

# PROACTIVE TRANSPARENCY PRACTICES FOR POLITICAL PARTIES



INSTITUTO  
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PARA ASUNTOS INTERNACIONALES

# PROACTIVE TRANSPARENCY PRACTICES FOR POLITICAL PARTIES



**NDI Mexico**  
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**National Democratic Institute for International Affairs**

NDI Mexico

Parque España 59, Condesa, Alcaldía Cuauhtémoc,  
Ciudad de México, 06140

**Miriam Keila González Hilario de Arias**

Resident Director of the Mexico Office

Research Coordinator:

**César Isai Manzano Pech**

Program Officer

Content:

**César Isai Manzano Pech**

Program Officer

**Olimpia Martínez Sainz**

Research Assistant

**José Eduardo Yáñez Vázquez**

Graphic design

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# LIST OF ACRONYMS

<b>ID</b>	Izquierda Democrática (Democratic Left, Ecuador)
<b>INAI</b>	Instituto Nacional de Transparencia, Acceso a la Información y Protección de Datos Personales (National Institute for Transparency, Access to Information and Protection of Personal Data).
<b>INE</b>	Instituto Federal Electoral (National Electoral Institute)
<b>LFTAIP</b>	Ley Federal de Transparencia y Acceso a la Información Pública (Federal Law of Transparency and Access to Public Information)
<b>LGPP</b>	Ley General de Partidos Políticos (Law of Political Parties)
<b>LGTAIP</b>	Ley General de Transparencia y Acceso a la Información Pública (Law of Transparency and Access to Public Information)
<b>MIRA</b>	Movimiento Independiente de Renovación Absoluta (Independent Movement for Absolute Renovation, Colombia)
<b>NDI</b>	Instituto Nacional Demócrata para Asuntos Internacionales (National Democratic Institute for International Affairs)
<b>PAIS</b>	Partido Alianza PAIS (Alianza PAIS Party, Ecuador)
<b>PCN</b>	Partido de Concertación Nacional (National Coalition Party, El Salvador)
<b>PLH</b>	Partido Liberal de Honduras (Liberal Party of Honduras)
<b>PRD</b>	Partido Revolucionario Democrático (Democratic Revolutionary Party, Panama)
<b>PR</b>	Partido Radical Socialdemócrata (Radical Social Democratic Party, Chile)
<b>SNT</b>	Sistema Nacional de Transparencia, Acceso a la Información Pública y Protección de Datos Personales (National System of Transparency, Access to Public Information and Protection of Personal Data)
<b>ICTs</b>	Information and Communication Technologies

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# BACKGROUND

**T**ransparency is currently a common concept discussed in governments around the world, which is not surprising, since it represents an essential condition to advance the consolidation of a strong and sustainable democracy.

Political parties, which are fundamental institutions of democracy, must adopt transparent procedures and management as part of their daily routine as a permanent practice in order to show themselves as responsible actors that explain to the citizens they represent how and why they make the decisions guiding their actions.

Since its founding in 1983, the **National Democratic Institute for International Affairs (NDI)** has worked through partnerships around the world to protect and strengthen democratic institutions, procedures, standards and values that ensure a better life quality for all people.

Through an international cooperation model, NDI provides customized training and technical assistance to members of civil society organizations, Congresses, public sector institutions, as well as political party leaders of all ideologies.

Under a multi-party approach, NDI has supported the efforts of those political parties interested in renewing themselves to become more representative, democratic, inclusive, and transparent. In this regard, after years of working with different parties around the world, NDI believes that the **most effective political parties** are those that:

1. Develop and maintain democratic structures;
2. Collaborate with civil society and constantly revitalize their membership by strengthening outreach to new sectors and underrepresented groups; and
3. Promote and practice both transparency and accountability in their daily actions.

Particularly, based on this last pillar, NDI developed this document as a contribution to all those political parties that, faced with the challenges of the 21st century, seek to innovate and take action in order to regain the trust of citizens through the adoption of Proactive Transparency practices, such as those presented in this document.



**Deborah Ullmer**

Regional Director for Latin America and the Caribbean

# INTRODUCTION

In Mexico, the issue of transparency has been on the public agenda for almost two decades;<sup>1</sup> throughout that time, both general and specific obligations have been successfully established,<sup>2</sup> which most political parties comply with, as well as mechanisms to make party information visible and available to the public (see the National Transparency Platform, SIPOT).<sup>3</sup>

Broadly speaking, transparency is a condition not only accepted, but also demanded by citizens in order to know how resources are being used by their representatives. Transparency serves as the basis of a virtuous circle in which the availability of information allows political parties to be accountable and subject to public scrutiny.

Thus, citizens can form an informed decision to positively or negatively sanction political parties either to endorse them or to prevent their continuity in public decision-making spaces.<sup>4</sup>

Undoubtedly, the narrative of transparency is notorious as an obligation of parties before the authorities and as a channel of citizen empowerment. These concepts translate into democratic control, surveillance and reduction of the power of political parties to make arbitrary and discretionary decisions, which is why the issue of transparency ends up being a tedious task that produces little or no encouragement among political parties.

Therefore, it is imperative to initiate the dissemination and strengthening of a new narrative of transparency as a condition from which **political parties can also take advantage of for the purposes they pursue as entities of representation and citizen participation.**

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1 In June 2002, the first legislation on transparency came into force in Mexico, which was called the Federal Law on Transparency and Access to Information (Ley Federal de Transparencia y Acceso a la Información). See Galeana, Patricia Información, Archivos y Democracia, Mexico, Fundar, 2016, p. 367, accessed at: <https://bit.ly/2AMsdqu>

2 As of the 2014 Reform to the Political Constitution of the United Mexican States regarding transparency, political parties were granted the status of “obligated subjects”, with which they acquired the responsibility to comply with the transparency obligations framed in Articles 70 and 76 of the General Law on Transparency and Access to Public Information, as well as Article 74 of the Federal Law on Transparency and Access to Public Information.

3 Plataforma Nacional de Transparencia, accessed at: <https://bit.ly/35XVieY>

4 López Ayllón and Mauricio Merino, La rendición de cuentas en México: Perspectivas y retos, Mexico, IJJ-UNAM, 2009, p. 9, accessed at: <https://bit.ly/3sLvdJG>.

First, it is unavoidable today to think of a democratic party system that is not based on a culture of transparency and accountability. Therefore, political parties must develop political strategies to operate, compete and succeed in this context.

In this sense, beyond complying with the minimum obligations required by law, parties must evolve to proactive schemes in which, in a strategic manner, they make transparency and accountability visible as qualities that distinguish them from other political parties and present them as a real option for citizens.

In recent decades, and throughout the world, different studies and surveys have increasingly documented the deep distrust of citizens towards political parties.<sup>5</sup> This has deepened the crisis that citizens do not feel represented by parties, even though parties continue to be a fundamental and irreplaceable part of the democratic political system.

Parties continue to serve as the main link between citizens and the State, as they represent the interests of citizens vis-à-vis those in power. However, if the gap between parties and citizens grows it develops into a crisis of democracy itself, since there can be no democracy without political parties. On the other hand, the disenchantment with the parties not only derives from the citizens, but also from the party members themselves and other sympathizers, since many times party leaders ignore their structures and assign candidacies, distribute budgets and make all kinds of decisions in total opacity. As a result, internal conflicts arise that weaken the political party as a whole and reinforce the negative image among citizens of being entities “focused on their ambition for power [with] a strong dependence on financial resources, not always well earned or well administered.”<sup>6</sup>

In this regard, a second benefit for political parties is that transparency can also be a tool that gives greater publicity to internal rules and procedures. It would limit abuses by the leadership and, if these were committed, transparency would serve as a way of making the offenses visible to prevent such acts from going unpunished and thus affecting the image and prestige of the party institution as a whole.

In short, one can continue listing arguments to highlight the virtues of transparency, and in all of them, its relevance will be undeniable. However, for many political parties that have already overcome the threshold of fear of transparency and want to go beyond the basic obligations demanded by law, the challenge is to answer the question: **how would it be possible to make information produced by the party transparent in an attractive and understandable way to citizens?**

<sup>5</sup> It is estimated that only 11% of citizens in Mexico trust political parties. See 2018 Report, Corporación Latinobarómetro, 2018, p. 53.

<sup>6</sup> Peschard, Jacqueline, *Transparencia y partidos políticos*, Mexico, Instituto Nacional de Transparencia y Protección de Datos Personales (INAI), 2015, p. 28, accessed at: <https://bit.ly/3r9BEWr>



As pointed out by the National Institute for Transparency, Access to Information and Protection of Personal Data (INAI), entering into the field of **Proactive Transparency** does not only consist of selecting information that may be of public interest, but must also contemplate, among other aspects, the means of dissemination that are adapted to the public and allow the information to flow to the citizens.<sup>7</sup>

This document, entitled **Proactive Transparency Practices for Political Parties**, focuses on the aspect of dissemination, since it is a material that aims to share successful practices that many parties in Ibero-America have implemented to make transparent and disseminate the information they produce in more attractive and understandable ways for citizens.

This document aims to be proof that political parties can go beyond conventional standards, transforming the practices they have traditionally followed as an effort to take advantage of Proactive Transparency in a strategic way to link with citizens, stay close to them and regain their trust.

Based on this, the document is structured in three chapters. **Chapter 1** sets out the different obligations that political parties in Mexico must comply with in terms of transparency, in accordance with the provisions of the current regulatory framework. Furthermore, it raises the vision of Proactive Transparency proposed by the INAI and the National System of Transparency, Access to Public Information and Protection of Personal Data (SNT), highlighting some categories of information that political parties could proactively make transparent.

Once it has been explained what information political parties can make transparent both actively and proactively, **Chapter 2** seeks to clarify how to make such information transparent. Throughout this chapter, the report highlights how political parties can strengthen the dissemination capabilities in their transparency portals; thus, the information they disseminate is communicated in an effective, simple and attractive way for citizens.

Finally, **Chapter 3** presents real cases in which several political parties in Ibero-America have developed innovative Proactive Transparency practices to disseminate information of interest to citizens, highlighting the application of the aspects discussed in Chapter 2.

The goal of this document is to be a starting point to detonate the conversation of Proactive Transparency in political parties, and that beyond being a “simple” reading material, it will be a reference for political parties in Mexico to take in the transformation of their internal practices to strengthen the party system and the quality of democratic life in Mexico.●

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<sup>7</sup> See “¿Cómo desarrollar una práctica de transparencia proactiva” en Guía de Transparencia Proactiva. Construyendo conocimiento útil en beneficio de la sociedad, México, INAI-Secretaría de la Función Pública, 2019, p. 9, consultado en: <https://bit.ly/2Dt85Ly>

# CHAPTER 1

# PROACTIVE TRANSPARENCY: A TOOL FOR STRENGTHENING POLITICAL PARTIES

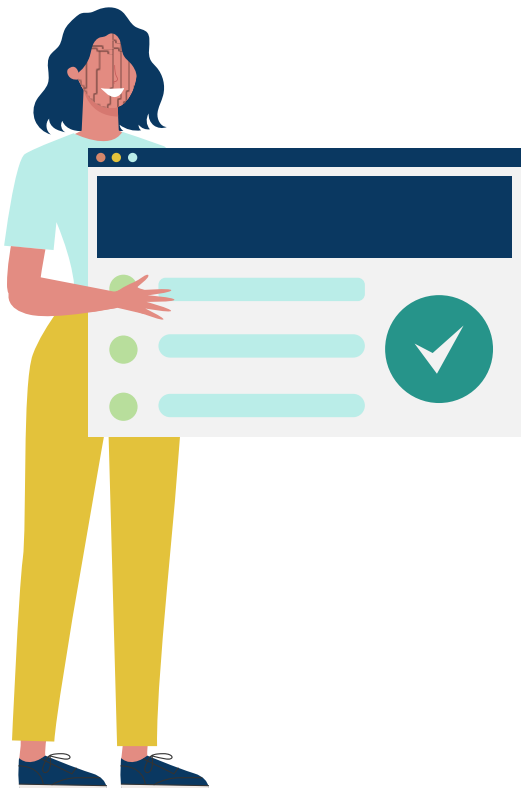


# CHAPTER 1

## PROACTIVE TRANSPARENCY: A TOOL FOR STRENGTHENING POLITICAL PARTIES

**G**enerally, transparency has been seen by political parties as an obligation to comply with the current regulatory framework. This is a vision that, although correct, minimizes the potential it can have as a strategic tool for political parties.

