



INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS

**UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
COOPERATIVE AGREEMENT No. LAG-A-00-02-00001-00**

**PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND
DEMOCRATIZATION IN LATIN AMERICA**

**STATUS REPORT
JANUARY-MARCH 2006**

I. INTRODUCTION

Pursuant to the provisions of cooperation agreement LAG-A-00-02-00001-00 between the United States Agency for International Development (USAID) and the Inter-American Institute of Human Rights (IIHR, or the Institute), the IIHR is submitting its report on the activities carried out between 1 January and 31 March 2006 that were funded, in whole or in part, by USAID. The entire period of the funding is from 1 March 2002 to 30 September 2007.

On this occasion, the report includes the reference sheets for the performance indicators (one general reference sheet plus one for each project), updated in line with the 2006 work plan.

II. THE MISSION AND NATURE OF THE IIHR

The Inter-American Institute of Human Rights (IIHR) is an independent international institution, created in 1980 under an international agreement that mandates it to engage in educational and research activities related to human rights, and to promote the observance of these rights and of democracy throughout the Americas.

The IIHR's Statute defines it as an academic institution, which means that it refrains from investigating cases, presenting or supporting formal complaints against States, or monitoring the compliance of States with their international human rights obligations. This self-imposed limitation has proven to be an effective tool for the IIHR, as it has permitted the Institute to serve as a facilitator of dialogue among the different actors in the human rights movement, and between them and government representatives.

Politically, the work of the IIHR is predicated on the idea that the effective exercise of human rights is only possible within the framework of pluralist and representative democracy. In other words, the IIHR maintains that there is a close link between the full exercise of political democracy and the effective exercise of human rights.

To achieve this, democracy must transcend merely formal considerations and must incorporate excluded and disadvantaged sectors of the population. The indigenous peoples of the Americas, and women as a social group, are perhaps the most important examples. For this reason, the IIHR focuses especially on these segments of the population.

In methodological terms, the work of the IIHR is based on three premises:

- An integrated approach is essential for human rights work. Human rights constitute an integrated system, in which no single right, group of rights, or so-called 'generation' of human rights, takes precedence. Economic, social and cultural rights are as important for the effective exercise of human rights as civil and political rights.
- An interdisciplinary approach is essential for human rights work. As human rights cut across the entire social fabric, no single academic discipline can adequately address their complexity. The issues involved include those of a legal, political, historical, anthropological and philosophical nature. Only an approach that incorporates all these perspectives can deal with such a complex phenomenon.
- A multisectoral approach is essential for human rights work. Human rights issues concern different agents and sectors of society. Activists, government officials, political leaders and representatives of minorities all have a stake and share a common interest in human rights, which have attained a political consensus and which allow for different perspectives and are a source of strong internal tensions.

III. CURRENT STRUCTURE

The General Assembly, the Institute's highest governing body, is responsible for setting policies and the general parameters for the work of the IIHR. It is made up of renowned human rights experts from all parts of the hemisphere. The Assembly meets biannually but has created a Steering Committee that advises the Executive Director throughout the year.

The Executive Director, Roberto Cuéllar, from El Salvador, is responsible for carrying out the IIHR's mission as set out in its Statute, and for implementing institutional policy. He is also in charge of efforts to secure financial resources, overseeing the use of the funds and rendering accounts. The Executive Director, the Directors of the three Operating Departments and the Administrative-Financial Coordinator make up the team of the General Directorate.

A special office assists the Executive Director in implementing Institute policy related to the cooperation agencies, and the special programs for Cuba and Colombia.

For operational purposes, responsibility for implementing the IIHR's activities is assigned to the following:

Department of Civil Society Entities. This area carries out activities of human rights training and promotion with organized sectors of civil society (organizations devoted to human rights in general, and the rights of women, migrant and indigenous peoples in particular); organizes specialized fora for the discussion of emerging issues in the field of human rights; and gathers, publishes and distributes specialized materials.

Department of Public Institutions. This area is responsible for activities of human rights promotion and training with the judicial, legislative and executive branches of governments, the military, the police and the prison system; promotes legislative reform designed to improve access by members of the public to their fundamental rights; promotes the institution of the ombudsman throughout the hemisphere and provides advisory assistance to existing ombudsmen's offices; provides advisory assistance to ministries of education for the modernization of academic programs; and gathers, publishes and distributes specialized materials.

Center for Electoral Promotion and Assistance (CAPEL). Among its activities, CAPEL provides advisory and technical assistance to organizations responsible for carrying out electoral processes; holds fora for discussions and promotion with different political sectors; analyzes and discusses the issue of governance with political actors; provides advisory assistance and training and conducts research aimed at strengthening political parties; sends missions to observe elections in all parts of the hemisphere; and gathers, publishes and distributes specialized materials.

The units, on the other hand, are responsible for proposing and implementing Institute policies related to their respective fields of action, based on the guidelines established by the Board and the Executive Directorate.

Administrative-Accounting and General Services Unit: comprised of the following sections: treasury, accounting, informatics, human resources and general services.

Applied Research Unit: responsible for the Institute's policy in the areas of thematic research, integrated plans, special programs and topics that cut across all the Institute's areas of work. It oversees the "active promotion" approach, particularly as regards the three core topics (political participation, education and access to justice) and their impact in the countries on which the IIHR places special emphasis.

Educational Unit: designs, tests and implements the methodologies, teaching aids and educational and evaluative techniques that the IIHR uses in its training activities. It is creating and will maintain a data base on educational policies for primary, secondary and higher education in Latin America, and proposes ways of harmonizing the IIHR's action with educational reform projects in the region.

Information and Editorial Service Unit: responsible for the IIHR's editorial policy, for incorporating the use of Internet into the Institute's work of promoting human rights, for meeting the information needs of the target population, and for strengthening the IIHR's formal and informal networks.

**INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS
USAID COOPERATIVE AGREEMENT LAG-A-00-02-00001-00
2002-2007**

GENERAL PERFORMANCE INDICATOR REFERENCE SHEET

Strategic Objective / Final Goal: To help construct more inclusive and transparent democracies that promote the effective protection of human rights in the western hemisphere

Performance indicator: Networks representing civil society are stronger and state-run institutions have enhanced technical capabilities for raising awareness of human rights and improving levels of rights protection and democratic governability in the countries of the region

Intermediate Results: Women, indigenous peoples and Afro-descendant populations are better equipped to exercise their citizens' rights, which are further developed, based on the principles of equality, nondiscrimination and full political participation, as part of the efforts to strengthen inclusive democracy, governability and the Rule of Law. Promotion of the implementation of citizen security plans and policies in countries in the region. Ombudsman offices are more accessible, independent and better equipped to solve and channel citizens' problems. The project responded, adopting a human rights perspective and a technical-academic approach, to specific emerging situations in the region that posed a threat to democratic governability and the effective exercise of human rights, when both USAID and the IIHR were in favor of such action. Electoral bodies are more independent and better equipped technically to conduct efficient and transparent electoral processes; and formal representation systems are better equipped to promote participation on an equal footing and the representation of the citizenry.

Annual Strategic Objective (2006): To make progress toward the goals of promoting a culture of inclusion, the early detection and prevention of conflicts, and the democratization of institutions and political processes

Annual Indicator (2006): State-run institutions and civil society human rights networks are better equipped to defend and promote human rights, and build more inclusive democratic societies, by means of more comprehensive approaches, more consistent methodologies, more effective techniques and more up-to-date technologies; and initiatives aimed at building more democratic societies that are more inclusive of diversity and respectful of human rights (creation or strengthening of ombudsman's offices, drafting and implementation of public policies, participation and inclusion of interests of excluded populations, etc.) are more sustainable.

DESCRIPTION

Precise definition: Regional networks of governmental and non-governmental organizations involved in the promotion of human rights will be better equipped to help their members implement strategies designed to strengthen human rights protection. Regional networks, training, exchanges, studies and pilot projects will be supported in the following (and other) areas: equal protection of the rights of women, indigenous peoples and Afro-descendant communities; access to justice for all people; maintenance and strengthening of human rights protection for all citizens, mainly through the network of ombudsman and other national mechanisms; and support for the modernization of the Inter-American System of Human Rights. Local players will be better equipped to promote inclusion and equal protection and the same treatment under the law for all people, by means of improved legislation or the reform of public policies, the monitoring of local human right conditions and rights education for the citizenry. The IIHR will support activities aimed at strengthening the aforementioned networks and organizations with regard to the dissemination of information, the sharing of experiences, the promotion of best practices, training, and the exchange of effective approaches for enhancing national capabilities for human rights protection. Specific efforts will be undertaken to increase the use of the information technology to support the work by means of regional networks.

Unit of measurement: state institutions; civil society networks; processes and political institutions

Level of disaggregation: Regional / National / Local

Mechanism: Evaluation / Evidence of favorable opinions, interest shown, political will of state institutions and civil society networks for collaborating in human rights defense and promotion and the construction of more inclusive and democratic societies. Analysis of the content and logic of approaches, methodologies, techniques, and technologies used by institutions and networks. Description and analysis of the nature and political content of institutions, public policies and political agendas.

IIHR PLAN FOR GATHERING DATA

Method used to collect data: Qualitative analysis of documents, on-on-one meetings with state representatives and civil society networks, reproduction or construction of Statistics

IIHR's method of obtaining data: Formal requests for information contained in censuses or surveys. Construction based on documents and information compiled by IIHR-USAID projects

Source: Research centers, institutes of statistics and censuses, databases of IIHR-USAID projects and IIHR electronic networks

Frequency / cycle of data gathering: Annual

Estimated cost of obtaining data: US \$2000 (two thousand dollars). This estimated cost is for gathering data to complement the information contributed by the different projects.

People responsible: Executive Director's Office and teams of specialists of the projects, Research Unit and other IIHR support units

POINTS REGARDING THE QUALITY OF THE DATA

Date of initial evaluation of data quality: April 2005

Known limitations of the data and their significance: The difficulty of having to resort to the use and linking of information, and, as a result, the use of quantitative and qualitative methodologies and techniques

Actions taken or planned to address data's limitations: Critical evaluation of information from secondary sources and, whenever possible, review and validation of the information by the institutions, organizations and target groups participating in the IIHR projects

Procedures for future evaluation of data quality: Advantage will be taken of the implementation of activities organized by the different projects to update, critically evaluate and validate the information

PLAN FOR THE ANALYSIS, REVIEW AND REPORT

Data analysis: 31 August 2006

Data presentation: 18 September 2006

Data review: 6 October 2006

Data report: 31 October 2006

OTHER NOTES

Notes on Starting Points: The IIHR's work continued to make a significant contribution to the efforts to equip state-run institutions and civil society human rights networks to better defend and promote human rights, and build more inclusive democratic societies, by means of more comprehensive approaches, more consistent methodologies, more effective techniques and more up-to-date technologies; and to enhance the sustainability of initiatives aimed at building more democratic societies that are more inclusive of diversity and respectful of human rights (creation or strengthening of ombudsman's offices, drafting and implementation of public policies, participation and inclusion of interests of excluded populations, etc.). These actions need to be further developed, expanded and consolidated so that the final strategic objective of this IIHR-USAID Cooperation Agreement is gradually achieved. That objective is "To make a significant contribution to the construction of more inclusive and transparent democracies that promote the effective protection of human rights in the western hemisphere."

