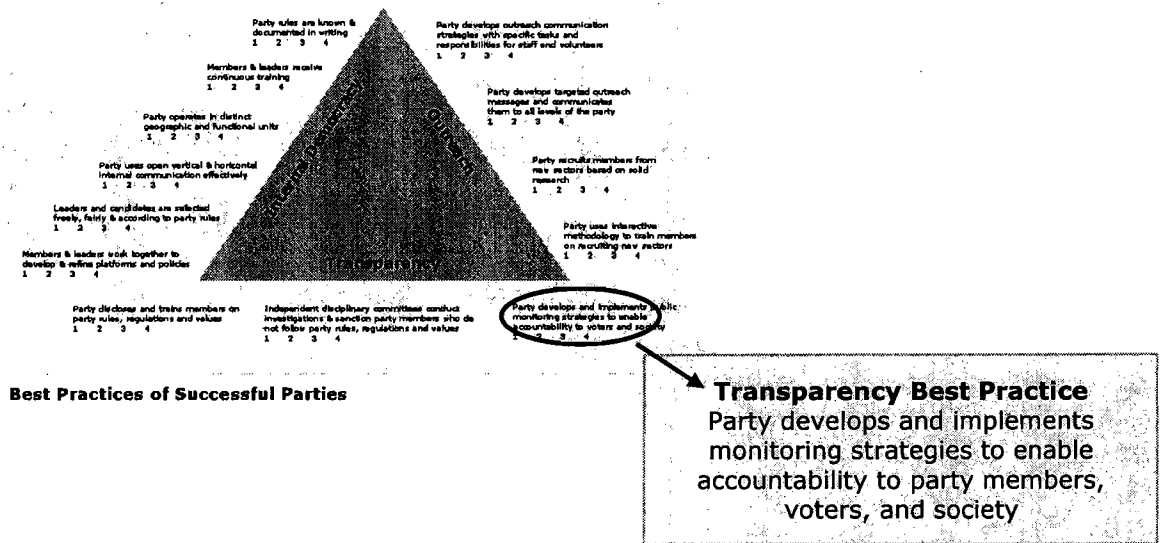
Under the proposed program, NDI would implement three activities: 1) develop additional party reform manuals and case studies; 2) train NDI party experts on these new party reform materials and methodologies; 3) improve the PPN website design and online tools to better facilitate learning, access to and exchange of party reform ideas and materials for the

PPN’s network of party leaders, academics, party think tanks and training services and emerging leaders.

1) Materials Development and Distribution

NDI political party programming activities in the region have generated an increasing demand for training materials with concrete and replicable party-strengthening techniques. NDI proposes to continue to develop and distribute new training materials on party reform issues.

NDI has conducted research on the best practices of successful parties worldwide and designed a diagnostic tool that political parties and NDI trainers can use to assess parties, stimulate discussions about party reform and help develop internal reform plans. The diagnostic tool, or NDI Triangle of Best Party Practices, identifies the essential elements of successful political parties worldwide: internal democracy, transparency, and outreach to new sectors and civil society. Each of these elements is further broken down into specific best practices that form the foundation of NDI training manuals. NDI has redesigned the PPN online library, using the Triangle of Best Party Practices as a framework to organize materials on party reform so that parties and trainers can easily access related materials.



The Triangle and accompanying participatory manuals have proved to be useful to parties in the region. Among other examples, the Colombian Conservative Party has used the Triangle to determine how to change its party statutes and the Peruvian Aprista party has incorporated the manuals on internal democracy, transparency and outreach to underrepresented sectors into their official training curricula. Based on the positive response to these practical and participatory

materials, NDI has identified the need for additional non-academic manuals and case studies illustrating real-life examples of how parties have applied best practices. NDI seeks new NED funding to identify and produce these new materials.

Based on party requests, NDI would adapt existing materials to develop similarly practical and participatory training manuals on strategic planning, political negotiation, internal party communication and training techniques. In addition, NDI would research and write case studies illustrating party use of the best practices of the Triangle.

These materials would be posted on the PPN web site and distributed in CD-ROM format to party leaders, party training institutes, and Leadership Program participants through email, postal mailings, and LP-related workshops. The PPN has already developed and distributed more than 600 copies of a CD-ROM containing current training manuals and NDI's Political Management Guide (*Guia para la Gerencia Política*).