This chapter focuses on explaining the concept of Proactive Transparency and its complementary relationship with the traditional vision of transparency set forth in the law. It also addresses the relevance of Proactive Transparency in strengthening the capacities of political parties as a useful tool that they can use to improve their projection and interaction with citizens.



# 1.1. Transparency: Responsibilities and Obligations for Political Parties in Mexico

**T**ransparency is very relevant, as it is an element or condition that enables the consolidation of a strong and sustainable democracy. In this sense, it is important to explain what transparency means in this context and, more specifically, what are the obligations that Mexican political parties have to carry out to promote open and inclusive processes with citizens. The latter also includes that more than obligations, transparency and access to information must be acknowledged and understood as channels that can and must link political parties with citizens.

In general terms, **transparency** can be defined as a tool or critical component of democratic political systems that allows citizens to exercise their rights and freedoms related to access to information and accountability. This is based on the systematization of information that must be presented in a clear and accessible way for all citizens,<sup>1</sup> so that the advantages and disadvantages derived from the acts and decisional processes of private and public institutions, as is the case of political parties, can be known.

In Mexico, according to the latest reform to the Federal Law on Transparency and Access to Public Information<sup>2</sup>-promulgated in the Official Gazette of the Federation on January 27, 2017- “all information generated, obtained, acquired, transformed or in possession of the obligated subjects is susceptible to be public and accessible to any person.” In this regard, political parties as obligated subjects, have the responsibility to:

1. Transparency; allowing access to information and protecting personal data and;
2. Comply with the obligations, procedures and responsibilities set forth in the General Law of Transparency and Access to Public Information (LGT-ATIP)<sup>3</sup>, as well as in the Federal Law of Transparency and Access to Public Information (LFTAIP).

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1 Loredo, Jesús, La Transparencia en los partidos políticos en México, Mexico, Instituto Electoral del Estado de México (IEEM), 2019, pp. 15-24.

2 See at: <https://bit.ly/39QW3I2>

3 See Article 23 of the General Law on Transparency and Access to Public Information, Mexico, 2020, accessed at: <https://bit.ly/3hcCm0F>.

Article 11 of the LFTAIP sets forth a series of obligations. The first is the establishment of committees and specialized units with experience in transparency and access to information, to monitor and ensure proper operation in accordance with internal regulations.

A second obligation is to provide continuous and specialized training to the personnel that make up the Transparency Committees and Units. This article establishes as an obligation the attendance and compliance with the requirements, observations, recommendations and criteria made by the INAI and the SNT in matters of transparency and access to information. Likewise, the parties must report to such entities the implementation actions of the corresponding regulations.

Article 11 of the LFTAIP also contemplates obligations such as: the establishment and updating of archive and document management systems; the protection and safeguarding of information considered as reserved or confidential for reasons of public interest and national security; the publication of documents and information in open and accessible formats; the promotion of the use of Information and Communication Technologies (ICTs), as well as the digitalization and updating of the same to guarantee transparency and the right to information in accordance with the policies established by the SNT.

It also includes the proactive dissemination of information considered to be of public interest and the promotion of agreements with specialized public institutions that can help deliver responses to information requests efficiently and in formats accessible to different population groups (in indigenous languages or Braille, for example).<sup>4</sup>

Similarly, Article 30 of the *General Law of Political Parties* specifies that the parties must make public the following items: their basic documents; the regulations, agreements and general provisions approved by their governing bodies; the list of members; the ordinary and extraordinary remunerations of the governing bodies and any person receiving income from the political party; the electoral platforms, the government programs and the names of the representatives registered before the National Electoral Institute (INE), as well as their bodies' directory at the three levels of government (national, state and municipal); and, if applicable, at the regional, delegate and district levels.<sup>5</sup>

In addition, parties are required to make transparent the agreements for the formation of fronts, coalitions and mergers with other national political groups. This includes the calls for the nomination of candidates for elected office; the calls for the election of their leaders; the sentences, resolutions and rulings of the jurisdictional bodies, internal control bodies and the General Council of the National Electoral Institute (INE), as well as those related to the guarantee of the rights of their members.

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4 See Article 11 of the Federal Law on Transparency and Access to Public Information, Mexico, 2020, accessed at: <https://bit.ly/34pxjEN>.

5 See Article 30 of the General Law of Political Parties, Mexico, 2020, accessed at: <https://bit.ly/3r9s3i9>.

In terms of expenses, political parties are obligated to make public the contracts and agreements entered into “for the acquisition, leasing, concessions and provision of goods and services;”<sup>6</sup> the amounts of public financing -from the last five years and up to the most recent month- that are granted in any modality to their national, state and municipal bodies; the list of foundations, centers, research and training institutes that receive economic resources from the party; the results of reviews, reports, verifications and audits that are part of their resource auditing process, and finally, reports relating to: the patrimonial situation of the party, the inventory of the furniture and real estate owned by the party -including those leased or in possession of another legal entity- and the list of donors incorporating the amounts contributed by them.<sup>7</sup>

These obligations place an emphasis on the responsibilities and requirements that Mexican political parties -as fundamental actors of democracy and public interest entities- must adopt and promote in terms of transparency and access to information.

However, it is important to reiterate that although **transparency** is an obligation by law in Mexico, it should also be seen as a **strategic tool that links political parties with the citizenship and promotes mechanisms of democratic control, oversight and citizen participation**, in order to avoid opacity in the procedures and inhibit possible abuses within the party structures.

Since Mexican political parties already comply with many of the obligations required by the current regulatory framework, **it is essential that political parties begin to venture into the field of Proactive Transparency** to consolidate the efforts that have been made so far. However, as this topic is relatively new, there is still very limited knowledge about what it is and how to start adopting this approach.



<sup>6</sup> Ibid., paragraph g.  
<sup>7</sup> Ibid., item i.

## 1.2. What is Proactive Transparency and why is it important for political parties?

In Mexico, the term Proactive Transparency was formally introduced to the public conversation in 2014 as a result of the Transparency Reform, which provided a guideline for Article 56 of the LGTAIP. This set forth a first general concept of the term Proactive Transparency, stating that it refers to: “additional information to that established as a minimum by this Law.”<sup>8</sup>

Subsequently, as of the aforementioned reform, the topic was developed further in Mexico,<sup>9</sup> since in March 2016, the SNT approved the *Guidelines to Determine the Catalog and Publication of Information of Public Interest; and for the Issuance and Evaluation of Proactive Transparency Policies* which include national guidelines for the issuance of proactive transparency policies referred to in articles 56, 57 and 58 of the LGTAIP.

With the issuance of this regulatory framework, the conceptualization of ideas and principles in this area was deepened; in addition, progress was made towards the standardization of processes for the identification, evaluation and socialization of the progress of the Proactive Transparency policies developed by the regulated entities. Thus, hand in hand with the regulatory implementation at the federal level, since 2017 and, based on a diagnostic exercise on the existing areas of opportunity to promote the development of Proactive Transparency policies at the national level, INAI developed the document called Proactive Transparency Guide, where the concept of Proactive Transparency is discussed thoroughly:

“[it is] information on a specific topic that is of interest [to a specific population group] with the aim of generating knowledge for a specific purpose; [...] the information offer of an institution must be defined based on the needs and habits of consultation and consumption of information of the target audience it seeks to address.”<sup>10</sup>

With this in mind, we can point out that Proactive Transparency has at least three main characteristics. The **first** is that it is additional information, which implies that, in order for the information of a political party to be considered within the category of Proactive Transparency, it must be complementary information to that which is periodically submitted to comply with the transparency obligations required by the current regulatory framework. These were already reviewed in the previous section.

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<sup>8</sup> See Article 56 of the General Law on Transparency and Access to Public Information, Mexico, 2020, accessed at: <https://bit.ly/35rujcg>. It is worth mentioning that as of the 2014 reform, a whole section on Proactive Transparency was added to this law, which goes from Articles 56 to 58.

<sup>9</sup> Part of the evidence of the progress that has been made in Mexico since 2015 on the issue of Proactive Transparency - at least in the Federal aspect - is the publication of the Guidelines to determine the catalogs and publication of information of public interest; and for the issuance and evaluation of Proactive Transparency policies [<https://bit.ly/32mMUnK>]; and the creation of the Bank of Practices for Institutional Openness [<https://bit.ly/2Zw2V9n>], which seeks to disseminate Proactive Transparency actions and practices in different contexts.

<sup>10</sup> n/a, Proactive Transparency Guide. Construyendo conocimiento útil en beneficio de la sociedad, Mexico, INAI-Secretaría de la Función Pública, 2019, p. 7, accessed at: <https://bit.ly/2Dt85Ly>

The **second** characteristic is that Proactive Transparency should be useful rather than an accumulation of extra information, based on the interests, needs and habits of the public user, not on what the political party considers it is better to make transparent.

Finally, the **third** characteristic of Proactive Transparency is its purpose, since more than “just because” transparency, it seeks to “generate useful and strategic knowledge for a specific purpose,” that is to say, it enriches the knowledge of citizens. This could eventually be linked to the purpose that political parties should encourage, which is “to promote the participation of the people in the democratic life of Mexico.”<sup>11</sup>

Particularly, the second characteristic represents a great challenge for political parties, since, as it is pointed out, in order for Proactive Transparency to have a *raison d'être*, there must be citizens demanding information. However, in the case of political parties, due to the low degree of trust,<sup>12</sup> it could be assumed that the vast majority of citizens have little to no interest in knowing the political parties in depth and consuming the information they produce.

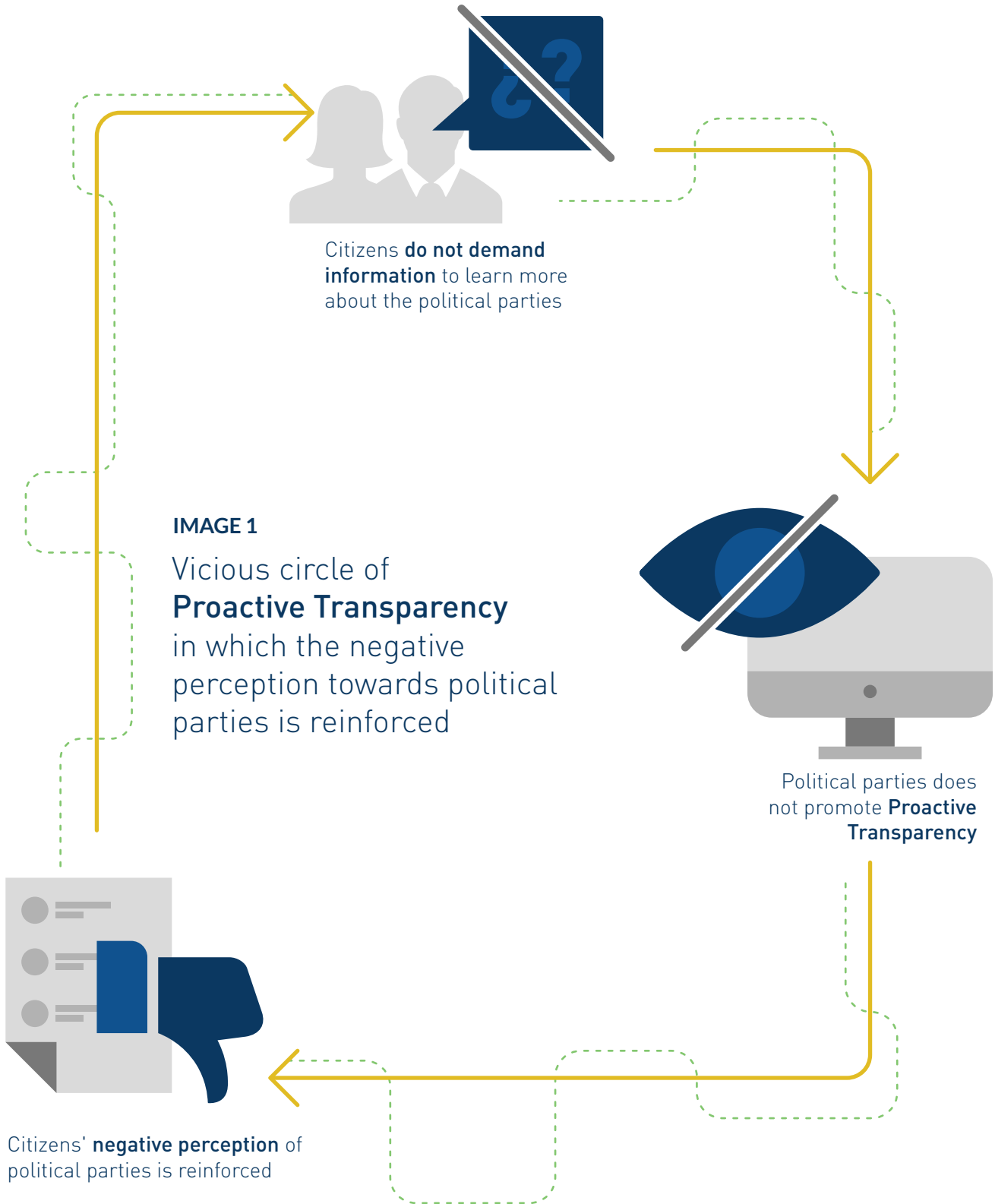
This prevents the third characteristic of Proactive Transparency from being met. That is to say, if there is no public demanding information, then there cannot be “new knowledge” about political parties and the characteristics that distinguish them from each other. Therefore, a vicious circle is formed in which citizens do not demand information; political parties do not publish additional information of public interest, and as a result, the lack of knowledge and the negative perception of citizens towards political parties persist (*See IMAGE 1*).