Goals: To enhance the capacity of networks representing women, indigenous peoples and Afro-descendant communities to influence the inclusion of the promotion of their rights and concerns on the agenda of the human rights movement. To design and promote the implementation of public citizen security policies in countries in the region. To make ombudsman's offices more accessible, independent and better equipped to solve and channel citizens' problems, and undertake successful actions that will impact the development of good governance. To enhance the capacity of formal representation systems to promote equal participation and representation of the citizenry. To increase the independence and technical capabilities of electoral bodies, so they can conduct efficient and transparent political-electoral processes. To enhance the technical-academic capabilities, from a human rights perspective, of state institutions and civil society organizations that play a key role in crises related to the democratic system or governability in countries of the region.

Place where the data is stored: IIHR

Other notes:

Last updated: 30/03/06

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USAID COOPERATIVE AGREEMENT LAG-A-00-02-00001-00
PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN LATIN AMERICA
2005-2007

PROJECT: PROMOTING A CULTURE OF INCLUSION

PERFORMANCE INDICATOR REFERENCE SHEET

Strategic Objective: To broaden and deepen the citizenship of women, indigenous peoples and Afro-descendant populations based on the principles of equality, non-discrimination and full political participation, as part of the efforts to strengthen inclusive democracy, governability and the Rule of Law
Intermediate Results: Research on affirmative legislation and the promotion of the political participation of women, indigenous peoples and Afro-descendant populations
Performance indicator: Conditions fostered to enable women, indigenous peoples and Afro-descendant populations in the region to understand and fully exercise their political and electoral rights on an equal footing

DESCRIPTION

Precise definition: An increase in the information available regarding affirmative legislation and the promotion of the political participation of women, indigenous peoples and Afro-descendant populations, both for public institutions involved in this issue, electoral organizations and civil society entities. The information will be made available via the specialized sections of the IIHR website and disseminated among networks and counterpart organizations.
Unit of measurement: Research carried out in 13 Latin American countries. Number of hits and visits recorded on the specialized sections of the IIHR website.
Levels of disaggregation: Local / National
Mechanism: Number of research projects carried out on the different topics. Research findings - difficulties and weaknesses found, good practices and lessons learned. Mailing list for distribution of information among networks and counterparts organizations, etc. Webtrends software applied to the specialized sections of the IIHR website.

PLAN FOR THE IIHR TO ACQUIRE DATA

Channels used for gathering data: Research-diagnostic assessments based on information gathered from primary and secondary sources that makes it possible to compare the difficulties and weaknesses found, good practices and lessons learned.
IIHR's method of gathering data: Formal request made to counterparts. Direct access to documents produced by the project. Counterparts submit details of the research as it becomes available, followed up with reports. Webtrends software applied to the specialized sections of the IIHR website. Number of new hits recorded on the specialized sections of the IIHR website
Source: Research produced, electoral legislation of the countries studied, one-on-one meetings as sources of information, specialized sections of the IIHR website.
Frequency / cycle of data gathering: half-yearly
Estimated cost of data gathering: US \$1000
Persons responsible: Team of specialists of the PROMOTING A CULTURE OF INCLUSION PROJECT, IIHR.

CONSIDERATIONS REGARDING QUALITY OF DATA

Data of initial evaluation of data quality: May 2006
Known limitations of data and their meaning: The information sources are diverse for all the all the research processes and in each country the difficulty of accessing the primary and secondary information sources will be different
Actions taken or planned to address data's limitations: The counterparts in each country are qualified experts or organizations. They will gather the data using a specific methodological approach. In addition to the sources of information available in the different countries taking part, the project will draw on the specialized sections (Derechos Mujer and Diversidades) of the IIHR website, which contain specialized material for conducting research.

Procedure for future evaluation of data quality: The research findings will be disseminated and validated with organizations that represent the interests of women, indigenous peoples and Afro-descendant populations, and with public institutions in each of the countries involved.

PLAN FOR ANALYSIS, REVIEW AND REPORTING

Data analysis: 31 August 2006

Data presentation: 18 September 2006

Data review: 6 October 2006

Data report: 31 October 2006

OTHER NOTES

Notes on Starting Points: Under the USAID project, between 2002 and 2005 information was gathered about successful advocacy efforts with regard to positive legislation dealing with the rights of women, indigenous peoples and Afro-descendant populations. This made it possible to focus actions on Peru, Colombia and Panama, with a view to creating an enabling environment for promoting specific legislation on that was under discussion in the respective congresses. Specialized knowledge is currently being produced regarding the impact of affirmative legislation and the promotion of the political participation of women, indigenous peoples and Afro-descendant populations.

Goals: More knowledge available and being disseminated that can be used to review, monitor and take action on the issues of equality and political rights.

Place where data are stored: IIHR

Other notes:

Last updated: 31 / 03 / 06

A. PROMOTING A CULTURE OF INCLUSION

1. PROJECT: INCLUSION THROUGH NONGOVERNMENTAL HUMAN RIGHTS ORGANIZATIONS

1.1. GENERAL FRAMEWORK

During the period under review (January-March 2006), the project began the research on the impact of legislation designed to foster gender equality in five countries of the region. The project is also designing the instrument that will be used for the research on quota mechanisms in eleven Latin American countries.

1.2. GOALS

Goal 1: To determine the impact that equal opportunity legislation has had on public policies and the institutional framework

Goal 2: To consolidate knowledge and capabilities for monitoring and influencing specific legislation designed to encourage women to take part in political life

Goal 3: To help indigenous peoples and Afro-descendant populations and their organizations, and CSOs that provide follow-up and carry out advocacy activities related to political-electoral processes, to enhance their expertise and capabilities for monitoring and influencing specific legislation intended to encourage the target populations to participate in political life

1.3. IMPLEMENTATION OF THE PROJECT

1.3.1. Assessments of the impact of legislation designed to foster gender equality

1.3.1.1. Description

The project is continuing to produce specialized knowledge about the impact of legislation that has been implemented to create equal opportunities for women and men. Legislation of this kind exists in five countries (Costa Rica, Colombia, Honduras, Panama and Venezuela).

Between January and March 2006, the project implemented the actions required to continue the research process in each country. These were:

- a) Efforts to locate and identify experts or organizations in Colombia who could serve as counterparts for the research, since those contacted initially (SISMAMUJER, PROFAMILIA and one expert) had prior commitments that prevented them from taking on the work. The selection criteria used were: work experience and knowledge related to women's rights and gender equality; recognized expertise in the development and implementation of research processes; work experience involving interaction with national organizations or networks devoted to the promotion of women's rights, and with parliamentary or state actors; and, previous links with the IIHR.

Eventually the counterpart was chosen, thus completing the team in the five countries selected.

Country	Counterpart
Colombia	Beatriz Quintero. Consultant of the National Women's Network, the PROFAMILIA organization, the United Nations Development Fund for Women (UNIFEM) and the

- b) Implementation of the specific research methodology prepared by the counterparts and execution of the work plan, pursuant to the general terms of reference drawn up by the IIHR. The methodology involves garnering information from primary sources (by holding meetings with key officials of state agencies and non-governmental organizations) and secondary sources (assorted documentation). The following is an overview of the activities carried out in each country:

Country	Activities implemented
Colombia	<p>The Colombian law is the most recent, having been passed in 2003. Implementation of the work plan began later than in the other countries as it took longer to identify the counterpart. Consequently, comparatively less progress was made. During this quarter (January-March 2006), the institutions and documentary sources were identified; the project began studying theoretical documents and others related to the enactment of the law (explanatory statements, records of debates in Congress, etc., and government and civil society reports). The process of systematizing the data also got under way.</p>
Costa Rica	<p>The Costa Rican law is the oldest, having been enacted in 1990, and the one that has been in force the longest (16 years). This makes the task more complex and more information has to be processed for the research. During this quarter (January-March 2006), the project identified the documentary sources and began studying and systematizing them (legislation, implementing regulations and executive decrees, public policy papers, and government and civil society reports). A matrix was designed to organize the information, including: the section of the law and the respective text, legislation or regulations derived from it, public policies and the institutional framework. The process of incorporating the information into the matrix also got under way. The IIHR circulated this matrix among all the counterparts. As it has proved very useful, it will form part of the work methodology of all the countries.</p>
Honduras	<p>The Honduran law was passed in 2000. During this quarter (January-March 2006), the project identified the documentary sources and began studying and systematizing them (legislation, implementing regulations and executive decrees, public policy papers, and government and civil society reports). The project designed the instrument for collecting data from secondary sources (semi-structured questionnaire), identified the people to be interviewed and administered the questionnaire to 19 individuals in March. The project consulted around 40 other people in March, including women leaders, key individuals and district-level offices responsible for women's affairs.</p>
Panama	<p>The Panamanian law was enacted in 1999 and implementation regulations were issued in 2002. The research is focusing on the implementation of both pieces of legislation. During this quarter (January-March 2006), the project identified the documentary sources and began studying and systematizing them (legislation, implementing regulations and executive decrees, public policy papers, and government and civil society reports). The project designed the instrument for collecting data from secondary sources (semi-structured questionnaire), identified the people to be interviewed and administered the questionnaire to 25 individuals in February and March.</p>
Venezuela	<p>The Venezuelan law was passed in 1999.</p>

<p>During this quarter (January-March 2006), the project identified the documentary sources and began studying and systematizing them (legislation, implementing regulations and executive decrees, public policy papers, and government and civil society reports). The project designed the instrument for collecting data from secondary sources (semi-structured questionnaire), identified the people to be interviewed and administered the questionnaire to 10 individuals in face-to-face meetings in March. A further 30 people and pertinent institutions are being surveyed via email.</p>

c) Materials related to gender equality and equity were updated and incorporated into the *DerechosMujer* specialized section of the IIHR website. As of 31 March 2006, 4050 items were available in its different subsections (*Acerca de nosotros, Para compartir, Documentos, Protección de derechos*), as well as a directory of 418 organizations devoted to the advancement of women’s rights. The specialized section received a total of 38,681 visits between 1 January and 31 March 2006 - an average of 429 per day that lasted an average of 14:24 minutes each (statistics compiled using WebTrends software).

1.3.1.2. Method

This activity is a continuation of the actions with regard to positive legislation aimed at creating equal opportunities for women and men. The objective is to generate and disseminate knowledge about the impact that such legislation has had in the five countries where it has been enacted (Costa Rica, Colombia, Honduras, Panama and Venezuela).