2) Train NDI Party Experts

As described above, through the PPN and its party reform programs, NDI has been consolidating its basic tools and approach toward party strengthening by developing practical, participatory training manuals on key party reform themes and methodologies. Through its training manuals, NDI has seen improvement in the consistency of training techniques and content among practitioners trained to use and apply NDI's methodologies. NDI seeks NED funding to develop and train a small group of 10 party practitioners who would become the core trainers for NDI party reform-related technical assistance. NDI would conduct an annual regional course for these trainers on the new manuals and methodologies developed by NDI to address key party reforms. These trainers would meet once a year to evaluate the successes and challenges of NDI approaches and methodologies in an effort to continually improve NDI's party reform programs and materials. The trainers would help design and present new approaches and techniques to add to those previously designed by NDI. By improving its capacity to deliver new approaches, methodologies and materials on party reform, NDI hopes to increase the number of parties engaged in systematic, long-term effective renewal.

3) Improve the PPN Web Site

NDI will continue to improve access to party reform resources on the PPN Internet web site (www.ndipartidos.org) to keep the site dynamic and useful to frequent users. In addition NDI will redesign the site and add new features to improve interaction between members of the party network and to augment party reform training for LP and PREPA. This is in response to suggestions from PPN users who report that they use the PPN site most frequently to download materials and request that new materials be added more frequently. In addition, PPN users have requested increased opportunities to gain knowledge from party practitioners of reform efforts in other parties.

Improve Access to Party Reform Resources

To improve access to party reform resources, the PPN materials clearinghouse will be reorganized into the three areas that make up NDI's Triangle of Party Best Practices: internal democracy, transparency and outreach to new sectors. This will enable users to easily access training manuals, handbooks, case studies and academic articles on topics related to each of the party best practices. In particular, this will aid parties who have identified specific reforms they wish to implement using the Triangle of Party Best Practices diagnostic. For example, if a party decides to implement monitoring strategies to enable accountability (see graphic above), party members could visit the PPN website, find that best practice and then download materials that will help them carry out the reform. NDI hopes this reorganization will make the search for solutions to party reform problems easier for PPN users.

To help PPN users improve their party reform skills and knowledge, NDI will increase the number of links to online resources including seminars and courses related to party reform and initiatives promoting good governance. The web site currently receives approximately 29,000 hits per month and is a cost-effective tool to facilitate information exchange.

The PPN will continue to expand its network of party leaders, academics, and emerging leaders in the region by distributing the electronic newsletter to new audiences. This newsletter, with a current circulation of over 1,700 subscribers, will contain information on new party reform initiatives, NDI activities in the region and updated PPN web site resources. New techniques will also be incorporated to increase communication and information sharing among PPN members through online polls or surveys.

Improve PPN Member Interaction

As mentioned above, the majority of PPN members use the website to download materials and find event information. However, PPN users have requested more opportunities to gain information about reform efforts in other parties. The redesign would facilitate interaction among PPN users as well as with NDI experts on party reform examples.

To help NDI better address the needs of PPN members as well as evaluate gender balance and participation by age group, PPN members will be required to register on the website. Individuals will be asked to provide an email address and will have the option to include a detailed profile including political party affiliation, country of origin, biography and a photograph. Registered users will be able to apply to NDI programs, post comments on discussion boards, suggest new links and materials, and receive the electronic newsletter. In NDI's experience, people interested in debating issues and exchanging information online choose to post personal profiles which helps to create a sense of community. NDI's Montenegro office operates a similar website that requires registration in order to participate in discussion boards, rate the usefulness of online materials, and to receive newsletters (www.ndicrnagora.org).

In addition to the case studies mentioned in part one of the activities section, public discussion boards would provide additional opportunities for PPN members to learn about party

reform initiatives. Registered members could ask for advice from other members, debate reform topics and alert other members to interesting events and materials.

Another opportunity to learn about party reform developments is through personalized pages for LP and PREPA participants. Currently, NDI produces and posts participant biographies, a short description of the projects and recent developments. The personalized project pages would give participants the ability to create their own pages with detailed project information such as work plans, timelines, related documents and photos of the activities. NDI is testing this idea with PREPA 2005 participants.