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<sup>11</sup> See Article 3 of the General Law of Political Parties, Mexico, 2020, accessed at: <https://bit.ly/3hKABX>.

<sup>12</sup> According to INEGI only 17.8% of the population in Mexico trusts political parties. See: Encuesta Nacional de Calidad e Impacto Gubernamental (ENCIG) 2017, Mexico, INAI, 2017, p. 141, accessed at: <https://bit.ly/3mkscgy>



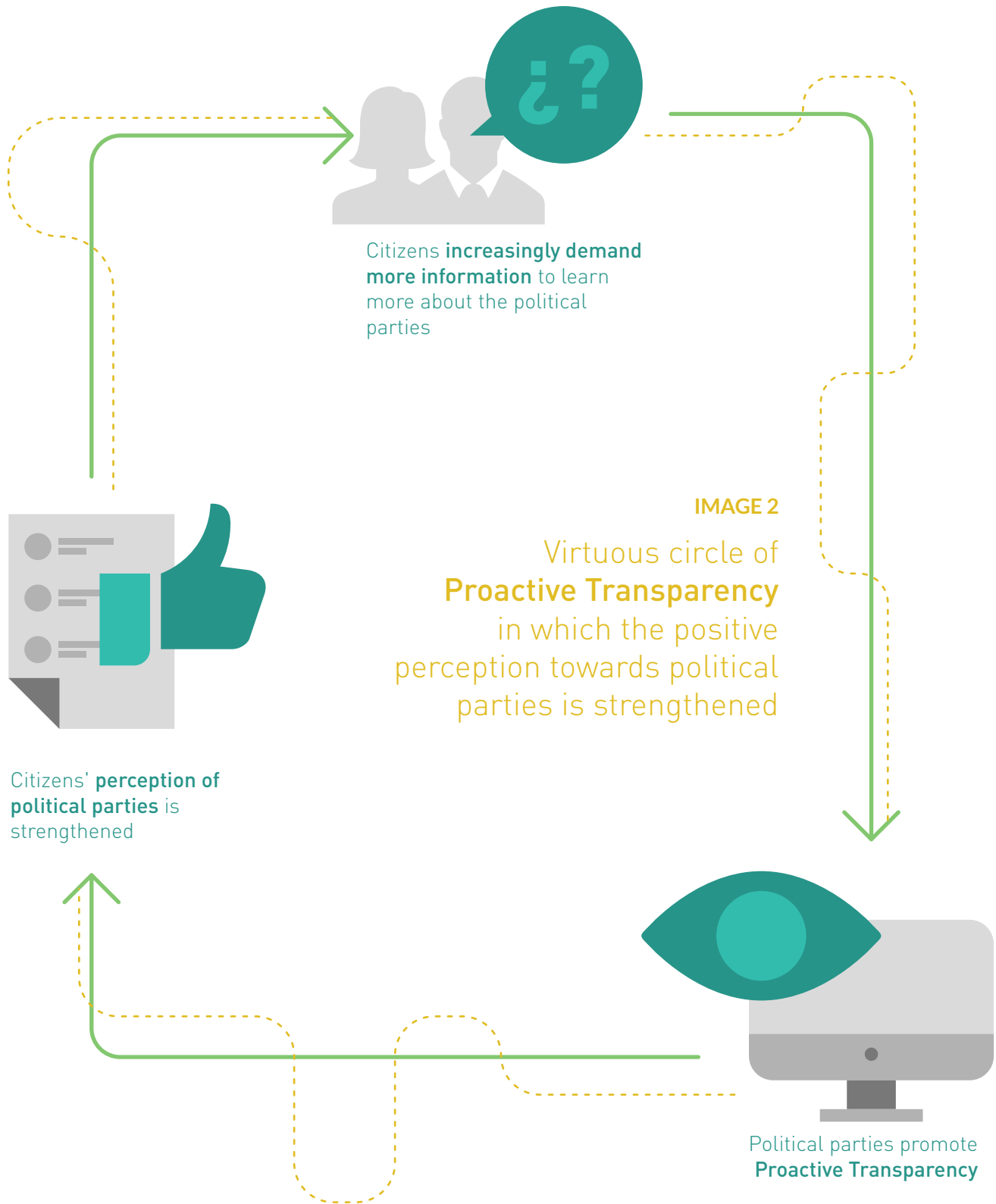


**IMAGE 1**  
Vicious circle of **Proactive Transparency** in which the negative perception towards political parties is reinforced

As stated in the introductory text of this document, rather than being of exclusive benefit to citizens, **Proactive Transparency** can also favor and be used strategically by political parties, since it is a tool **not only to improve their image, but also their social acceptance**, as it allows political parties to approach, interact and enrich themselves with citizens' perspectives:

“It is society itself who, with its participation, knowledge and experience acquired throughout its life, can guide and advice the institutions so that they generate really useful information for making better decisions; accessing procedures and/or services of interest in a simple, effective and expeditious manner; and being an active agent of change in the identification of irregular acts, misuse of power, and the strengthening of our democracy.”<sup>13</sup>

Subsequently, political parties that truly aspire to recover popular support and citizens' vote at the ballot box must assume the challenge of encouraging the interest of citizens in partisan affairs. Thus, little by little the vicious circle is transformed into a virtuous circle in which a society demanding transparency becomes interested in requesting more information from political parties and that these have the opportunity to revitalize their image and project themselves as a true option for the citizens (*See IMAGE 2*).



In order to encourage citizen interest, political parties must identify the topics that generate interest to citizens. Along these lines, Dr. Ana Elena Fierro Ferrández, in her study *Retos de los Partidos Políticos en Transparencia Proactiva* (Proactive Transparency Challenges for Political Parties), suggests several categories of information that, due to their characteristics, may be of citizens' interest:<sup>14</sup>

- **Financing.** Information and data related to the origin and use of economic-financial resources from both public and private sources.
- **Budget information.** Data related to the budget allocated in any modality (national, state, municipal or Mexico City bodies), during the last five years and up to the most recent month, as well as the reports of its execution, which must include the patrimonial situation and the inventory of movable and immovable property, owned or leased, or under any legal figure.
- **Register of party members.** Publication of information (names, surnames, date of affiliation and entity of residence) related to persons who are members and/or affiliated to a political party.
- **Internal democracy.** Set of regulatory provisions and political measures that “allow power within a political party to be effectively distributed among and by consensus of the majority of its members.”<sup>15</sup> Likewise, these provisions have the objective of guaranteeing that processes such as the selection of internal leaders; the designation of candidates for popularly elected positions; proportional representation by gender and the determination of the political platform are the result of the will of the majority of the political party members.<sup>16</sup>

It is worth mentioning that this proposal of topics is more of an illustrative effort than a comprehensive one. For no reason should it be considered limiting, since, as stated in the definition of Proactive Transparency, one characteristic is the usefulness of such information for the public. As its usefulness may vary depending on the user public, **all the information generated by political parties may be of public interest** and, therefore, classified as information to be proactively transparent.

It is therefore advisable to implement mechanisms for citizen participation to identify, channel, process and systematize citizen demands or needs and to clarify for political parties the information that is of real interest to specific sectors of society.

14 Fierro, Ana Elena, *Retos de los partidos políticos en Transparencia Proactiva*, from the collection *Cuadernos de Divulgación de la Justicia Electoral*, Mexico, Tribunal Electoral del Poder Judicial de la Federación, 2016, 51 pp., accessed at: <https://bit.ly/3bOYsmV>

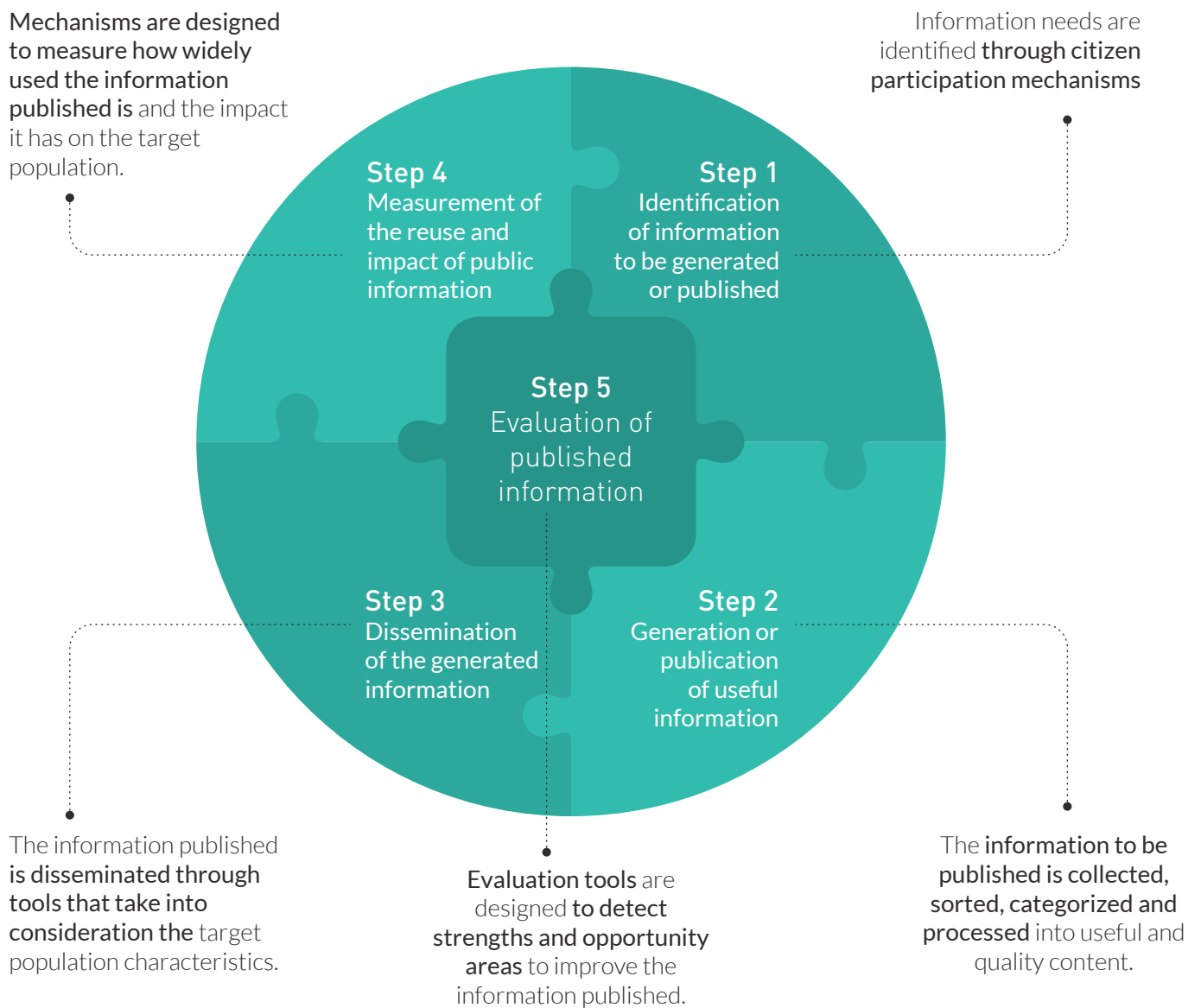
15 Moscoso, Martín, *La democracia Interna de los Partidos Políticos Mexicanos: una obligación constitucional*, Mexico, IJ, 2004, p.5, accessed at: <https://bit.ly/3h2HZyo>.