The information is being compiled using an action-research methodology, based on terms of reference that provide a framework for the research and common elements of analysis for all the countries. Experts or women’s organizations in the five countries serve as counterparts, garnering the information from primary sources (interviews and semi-structured questionnaires) and secondary sources (assorted documentation). The documents produced will subsequently be circulated among the women’s organizations and public institutions, to obtain feedback.

Materials related to gender equality and equity are posted in the *DerechosMujer* specialized section of the IIHR’s website, to disseminate them widely and permit visitors to study them. As the project progresses, the actions carried out and the outputs produced will be disseminated in the same way.

1.3.1.3. Background / Rationale

Between 2002 and 2005, the USAID project compiled information about successful advocacy experiences of women’s CSOs related to the enactment of legislation on equal opportunities for women and men in Costa Rica, Honduras, Panama and Venezuela. Subsequently, the work focused on Peru, where the project helped pave the way for a law on the subject. A bill before Congress had been bogged down until the project stepped in. It was eventually placed on the agenda of the 2004-2005 legislature and given priority status in the area of equity and social justice.

Furthermore, various UN and ECLAC diagnostic studies have found that laws on equality help states determine their policies in this area. They also serve as a mechanism for implementing the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), although difficulties and problems arise that are an obstacle to its full implementation.

The current project is facilitating the production and dissemination of knowledge about an issue that hitherto has been little explored, determining the impact that equal opportunity laws have had on legislation, public policies and the institutionalization of gender equality and equity. This complements the initial approach of advocacy with results-based action. Colombia was added to the original group of countries as it approved similar legislation in July 2003.

1.3.1.4. Institution(s) responsible and coordination

During the period under review, the counterpart individuals or organizations in each country were responsible for drawing up and implementing the specific research methodology they prepared and drafting the first report on the implementation of the work plan.

Country	Counterpart
Colombia	Beatriz Quintero
Costa Rica	Ana Hidalgo
Honduras	María Elena Méndez, Center for Women's Studies of Honduras (CEM-H)
Panama	Urania Ungo, Women's Institute of the University of Panama (UPAN)
Venezuela	Evangelina García Prince

The IIHR was responsible for the continued efforts to identify, contact and select the counterpart in Colombia; for studying, providing feedback and approving the specific proposed methodology for Colombia; for facilitating communication and feedback among the counterparts, sharing the draft methodologies and other instruments; for monitoring implementation of the work plan by each counterpart via email and telephone; for studying and approving the first report on execution of the work plan from each counterpart; and, for updating the content of the specialized section of the IIHR website (*DerechosMujer*).

1.3.1.5. Intermediate steps

- Find, identify and contact possible counterparts in Colombia
- Select counterpart in Colombia to complete the team
- Draft and approve specific methodology and work plan for Colombia
- Begin implementing specific methodology and work plan in each country
- Materials were prepared for posting online and the content of the *DerechosMujer* specialized section of the website was updated continuously

1.3.1.6. Results or outputs

- With the counterparts in all five countries having been selected, the team was completed
- The specific methodologies and work plans, the basic tools for compiling the information, were completed for five countries
- Implementation of the methodology and work plan got under way in five countries. The counterparts mostly identified the documentary sources and studied and systematized them; and identified the people to whom the questionnaire would be administered and began meeting with them
- The number of visits to the specialized section continues to increase. The data compiled using the WebTrends software can be seen in the following comparative table for 2005-2006:

Quarter	Number of Visits	Daily average	Average length of visits
1 January - 30 March 2005	15,344	170	12:12'
1 April - 30 June 2005	22,407	246	10:43'
1 July - 30 September 2005	26,817	291	09:31'
1 October - 15 December 2005	21,314	280	10:05'
1 January - 31 March 2006	38,681	429	14:24'

1.3.1.7. Impact indicators

“More information available, making it possible to assess and monitor the impact of specific legislation for equality between women and men”

The process of producing specialized knowledge continued. In line with the work plan, the counterparts began implementing the specific research methodologies they prepared pursuant to the general terms of reference drawn up by the IIHR.

Means of verification:

- General terms of reference for the research,
- Specific methodologies and work plans for five countries,
- Contracts drawn up,
- First report on implementation of the work plan from each country, and
- Specialized section of the IIHR website and the WebTrends software

1.3.2. Research on the application of the quota mechanism

1.3.2.1. Description

The objective of the project is to facilitate the production of specialized knowledge about the impact of legislation designed to encourage the participation of women in political life. Eleven countries in the region have specific legislation or electoral laws that establish minimum quotas for the political participation of women (Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador, Honduras, Mexico, Peru, Panama and Paraguay). The project is conducting research in these countries regarding the implementation of their various quota mechanisms with a view to disseminating the findings. Research is being conducted in each country, as described below.

Between January and March, the project implemented the following activities to kicking off the research process:

- a) The terms of reference for the research and the focal elements for the analysis were used to design a single, semi-structured questionnaire for gathering the information from the electoral bodies of the 11 countries mentioned above. The questionnaire will form the basis of the research and the subsequent analysis.
- b) The questionnaire is designed in such a way as to elicit information with regard to: current legislation; mechanisms for verifying compliance and applying penalties, and monitoring the situation; use of quotas (experiences or practices adopted in administering the system, implementation and results, decisions of electoral or general courts). The Department of Civil Society Entities (in charge of the project) and the Center for Electoral Promotion and Assistance (IIHR/CAPEL) studied the questionnaire together and the consultant incorporated their recommendations into the final version of the instrument.
- c) Materials related to political rights, affirmative action and quota mechanisms were updated and uploaded to the specialized section of the IIHR website (*DerechosMujer*). Information about the number of visitors to this section between 1 January and 31 March has already been provided.

1.3.2.2. Method

The project calls for the production and dissemination of knowledge about the efforts of the electoral organizations of 11 countries (Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador,

Honduras, Mexico, Peru, Panama and Paraguay) to implement the quota mechanism established in their electoral legislation.

The applied research will be carried out using a single, semi-structured questionnaire (accompanied by guidelines) that the 11 electoral organizations will fill out. The questionnaire will provide information about current legislation and implementation and monitoring mechanisms. It will also compile data about the organizations' efforts to guarantee, implement, regulate and rectify quotas, and to establish rules and impose penalties, including the electoral bodies' practices and rulings (jurisprudence).

This questionnaire will form the basis of the research and the subsequent comparative analysis. The analysis will be complemented with information from secondary sources (sundry documentation) and primary sources (meetings and semi-structured questionnaires). The documents produced will be circulated among the women's organizations and public institutions involved, to obtain feedback.

Materials related to the subject matter are uploaded to the specialized section of the IIHR website (*DerechosMujer*), to disseminate them widely and permit visitors to peruse and study them. As the project progresses, the project's activities and outputs will be disseminated in the same way.

1.3.2.3. Background / Rationale

The minimum quotas for the political participation of women established in specific legislation or electoral laws are designed to correct discrimination and inequality and ensure that equal numbers of women and men run for, and hold, elected office.

Quotas are obligatory and the simplest way of gauging their success is by counting the number of women elected to parliament or local government. For example, since quota mechanisms were introduced, 35% of lawmakers in Costa Rica are women, and 31% in Argentina. The studies carried out so far suggest that, although the number of women elected to hold office has risen in recent years, the percentage of women lawmakers is still low - an average of around 15% in 33 countries of the region (CEPAL:2004).

Quota mechanisms exist in 11 Latin America countries but no comparative analysis has been carried out of the electoral bodies' experiences and the difficulties they have encountered in interpreting and implementing legislation of this kind. Having such knowledge will enable CSOs and electoral organizations to monitor the situation better.

The electoral bodies are not familiar with the difficulties faced or the good practices being developed, and CSOs are even less aware of them - particularly organizations involved in women's rights and in monitoring women's political participation. One of the aims of this project is to address this lack of information about the issue.

1.3.2.4. Institution(s) responsible and coordination

During this stage of the project, the counterpart expert (Line Bareiro, of the Documentation and Studies Center (CDE) of Paraguay) drafted the core questionnaire to be used to collect data. Subsequently, the IIHR's recommendations were incorporated and a final version produced.

The IIHR provided technical assistance and supervised the preparation of the questionnaire; coordinated the internal work with the IIHR/CAPEL; and, updated the contents of the *DerechosMujer* specialized section of the IIHR website.

1.3.2.5. Intermediate steps

- Technical assistance was provided and the preparation of the questionnaire supervised

- Core questionnaire for collecting data was drafted, recommendations incorporated and final version produced
- Materials were prepared for posting online and the content of the *DerechosMujer* specialized section of the website was updated continuously

1.3.2.6. Results or outputs

- Core questionnaire for collecting the information was designed, revised and a final version produced
- The number of visits to the specialized section continues to increase. The data compiled using the WebTrends software can be seen in the comparative table included in the first section of this report

1.3.2.7. Impact indicators

“More information available about the experiences of electoral bodies in implementing quota legislation, to assess and monitor its impact”

Having produced the final version of the data collection questionnaire, the project can now move ahead with the process of producing the specialized knowledge. It is the basic tool for obtaining information from the electoral organizations.

Means of verification

- General terms of reference for the research,
- Core questionnaire for collecting data,
- Contract drawn up, and
- Specialized section of the IHR website and WebTrends counting system

1.3.3. Strengthening the political and citizen participation of indigenous peoples to consolidate democracy and governability in the region

1.3.3.1. Description

During the reporting period (January-March 2006), the project continued to carry out the research on the political participation of indigenous peoples in Latin America. The research consists of specialized studies in six countries (Bolivia, Colombia, Ecuador, Mexico, Panama and Peru). The aim is to document the actions of the respective electoral organizations in implementing affirmative action and administrative measures. Information will then be disseminated about the difficulties involved in increasing the political participation of indigenous peoples, along with good practices in this area, thereby contributing to the consolidation of democracy and governability in the region. During the last two years of the period covered by the studies (1995-2006), presidential elections have taken or will be taking place in all the countries concerned (Bolivia, 2005; Colombia, 2006; Ecuador, 2006; Mexico, 2006; Panama, 2004; Peru, 2006). This provides an excellent underpinning for the research.

1.3.3.2. Method

The work in each country is currently focusing on the production of specialized knowledge through applied research that incorporates four variables and the gender perspective. The variables are: a) electoral legislation and regulations regarding the participation of indigenous peoples and communities in political life and, in particular, in elections (study of documentation); b) administrative and practical electoral models and mechanisms related to the active and passive exercise of the right to vote by the indigenous population (study of documentation); c) use, by indigenous movements, organizations and candidates, of legal remedies and regulations and administrative and practical

electoral models and mechanisms to increase the opportunities for indigenous people to participate, as voters and candidates (study of documentation and empirical data); and, d) the results of the participation of indigenous peoples participation in electoral processes (study of documentation and empirical data).