In addition, participants would have the ability to discuss the challenges of their party reform initiatives with their peers and with NDI party experts on discussion boards open to current program participants. For example, LP 2004 participants implemented a discussion board on their own and have requested space on NDI's website. LP participants and NDI staff participate on this discussion board. Adding this function to the PPN website would aid participants in implementing lessons learned from NDI training, allowing for timely, cost effective communication and information sharing between participants, their peers and NDI experts.

Augment LP and PREPA Party Reform Training

To augment LP and PREPA party reform training, the redesigned website will allow for further training between follow-on activities. For example, LP participants often request training from specific party experts who are not available to travel on the dates requested. To address this problem, NDI could schedule an online conversation with that party expert and any interested participants could log on to the website at that time. (For an example of these online discussions see the Washington Post Live Discussions page <http://www.washingtonpost.com/wp-srv/liveonline>.) In addition, LP and PREPA alumni would be invited to participate in these online activities, allowing alumni to continue their learning beyond the one year program.

NDI is currently piloting a feature that allows PREPA 2005 participants to research their parties and communities and post the results of their research on their personal pages. Participants will then be able to use this, rather than simulated data for the training seminar exercises. This will better prepare participants to implement party reforms since they will have developed a targeted strategy during the seminar rather than just learning the abstract technique. In addition, NDI is piloting a streamlined online application process for PREPA and LP 2005 participants that allows NDI to spend more time on improving materials rather than on repetitive administrative tasks related to processing applications.

To implement the site redesign, NDI will hire a software development consultant and a software engineer. The consultant will be responsible for writing the software that incorporates the above tools and graphically redesigning the current PPN site. The consultant will be selected based on demonstrated ability to implement professional, user friendly and technically sound web systems. The NDI ICT Programs team software engineer will be responsible for oversight of the technical aspects of the site redesign and, once the site redesign is complete, for ongoing

technical support, maintenance and growth of the system. A Program Assistant will be responsible for managing the content of the site.

NDI's experience in West Bank/Gaza, Montenegro and other countries suggests that outreach is a key strategy to attract and retain active users of public websites with a targeted audience such as the PPN. Therefore, a publicity and media strategy for the site is planned including a launch/press event coinciding with a regional party forum in the Fall of 2005, such as the annual Inter American Party Forum of the Organization of American States (OAS) or regional meetings of the party internationals.

IV. EVALUATION

NDI would monitor the impact of PPN activities through regular consultations with network members, monitoring website activity, and written assessments.

Objective: To encourage political parties to explore new practices by facilitating political party access to comparative information and concrete party-building tools and techniques on party reform.

NDI anticipates that parties will have better access to and will use information from the PPN website to implement party reform projects, including applying best practices on party reform themes. Evidence of this taking place will include:

- NDI adds new case studies and manuals to PPN website;
- NDI counts an increase in the number of downloads and materials distributed;
- The number of people trained on new party reform methodologies and materials through the expanded PPN virtual activities increases
- NDI receives anecdotal reports of parties using the materials; and
- NDI collects anecdotal reports of changes in party structures, strategies and practices due to exposure to NDI party reform materials and methodologies.

Objective: To enhance the existing network of reform-minded leaders to provide opportunities for the exchange of ideas.

At the conclusion of the program, NDI hopes that PPN members will increasingly use the website as a forum for discussion and consultation on party reform themes. Evidence that this is taking place will include:

- An increased number of hits to the web page;
- An increase in registered PPN members; and
- Number of contributions to discussion boards.

V. ORGANIZATIONAL BACKGROUND

The National Democratic Institute for International Affairs (NDI) is a nonprofit organization established in 1983 working to strengthen and expand democracy worldwide. Calling on a global network of volunteer experts, NDI provides practical assistance to civic and political leaders advancing democratic values, practices and institutions. NDI works with democrats in every region of the world to build political and civic organizations, safeguard elections, and to promote citizen participation, openness and accountability in government.

VI. INTERIM ASSESSMENT

See attached interim assessment of previous NED-funded PPN projects.