16 Hernandez, Rubén, *La democracia Interna de los Partidos Políticos*, Mexico, 2002, p. 148, accessed at: <https://bit.ly/38eZmYF>.

Now, since it has been explained what Proactive Transparency is and some examples of information that may respond to the interest of citizens have been mentioned, it is important to point out that Proactive Transparency is not adopted with automatic and improvised actions. On the contrary, the INAI proposes that, in order for the obligated subjects to develop Proactive Transparency practices in a planned and orderly manner, the following methodology should be followed<sup>17</sup> (See IMAGE 3).

**IMAGE 3**

**Phases for the development of a practice of Proactive Transparency**



Source: Guía de Transparencia Proactiva. Construyendo conocimiento útil en beneficio de la sociedad, INAI, p. 11 (Proactive Transparency Guide. Building useful knowledge for the benefit of society, INAI, p. 11.)

17 s/a, Proactive Transparency Guide. Construyendo conocimiento útil en beneficio de la sociedad, op. cit.

It is not the intention of this document to elaborate on this methodology, since INAI's Proactive Transparency Guide sets out each of the steps in greater detail. However, it is relevant to refer to it since this document will focus on Step 3 of the methodology in the following pages, concerning the dissemination of the information generated.

Although all steps are important, Step 3 is key because, as stated by the INAI, entities that are perceived as “highly transparent” are those that make available to citizens “web pages and other tools [...] that make public information available in an intuitive way, with simple language and a clear focus on public utility that is strengthened through permanent feedback channels.”<sup>18</sup>

Ironically, although Step 3 is one of the most relevant, it is also one of the weakest areas of many political parties in Mexico, since the transparency portals are used as spaces to upload and download files (PDF, Word, Excel, etc.) and are targeted to highly technical audiences. This influences the lack of spirit, interest and knowledge in most of the population to enter and explore the **transparency portals**, even though nowadays, in the digital era, they are the **main interaction window between political parties and citizens**.

Chapter 2 of this report will discuss some elements to be considered in transparency portals so that political parties can strengthen their capacity to make transparent and disseminate information of public interest, so that they have the essential criteria to develop Proactive Transparency practices. •



18 s/a, Guía de Transparencia Proactiva. Construyendo conocimiento útil en beneficio de la sociedad, op. cit., p. 8. (Proactive Transparency Guide. Building useful knowledge for the benefit of society, op. cit., p. 8)

# CHAPTER 2

## POLITICAL PARTY TRANSPARENCY PORTALS



## CHAPTER 2

# POLITICAL PARTY TRANSPARENCY PORTALS<sup>1</sup>

**A**t present, ICTs have acquired great relevance in different areas of human life; at the same time, they have modified the means of communication and social interaction. For **political parties** in particular, this reality creates an opportunity to **innovate and adapt** the different **channels of communication** and participation available to them in order to be more **transparent and strengthen their relationship with citizens**.

Article 57 of the LGTAIP establishes that the regulated entities, within the proactive transparency policy framework, shall disseminate their information in the media and formats that best suit the public to which it is addressed. Hence, political parties may resort to a wide variety of practices to make transparent the information they provide to the public.

However, **in the digital era, one of the most strategic means to publish and disseminate information are transparency portals**, since they are a tool that is easily adaptable to the public. They have a large reach among citizens and great potential to respond faster to the constant demand for information from different sectors of the population.

Many people that have this document in their hands at this moment will think that the only purpose of transparency portals for political parties is to upload files periodically to comply with the obligations stipulated by law, which is true. Nevertheless, **under the paradigm of Proactive Transparency, transparency portals should be modern spaces** that inform, promote bidirectional communication and empower both senders and receivers of information for different purposes.

Political parties, in their capacity of information issuers, should renew the party's image before members and citizens. Although there is no legal requirement motivating political parties to modernize their transparency portals, there is a clear incentive for them to do so, which is to distinguish themselves as transparent, promote their political objectives and “sell themselves as the best option” for citizens.

This chapter identifies five elements that political parties should keep in mind when designing, developing and updating their transparency portal in order to turn it into a powerful Proactive Transparency tool.<sup>2</sup>

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1 Chapter based on notes by Sergio Araiza, Consultant in Democracy and ICTs (2020); and s/a, User Experience Basics, Usability.gov, 2020, accessed at: <https://bit.ly/2PJhsMX>.

2 For more information about the items listed here, you can visit the official Usability.gov website at: <https://bit.ly/3dnS8nJ>.



## A) Indexing to improve searchability and accessibility of political party transparency portals

Many transparency portals of political parties are not easily located in Internet search engines because they are not correctly labeled (**indexed**<sup>3</sup>), and therefore difficult for the bots to classify properly. This is one of the main obstacles for citizens to find valuable information in transparency portals. In this sense, it is increasingly common for users to enter keywords or phrases such as: “How much does the XX political party spend?” or “Organizational chart of the XX party” in an Internet search engine to locate the information in which they are interested.

Therefore, it is essential that political parties index their transparency portals to the different Internet search engines (Google, Bing, Yahoo!, DuckDuckGo, etc.), so that they can better position them in the search results and save the user time.



<sup>3</sup> Indexing is the process by which an Internet search engine (Google, Bing, Yahoo!, DuckDuckGox, etc.) adds a web page to its index to display it in the top results of a search. See: <http://bit.ly/37tp7FB>

## B) Technical architecture and contents of political party transparency portals

**Technical architecture** is the design of the transparency portal, which must incorporate the use of applications, data structures, interactive graphics and other technologies that allow for an adequate experience and enhanced functionality.

Transparency portals of political parties must be designed not only to comply with the obligations of the current regulatory framework, but also, and not less important, to arouse the interest of citizens and meet their needs, since most citizens do not have the technical knowledge to read databases or process the large amount of information produced by political parties.

Therefore, web portals should be designed with a simple architecture so that citizens can reach the information **intuitively and with as few clicks as possible**.<sup>4</sup> Thus avoiding the design of complex transparency portals, focused on highly specialized technical audiences and with a design that discourages citizens from browsing its contents.

Nowadays, content design to make political party information transparent and better communicated to the public can be performed by several technologies and methods, and many of these practices are illustrated in *Chapter 3* of this document.

Therefore, the important thing to emphasize in this section is that the way to make political party information more comprehensible is through the creation of user-focused content that, among other things, is didactic, simple and, if possible, allows citizens to reuse this information.

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<sup>4</sup> In Mexico, around 90% of the population considers that “easy accessibility” should be one of the main attributes of the information found on the websites of government institutions. This is due to the fact that almost 7 out of 10 people have faced difficulties in finding the information they need and, consequently, 6 out of 10 people have preferred to suspend the search and do nothing. See: Encuesta Nacional de Acceso a la Información Pública y Protección de Datos Personales (ENAI), Mexico, INAI, 2019, pp. 47-49, accessed at: <https://bit.ly/3sEN84z>

## C) Communication with the public and inclusion of groups in vulnerable situations

An innovative aspect that has not been addressed by many political parties is the inclusion of tools and functions that allow citizens to communicate directly with the party to request information or send complaints and suggestions to improve the various transparency services. These could include satisfaction surveys on the information published, citizen mailboxes, forms, etc.

Furthermore, there are some other virtual tools that allow consulting citizens on various topics that could be interesting to political parties; this enables the collection and organization of information in order to help them make decisions to create policy proposals, electoral platforms, party programs, etc. (See Chapter 3).

In this regard, it is important to remember that transparency portals **are not isolated tools**; they are part of the political party, so they **should also be a link between the citizens and the political party**. Thus, their primary responsibility is to make transparent the results of the consultations made with the citizens and to show how these contributions are reflected in the official documents approved and published by the political party.

On the other hand, as established in Article 57 of the LGTAIP,<sup>5</sup> the information disclosed proactively by the regulated entities must be adapted to the media that best suits the public to which it is addressed.

In order for transparency portals not to be spaces that exclude some groups of citizens, adjustments and alternatives should be considered that favor two-way communication and navigability for people with hearing or visual disabilities, or for indigenous Populations, such as visual or auditory messages or translated materials.

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<sup>5</sup> General Law of Transparency and Access to Public Information, Mexico, 2020, accessed at: <https://bit.ly/3hKABX>.

## D) Accessibility, openness and usability of information

Many political parties consider transparency portals to be mere repositories of information, which are often saturated with “infinite” numbers of databases, based on the misguided assumption that having an excessive amount of information will make them “more transparent.”

Undoubtedly, transparency aspires to make information fully available at all times, but the fact that a web portal is saturated with disorganized information in large quantities tends to discourage the public user to consume it, so that the purpose of transparency to have a more informed citizenship may be hindered.

The current regulatory framework in Mexico clearly specifies the information political parties are obliged to disclose; however, as indicated in Chapter 1, since they are public entities, all the information produced by political parties may be of public interest.

Therefore, a recommendation for political parties is that the people in charge of designing and managing the transparency portal analyze **what information is most accessed by the public user in their transparency portal**. Currently, there are several civil society technology groups dedicated to carry out this type of diagnosis, which political parties can approach to receive guidance and, possibly, establish future collaboration.

The results obtained from this analysis may help, among other things:

1. To identify the information that citizens are most interested in, in addition to the information that must be made transparent by law;
2. To know in advance the information that is of most interest to the user public; and
3. To make decisions regarding the most appropriate technical architecture to design the transparency portal, so that the information is well organized and easily accessible to citizens.

Meanwhile, the information published by political parties on their transparency portals, in addition to being accessible, must also comply with quality attributes, as well as with the other characteristics of open data:

- It must be available in open formats (open data), which implies that the user public does not have to pay fees, licenses, request authorization, register or meet any prerequisite to access the information.
- The open source formats chosen to make the information transparent must allow for usability of the data. For example, many parties upload the information in PDF, which prevents the public from using, interacting and analyzing the databases and other information.