A wide variety of information sources is being tapped for variables 1 and 2 (each variable is addressed separately). They include the national constitution, local constitutions and national and local secondary legislation, national and local regulations and legal provisions, national and local electoral regulations and provisions, national and local electoral institutions, and electoral registration procedures, or their equivalent, at the national or local level; national and local electoral registries or their equivalent; the definition of indigenous electoral constituencies and the establishment of special rules for the indigenous population; and electoral training procedures in indigenous regions and documented experiences of administrative electoral mechanisms.

Variable 3 involves fieldwork, with a limited timeframe and spatial focus, with indigenous organizations, communities and individuals, specialists, government officials, politicians, etc. It calls for the compilation, systematization and analysis of studies on the use of the legal courses of action open to the indigenous population where political-electoral matters are concerned. The research includes a wide range of political positions held by indigenous individuals, such as (elected and non-elected) administrative posts, political appointments (government, political parties and associations), and managerial and international jobs, to which indigenous people have access thanks to the legal changes instituted in the country (or, on the contrary, because the presence of indigenous individuals led to legal changes being made).

Finally, variable 4 entails a comparative reading of national and local election results, to gain an objective picture of the participation of indigenous peoples (turnout, abstentionism, for whom they voted); the preparation of national political-electoral maps showing this population's involvement in elections; the compilation of party platforms to ascertain the extent to which they include indigenous demands, and the performance of governments (administrative units) headed by indigenous individuals.

In carrying out all this work, in addition to the information available in the countries themselves, the project can draw on the specialized section of the Institute's website (*Diversidades*), which contains specific material useful for the research.

Using the methodology adopted, the consultants basically studied documents in their possession and Internet sources, and visited general and specialized libraries (research institutions, universities), archives, electoral tribunals, registry offices, national election boards, etc., and media organizations. In Ecuador and Panama, the researchers also held meetings with individuals who could be of assistance.

1.3.3.3. Background / Rationale

The activities form part of the work plan for January-June 2006 of the *Project to strengthen the political and citizen participation of indigenous peoples to consolidate democracy and governability in the region*, which aims to monitor the impact of specific legislation intended to foster the political participation of indigenous peoples. The work is based on the findings of research undertaken for the IIHR's Maps of Progress in Human Rights (www.iidh.ed.cr/mapas). These document, in ten countries of the region, the legal provisions adopted or modified between 1990 and 2000 designed to encourage the participation of the indigenous population in electoral processes and, in general, in national political life. The information suggests a trend toward the adoption of affirmative actions to foster, directly or indirectly, a bigger and more direct involvement of the indigenous population in democratic life. This trend is consistent with the adoption, throughout the 1990s, of constitutional reforms that recognize rights of indigenous peoples. These reforms were undoubtedly introduced as a result of the pressure exerted by indigenous movements in recent years. Indigenous electors are

being encouraged both to vote and to stand for office, in some cases outside the political party structure or under special arrangements (functional, territorial).

However, the earlier study did not explore other aspects of the electoral system that could be the result of regulations or administrative provisions, such as the demarcation of electoral constituencies, the choice of polling officers and the spatial distribution of polling stations, the use of local languages to train voters and encourage them to vote. Such provisions could improve the conditions for indigenous participation in the electoral process and go much further, and even be separate from, the legal framework and the reforms instituted. Thus, there is a wide range of information to compile and study. Hitherto, few studies have endeavored to link emerging processes and participation with the most recent changes in the legal and administrative framework, to determine the extent to which the latter have been, or are being, used to involve the target population. Furthermore, little or no work has been done on the way that the indigenous electorate votes, largely due the difficulty of identifying them when no specific statistics are available. Neither is there data to show whether the way they vote has anything to do with the legal and administrative framework or whether indigenous candidates take advantage of it. Further work is needed on both lines of research and this is one of the reasons for the current project.

As well as contributing to one of the IIHR's strategic goals - the promotion of inclusive and transparent political systems and the dissemination of information about them - this project will make it possible to strengthen the incorporation of ethnic diversity as a crosscutting element of the work of other departments (e.g., the IIHR/CAPEL). The results will also be used as input for indicators of political participation for the Maps of Progress in Human Rights (updated through 2002).

Hopefully, the electoral bodies will use the knowledge they acquire through the research as input for their work and to increase the institutionalization of the political and citizen participation of indigenous peoples, in line with national legislation on the subject. Information about the specific action taken by the electoral organizations on this issue will also be disseminated widely among indigenous groups and other CSOs involved with the rights of indigenous peoples and that monitor political participation.

1.3.3.4. Institution(s) responsible and coordination

The work plan is being implemented by the consultants and organizations selected in the countries. They are responsible for developing the methodology and gathering the data, identifying the actors and other NGOs required to provide feedback for their work, and producing reports on their research and findings. The IIHR is responsible for monitoring and evaluating the implementation of the research and the knowledge generation process, as well as the work plan and schedule of activities, evaluating implementation of the plan, providing technical assistance, studying and providing feedback for the reports on the research and the research findings, updating the content of the specialized section of the IIHR website (*Diversidades*) and preparing the semiannual report. USAID will be informed of the open activities carried out under the work plan.

1.3.3.5. Intermediate steps

- The counterparts monitored and provided follow-up to the research activities
- The IIHR monitored the execution of the work plans and the implementation and development of the research
- The report on the execution of the research was prepared
- The implementation of the project was coordinated with the IIHR/CAPEL and the IIHR's Applied Research Unit
- Materials were prepared for posting on line and the content of the specialized section of the IIHR website (*Diversidades*) was updated continuously

1.3.3.6. Results or outputs

- Progress was made with the research on the actions of electoral bodies, particularly as regards the application of affirmative action and administrative measures designed to increase the political participation of indigenous peoples in the six countries selected
- Reports were produced on the execution of the work plans and financial plan
- The specialized section of the IIHR website (*Diversidades*) was updated
- A record was kept of visitors to the *Diversidades* specialized section, using the WebTrends software, as shown in the following comparative table for 2004-2006:

Quarter	Number of vi	Daily avera	Average length of
1 January - 30 March 2005	15,753	175	13:24
1 April - 30 June 2005	24,908	273	13:35
1 July - 30 September 2005	32,375	351	12:46
1 October - 15 December 2005	27,178	357	15:10
1 January - 31 March 2006	35,577	395	17:27

As of 31 March, 5997 items were available in the different subsections (*Acerca de nosotros, Documentos, Normativa, Vocabulario*), as well as a directory of 307 organizations devoted to the promotion of the rights of indigenous peoples, Afro-descendants and migrants. The specialized section was visited 35,577 times between 1 January and 31 March - an average of 395 visits per day that lasted an average 17:27 minutes each (statistics compiled using WebTrends software). This is a sizeable increase over the previous quarter with regard to all the variables.

1.3.3.7. Impact indicators

“More information available about the actions of electoral organizations with respect to measures that encourage or hinder the participation of indigenous peoples in political and electoral processes in six countries in the region”

The research is under way in the six countries and preliminary progress reports were submitted, including details of the approaches for the variables selected in the work plans of each consultant, aimed at generating specialized information on the subject and producing specialized knowledge.

Means of verification:

- Reports on the execution of the work plans presented by consultants
- Preliminary reports on the six studies prepared by the research team
- Information available online in the specialized section of the Institute’s website (*Diversidades*)
- Reports and statistics compiled using the WebTrends software, confirming the number of hits and visits to the specialized section

1.3.4. Promoting access to citizenship and political participation for the Afro-descendant population

1.3.4.1. Description

Between January and March, the project continued to implement activities under the first component (production of specialized knowledge). Specifically, this entailed preparing for a “*Panel Discussion to Assess the Situation regarding the Political Participation of the Afro-descendant Population in Colombia,*” scheduled for 29 June, based on four variables: a) legislation and electoral regulations dealing with Afro-descendants; b) administrative mechanisms (issuing of identity cards, registration); c) the use of legal remedies and regulations by the Afro-descendant population (at the local, national

and regional levels); and, d) the participation of Afro-Colombians in elections. The objective of the project is to enhance the expertise and capabilities of the Afro-descendant population and their organizations, and of advocacy organizations that monitor political-electoral processes. This will enable them to influence and monitor specific proposed legislation designed to promote the inclusion and political participation of the Afro-descendant population. The Center for Electoral Promotion and Assistance (IIHR/CAPEL) is collaborating with the project.

1.3.4.2. Method

The project is based on the experience of Colombia's electoral organization (unique in the region) with regard to the implementation of the affirmative action mechanisms called for in electoral legislation and administrative measures instituted for Afro-Colombians. The findings will be circulated in other countries that are relatively less developed in this area, along with the good practices and lessons learned in Colombia. In this way, authoritative knowledge will be passed on to the Afro-descendant organizations and population, CSOs involved with the rights of this population and electoral and related institutions, both in countries that have advanced electoral systems and those that have not yet developed legislation, jurisprudence, doctrine and/or administrative arrangements to foster greater participation.

Component #1 is currently being implemented. This entails the production of specialized knowledge (applied research) linked to the four variables described in section *1.3.4.1 Description*. The methodology is the same as the one being used for the research on the political participation of indigenous peoples. A wide variety of information sources is being tapped for variables 1 and 2 (each variable is being addressed separately). They include the national constitution, local constitutions and national and local secondary legislation, national and local regulations and legal provisions, national and local electoral regulations and provisions, national and local electoral institutions, and electoral registration procedures, or their equivalent, at the national or local level; national and local electoral registries or their equivalent; the definition of Afro-Colombian electoral constituencies and the establishment of special rules for the Afro-descendant population; and electoral training procedures in Afro-Colombian regions and documented experiences of administrative electoral mechanisms.

Variable 3 involves fieldwork, with a limited timeframe and spatial focus, with Afro-descendant organizations, communities and individuals, specialists, government officials, politicians, etc. It calls for the compilation, systematization and analysis of studies on the use of the legal courses of action open to the Afro-descendant population where political-electoral matters are concerned. The research includes a wide range of political positions held by Afro-Colombians, such as (elected and non-elected) administrative posts, political appointments (government, political parties and associations), and managerial and international jobs, to which Afro-descendants have access thanks to the legal changes instituted in the country (or, on the contrary, because the presence of indigenous individuals led to legal changes being made). The two electoral processes scheduled for this year in Colombia (legislative elections in March and presidential elections in May) are of great importance for the panel discussion.

Finally, variable 4 entails a comparative reading of national and local election results, to gain an objective picture of the participation of Afro-descendants (turnout, abstentionism, for whom they voted); the preparation of national political-electoral maps showing this population's involvement in elections; the compilation of party platforms to ascertain the extent to which they include Afro-Colombian demands, and the performance of governments (administrative units) headed by Afro-Colombian individuals.