VII. NED FUNDING HISTORY

In 2004, NDI received \$40,000 from the NED for the PPN as part of NED Core Grant 2004-036. In 2003, the PPN received \$40,000 as part of NED Core Grant 2003-028. In 2002 and 2001 the PPN was funded as part of the NED's grant to the NDI Political Leadership Program, and in 2001 and 2000 the PPN received \$64,796 as part of the 2001 and 2000 NED core grants (2001-048 and 2000-031).

VIII. BUDGET

A budget and budget notes for \$210,000 are attached.

NDI Budget Notes

Supporting Political Party Development in Latin America and the Caribbean: Political Party Network (PPN)

April 1, 2005 – March 31, 2006

1. Salaries and Benefits

Salaries: The program implementation team will include a Program Assistant (PA) and Senior Program Manager (SPM) from the Latin America and Caribbean (LAC) team who will provide overall program guidance, regional expertise (SPM), and administrative support (PA), and a software engineer from the Information, Communication and Technology (ICT) team that will provide technical expertise and manage the daily maintenance and updates to the web-based initiatives. The LAC Program Assistant would also be responsible for researching best practices, writing case studies and updating the content of the site. The salaries indicated in the budget reflect median salaries for the staff members listed.

Fringe Benefits: Fringe benefits are calculated at 48% of the total amount of direct labor and represent NDI's audited fringe benefit rate, which is negotiated with the U.S. Department of State, NDI's cognizant federal audit agency. The fringe benefit rate includes: life, disability, health and AD&D insurance, retirement, FICA and Washington, D.C. unemployment and workers compensation, holiday, and sick and vacation leave. Consultants are not entitled to fringe benefits.

2. Supplies and Equipment

The figure budgeted for office supplies, such as paper, photocopies, folders and file organizers are based on historical cost data (actual experience) from what was spent on preparing briefing and training materials for previous PPN programs. However, the cost has been adjusted accordingly to take into account the train-the-trainer conference that NDI proposes to organize. The seminar will take place in Washington, DC and will require the rental of AV equipment (microphones, vcr, tv, flipcharts, datashow and overhead projectors). The total cost budgeted in supplies and equipment for the train-the-trainer seminar and the preparation of PPN training materials is \$4,340.

3. Communications and Postage

NDI has budgeted for postage, courier, and express mail costs to mail PPN documents, CD-ROMs and training materials to PPN members and trainers. NDI has also budgeted for telephone and fax communications to coordinate other logistical matters regarding the maintenance of the PPN including the Trainer seminar and the website launch.

4. Travel and Per Diem

For budgeting purposes, NDI utilizes nonrestricted airfares, although NDI always takes advantage of lower fares whenever possible and would do so in implementing the proposed program. In relying on the pro bono services of its international participants, NDI is compelled to budget mostly unrestricted fares because individual schedules change abruptly and airline tickets must be amended accordingly. NDI has therefore not quoted the highest possible fares in the budget, but rather has made an effort to average likely fares that fall in between full unrestricted and restricted quotes. Budgeted fares are based on prices provided to NDI by its travel agency, World Travel Partners.

Airfare

Website Launch: NDI has budgeted \$1,600 to launch the new website at an international Organization of American States (OAS) or other international party related event to take place in the region during 2005. NDI has budgeted the airfare and per diem costs for two Program staff member to attend an event in Lima, Peru as a potential destination. In an effort to bring visibility to the website, as well as underscore its importance in the delivery of NDI-LAC's programs, the website launch event will include various online orientation sessions as well as the dissemination of CDs and marketing material that demonstrate the benefits of the program and how to access and use the website.

Trainer Seminar: NDI has budgeted ten roundtrip airfares from various cities in the region to Washington D.C. for the Train-the Trainer Seminar sponsored by NDI.

Per Diem: NDI has budgeted for anticipated per diem costs for the above-mentioned activities. These costs have been calculated based on the U.S. Government per diem rates for Washington D.C. and Lima.

Local Travel: NDI has budgeted for costs that include local transportation, and van rental/airport transport for the seminar.

Airport and Visa Taxes: NDI has budgeted \$240 for visa fees and airport taxes pertaining to travel costs of NDI trips and the seminar. These figures are based on estimates derived from research.