## E) Regular updating and improvement of political party transparency portals

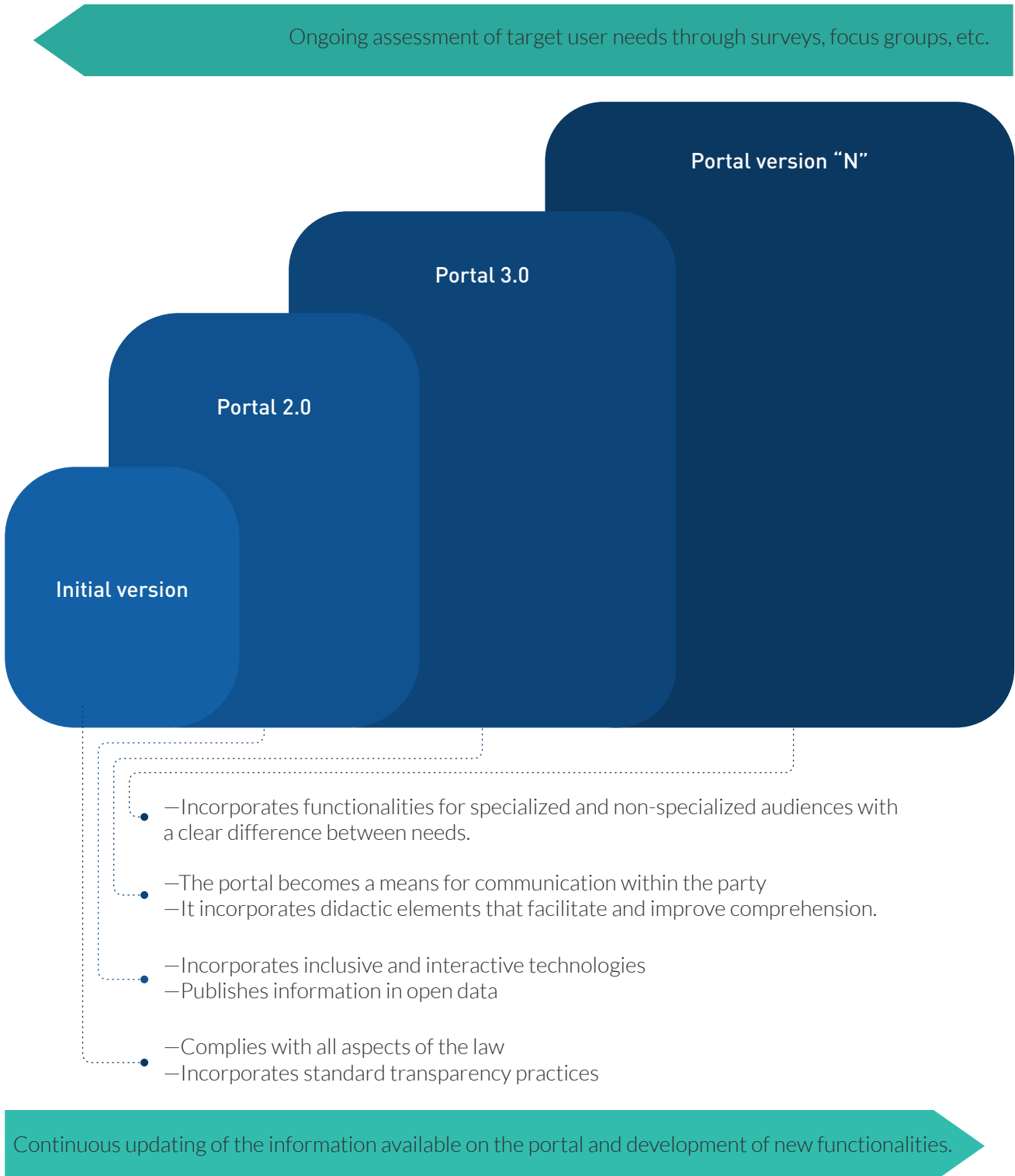
The design and development of transparency portals is a complex and evolving task. Subsequently, every transparency portal must be designed with the aim of constantly improving and updating it. For this purpose, it is **essential that the people responsible for transparency portals of political parties carry out periodic evaluations** in order to identify the functionalities that are useful and those that should be adjusted to improve the experience of the user public.

It is worth mentioning that in these **evaluations**, in addition to the transparency and programming team of the political parties, **other areas of the party, as well as party members and citizens, should be invited to participate. This allows parties** to obtain feedback from different perspectives that will help make decisions to update the programs and expand the transparency portal technological options.

The adjustments made should not only be aesthetic, they should also be functional and technical. Above all, they should improve the quality of the information that the political party makes transparent. This means that a transparency portal with which citizens feel comfortable and confident will be one that is the result of a **continuous improvement process**, which is updated and adapted to their needs. This process is shown below (*See IMAGE 4*).

IMAGE 4

## Continuous improvement of transparency portals in political parties



Source: Sergio Araiza, Consultant in Democracy and ICTs (2021)

One of the most important takeaways from this document is to refute the idea that modernizing a transparency portal in political parties requires a large budget. Obviously, there will be expenses that cannot be avoided. But there will also be other expenses that will not need to be incurred, since there are currently several **free virtual tools** that political parties can use to create attractive content for citizens or to incorporate functionalities to transparency portals that allow interaction with the user public.<sup>6</sup>

There are also civil society organizations, mainly those dedicated to democracy and technology issues, that parties can reach out to for advice, recommendations or establish future links. With this in mind, Chapter 3 will illustrate the Proactive Transparency practices that have been implemented by various political parties in Latin America, which reiterate elements presented in this chapter.

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<sup>6</sup> One site that can provide you with innovative ideas and resources for designing or redesigning your political party's transparency portal is Notion. For more information, please visit About Notion on the official website: <https://bit.ly/3m78OUq>



# CHAPTER 3

## PROACTIVE TRANSPARENCY PRACTICES IN POLITICAL PARTIES IN IBERO-AMERICA



# CHAPTER 3

## PROACTIVE TRANSPARENCY PRACTICES IN POLITICAL PARTIES IN IBERO-AMERICA <sup>1</sup>

Taking into consideration the issues addressed in the previous section, this chapter presents twelve Proactive Transparency practices of different political parties in Ibero-America. As seen throughout the chapter, what is relevant in the practices and experiences presented is not the level of technological sophistication of the web portals, but the fact that they are innovative initiatives that:

- Strengthen and renew the link between political parties and citizens.
- Respond to the needs and demands of citizens in terms of openness, transparency, access to information and participation.
- Serve as a guideline to promote and strengthen a transparency culture and access to public information in Mexico.

**NDI works with parties of all political ideologies** that support peaceful democratic change, so the Proactive Transparency practices presented here were selected taking into account the geographic diversity of the political parties,<sup>2</sup> as well as the following categories:

1. Technical architecture and organization of the contents on the transparency portal.
2. Citizen participation and inclusion of vulnerable groups.
3. Visibility of the political party's financial information.
4. Visibility of information on political party leaders and members.
5. Visibility of the political party's membership information.
6. Visibility of official and original political party documents.

For the description of the Proactive Transparency practices, an information sheet format with three sections was created. The first section presents general information about the practice; the second presents details on how the practice was developed; and the third section provides the sources where interested parties can consult in more detail the transparency portals of the political parties.

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<sup>1</sup> The Proactive Transparency practices presented here were selected based on research conducted by Sergio Araiza, Consultant in Democracy and ICTs (2020).

The list of political parties that carried out these practices, according to their classification in the six categories mentioned above, are as follows:

Category	Political Party
1. Transparency portal organization and easy accessibility to citizens.	<ul style="list-style-type: none"> <li>– Partido Revolucionario Democrático (Democratic Revolutionary Party, Panama)</li> <li>– Izquierda Democrática (Democratic Left, Ecuador)</li> </ul>
2. Citizen participation and inclusion of vulnerable groups.	<ul style="list-style-type: none"> <li>– Partido Digital (Digital Party, Uruguay)</li> <li>– Movimiento Independiente de Renovación Absoluta (Independent Movement for Absolute Renovation, Colombia)</li> </ul>
3. Visibility of the political party's financial information.	<ul style="list-style-type: none"> <li>– Movimiento Semilla (Semilla Movement, Guatemala)</li> <li>– Partido Alianza PAIS (Country Alliance Party, Ecuador)</li> <li>– Partido Verde (Green Party, Spain)</li> </ul>
4. Visibility of information on political party leaders and members.	<ul style="list-style-type: none"> <li>– Podemos (We Can Party, Spain)</li> <li>– Partido Radical (Radical Party, Chile)</li> </ul>
5. Visibility of the political party's membership information.	<ul style="list-style-type: none"> <li>– Partido Liberal (Liberal Party, Chile)</li> </ul>
6. Visibility of official and original political party documents.	<ul style="list-style-type: none"> <li>– Partido de Concertación Nacional (National Coalition Party, El Salvador)</li> <li>– Partido Liberal (Liberal Party, Honduras)</li> </ul>

Source: NDI Mexico

## CATEGORY 1

# TECHNICAL ARCHITECTURE AND ORGANIZATION OF THE TRANSPARENCY PORTAL CONTENTS

The purpose of this category is to highlight the transparency portals of two parties which are visually organized and that have a structure that is easily accessible to the public. Likewise, these practices are characterized by making information and political party data available to the public user in a concise, clear and dynamic way, utilizing interactive resources (images, diagrams, infographics, etc.) and incorporating innovative tools that promote interaction between citizens and the political party.

## PRACTICE 1: TRANSPARENCY WEB PORTAL VISUALLY ORGANIZED AND WITH SECTIONS OF INTEREST TO THE PUBLIC

LOGO:



WHEN?  
Present

SCOPE  
National

WHERE?



Panama



### GENERAL INFORMATION

This practice, as demonstrated by the Partido Revolucionario Democrático de Panama, is characterized by the development of a visually organized and clearly structured transparency portal. Through the use of categories, images, diagrams and graphics, it allows users to easily navigate, interact with the web portal and access useful, clear, permanent and updated information about the political party.

### PRACTICE DETAILS

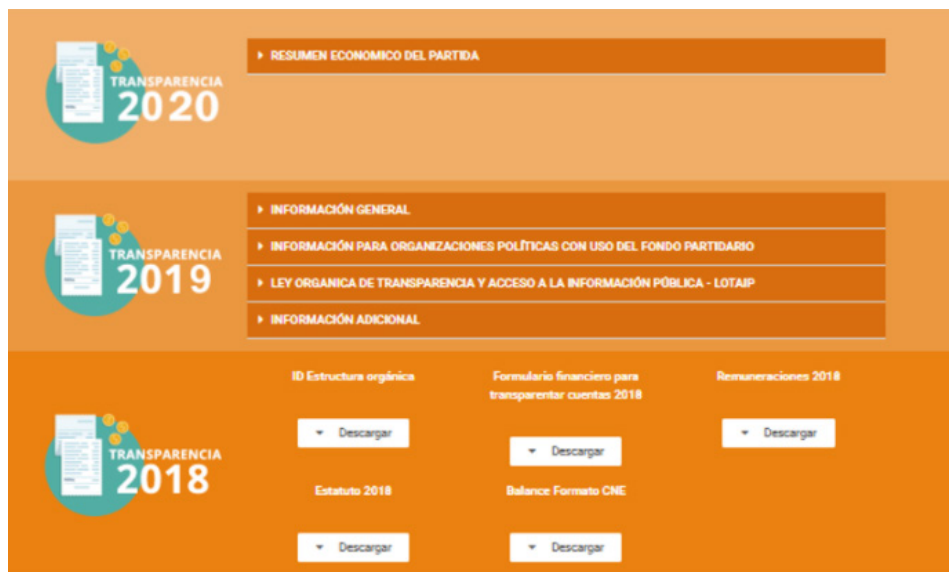
A transparency web portal was developed that includes:

- Categories of interest to citizens and the interested public such as: news; the political party’s commitments; their organization (members, secretariats, fronts, etc.); the agenda and sources of post- and pre-electoral financing.
- The political party’s social networks and contact information.
- A tool called “Participa” (“Participate”) which contains the forms for registration or affiliation to the political party and its special commissions.
- It should be noted that the information and data are presented in an organized way and are generally accompanied by eye-catching and dynamic resources and tools (videos, images, infographics and graphics) that facilitate access and provide users with an interactive experience.

### REFERENCES

Official Website of “Partido Revolucionario Democrático (PRD)”: <https://www.prdespanama.com/>  
Transparency” section: <https://www.prdespanama.com/transparencia>

## PRACTICE 2: TRANSPARENCY WEB PORTAL ORGANIZED AND EASILY ACCESSIBLE TO THE PUBLIC



### GENERAL INFORMATION

The Izquierda Democrática of Ecuador presents this practice in an **organized and clear** manner-by year- related to the political party.

### PRACTICE DETAILS

A transparency section was enabled in the political party's portal, which presents updated information and data on:

- Organizational structure.
- Bylaws.
- Contact Information.
- Economic-financial situation, including forms and reports.

What is striking about this practice is that the data is organized and disaggregated by year and includes downloadable documents that may be of interest to citizens. Additionally, **the portal includes an “attention” button linked to WhatsApp**, which is intended to provide information and assistance to the public user.

### REFERENCES

Official Website of the “Partido Izquierda Democratica”: <https://id12.ec/>  
Transparency” section: <https://id12.ec/transparencia/>

## CATEGORY 2

# CITIZEN PARTICIPATION AND INCLUSION OF VULNERABLE GROUPS

Citizen participation and the inclusion of vulnerable groups are two criteria that should be taken into consideration in the development of transparency portals for political parties. This section is aimed at highlighting two parties that developed interactive platforms and software that incorporate a series of tools that:

1. encourage participation through discussion and voting on citizen proposals;
2. allow citizens to get to know the candidates who aspire to public office;
3. promote a permanent contact between the citizenship and the political party; and
4. guarantee equal access to information, consultation and knowledge for people with sensory impairment.

## PRACTICE 3: INTERACTION WITH CITIZENS THROUGH THE MY VOICE PLATFORM



WHEN?  
2018 – The present

SCOPE  
National

WHERE?



Uruguay



### GENERAL INFORMATION

“My Voice” is a platform of the Partido Digital of Uruguay that allows citizens to present and share ideas or proposals -on a wide variety of topics- to solve a problem affecting Uruguayan society. This tool also allows citizens to vote on proposals, government programs and political party electoral platforms.