The methodology for the activity was also defined during the reporting period (January-March). The Universidad Javeriana de Cali (one of the areas with the largest concentrations of Afro-Colombians) was contacted to enlist its support in organizing the panel discussion in that city. This is a very prestigious university that has considerable drawing power, which would enhance the event's impact

and projection. The counterparts identified to prepare the content are as follows: variables #1 and #2, Fernando Giraldo, a political scientist who specializes in electoral issues and is a UN consultant; variable #3, Maura Nasly Mosquera, a member of the team of specialists of the National Afro-Colombian Conference and the Executive Director of the organization AFROLIDER; variable #4, Guillermo Reyes, Vice President of the National Electoral Council of Colombia. Organizing the panel discussion entails three types of activities: a) the academic structure (topics, methodology and guests); b) the logistics (main meeting hall, support teams, location and transportation of guests and material resources for the event); and, c) promotion. The sources used for variable #1 include studies in the consultant's possession, information from the National Electoral Council and the Registry, documents from Afro-Colombian organizations, universities, archives, libraries, the Internet and media organizations. The specialized section (*Diversidades*) has made specialized material available and will also be disseminating information about the activity.

1.3.4.3. Background / Rationale

The activities form part of the work plan for January-June 2006 and the aim is to familiarize other countries that have made relatively less progress with regard to the political participation of Afro-descendants with the good practices developed in Colombia and the lessons learned from the experience. Authoritative knowledge will be passed on to the Afro-descendant population and its organizations, CSOs that focus on the rights of this population and electoral and related institutions, both in countries that have advanced electoral systems and those that have not yet developed legislation, jurisprudence, doctrine and/or administrative arrangements to foster greater participation. Both the strategies and the activities were designed to form part of a process, encompassing all the actions required to achieve the results.

1.3.4.4. Institution(s) responsible and coordination

The work plan will be implemented by the counterparts selected in Colombia. The IIHR will be responsible for monitoring and evaluating the implementation of the work plan, carrying out a technical assistance mission (April 2006) and updating the contents of the specialized section of the IIHR's website (*Diversidades*). USAID will be informed of open activities included in the work plan. During this stage, the Program to Combat Racism is coordinating the implementation of the project, working with the IIHR/CAPEL.

1.3.4.5. Intermediate steps

- The logistical, methodological and academic organization of the activity continued
- The actors and other NGOs, CSOs and State officials were identified for the panel discussion
- The IIHR monitored and supported the process
- The implementation of the project was coordinated with the IIHR/CAPEL
- Materials were prepared for posting on line and the content of the *Diversidades* specialized section of the IIHR website was updated continuously

1.3.4.6. Results or outputs

- Preparation of the proposal for the organization of the logistical, methodological and academic aspects of the activity is at an advanced stage
- A record was kept of the sustained increase in visitors, using the WebTrends software, as shown in the comparative table for 2004-2006 (see section 1.1.3.6.)

As of 31 March, 5997 items were available in the different subsections (*Acerca de nosotros, Documentos, Normativa, Vocabulario*), as well as a directory of 307 organizations devoted to the promotion of the rights of indigenous peoples, Afro-descendants and migrants. The specialized section was visited 35,577 times between 1 January and 31 March - an average of 395 visits per day

that lasted an average 17:27 minutes each (statistics compiled using WebTrends software). This is a sizeable increase in all the variables over the previous quarter.

1.3.4.7. Impact indicators

“NGOs, CSOs, electoral tribunals and stakeholders and decision-makers involved with the issue are more knowledgeable about the progress made and obstacles encountered in the efforts to increase the political participation of Colombia’s Afro-descendant population”

“Relatively less developed countries have been given access to knowledge concerning the experience of political participation of the Afro-descendant population in Colombia”

Having laid the groundwork for the process of producing specialized knowledge, the project is progressing toward the attainment of both impact indicators.

Means of verification:

- Studies under way for the panel discussion on the situation in Colombia
- Information available online in the specialized section of the Institute’s website (*Diversidades*)
- Reports and statistics compiled using the WebTrends software, confirming the number of hits and visits to the specialized section

1.4. LESSONS LEARNED

Primary and secondary information is currently being collected and processed under the research projects “Assessments of the Impact of Legislation that Fosters Gender Equality” and “Research on the Application of the Quota Mechanism,” so there are no lessons to report as yet.

The proximity of two important electoral processes in Colombia (in March and May this year) created certain difficulties for the implementation of the activities, since both the National Electoral Council and the Registry Office are channeling all their energies into organizing and holding the elections. However, the consultants made a special effort to adapt their methodology to this situation and the studies will be ready in time for the Panel Discussion to Assess the Situation regarding the Political Participation of the Afro-descendant Population in Colombia.

**INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS
 USAID COOPERATIVE AGREEMENT LAG-A-00-02-00001-00
 PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN LATIN AMERICA
 2002-2007**

**PROJECT: CITIZEN SECURITY IN LATIN AMERICA
 PERFORMANCE INDICATOR REFERENCE SHEET**

Strategic objective / Final Goal: To design and promote the implementation of citizen security plans and policies in countries in the region.
Intermediate results: Comparative Study of Citizen Security Experiences in Eight Countries of the Region. Situation Analysis and Design of Public Policy and Implementation of Citizen Security in Dominican Republic. Design Democratic Security Plan and Modernization Strategy for the National Police of Dominican Republic. Strengthening of community participation in democratic construction of security in Argentina. Preparation Guiding Framework for the Formulation and Implementation of Public Citizen Security Policies in the region.
Performance indicator: Institutions and civil society have enhanced capabilities for tackling the problem of citizen insecurity with respect for human rights.

DESCRIPTION

Precise definition: Comprehensive public citizen security policies incorporating a human rights approach will help reduce violence and citizen insecurity.
Unit of measurement: Public plans and policies drafted and implemented in the countries targeted in 2004 (Argentina and Dominican Republic). Adoption and implementation of citizen security policies that guarantee human rights in the countries of the region.
Level of disaggregation: Countries / National / Local
Mechanism: Assistance with the implementation of the Democratic Security Plan and Institutional Modernization Strategy for the NP in the Dominican Republic through various technical-political missions. Strengthening of community participation in security in Buenos Aires Province by means of training workshops and seminars. Strengthening of the institutional capabilities for defining and implementing democratic citizen security policies and for cooperation between the sub-regions of Latin America, based on ministerial meetings and the guiding framework for the formulation and implementation of citizen security policies that guarantee human rights.

IIHR PLAN FOR GATHERING DATA

Channels used for gathering data: Missions to Dominican Republic and Argentina to gather information (analysis of documents, one-on-one meetings, etc.) Workshops and meetings with institutions and organizations involved in the subject: Police, Ministry of Security, Non-governmental Organizations, Universities, Civil Society. Systematization of technical assistance missions in Dominican Republic and Argentina. Meeting of experts in citizen security to prepare the ministerial meetings.
IIHR's method of gathering data: Preparation of a Modernization Strategy for the National Police and advisory assistance for the drafting of the Democratic Security Plan in the Dominican Republic. Evaluation and follow-up to the process of implementing the citizen security policy in Dominican Republic.
Source: Ministries of Security or the Interior, Department of Public Prosecutions, non-governmental organizations involved in the subject, academic sector, reports of international agencies etc.
Frequency / cycle of data gathering: Monthly.
Estimated cost of data gathering: US \$2000
Person responsible: Isabel Albaladejo, IIHR Citizen Security Program Officer

POINTS REGARDING THE QUALITY OF THE DATA

Date of initial evaluation of data quality: April 2006

Known limitations of the data and their meaning: Reliability of information sources, the information is scattered and decentralized, absence of scientific criminological studies. Confidentiality in handling data on citizen security.

Actions taken or planned to address the data's limitations: Technical missions to compile information and documentation, establishment of networks with the counterparts in the countries. Efforts to secure the commitment and political will of players involved.

Procedures for future evaluation of data quality: Validation by beneficiaries and counterparts.

PLAN FOR THE ANALYSIS, REVIEW AND REPORT

Data analysis: 31 August 2006

Data presentation: 18 September 2006

Data review: 6 October 2006

Data report: 31 October 2006

OTHER NOTES

Notes on Starting Points: At present there are no public citizen security policies incorporating a human rights approach, or instruments for designing or implementing them. Therefore, the actions planned for January-June 2006 are designed to: (1) consolidate the Security Sector Reform Process, as part of a public citizen security policy in the Dominican Republic; (2) strengthen the institutional capabilities for defining and implementing democratic citizen security policies and for cooperation between the sub-regions of Latin America (Central America and MERCOSUR).

Goals: To consolidate the Security Sector Reform Process, as part of a public citizen security policy in the Dominican Republic; (2) To strengthen the institutional capabilities for defining and implementing democratic citizen security policies and for cooperation between the sub-regions of Latin America (Central America and MERCOSUR).

Place where data are stored: Citizen Security Project, IIHR.

Other notes:

Last updated: 28/04/06

B. CONFLICT PREVENTION

1. PROJECT: CITIZEN SECURITY IN LATIN AMERICA: DEVELOPING A NATIONAL AND LOCAL APPROACH

1.1. GENERAL FRAMEWORK

Experience in Latin America has shown that crafting a citizen security policy and providing the corresponding legal framework is one of the most pressing challenges facing the countries. Hence, the goals proposed for January-June 2006 are:

- 1) To consolidate the process of security sector reform as part of the implementation of the public citizen security policy in the Dominican Republic
- 2) To enhance the institutional capabilities for defining and implementing democratic citizen security policies and for cooperation between the sub-regions of Latin America (Central America and MERCOSUR)

With respect to the first of these goals, as part the ongoing security sector reform process in the Dominican Republic, the project carried out two, weeklong technical assistance missions to the Dominican Republic, in February and March. During and between the missions, the IIHR team provided continuous advice and assistance in certain priority areas of the Democratic Security Plan drawn up in 2004 with the Secretariat of the Interior and senior police officers. During the second mission, three workshops took place on community policing, criminal investigations and the prevention of violence by the community (the last of these targeted at leaders of neighborhood organizations).

With regard to the second of the goals set forth in the 2006 Work Plan ("To enhance the institutional capabilities for defining and implementing democratic citizen security policies and for cooperation between the sub-regions of Latin America"), a Meeting of Experts took place 30-31 January, in San Jose, Costa Rica. The activity was used to continue drafting the "Recommendations for the Implementation of Public Citizen Security Policies," based on a document drawn up previously. Since the meeting, further work has been done on the document and it is almost ready. It is to be published and presented at the first Ministerial Meeting on Security, due to be held by the MERCOSUR countries in June.

The budget approved for January-June 2006 will only permit one of the planned Ministerial Meetings to be held (the meeting of the MERCOSUR countries).