5. Contractual Services

CD-ROM Production: NDI has budgeted for the production of CD-ROMS that contain party reform manuals. This estimate is based on 2003-2004 PPN expenditures.

Software Development: NDI has budgeted \$30,000 to outsource the redesign and development of the PPN website to a private company or consultant. The consultant will be responsible for writing the software that incorporates the new technology tools as well as graphically redesign

the current PPN site. The consultant will be selected based on demonstrated ability to implement professional, user friendly and technically sound web systems. The company will be located in the Washington DC area so that the program implementation team can be in close contact and meet on a regular basis with the ICT Programs Team engineer designated to work on the PPN website.

Interns: NDI has budgeted \$2,768 for the use of interns from both the LAC and ICT teams. The interns from the ICT team will work with the Program Officer and Software Developer from the ICT team to develop code and execute the web-based initiatives developed by the program implementation team. The interns from the LAC team will work with the Program Assistant and Senior Program Manager on administrative and translation tasks pertaining to the maintenance of the website as well as preparations for the trainer seminar.

Translators: NDI has budgeted \$2,000 for the preparation of training manuals and materials.

Website Hosting: NDI has budgeted \$60 a month for web hosting which reflects current rates using NDI's preferred web hosting company.

Printing Costs: NDI has budgeted \$4,000 for the printing of new party reform manuals that will be developed as part of this program.

Website Marketing: NDI has budgeted \$1,000 for website marketing. This includes the costs of outreach activities to further engage PPN members and producing marketing material.

6. Consultant's Fees

NDI has budgeted for the use of a consultant to help write the manuals for the program.

7. Other Direct Costs

Subscriptions: NDI has budgeted \$50 a month for subscription fees as this program requires research and reliance on regional publications. The budget also includes a \$14 a month subscription to E-Fax which allows the PPN team to receive faxes from program participants by email using Adobe Acrobat.

Workshops/Meetings and AV Equipment Set Up: For the training seminar in Washington, DC, NDI has budgeted for a hotel service charge for AV equipment set up costs that are billed at a flat fee. The hotel also charges for room rental. The figure is based on rates from a 2004 training seminar conducted at the same hotel.

8. Indirect Costs

NDI's indirect cost rate is negotiated with the Department of State, the Institute's cognizant

federal audit agency. The current provisional rate is 23% of total direct costs, excluding major equipment procurement (items of \$5,000 or more per unit value). Indirect costs also are calculated on the first \$25,000 of each sub grant or major contractual services agreement.

INTERIM ASSESSMENT
Supporting Political Party Development in Latin America: Political Party Network
NED Core Grant 2004-036 (04032)

Objectives

The overall goal of the Political Party Network (PPN) is to strengthen political parties through the exchange of information and experiences.

Specific program objectives are:

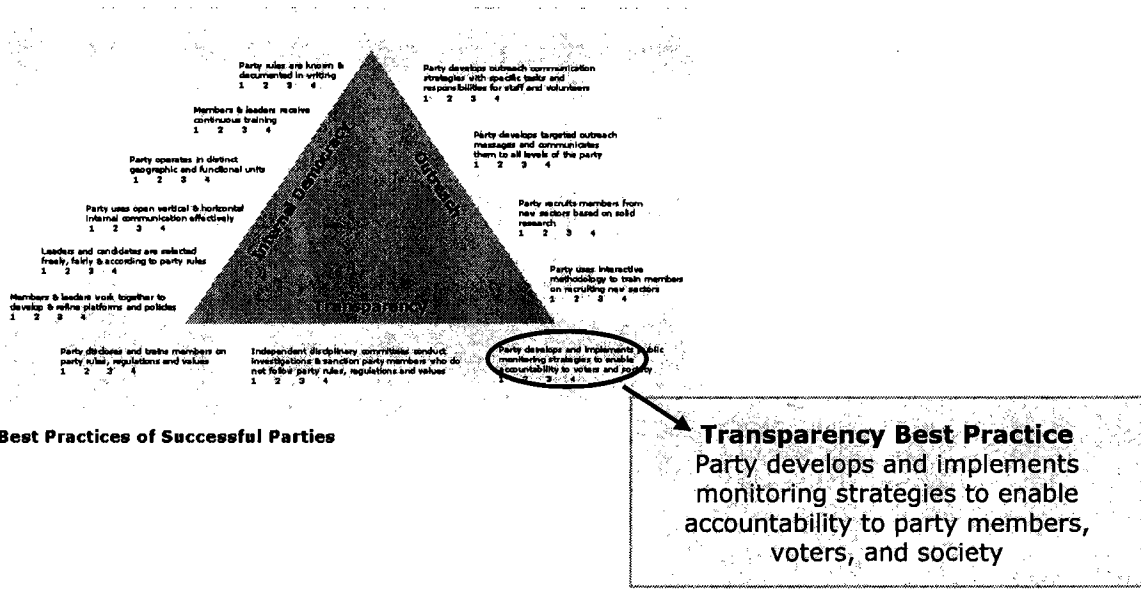
- To facilitate the access of political parties to comparative information and concrete party-building tools and techniques on party reform;
- To enhance the existing network of reform-minded leaders to provide opportunities for the exchange of ideas;
- To encourage political parties to explore new practices, especially those which have shown success in other party organizations from around the world.