## PRACTICE DETAILS

An **interactive platform** was developed to enable citizens to propose, discuss and vote on ideas or proposals in a **transparent and participatory manner**. To this end, the platform uses two tools:

- **Discussion tool:** allows citizens to identify problems, so that through discussion and knowledge of the community, the best possible solution can be sought. The proposals submitted must follow a format that specifies:
  - Introduction: what is to be solved and what is the motivation to do so.
  - Diagnosis: what are the statistics and data that demonstrate the existence of the problem to be solved?
  - Proposal: what is the idea to solve the problem?
  - Indicators: how to verify that the problem has been solved or improved.
  - Institutional: which institution or organization is best qualified to carry out the proposed solution?
  - Financing: what is the origin of the money needed to carry out the proposal?
  - Sources from which the information used to develop the proposal was extracted (links, bibliography, etc.).
- **Voting tool:** it is the way through which the ideas and proposals presented are voted by the citizenship. It should be noted that the voting results are published and adopted for promotion by the political party.

## REFERENCES

Official Website of the “Digital Party”: <https://partidodigital.org.uy/>  
 Platform “My Voice”: <https://mivoz.uy/>  
 Platform of the “Digital Party”: <https://partidodigital.org.uy/plataforma>

## PRACTICE 4: TOOLS THAT PROMOTE CITIZEN PARTICIPATION AND INCLUSION OF PEOPLE WITH SENSORY DISABILITIES

LOGO:



WHEN?  
Present

SCOPE  
National

WHERE?



Colombia



### GENERAL INFORMATION

This is a practice promoted by the Movimiento Independiente de Renovación Absoluta (MIRA) of Colombia that includes a set of tools that allow citizens have easy access to the different sections of the political party's web portal (news, topics, populations, regions, etc.).

In addition, these tools guarantee equal access to information, consultation and knowledge for users with disabilities or sensory impairments (mainly visual and hearing). This was intentional in order to eliminate "all barriers that prevent the full exercise of rights, supporting effective processes of inclusion, equity and generation of opportunities for the guarantee of a dignified life, where all discriminatory acts and social exclusion of persons with disabilities are mitigated."<sup>2</sup>

<sup>2</sup> See Accessibility Section of the web portal of the Independent Movement for Absolute Renovation Party (MIRA). Retrieved from: <https://partidomira.com/navegacion-personas-limitacion-visual/>



### PRACTICE DETAILS

Three tools were enabled on the political party’s web portal that allow citizens to easily navigate and interact with the web portal, to be in contact with the political party and to get to know the candidates.

The first tool was the development of software that can be downloaded or installed by users with disabilities. Also, as part of the navigation experience, the web portal has a **support bar that provides accessibility tools** that allow the portal to adapt to a wide range of conditions to ensure access to these users. Some of these tools are:

- Increasing and decreasing the font size.
- Color and contrast adaptation (grayscale, high contrast, light background, negative contrast).
- Variation in page percentage increase.
- Text-to-speech (text reading systems).

The second is a **contact form** that promotes and enables citizens to be in regular contact with the political party. It should be noted that this tool, like the previous one, is visible and is enabled in all sections of the transparency portal. Finally, the third tool is a **geolocation map** through which the candidates aspiring to the assemblies, councils and local administrative boards of the different regions of Colombia can be identified and known interactively.

### REFERENCES

- Official Website of Movimiento Independiente de Renovación Absoluta (MIRA): <https://partidomira.com>  
 Accessibility” section: <https://partidomira.com/navegacion-personas-limitacion-visual/>  
 Contact us” section: <https://partidomira.com/contactenos-2/>  
 Candidates” section: <https://partidomira.com/candidatos-partido-mira-2019/>

## CATEGORY 3

# VISIBILITY OF THE POLITICAL PARTY'S FINANCIAL INFORMATION

The publication of information and data related to the economic-financial situation of political parties on their transparency web portals has become very relevant in terms of accountability. In this category, three practices are presented in which political parties make clear their income, expenses, campaign accounts, sponsorships, etc., - **making use of dynamic and visually attractive resources -such as graphs and informative tables.** This facilitates the access of citizens to updated information and data on the economic situation of political parties, while allowing citizens to understand how they are managed within the party.

## PRACTICE 5: PREPARATION OF (MONTHLY) ACCOUNTABILITY CHARTS AND NEWSLETTERS

LOGO:



WHEN?  
2015 – Present

SCOPE  
National

WHERE?



Guatemala



**RESUMEN INFORME CUATRIMESTRAL**  
(enero a abril de 2020)  
**SECRETARÍA DE FINANZAS Y TRANSPARENCIA**

A continuación, presentamos el informe financiero del Partido Movimiento Semilla de enero a abril del presente año. Como Secretaría de Finanzas y Transparencia del Movimiento Semilla, sabemos la importancia que tiene la rendición de cuentas ante las y los afiliados, que son los que aportan financieramente, y en otras formas, para darle vida y sostenibilidad al partido.

**Aportaciones dinerarias**  
**INGRESOS**

RUBRO	Monto por mes del año 2020			
	Enero	Febrero	Marzo	Abril
Aportes bancada Semilla y Equipo técnico en el Congreso <sup>1</sup>	Q0.00	Q11,200.00	Q18,715.00	Q25,900.00
Aportes de afiliados y simpatizantes	Q6,200.00	Q22,025.00	Q3,700.00	Q2,250.00
Autofinanciamiento <sup>2</sup>	Q0.00	Q375.00	Q65.00	
Reintegros <sup>3</sup>		Q98.77	Q6.99	
<b>Total</b>	<b>Q6,200.00</b>	<b>Q33,798.77</b>	<b>Q22,486.99</b>	<b>Q28,150.00</b>
<b>GRAN TOTAL</b>				<b>Q 90,635.76</b>

<sup>1</sup> La bancada del partido Movimiento Semilla contribuye con el 6% de sus ingresos netos para la construcción permanente del partido (según el artículo 142 de nuestros estatutos). "Fijación del Monto de la Cuota Ordinaria: La cuota ordinaria que deberán de pagar mensualmente las personas afiliadas la fija el Comité Ejecutivo Nacional mediante un sistema que establezca distintos montos, ingresados en el principio de equidad, para que estos sean proporcionales a la capacidad de pago que puedan tener las personas afiliadas. Los funcionarios que ocupen un cargo de elección popular ganado por el partido deberán pagar por concepto de aporte mensual un porcentaje proporcional al salario líquido devengado mientras se encuentren en el ejercicio del cargo. Las tasas serán determinadas por el Comité Ejecutivo Nacional."

<sup>2</sup> Ingresos recibidos por actividades realizadas por el partido ejemplo, venta de playeras u otros souvenirs, así como la venta de objetos recibidos en donación como obras de arte y otros.

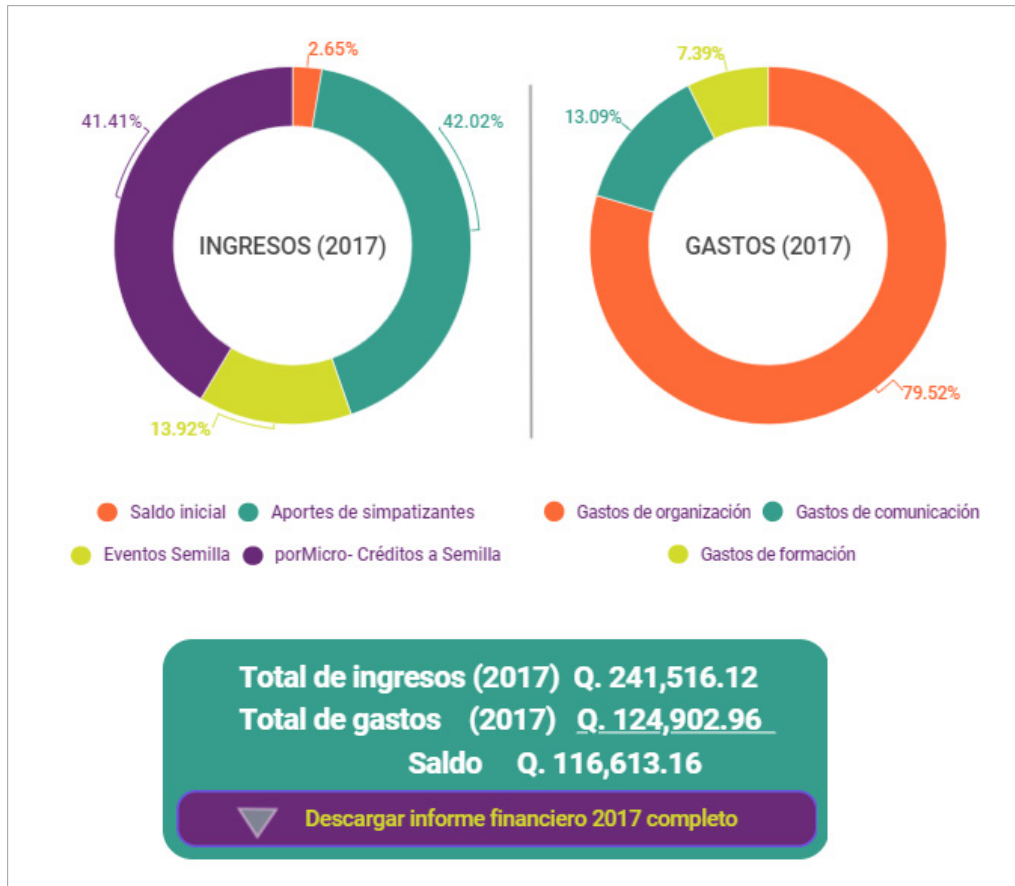
<sup>3</sup> Reintegros son los saldos de caja chica que quedan al hacer la liquidación de los mismos.

**Secretaría de Finanzas y Transparencia**

**BOLETÍN SEMILLA**  
REVISTA DE FINANZAS Y TRANSPARENCIA

### GENERAL INFORMATION

This is an initiative to publish and disseminate both the income and expenses of the political party Movimiento Semilla of Guatemala, which allows users of the transparency portal access to **visually attractive and easy to understand graphs**, as well as **monthly newsletters** on the party's financial reports that include information related to the origin and management of the political party's economic resources.



### PRACTICE DETAILS

Information on the income and expenses of the various secretariats, commissions and committees that make up the party is made transparent in an innovative way, using graphs and newsletters that highlight information and data on a timely basis -through percentages:

- **Income** obtained from individual contributions from affiliated persons; from extraordinary contributions of private supporters; from events held by the party (Semilla Events) and from seed microcredits.
- **Operating expenses** (salaries, leasing of premises, maintenance and repairs, payment of services -water, electricity and telephone- and other administrative expenses); **expenses for electoral and membership campaigns** (publication of propaganda, didactic material, media, food, transportation, lodging, etc.) and other expenses directed to items such as: organization, communication and training.
- The **operating expenses** of each of the party's secretariats.

### REFERENCES

Official website of "Movimiento Semilla": <https://movimientosemilla.gt/>  
 Financial Transparency" section: <https://movimientosemilla.gt/financiamiento/>  
 Accountability" section: <https://movimientosemilla.gt/financiamiento/rendicion-de-cuentas/>

## PRACTICE 6: TRANSPARENCY OF FUNDS (DETAIL OF THE POLITICAL PARTY'S FINANCIAL SITUATION)

LOGO:



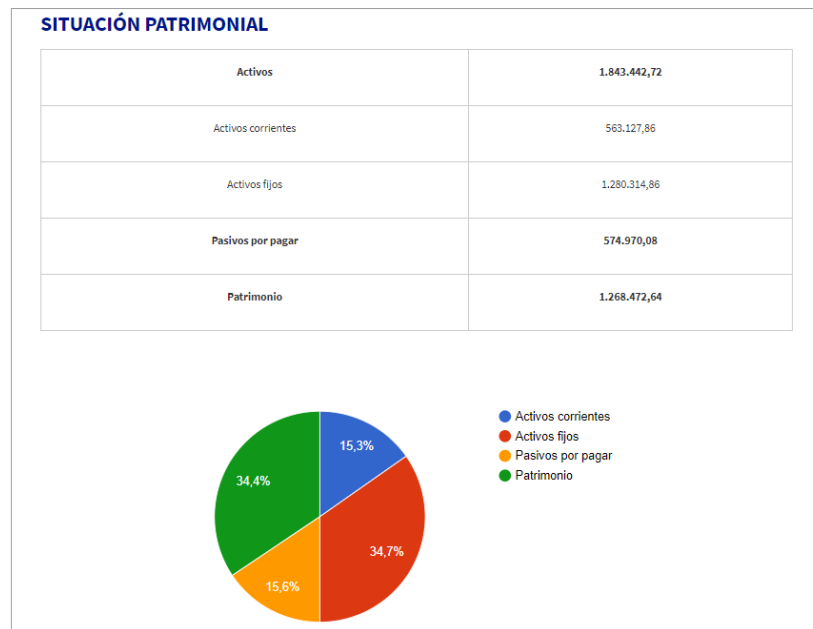
WHEN?  
2014 - Present

SCOPE  
National

WHERE?