1.2. GOALS

Half-year goal 1:

To consolidate the process of security sector reform as part of the implementation of a public citizen security policy in the Dominican Republic

Half-year goal 2:

To enhance institutional capabilities for developing and implementing democratic citizen security policies and for cooperation between the sub-regions of Latin America (Central America and MERCOSUR)

1.3. IMPLEMENTATION OF THE PROJECT

1.3.1. Technical assistance in implementing the Public Citizen Security Policy in the Dominican Republic

1.3.1.1. Description

The Police Modernization Plan (“Strategy for the Modernization of the National Police of the Dominican Republic”) was approved in December 2004. The President then adopted the Democratic Security Plan, which incorporated the strategy. Since then, in 2005 and during the first quarter of 2006, our work has consisted of providing the constant advisory assistance needed to implement the gamut of actions called for in the plan.

President Leonel Fernández signed into law a decree containing the Democratic Security Plan, to tackle the crime and growing insecurity in the country. The decree was drafted following a recommendation from the IIHR team that a legal provision of this kind was needed to underpin the restructuring process. In addition to establishing the background, rationale and objectives of the reform, the decree focuses on six key areas: a) the development of an effective preventive police force; b) sweeping academic reform to produce better police officers; c) the development and implementation of a criminal investigation system; d) the creation of a community police force to enable the National Police to forge closer ties with society; e) the design of a management and organizational structure; and, f) the development of an effective internal affairs program to strengthen the police as an institution, incorporate the concept of community policing and define the relationship between the police and the armed forces.

During this quarter (January-March 2006), two technical assistance missions were carried out. The first took place 21-25 February and focused on the efforts to forge closer ties between the National Police and the community, through the Community Police and by increasing the community’s involvement in security.

The members of the mission were the Director of the Department of Public Institutions, Security and Human Rights Program Officer Isabel Albaladejo and consultants Robinson Pérez (Chile) and Carlos Basombío (Peru).

The team held political discussions with the Secretary of the Interior and the Police Chief, and technical meetings with the Director of Preventive Security, the Director of Criminal Investigations and the Director of Internal Affairs. With these officials, the team visited some of the neighborhoods involved in the Democratic Security Plan.

It was decided that technical assistance workshops were needed and these were planned for the second mission to the country (27-30 March).

The first workshop was held 27 March. Twenty-five Community Police officers took part, mainly those working in the neighborhoods involved in the program. The Chief of the National Police, Major Gen. Bernardo Santana Páez, inaugurated the workshop. Consultants Robinson Pérez (Chile) and Carlos Basombío (Peru) led the activity.

The second workshop took place 27-28 March and was targeted at 30 officers from the Criminal Investigations Department. The aim was to improve police investigations and the application of the new Criminal Procedural Code. Consultant Andrés Domínguez Vial (Chile) led the workshop.

The third workshop, which was also held 27-28 March, involved 40 people from 26 grassroots organizations based in different poor neighborhoods of Santo Domingo. The workshop was led by consultant Marcelo Koyra (Argentina).

IIHR Security and Human Rights Program Officer Isabel Albaladejo designed and planned the three workshops.

1.3.1.2. Method

Community Police Workshop

The workshop began with following presentations:

- “The history and vision of the community police in the Dominican Republic,” by Col. Demóstenes Félix Paniagua
- “Community police: a philosophy and one of the action strategies of modern police forces,” by Carlos Basombrío

Each participant then described his/her concrete work experience. The following points emerged from the ensuing open-ended discussion:

Doctrinal vision, viewpoints and language:

- The community police policy is set out clearly in the Democratic Security Plan. In his opening remarks, the chief of the PND placed great emphasis on this point.
- The IIHR’s proposal was along the same lines and included some additional points.
- The participants’ comments were consistent with those guidelines and they provided input based on their concrete experience.

What is already being achieved and the concrete changes that are being made:

- The institution is making a conscious effort to improve the image of the police in the different neighborhoods. The police wish to inspire respect rather than fear.
- The police’s view of the neighborhoods with high crime rates is beginning to change. As they get to know them in greater depth in their daily activities, they are realizing that most people want to live in peace and are potential allies of the police.
- The police are very clear about the need to interact with the organized community and to coordinate the security policy with its leaders.
- The police are working more closely with other sectors of the State that can contribute to improving the potential security conditions (for example, by providing electricity at night, and work with public schools to carry out preventive action with young people and children).
- The police units have more officers and are better equipped, which ensures a greater presence.
- The police have managed to enter, and maintain a presence, in most of the critical areas of Santo Domingo, hitherto regarded as “no-go areas.”
- The police are better distributed on the ground and the poorest segments of the population benefit from this.

The problems and challenges that lie ahead:

- Making a further 12 neighborhoods safe, and the challenge of extending the program to even more districts, is a difficult undertaking because of the limited number of trained police available to meet the new needs.
- Progress has been made in the specialization of the police by dividing them into preventive and investigative branches. Further specialization is required in each preventive territorial unit, for specific community policing tasks.
- The community police cannot be a unit that operates from outside the safe neighborhoods. Territorial units of community police are required in each safe neighborhood, under the command of the head of the respective territory, and working with the preventive police. The community police, as a national department, should limit themselves to technical-regulatory aspects and training.
- The preventive police assigned to the safe neighborhoods lack training in community policing techniques. It is not only a question of training for these officers, however; the subject should form part of the training of new cadets in the police academies.
- Continuity is needed in policies and budget allocations. The high turnover makes it difficult to undertake medium and long-term tasks, prevents the population from developing a relationship of trust with specific police officers and hinders specialization.
- Based on the assessment of the situation in the safe neighborhoods, the critical problems detected that should be a priority for the community police are the prevention of drug abuse and small-scale drug dealing, family violence and the problems of work, education and leisure activities for young people at risk.
- The presence of women police officers in the safe neighborhoods needs to be evaluated, to permit a special approach to the critical problems detected.
- There is still a problem as far as the public perception of the police and the problem of insecurity are concerned. This is difficult to overcome and calls for a partnership with the grassroots networks, to highlight the concrete results being achieved in the media, based on the principle that a population that trusts its police feels less insecure.
- Although there appears to be growing State assistance for the social groups that are in need of support and involved in the safe neighborhood program, the people concerned need to work more closely with the police. For example, it was suggested that they need to be involved in “safe sport” programs and that INFOTEC should help train young people.
- Mechanisms are required for interaction between police officers and community leaders, to enable them to discuss the ongoing efforts in a systematic way and decide how aspects that require it could be improved.

Workshop with Community Leaders on the Prevention of Violence by the Community

After an initial diagnostic exercise to determine the needs and aspirations of the workshop participants, three core thematic areas were defined:

1. Social construct of the young person involved in violent situations. Profile of the young person in trouble with the law
2. Capabilities that community leaders need to develop to work with these young people
3. The changes and adjustments that community organizations have to make to facilitate this work

The first two areas were selected by consensus and addressed during the different workshops. The topics dealt with were:

- ✓ Young people in trouble with the law. Social construct of the problem. Areas of analysis of behavior and the construction of adolescent subjectivity
- ✓ Focusing on the target population
- ✓ Work with young people from the perspective of the promotion of health and local development. Citizenship and rights. Human Security Paradigm
- ✓ Concept of psychosocial vulnerability. Primary, secondary and tertiary prevention
- ✓ Young people's relationship with the law. Legal restitution. Contract of employment
- ✓ Ties as a tool for social integration. Construction of social networks
- ✓ Profile of the community operator. Ability to listen and to "decenter." Ability to elicit a response from young people. Development of critical capabilities. Non-violent resolution of conflicts

The topics were addressed using participatory techniques and with input from the workshop coordinator. The work was conducted in a very good atmosphere and the participants showed great interest and assimilated the concepts presented well. The learning process was closely linked to the work they are beginning to undertake in their respective territories.

Subsequently, the "Safe Neighborhood" Program was discussed. Although there was insufficient time for an exhaustive dialogue, the different community leaders gave their opinions regarding the operation of the program. Although the comments were not systematized, the methodology used made it possible to keep track of all the ideas expressed. Some of the participants expressed similar ideas, while others had differing opinions.

Finally, the participants were asked what steps were needed to strengthen citizen participation in the public security system and in the work with young people in trouble with the law. They suggested actions related to different areas and at different levels (young people, the family, grassroots organizations, neighborhood leaders, government agencies, the media, police operations and the community). They were clear about the concrete tasks needed to ensure this process is successful.

The evaluations of the training process underscore the need for it to continue, using the same methods.

1.3.1.3. Background / Rationale

The Democratic Security Plan is the result of teamwork involving the Ministry of the Interior and the Police, the Attorney General's Office and the National Police. As stated in the introduction to the plan itself, these institutions received advisory assistance from several agencies in preparing it, particularly the Inter-American Institute of Human Rights. The IIHR was also asked to support the implementation of several areas of the Plan in 2006.

The Democratic Security Plan has two basic objectives. The first is to reestablish the authority of the Dominican State by means of a sweeping reform of the National Police. The aim is not only to put police on the streets of the countries' cities and towns but also to restore the citizenry's confidence in the institution. The second objective is to guarantee the basic civil rights of the population, making the citizenry the principal actor in democratic security in the Dominican Republic.

Thus, a process of institutional transformation needs short-, medium- and long-term measures. It was felt that the IIHR could make an effective contribution in this stage to the implementation of a community policing strategy - especially the execution of the Safe Neighborhood Program in the most disadvantaged neighborhoods, designed to strengthen community involvement in the neighborhoods and the PN's criminal investigations. Hence, the need to hold the three specific workshops, which the beneficiaries rated as extremely useful.

1.3.1.4. Institution(s) responsible and coordination

Juan Navarrete, Director of the IIHR's Department of Public Institutions, and Security and Human Rights Program Officer Isabel Albaladejo are responsible for implementing and coordinating the strategy that was developed.

1.3.1.5. Intermediate steps

Project staff:

- Coordinated with the counterparts, i.e., the Ministry of the Interior and the Police and senior police officers
- Maintained permanent contact with the counterparts, to monitor any developments in the country that could have a bearing on citizen security and offer pertinent advice
- Identified and contacted the police officers and senior officials with whom the team met during the technical mission in February
- Designed and planned the three technical assistance workshops
- Identified and invited the participants
- Prepared the teaching materials used in the workshops
- Identified and hired the consultants who took charge of the workshops and the consultation process, and coordinated the work with the other consultants who form part of the team involved in the process
- Coordinated the meetings in which the mission members took part

1.3.1.6. Results or outputs

- Two missions (one of a political-technical nature and another exclusively technical) were carried out in order to continue implementing the Democratic Security Plan
- Three technical assistance workshops were held, on community policing, the prevention of violence by the community and criminal investigations
- Various working meetings took place with a number of senior Dominican police officers, to verify the situation and the progress made since the previous mission, and to provide the technical assistance required
- Agreement was reached with the Secretary of the Interior and the Police Chief regarding the organization in the events and their participation in them
- Interagency coordination to achieve the objectives set (Secretariat of the Interior, National Police, Attorney General's Office)
- Continuation of the strategy for monitoring, overseeing and supervising the implementation of the priority actions called for in the Democratic Security Plan and the Modernization Strategy

1.3.1.7. Impact indicators

“Enhanced institutional capabilities for designing and implementing measures to guarantee people’s security, as part of a public security policy in the Dominican Republic”

“Improved grassroots and civil society participation in the design, monitoring and evaluation of public citizen security policies, and in the control of the police”

The main indicator of the results of the efforts to strengthen the institutional capabilities for determining and implementing measures that guarantee citizen security is the approval of the **Democratic Security Plan**. The plan establishes the responsibilities of each of the agencies involved in security matters, particularly the National Police. The respective actions are now being implemented and further advisory assistance from the IIHR is required.