Program Activities

NDI proposed to implement four activities: 1) continue to maintain and expand the PPN website in order to improve access to materials on party reform; 2) maintain and enhance the network of party leaders, academics, directors of political party programs, and emerging leaders affiliated with the PPN with the incorporation of new technologies and online tools; and 3) sponsor travel and facilitate virtual consultations between experts and political parties seeking technical assistance on key party reform issues.

Maintenance and Growth of PPN Web Site

- In 2003 NDI launched a pilot regional program to promote reform and renewal within parties by strengthening party training services through reform-oriented and interactive training curricula, methodologies and materials. As part of this initiative (PREPA), NDI used PPN materials and research to define the best practices of successful parties and designed a diagnostic tool that political parties and NDI trainers can use to assess parties, envision the potential for change, and frame discussions about party reform. The diagnostic tool, or NDI Triangle of Best Party Practices, identifies the essential elements of successful political parties worldwide: internal democracy, transparency, and outreach to new sectors and civil society. Each of these elements is further broken down into specific best practices that form the foundation of lessons taught in training manuals. During the project period, PPN staff began to redesign the “Document Center” section of the website using the NDI Triangle of Party Best Practices.



Once the “Document Center” is completed, visitors to the website will be able to click on a best practice and find related documents including case studies, manuals, articles, and links to various other resources.

- In an effort to increase the number of materials available to network members, PPN staff added 33 documents to the transparency section of the Document Center of the website on topics such as financial accountability and transparency, campaign finance, and e-voting.
- PPN staff continued to update the website on 2004 LP and PREPA follow-on activities in Argentina, Bolivia, Colombia, Dominican Republic, Mexico and Peru. NDI also continued to provide information on political management courses and international seminars for emerging leaders.
- The website has averaged 29,000 hits a month which represents an increase of approximately 13,000 hits a month over the monthly average in 2003 (16,000 a month). The increase can be attributed to the restructuring of the website as well as the addition of the NDI Triangle of Best Party Practices and its accompanying manuals.
- During the summer of 2004, PPN staff and NDI’s Information and Communications Technology (ICT) assessed the information and communication technology of the PPN. Several methodologies on how the PPN could better integrate new technologies to improve access to materials on party reform and deepen the network of party leaders affiliated with the PPN were identified including the redesign of the document center and the website and the use of interactive technology tools to better engage members. During

this project period, PPN staff continued to collaborate with NDI's Information and Communications Technology team in the design and implementation of these new technologies and online tools.

- One of the new technologies that was developed and implemented was the online application for NDI's NED-funded party reform program targeting party training institutes in Mexico (PREPA Mexico). The online application can be accessed at the following address: http://www.ndipartidos.org/pm/pm_index.php The new system allows applicants to apply and check the status of their application online as well as register to become a member of the PPN network. Applicant's information is stored in an easily accessible database which tracks gender, age, region, party, and project area. 90 percent of the applicants to the PREPA Mexico program used the on line application process.