Ecuador



### GENERAL INFORMATION

The Alianza País Party of Ecuador developed a clear initiative to make economic and financial information transparent and public through its transparency web portal. This practice highlights, through dynamic graphs and informative tables, data related to the party's income, expenses and assets. This allows affiliates, sympathizers and the public to know in detail the updated information on the political party economic situation.

### PRACTICE DETAILS

A section was enabled on the transparency portal of the political party that presents economic and financial information. What is striking about this practice is that:

- Data is grouped per year.
- Official documents of the economic and financial reports are presented,
- The party's income, expenses and net worth are presented in tables and graphs that summarize the information and make it easy for the public to read.

### REFERENCES

Alianza País Party" Official Web Page: <https://www.alianzapais.com.ec/>

Section "Transparency of information": <https://www.alianzapais.com.ec/transparencia-de-la-informacion/>

Organic Law on Transparency and Access to Public Information, Ecuador, 2004. Retrieved from: <https://bit.ly/37wF78q>



## PRACTICE 7: DISCLOSURE OF INCOME, GENERAL AND CAMPAIGN EXPENSES

LOGO:



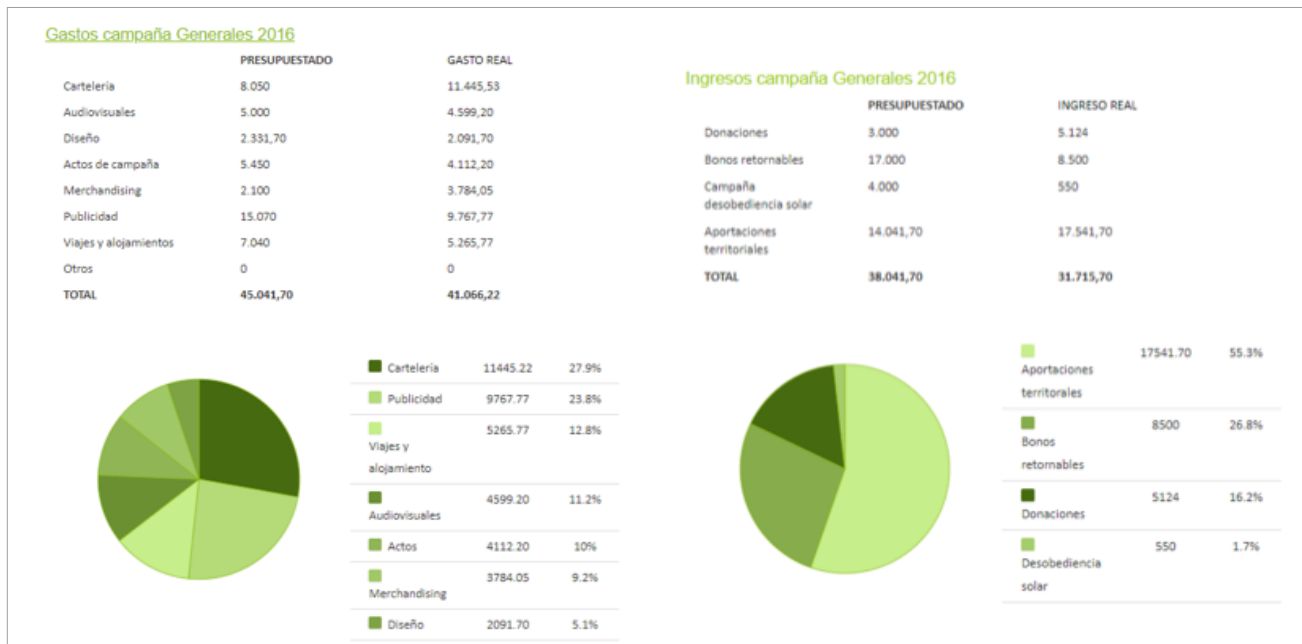
WHEN?  
2014 - 2019

SCOPE  
National

WHERE?



Spain



### GENERAL INFORMATION

This practice, promoted by the EQUO party of Spain, includes the publication and dissemination of financial sources and annual accounts of the general, local and European Campaigns. This allows citizens and party members to have access to the party's financial information in a clear, permanent and updated way.

### PRACTICE DETAILS

A section was enabled in the web portal that includes the disaggregated accounts by year of the income and expenses of the local, general and European campaigns. What is striking about this practice is that they are presented through **informative tables and attractive** and easy-to-interpret **graphs**:

- Campaign expenses, including amounts and percentages allocated to items such as advertising, campaign events, travel, lodging, etc.
- Campaign income, including amounts and percentages received from contributions, donations and bonuses.

### REFERENCES

EQUO Official Website: <https://partidoequo.es/>

Section "Accounts": <https://partidoequo.es/transparencia/cuentas/>

EQUO Bylaws: [https://partidoequo.es/wp-content/uploads/2018/12/ESTATUTOS-2018-p\\_web.pdf](https://partidoequo.es/wp-content/uploads/2018/12/ESTATUTOS-2018-p_web.pdf)



## CATEGORY 4

# VISIBILITY OF LEADERSHIP AND POLITICAL PARTY MEMBER INFORMATION

Making public information related to the organizational chart of the political party internal structure, as well as the profiles of the people who make up the party and hold public or representative positions, is an extremely important transparency exercise. This category exposes two practices that in a simple and orderly manner manage to present the organizational charts of their internal structures. In one of the cases, they even use the resource of informative cards so that citizens can learn more about party members' profiles.

## PRACTICE 8: PRESENTATION OF THE PARTY'S INTERNAL STRUCTURE ORGANIZATION CHART AND MEMBERS' PROFILES IN AN INFORMATION SHEET

LOGO:



WHEN?  
Present

SCOPE  
National

WHERE?



Spain

The screenshot shows the 'TRANSPARENCIA PODEMOS.' website. At the top, there are navigation links for 'COLABORA', 'BLOG', and 'PODEMOS'. Below these are three main categories: 'CUENTAS CLARAS', 'CARGOS PÚBLICOS', and 'ÓRGANOS INTERNOS'. The 'CARGOS PÚBLICOS' section is expanded to show the 'CONGRESO DE LOS DIPUTADOS (LEGISLATURA XII)'. This section displays 18 circular profile pictures of the party's representatives, arranged in a 3x6 grid. Each profile picture is accompanied by the name and surname of the representative.

Column 1	Column 2	Column 3	Column 4	Column 5	Column 6
IGLESIAS TURRIÓN, PABLO	MONTERO GIL, IRENE MARÍA	BELARRA URTEAGA, IONE	MAYORAL PERALES, RAFAEL	BUSTINDUY AMADOR, PABLO	HONORATO CHULIÁN, AUXILIADORA
BALLESTER MUÑOZ, ÁNGELA	DEL OLMO IBÁÑEZ, JUAN MANUEL	RODRÍGUEZ RODRÍGUEZ, ALBERTO	BOTEJARA SANZ, ÁMPARO	BESCANSÀ HERNÁNDEZ, CAROLINA	MARCELLO SANTOS, ANA
RODRÍGUEZ MARTÍNEZ, ÁNGELA	MAURA, EDUARDO	SANTOS ITOIZ, EDUARDO	ELIZO SERRANO, GLORIA	TERRON BERBEL, ANA BELEN	FRANCO CARMONA, ISABEL

### GENERAL INFORMATION

This practice, promoted by the Podemos Party of Spain, presents an **organizational chart** of the political party internal structure, and **information sheets** that include the positions, profiles and contact information (email and social networks) of the party's representatives in the parliamentary chambers, as well as the members of the several political party internal bodies. This allows the interested public and citizens to identify and know in detail the profiles of the people who make up the political party and hold public or representative positions.

The screenshot shows the website 'TRANSPARENCIA PODEMOS.' with a dark purple header. The main navigation bar includes 'CARGOS PÚBLICOS' and 'ÓRGANOS INTERNOS'. Below this, there are sub-categories: 'CONGRESO', 'SENADO', 'PARLAMENTOS AUTONÓMICOS', and 'PARLAMENTO EUROPEO'. The profile section for Pablo Iglesias Turrión features a circular photo, his name, and details: 'Fecha de nacimiento: 1978-10-17', 'Lugar: Madrid', 'Email: pablo.iglesias@congreso.es', and 'Redes' with social media icons. A secondary navigation bar lists 'BIOGRAFÍA', 'DECLARACIÓN DE BIENES', 'DONACIONES', 'FUNCIONES', and 'AGENDA'. The 'BIOGRAFÍA' section contains a text box with the following content:

Nací en Madrid el 17 de octubre de 1978. Me licencié en Derecho y Ciencias Políticas por la Universidad Complutense de Madrid. En 2008, me doctoré con una tesis sobre la acción colectiva posnacional. Fui profesor titular interino de Ciencias Políticas en la Facultad de Ciencias Políticas y Sociología de la Universidad Complutense de Madrid desde 2008 hasta 2014. Ese mismo año, junto con otros compañeros y compañeras, fundé Podemos con la convicción de que era necesario un proyecto político que tuviera el objetivo de ser una herramienta de cambio al servicio de la ciudadanía.

## PRACTICE DETAILS

To present in an organized manner information related to the citizen assemblies, the representatives of the political party in the Legislative Branch, as well as an organizational chart of the internal bodies, i.e., the secretariats, areas, commissions and teams of the political party.

The interesting thing about this practice is that it includes an information sheet that presents in detail the profile of each representative of the political party. This sheet is made up of four items:

- Photograph of the political party member.
- Biography: name; contact email; social networks; academic background; language skills and professional experience.
- Statement of assets: economic activities; income received; patrimonial assets; current accounts, deposits and financial accounts; debts and patrimonial obligations and other assets and rights.
- Functions: public positions and positions within the party.
- Agenda: activities carried out per day, week, month and year.

## REFERENCES

Transparencia Podemos “ page: <https://transparencia.podemos.info/>  
 Section “Public Offices”: <https://transparencia.podemos.info/cargos-publicos/>  
 Section “Internal Bodies”: <https://transparencia.podemos.info/cargos-internos/>

## PRACTICE 9: ORGANIZATION CHART PRESENTATION OF THE POLITICAL PARTY INTERNAL STRUCTURE

LOGO:



WHEN?  
Present

SCOPE  
National

WHERE?



Chile

The screenshot shows the website's navigation bar with options: INICIO, NOSOTROS, CARGOS DE ELECCIÓN, REGIONALES, PRENSA, TRANSPARENCIA, and CONTACTO. The main content area features an organizational chart with the following structure:

- Convencción Nacional (National Convention)
- Consejo General (General Council)
- Mesa Ejecutiva Nacional (National Executive Board)
- Directiva Central o C.E.N. (Central Directorate or C.E.N.)
- Comisión Política (Political Commission)
- Consejos Regionales (Regional Councils)
- Consejos Distritales (District Councils)
- Asambleas Comunes (Common Assemblies)
- Tribunal Supremo (Supreme Tribunal)
- Tribunal de Disciplina Regional (Regional Discipline Tribunal)
- Depto o Frentes (Department or Fronts):
  - \* Juventud Radical (Radical Youth)
  - \* Profesionales y Técnico (Professionals and Technicians)
  - \* Frente de Educación (Education Front)
  - \* Frente Sindical (Labor Front)
  - \* Depto. Alcaldes y Conceja (Mayor and Councilor Department)

To the right of the chart is a Twitter feed with a tweet from Carlos Maldonado (@MaldonadoCurti) and a campaign graphic for Carlos Maldonado.

### GENERAL INFORMATION

This practice promoted by the Partido Radical Social Demócrata of Chile presents in a clear and concise manner the **organizational chart of the political party internal structure**. Through this, interested citizens can better understand the different internal bodies that make up the political party.

### PRACTICE DETAILS

On the transparency portal of the political party, a section was enabled in which the organizational chart of the internal bodies such as the central board, general council, national convention, political commission, supreme court, communal assemblies, national departments and district and regional councils, is displayed. The interesting thing about this practice is that the information is presented in a summarized, clear and, above all, punctual way, which makes it easier for citizens to read.

### REFERENCES

Official Website Social Democratic Radical Party: <https://www.partidoradical.cl/>  
 Organizational chart section: <https://www.partidoradical.cl/organigrama/>

## CATEGORY 5

# VISIBILITY OF THE POLITICAL PARTY'S MEMBERSHIP INFORMATION

It is essential to make available to the interested citizens updated information and data regarding the number of political party members. This category is aimed at presenting a practice that provides statistical, disaggregated (by gender, region, etc.) and detailed information on the number of militants that make up the political parties.

## PRÁCTICA 10: ELABORACIÓN DE FICHAS INFORMATIVAS-DETALLADAS Y DESAGREGADAS- RELATIVAS A LA MILITANCIA DEL PARTIDO POLÍTICO

LOGO:



WHEN?  
2019 - Present

SCOPE  
National

WHERE?



Chile



### GENERAL INFORMATION

It is an initiative promoted by the Partido Liberal of Chile that aims to provide **disaggregated and detailed information** on the members and/or affiliates registered in the political party through informative tables. This practice makes statistical information on the party’s membership permanently available in a complete, updated and accessible way.

### PRACTICE DETAILS

A section was enabled on the political party’s web portal that presents updated data on party membership. The interesting thing about this practice is that the statistical information is organized in **informative tables** that allow for simple and disaggregated identification:

- Total number of members in the party.
- Total members by gender.
- Total number of members by region.
- Number of members by age range.
- In addition, it should be noted that the information presented is updated quarterly.

### REFERENCES

Official Website of the Liberal Party of Chile: <https://www.losliberales.cl/>  
 Section “Information about militants”: <http://www.losliberales.cl/militantes-2/#>

## CATEGORY 6

# VISIBILITY OF OFFICIAL AND ORIGINAL POLITICAL PARTY DOCUMENTS

The publication of official documents concerning the political party is a practice that allows the public users and citizens to have access to organized, updated and verifiable information about financial reports, donor lists, etc. In this category, two practices are presented that are characterized by making available to the public true copies of minutes, reports, reports, writings and other original documents of political parties.

## PRACTICE 11: PUBLICATION OF OFFICIAL DOCUMENTS

LOGO:



WHEN?  
2017 - Present

SCOPE  
National

WHERE?



El Salvador

**BALANCE GENERAL Y LISTA DE DONANTES PCN AÑO 2017**

**PARTIDO DE CONCERTACION NACIONAL  
PCN**

**LISTADO DE DONANTES**

**TIPO DE DONANTES: APORTACIONES**

DONANTE	VALOR
MARILENE RODRIGUEZ RIVERA	\$ 200.00
MARILYN BERNARDI	\$ 220.00
ANA GLADYS VELAZO DOMINGUEZ	\$ 852.00
ROSI RIBO LEIVA JACOBO	\$ 960.00
BONIS OMAR MEDINA CRUZ	\$ 250.00
ANA ALICIA MARTINEZ ANGLILO	\$ 50.00
RONALD M. PARRERA TELARDA	\$ 240.00
VICTOR HUGO CUENCA AGUILAR	\$ 50.00
MARIA LIZ GUZMAN SAMANHA	\$ 100.00
<b>TOTAL</b>	<b>\$ 2,942.00</b>

**PARTIDO DE CONCERTACION NACIONAL  
PCN**

**BALANCE GENERAL AL 31 DE DICIEMBRE DE 2017**  
(Cifras expresadas en dólares de los Estados Unidos de América)

ACTIVO CORRIENTE	VALOR	PASIVO CORRIENTE	VALOR
EFFECTIVO Y EQUIVALENTES DE EFFECTIVO	\$ 281,937.29	CUENTAS POR PAGAR	\$ 18,281.82
CUENTAS Y DOCUMENTOS POR COBRAR	\$ 5,213.35	RETERENCIONES Y DESCUENTOS	\$ 888.00
PAGOS POR ANTICIPADO	\$ 1,892.44	<b>PASIVO NO CORRIENTE</b>	<b>\$ 813,814.06</b>
<b>ACTIVO NO CORRIENTE</b>	<b>\$ 84,199.83</b>	PROVISIONES	\$ 831,884.06
PROPIEDAD, PLANTA Y EQUIPO	\$ 84,199.83	<b>PATRIMONIO</b>	<b>\$ (866,948.31)</b>
DEPOSITOS EN GARANTIA A LARGO PLAZO	\$ 1,892.00	INSTRUMENTO APORTADO Y ACUMULADO	\$ 4,831.00
		DEFICIT EJERCICIO ANTERIOR	\$ (318,718.54)
		DEFICIT DEL PRESENTE EJERCICIO	\$ (541,408.79)
<b>TOTAL ACTIVO</b>	<b>\$ 359,243.51</b>	<b>TOTAL PASIVO Y PATRIMONIO</b>	<b>\$ 359,243.51</b>

**PARTIDO DE CONCERTACION NACIONAL  
PCN**

**LISTADO DE DONANTES**

**TIPO DE DONANTES: EN ESPECIE**

DONANTE	VALOR
PRODUCTOS ALIMENTICIOS SELLO DE ORO, S.A. DE C.V.	\$ 290.50
PRODUCTOS ALIMENTICIOS SELLO DE ORO, S.A. DE C.V.	\$ 314.00
PRODUCTOS ALIMENTICIOS SELLO DE ORO, S.A. DE C.V.	\$ 154.00
PRODUCTOS ALIMENTICIOS SELLO DE ORO, S.A. DE C.V.	\$ 63.84
PRODUCTOS ALIMENTICIOS SELLO DE ORO, S.A. DE C.V.	\$ 70.29
OROGUERIA SANTA LUCIA, S.A. DE C.V.	\$ 1,006.57
PRODUCTOS ALIMENTICIOS SELLO DE ORO, S.A. DE C.V.	\$ 140.58
TA TUNG, S.A. DE C.V.	\$ 10,000.00
PRODUCTOS ALIMENTICIOS SELLO DE ORO, S.A. DE C.V.	\$ 87.80
FRANCISCO JAVIER PEREZ ALVARENGA	\$ 1,700.13
<b>TOTAL</b>	<b>\$ 13,893.83</b>

**PCN** | Col. Las Mercedes, Calle Los Granados #37. San Salvador, El Salvador. (503) 2223-2670 / 2223-2675 | © 2019 PCN | Partido de Concertación Nacional

### GENERAL INFORMATION

It is an initiative promoted by the Partido de Concertación Nacional of El Salvador, which consists of making public official documents of the political party in their original version. This practice allows citizens and the interested public to have access and consult official and original documentation of the political party.

### PRACTICE DETAILS

A section called “Official Documents” was made available on the transparency portal. In said section, true copies of official documents of the political party are presented in PDF format. Among them:

- Bylaws
- Official Gazette
- Affiliation form
- Articles of Incorporation
- Financial statement (income and expenses)
- Balance sheet (annual)
- List of donors.

### REFERENCES

Official Website of the “Partido de Concertación Nacional”: <https://www.pcno oficial.com/>  
 Section “Official Documents”: <https://www.pcno oficial.com/fotos-recientes>



## PRACTICE 12: PUBLICATION OF OFFICIAL DOCUMENTS ON CADASTRAL INFORMATION AND REMUNERATION OF POLITICAL PARTY EMPLOYEES

LOGO:



WHEN?  
2015 - Present

SCOPE  
National

WHERE?



Honduras



### GENERAL INFORMATION

This practice, promoted by the Partido Liberal of Honduras (PLH), makes public official documents that provide interested citizens with the cadastral information of the political party and data related to employees' salaries and/or remunerations.

### PRACTICE DETAILS

Two sections were made available on the political party's transparency web portal. The first one presents some **official documents** (public deeds, explanatory notes, etc.) that provide information related to the political party's land registry. The second provides access **reports which updated and disaggregated data** -by month and year- on employees' remunerations. These reports specify:

- Position
- Gross and net salary
- Month
- Total amounts paid by line item, position and month.

An interesting fact about this practice is that the information and data are backed up by true copies of the official documents of the political party, which are also in PDF formats that can be consulted and downloaded by the interested public and citizens in general.

### REFERENCES

Official web site Liberal Party of Honduras: <https://partidoliberal.hn/>

Liberal Party transparency portal: <https://portalunico.iaip.gob.hn/portal/index.php?portal=10>

# CONCLUSION

In conclusion, the following are some considerations for carrying out the Proactive Transparency practices compiled in this document:

**First. Commitment of the highest levels of leadership within the political parties.** Proactive Transparency should not be seen as an optional issue that depends on the «good will» of the partisan institutions, but as a duty that reflects their commitment to **the principle of maximum disclosure and the human right of people to access public information.**

In many of the decision-making circles within political parties, the idea of not making anything transparent beyond what is explicitly required by law still persists, preventing innovative exercises in favor of transparency from being carried out.

It is time for a change of approach! Many of the Proactive Transparency practices presented here involve making not only visual, but also substantive changes to transparency portals. For this reason, it is essential to count on the support and commitment of the highest levels of party leadership, since it depends on them for, among other things, the authorization to carry out changes in the transparency portals; the allocation of economic resources; the willingness and collaboration of the different areas of the party; as well as the role that Proactive Transparency may play to engage citizens.

**Second. Political party coordination and collaboration between its different areas.** The Proactive Transparency practices presented in this document are not an end in themselves, but a means for political parties to get closer to citizens and thus contribute to the achievement of their different partisan objectives.

The objectives of political parties can range from electoral promotion to the construction of public policy proposals with the support of civil society and groups in vulnerable situations, such as Indigenous People, people with disabilities, women or youth. Therefore, it is important that throughout the development of any Proactive Transparency practice there is **coordination and active participation between the different organs of the party and the transparency team.**

Since a good idea can come from any party body, collaborative work can facilitate the identification of priorities, as well as the definition and enrichment of Proactive Transparency practices that are more functional to the political party, without neglecting the best use of resources for its development.

**Third. The cost of developing a Proactive Transparency practice.** Even with the different benefits it generates, many political parties decide not to venture into the field of Proactive Transparency because they think it will imply spending excessive amounts of money or dedicating a lot of time.

As long as there is commitment from the leadership within the political party, economic resources should not be an impediment. Proactive Transparency practices can be developed through the use of a wide variety of digital tools that are easily found on the Internet, many of which are free and allow parties to create attractive materials for citizens such as: organization charts, diagrams, infographics, dynamic graphics, interactive maps, etc.

Likewise, there are also different **free options** to interact, carry out voting exercises and consult citizens on issues that are of interest to the political party. Civil society organizations, mainly those dedicated to democracy and technology issues can also be contacted to receive advice, training and support in the development of Proactive Transparency practices.

**Fourth. The most appropriate moment to carry out a Proactive Transparency practice.** A Proactive Transparency practice can be carried out at any time, both in electoral contexts and in processes of party reform and strengthening. Regardless of the moment chosen, it is important to take into account that time will always be an indispensable ally to plan and develop the Proactive Transparency practice that is most rewarding to the political party.

**Fifth. Proactive Transparency as a permanent horizon.** Transparency is not a goal that political parties reach in a definitive way; transparency is a task that must be worked on daily involving all aspects of party life. Remember, there is always something that can be improved in terms of Proactive Transparency!

Likewise, do not forget that innovation is a constant in daily life. Therefore, while this document is a compilation of best practices, it aims to spark conversations on Proactive Transparency among party leaders and members so that in the future, the political parties themselves will be the ones to propose many more innovative ideas to make transparent and communicate the information they produce.

Finally, we must not lose sight of the fact that the most important thing is to move from the development of isolated practices to the **formulation and execution of an institutionalized Proactive Transparency policy in each of the political parties in Mexico.** This will contribute to the consolidation of a strong democracy in which citizens are informed and interested in actively participating in the different decisions of the political parties. •

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