2. Enhance the Network of Party Leaders Affiliated with the PPN

- The network distributed two electronic newsletters to 1,700 recipients with information on LP follow-on activities, new materials on political reform, and information and electronic links regarding political management courses and international seminars for emerging leaders. Circulation for this newsletter grew by 200.
- In collaboration with the ICT team, PPN staff developed an implemented new technology tools to further engage PPN members including developing personal project pages for participants of the PREPA-Mexico program. The pages give participants a personalized space to upload and share documents and other party reform related information with NDI staff and fellow participants. The personal project page is managed by the participant using a password protected interface and will allow the participant to upload documents and add comments or receive feedback about any documents posted to the page.
- PPN Staff also developed pre-seminar homework for the PREPA-Mexico program to be completed by participants before the seminar begins. The homework includes a detailed diagnostic of the participant's country, party, and community as well as the uploading of party statutes and code of ethics to the personal project page.

Providing Technical Assistance on Party Reform Issues

- NDI continued to provide technical assistance to the Conservative Party of Colombia on redrafting its party statutes in preparation for its 2005 national party congress. Technical assistance included research materials and virtual consultations with statute reform experts by email. In response to similar requests for technical assistance, NDI provided statute reform best practices and research and strategies for designing national conventions from U.S. and Mexican parties to the *Polo Democratico Independiente* (Democratic Independent Pole – PDI) party in Colombia; and internal democracy rules and candidate selection practices from British, Asian and Canadian parties to the *Partido*

Acción Nacional (National Action Party – PAN) in Mexico.

- At the request of the *Partido Reformista Social Cristiano* (Social Christian Reform Party – PRSC) in the Dominican Republic, NDI is arranging the visit of an expert from the Conservative Party in Colombia on internal party reform processes, targeting internal democracy and statute reforms.
- NDI Bolivia field director Francisco Herrero attended the November 2004 *Foro Interamericano de Partidos Políticos* (Inter American Forum of Political Parties – FIAPP) of the Organization of American States (OAS) that took place in Brasilia, Brazil. As part of the forum, Herrero shared with participating political party and NGO leaders NDI methodologies and materials pertaining to NDI’s Triangle of Best Party Practices and how parties can better develop and implement policies pertaining to poverty reduction reform. While in Brazil, Herrero collaborated with the Brazilian chapter of the Konrad Adenauer Foundation to conduct training on strategic planning and NDI’s Triangle of Best Party Practices with emerging Latin American political leaders.

Assessment

With respect to the following objectives:

1. *Facilitate political parties’ access to comparative information and concrete party-building tools and techniques on party reform:*
 - In collaboration with the ICT team, PPN staff upgraded and reorganized the current website (www.ndipartidos.org) to make party reform materials more accessible to PPN members and website visitors.
 - 33 additional party strengthening resources were added to the transparency section of the new “Document Center” of the PPN website.
 - The average number of monthly hits to the website has nearly doubled to 29,000 since August 2004.
 - PPN staff continues to receive inquiries from party leaders throughout the region regarding the party reform materials and manuals provided on the website. These inquiries have come from political parties in Uruguay, Ecuador, and the Dominican Republic, among others.
2. *Foster a support network and exchange of information among reform-minded leaders in the region:*
 - Updates to the website regarding the 2004 Leadership Program and PREPA follow-on activities fostered an exchange of information among LP participants and provided

ideas for other party leaders in the region interested in engaging in reform initiatives on similar issues.

- The network was further strengthened with the circulation of two electronic newsletters with a distribution list of over 1,700 that includes youth and party leaders, academics and funders in the region. The circulation list was successfully increased by 200 people.
- In collaboration with the ICT team, PPN staff implemented new technology tools to better engage network members and program participants including the development of personal project pages and pre-seminar on-line homework for participants of the PREPA-Mexico program.

3. *Encourage political parties to explore and implement best party practices from around the world:*

- PPN staff continued to work with the Conservative Party of Colombia to provide technical assistance for the drafting of new party statutes. NDI also provided international comparative studies and best parties' practices on internal democracy issues to the PDI and PAN parties in Colombia and Mexico.
- Through training sessions at the November FIAPP/OAS forum and Konrad Adenauer Foundation youth training program in Brazil, NDI Field representative Francisco Herrero shared NDI methodologies and research pertaining to strategic planning, the NDI Triangle of Best Party Practices and designing and implementing poverty reduction reform policies with participating party leaders from across the region.
- Political parties, academics and civil society leaders have accessed and made use of the party reform and best practices materials available through the PPN. For example, the University of Salamanca published an article on internal democracy referencing NDI's Triangle of Party Best Practices. The author learned about the Triangle through NDI's Political Party Network site.

Through its website, newsletter and technical assistance, the PPN successfully met its objectives of facilitating the exchange of best practices and party reform materials among party reformers in the region. Initial findings of an NDI evaluation of the Leadership Program confirm the need to identify and develop new practical party reform materials to be made available on the PPN website as well as the need to use new internet technology tools to better engage members in information and materials exchanges.

PPN staff collaborated with NDI's ICT team to upgrade the PPN Website by incorporating new innovations and technologies aimed at improving access to materials on party reform and deepening the network of party leaders affiliated with the PPN. The electronic newsletter and upgraded website have received a positive response from network members as they have found them more organized and easier to navigate. The PPN seeks new NED funding to further strengthen the network by developing new materials and methodologies

pertaining to party reform as well as incorporating new technology tools to further engage PPN members.

National Democratic Institute**Project Name: Political Party Network 2005 (PPN 2005)****Project Country: ICT Programs Team and Latin America and the Caribbean****Project Dates: April 1, 2005 - March 31, 2006 (12 months)**

Description	Rate/ Cost	Unit	Number	Total	
Salaries					
DC Staff	<u>Annual</u>				
Program Assistant	31,030	100%	12 Months	1.00	32,659
Senior Program Manager	59,920	25%	12 Months	1.00	15,766
ICT Software Engineer	59,920	22%	12 Months	1.00	13,874
Total Salaries					62,299
Fringe Benefits & Allowances					
U.S. Staff Fringe Benefits @ (provisional NICRA rate)%			48.0%		29,904
Total Fringe Benefits & Allowances					29,904
Supplies and Equipment					
Supplies	\$70	month	12		840
Photocopies	\$75	month	12		900
Equipment Rental	\$650	day	4		2,600
Total Supplies/Equipment					4,340
Communications and Postage					
Postage/Delivery	\$50	month	12		600
Telephone and Fax	\$40	month	12		480
Total Communications and Postage					1,080
Travel and Per Diem					
A. Airfare					
<i>Website Launch</i>					
2 NDI Staff, Washington/Lima	\$900	RT	2		1,800
<i>Trainer Seminar</i>					
Trainer, La Paz/DC	\$1,000	RT	1		1,000
2 Trainers, Buenos Aires/DC	\$1,000	RT	2		2,000
2 Trainers, Quito/DC	\$850	RT	2		1,700
2 Trainers, Bogota/DC	\$900	RT	2		1,800
2 Trainers, Mexico/DC	\$550	RT	2		1,100
Trainer, Lima/DC	\$900	RT	1		900
B. Per Diem					
<i>Website Launch</i>					
2 NDI Staff, Lima	\$215	day	2		860
<i>Trainer Seminar</i>					
10 Trainers - Washington, DC	\$204	day	4		8,160
C. Local Travel					
Taxis	\$15	month	12		180
Training Seminar/DC	\$125	day	4		500
D. Other Travel Costs					
Airport/Taxes	\$20	person	12		240
Total Travel/Per Diem					20,240

Contractual Services				
CD-ROM Production	\$4	CD-ROM	450	1,800
Software Development				30,000
Interns	\$6.15	hour	450	2,768
Web site hosting	\$60	month	12	720
Translation	\$500	manual	4	2,000
Printing Costs	\$1,000	manual	4	4,000
Website Marketing				1,000
Total Contractual Services				42,288
Consultant's Fees				
1 Manual-Consultant	\$200	day	42	8,400
Total Consulting Services				8,400
Other Direct Costs				
Subscriptions	\$50	month	12	600
Workshops/Meetings	\$500	day	4	2,000
AV Equipment Set Up	\$516	flat fee		516
Total Other Direct Costs				3,116
TOTAL DIRECT COSTS				171,667
Indirect Costs @ NICRA rate			23.0%	38,333
TOTAL COSTS				210,000