There is clear evidence that implementing the **Safe Neighborhood Program** in twelve districts of the capital (extended to other neighborhoods in Santiago), which is being coordinated by the Secretariat of the Interior and the police themselves, is enhancing the institutional capabilities for executing citizen security plans and policies.

1.3.2. Support the definition of democratic public citizen security policies at the regional level

1.3.2.1. Description

The **Meeting of Experts to prepare for the Ministerial Meetings on Public Security** took place 30-31 January, in San Jose, Costa Rica. The objective was to draw up a document containing a series of recommendations and guidelines for the design and formulation of citizen security policies that guarantee respect for human rights.

IIHR Executive Director Roberto Cuéllar inaugurated the activity and took part in the discussions. IIHR Program Officer Isabel Albaladejo and the Director of the Department of Public Institutions, Juan Navarrete, also participated in the event.

Eight carefully selected Latin American experts were involved: Carlos Basombrío (Peru); Santiago Escobar (Chile); Hugo Acero (Colombia); Fabio Xavier (Brazil); Fabián Salvioli (Argentina); Carmen Rosa De León (Guatemala); Manuel de Jesús Pérez Sánchez (the Dominican Republic); and, Francisco Bautista (Nicaragua).

Further work was done on the recommendations document in February and March. It is intended to provide a set of basic standards regarding an issue that is now a government priority, as the problem of insecurity is one of the greatest concerns of citizens throughout the hemisphere.

1.3.2.2. Method

Before the Meeting of Experts, consultant Carlos Basombrío worked closely with the IIHR to draft a base document that was circulated among the experts invited to take part in the activity. Thus, by the time they arrived for the meeting they had already studied the document and prepared their observations. The discussions revolved around the document and this made it possible to make maximum use of the time available.

Following the meeting, the experts had two weeks in which to submit their observations in writing. They had already presented some of their comments during the activity, while others were the

result of further research and consultations in their field of expertise. The IIHR has all the experts' contributions on file, available for consultation at any time.

The document is structured as follows:

OUTLINE OF CONTENTS

I. BACKGROUND

II. NATURE OF THE PROBLEM

III. GENERAL POLICY GUIDELINES

IV. GUIDELINES FOR POLICIES AND SPECIFIC MEASURES

Adequate knowledge of the problem

1. The quantitative tools needed to understand the problem
2. The qualitative study of the problem of crime and violence

Prevention

3. The definition of preventive citizen security policies
4. Specific policies for children and young people
5. Policies to strengthen the family
6. Other prevention policies to deal with social and situational problems
7. The role of local governments in citizen security
8. The community's involvement in security

The effectiveness of the law and the operation of institutions

9. The protection of the citizenry, the effectiveness of the law and the punishment of offenders
10. Reforms, modernization and the allocation of resources for the institutions of the criminal law system
11. Specialization, strengthening and doctrinal renewal of police forces
12. The development of community policing strategies
13. Tackling organized crime

Regional cooperation

14. Regional cooperation on citizen security

The third version of the document is attached as Annex 1.

1.3.2.3. Background / Rationale

Most countries are facing a serious crisis as far as citizen security is concerned. It is a universal problem that is present in the different regions of the world. However, even allowing for major differences between countries, our region is the most affected. Many people in Latin America regard this as one of the key problems affecting the population.

Citizen insecurity may have its roots in other forms of insecurity that existed in the past, but it has special characteristics and manifestations that make it a specific problem, different from others, that needs to be understood in terms of its own parameters and tackled with new methods.

The concrete problem of citizen security, allied to a strong perception of insecurity, generates political and social consequences above and beyond the problem itself. These include:

1. The population places the government under enormous pressure by calling for immediate solutions to the problem of citizen insecurity, undermining governability in the process.
2. The people's quality of life is affected, and inequality increases. Victims' losses may be irreplaceable in many ways and severely limit their ability to cope successfully with the challenges of well-being and development. Furthermore, the use of private security firms increases, effectively "privatizing" access to security. This only reinforces social marginalization and the exclusion of the poorest segments of society.
3. The situation creates a climate of tension, fear and mistrust of other people, who are seen as potential aggressors and become a threat to tolerance, social relations and peace.
4. The effectiveness of the institutions of our democracies is called into question and they are blamed for being unable to solve these problems at once. In some cases, a considerable number of people decide that authoritarian methods, typical of dictatorships, are the only answer, thus undermining the citizenry's support for democracy.

Citizen security is one of the State's basic responsibilities and should be assumed as a public policy that commits it to integrated action. The policy should not depend on short-term political contingencies and should have clear, verifiable short, medium and long-term objectives. For this reason, the IIHR believes that all the states in the region should design and implement a national policy to ensure peaceful coexistence and citizen security. The policy should establish clearly the responsibilities of the territorial authorities and the state agencies in charge of security, justice and defense. Enormous political will and commitment from the authorities is required, and also from political parties that are not in power, civil society and the media, to lead and guide the citizenry, which, often overcome by fear and despair, demands instant solutions to problems that call for complex processes and multidimensional policies and actions.

1.3.2.4. Institution(s) responsible and coordination

Security and Human Rights Program Officer Isabel Albaladejo was responsible for coordinating these activities, under the supervision of the Director of the IIHR's Department of Public Institutions, Juan Navarrete.

1.3.2.5. Intermediate steps

- Design, devise and plan the technical, methodological and logistical aspects of the Meeting of Experts
- Select and hire a consultant to prepare the working document "Recommendations for the Formulation and Implementation of Public Citizen Security Policies"
- Identify, invite and hire the consultants for the meeting (supervision of the terms of reference, etc.)
- Coordinate with the team of experts (receive and incorporate observations into the document)

1.3.2.6. Results or outputs

- A Meeting of Experts was held to prepare for the planned Ministerial Meetings on Citizen Security
- A document was prepared on Recommendations for the Formulation and Implementation of Public Citizen Security Policies, which will be presented at the first Ministerial Meeting, due to be held under the aegis of MERCOSUR, in June 2006
- A network of experts on citizen security was beefed up

1.3.2.7. Impact indicators

“Enhanced institutional capabilities for devising and implementing democratic citizen security policies”

“A regional coordination mechanism established to tackle the problem of insecurity based on comprehensive democratic strategies that guarantee human rights”

“Enhanced cooperation and consensus among the sub-regions of Latin America in a collective effort to prevent organized transnational crime”

The Meeting of Experts and its immediate result, the document “Recommendations for the Formulation and Implementation of Public Citizen Security Policies,” provide clear evidence of the progress being made in this field. Once the final version of the document is ready, we will have a tool that the stakeholders will be able to use to tackle the problem of citizen insecurity, based on democratic, comprehensive strategies that guarantee respect for human rights.

1.4. LESSONS LEARNED

- All the states in the region should design and implement a national policy on social harmony and citizen security, clearly establishing the responsibilities of the territorial authorities and the state agencies in charge of security, justice and defense. The basic principles of the policy should be interagency coordination and the complementarity of the actions carried out. This requires great political will and commitment from the authorities, and also from political parties that are not in power, civil society and the media, to lead and guide the citizenry. Overwhelmed by fear and despair, the public often demands instant solutions to problems that call for complex processes and multidimensional policies and actions.
- An adequate citizen security policy should be crafted as part of the array of the States’ efforts to achieve greater social inclusion and equal opportunities. Security along these lines, along with education, health and infrastructure, should be one of the State’s priorities, to ensure that generation after generation of the same people are not condemned to be excluded from society.
- Citizen security policies must also form part of the effort to strengthen our still weak democracies and guarantee public freedoms. The key achievements of recent decades cannot be placed in jeopardy. The starting point is to define security as a citizen’s right in a democratic system and something that is only possible when a set of human rights are respected. Democracy should enable citizens to live in an environment free from threats, in which the State knows how to guarantee that the people and their goods are protected, and provides the conditions for all members of society to carry out their economic activities and prosper. All citizen security policies should be framed within the Rule of Law, which guarantees the rights of all citizens regardless of their social, economic and cultural status, or whether they are the victims or the perpetrators of crimes.

- Citizen security policies must be consistent with the protection of citizens' rights and freedoms, not at odds with it. Policies that undermine the fundamental rights of citizens or specific segments of the population, and in the name of security and law and order, are to be discouraged. Trading freedom and rights for security is an unviable proposition. Not only because fundamental rights are lost that were only achieved in our countries at great sacrifice but also because it is a false, failed tradeoff; policies of this kind have been not efficient anywhere in the world. There is no justification for passivity or complacency in the face of crime, as it is a very serious problem for the population and one that the States in the region need to tackle with the greatest urgency and firmness.
- Citizen security policies must be effective and gradually yield concrete results, otherwise the concepts described above would be meaningless. The fact is that the traditional methods of tackling crime that still predominate in the region have been overtaken by events. Solutions are required to fit the times, solutions capable of getting to grips with the new difficulties created by the complexity of the problem in our countries. The stakeholders must agree on the citizen security policy and it must be development must be transparent. It must contain modern concepts and procedures and harness the latest scientific and technological tools.
- Citizen security policies must be implemented in a professional and specialized way. Although all citizen security policies have dimensions that require the crosscutting action of the State and society's cooperation, they also include a core set of actions and programs that must be implemented by specialized professional police forces that have been strengthened and legitimated in order to perform their task efficiently. The fact that in many countries of the region police forces seem powerless to cope with the present level of crime makes it even more important that they be strengthened, so can they do a better job rather than being further weakened by having their responsibilities taken away from them.
- On the other hand, the political authorities cannot simply delegate the entire responsibility for devising and managing citizen security policies to the police. It is a basic political responsibility that calls for leadership and the creation of groups of civilian staff with experience and knowledge of the problem outside the police force. The problem must also be addressed from both the national and the local perspectives.
- All citizen security policies must be allocated sufficient public funds. The parties involved need to discuss the priorities and urgent actions in each country and the fiscal possibilities. Making more resources available is not a panacea; the way they are spent must be improved and priorities established.

The security sector reform process in the Dominican Republic continue to confirm the lessons mentioned previously. The most recent mission also provided the following lessons:

- Community leaders and social organizations in the Dominican Republic are important actors, with great potential for implementing promotion and prevention actions related to young people in trouble with the law.
- The public security system would be revitalized by the systemic integration of these key actors, whose commitment to their communities is strong and who possess a useful critical capacity.
- Training and systematic technical assistance is essential to maintain the level and relevance of the organizations' involvement in citizen security and crime prevention issues.

**INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS
 USAID COOPERATIVE AGREEMENT LAG-A-00-02-00001-00
 PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN LATIN AMERICA
 2002-2007**

PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA

PERFORMANCE INDICATOR REFERENCE SHEET

Strategic objective / Final Goal: To make ombudsman's offices more accessible, independent and better equipped to solve and channel citizens' problems, and implement successful actions that have a positive impact on their development
Intermediate results: Consolidation of ombudsman's offices in Latin America
Performance indicator: Existence of more ombudsman offices in Latin America, or their consolidation as a mechanism for presenting complaints and protecting human rights

DESCRIPTION

Precise definition: The existence of more ombudsman offices, as a mechanism for presenting complaints and protecting human rights, helps solve the problems of all members of society, and channel their demands, so that governments take effective action. The implementation of alliances and joint work by the CCPDH and CAROA, sharing their experiences and discussing mutual concerns, strengthens the ombudsman's offices of both regions.
Unit of measurement: Ombudsman's offices in the Latin American and Caribbean countries linked to the project (CCPDH; Guatemala, Belize, El Salvador, Honduras, Nicaragua, Costa Rica and Panama; CAROA: Antigua & Barbuda, Barbados, Belize, Bermuda, Guyana, Haiti, Jamaica, Puerto Rico, Saint Lucia, Trinidad & Tobago, Turks & Caicos).
Level of disaggregation: Regional
Mechanism: Record the number of ombudsman offices that belong to each network (CAROA and CCPDH) and systematize their characteristics, and civil society's level of support and recognition for their work.

IIHR PLAN FOR GATHERING DATA

Channels used for gathering data: Identification of national opinion surveys. Reports by experts. Documents of ombudsman offices.
IIHR's method of gathering data: Compiling of reports on public opinion in each country. If none exist, project staff will study the information available in the press.
Source: Organizations that conduct opinion surveys, the press.
Frequency / cycle of data gathering: Annual
Estimated cost of data gathering: US \$2000
Person responsible: Lorena Gonzalez, Ombudsman and Human Rights Program Officer

POINTS REGARDING THE QUALITY OF THE DATA

Date of initial evaluation of data quality: May 2006
Known limitations of the data and their meaning: Some sources are unofficial.
Actions taken or planned to address the data's limitations: Seek other sources
Procedures for the future evaluation of data quality: Comparing of several surveys and documents

PLAN FOR THE ANALYSIS, REVIEW AND REPORT

Data analysis: 31 July 2006

Data presentation: 16 September 2006

Data review: 7 October 2006

Data report: 21 October 2006

OTHER NOTES

Notes on Starting Points: Countries in Latin America that still do not have ombudsman's offices, or whose institutions are not consolidated.

Goals: To promote processes for the creation or consolidation of ombudsman's offices in countries in the region. Strengthening of the CCPDH and CAROA ombudsman networks

Place where data are stored: Ombudsman Project- IIHR-USAID

Other notes:

Last updated: 29 / 03 / 06

2. PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA

2.1. GENERAL FRAMEWORK

The goal set for this project is to make ombudsman's offices more accessible and independent, enhance their capabilities and increase the number of them in Latin America as a mechanism for protecting human rights and denouncing violations. Following approval of the Amendment to Cooperation Agreement LAG-A-00-02-00001-00 and the corresponding Work Plan for January-June 2006, between January and March project staff updated the Integrated Information and Communication System. Taking advantage of the 32nd meeting of the Central American Human Rights Council, held 8-11 March in Belize, the staff also carried out the preparatory mission for the meeting between the CCPDH and CAROA.

2.2. GOALS

Goal 1:

To enhance the capabilities of ombudsman's offices in Latin America and the Caribbean by means of an integrated information and communication system

Goal 2:

To support the ombudsman's offices in Central America by consolidating cooperation between the Central American Council of Human Rights Ombudsman (CCPDH) and the Caribbean Ombudsman Association (CAROA)

2.3. IMPLEMENTATION OF THE PROJECT

2.3.1. Updating of the Integrated Information and Communication System (Ombudsnet)

2.3.1.1. Description

One of the IIHR's responsibilities is to consolidate channels of communication among the electronic discussion forum, which are used to keep the members of the CCPDH abreast of the latest developments in the region. Used primarily to share information and news about human rights and ombudsman institutions, the Ombudsnet also serves as a mechanism for sharing experiences and as an early warning system.

Continuously updating the integrated information system enabled the IIHR to provide technical assistance to the ombudsman's offices that required it, conducting searches and posting information.

All the national and international legislation on human rights and ombudsman's offices was systematized and made available via this system. The system contains complete, up-to-date information on every ombudsman's office in the region (national, provincial and local), including street addresses, phone and fax numbers, Web page addresses and means of contact, and specialized units and topics.

Two discussion lists were set up, one for Spanish-speaking ombudsman institutions and another for their English-speaking counterparts. Both lists are sent information such as news updates, the jurisprudence of the Inter-American Court of Human Rights and resolutions adopted by ombudsman's offices.

2.3.1.2. Method

The information and communication system has become a useful tool for ombudsman offices in Latin America and the Caribbean, as national agents that contribute to the progress of human rights and democracy, the coordination of proposals, the sharing of experiences and the strengthening of national and regional ombudsman offices.

The IIHR constantly investigates the sources and checks the information posted on the site to confirm its relevance. It also posts new information, thus keeping the specialized section permanently up-to-date.

2.3.1.3. Background / Rationale

The IIHR has developed a complete, integrated and specialized information and communication system for the ombudsman institutions, known as Ombudsnet. Other visitors to the website can also obtain detailed information about ombudsman offices in the region.

The system is used to share the latest information and news about human rights and ombudsman institutions.

It also provides a means of sharing experiences and operates as an early warning system.

2.3.1.4. Institution(s) responsible and coordination

The IIHR's Ombudsman and Human Rights Program coordinated the support for the integrated information and communication system, working with the Institute's Information Unit and the ombudsman offices in Latin America and the Caribbean, which constantly forward new, pertinent information.

2.3.1.5. Intermediate steps

- Data and news from different sources was systematized and analyzed
- The latest information was then requested from the ombudsman offices
- Systematic review to confirm the timeliness of the information

2.3.1.6. Results or outputs

- Updating of the different subsections of the Ombudsnet
- Creation of a complete directory containing information about all the ombudsman offices in the region
- Implementation of an early warning system to respond to situations requiring urgent action
- Development of a culture of interinstitutional cooperation among the ombudsman offices, and between them and the IIHR
- Distribution of 15 bulletins in English and 21 in Spanish via the two discussion lists set up so far (for the members of the Caribbean Ombudsman Association - CAROA - and the Ombudsnet, respectively)

2.3.1.7. Impact indicators

“Capabilities of ombudsman offices in Latin America and the Caribbean enhanced by means of an integrated information and communication system”

The specialized section affords the ombudsman institutions immediate access to important information and news about human rights, an issue closely related to the work they perform.

The section offers a complete compendium of up-to-date information about all of the ombudsman offices in Latin America and the Caribbean, and human rights doctrine, legislation and jurisprudence. Ombudsman offices that visit the specialized section have access to the documentation they need to carry out their mandate and information about counterpart institutions.

“Ombudsman institutions better equipped to respond quickly to crises, conflicts and internal disturbances”

During this quarter (January-March 2006), the early warning system did not need to be activated. However, the Ombudsnet continues to be an important tool for the ombudsman’s offices, via which they can inform their counterparts of complex situations and crises and circulate news about their activities and the human rights situation throughout Latin America.

“More visitors to the different subsections and services available in the specialized section”

According to the system used to garner statistics and analyze the IHR’s specialized sections, the Ombudsnet section (<http://www.iidh.ed.cr/Comunidades/Ombudsnet>) received 41,249 hits between January and March (an average of 505 per day).

Means of verification:

- Log of hits/visitors to the specialized section

2.3.2. Preparatory meeting between the Central American Council of Human Rights Ombudsman (CCPDH) and the Caribbean Ombudsman Association (CAROA)

2.3.2.1. Description

The Central American Council of Human Rights Ombudsman (CCPDH) held its 32nd meeting in Belize City, Belize, from 8-10 March. Project staff took advantage of the opportunity to hold a preparatory meeting with representatives of the CCPDH and the Caribbean Ombudsman Association (CAROA). The participants from the CCPDH included Ramón Custodio López (National Human Rights Commissioner of Honduras), Sergio Morales Alvarado (Human Rights Ombudsman of Guatemala), Antonio Aguilar Martínez (Deputy Human Rights Ombudsman of El Salvador), Omar Cabezas Lacayo (Human Rights Ombudsman of Nicaragua), Lisbeth Quesada Tristán (Ombudsman of Costa Rica), Juan Antonio Tejada Espina (Ombudsman of Panama) and Paul Rodríguez Barón (Ombudsman of Belize). CAROA’s representatives included President Hayden Thomas and Lawrence Laurent, the Secretary and Treasurer.

The points discussed during the preparatory meeting included possible joint activities between the CCPDH and CAROA based on the agreement signed at the 29th meeting of the CCPDH (22-23 February 2006), held in Antigua, Guatemala. The participants also identified common areas of work and will now be looking to implement effective regional joint activities in the field of human rights promotion.

During the meeting in Belize, CCPDH officials took part in a technical working group and began preparing a regional strategic plan that includes strategies for consolidating ties between this body and CAROA. The strategies proposed include the preparation of joint work programs on issues of mutual interest, a diagnostic assessment and the identification of institutional and organizational elements that would permit further integration.

It was also agreed that the meeting between CAROA and CCPDH would be held in May this year, in Barbados, during CAROA's Fourth Biannual Meeting. Among the issues that will be discussed are the impact of globalization on countries' cultural heritage, poverty relief and eradication, crime and terrorism, migration and unemployment and children's rights. The strategies for joint work by the two networks will also be discussed.

The CCPDH adopted a resolution in which it asked its President and Technical Secretariat (the IIHR) to maintain permanent communication with the members of CAROA, especially its Chair and Secretary-Treasurer, to coordinate all the matters involved in holding the joint meeting of the two regional networks.

2.3.2.2. Method

To help strengthen ties between the CCPDH and CAROA, the IIHR coordinated a preparatory meeting that took place during the 32nd meeting of the CCPDH. The heads of all the CCPDH's member institutions and Mr. Hayden Thomas, President of CAROA and Ms. Lawrence Laurent, Secretary and Treasurer of CAROA, took part. The participants reached agreement on the topics to be discussed at the forthcoming meeting of the two bodies.

It was also decided that the meeting would be held in May 2006, in Barbados. The participants stressed the importance of using the meeting to enable the CCPDH and CAROA to share information about their modus operandi and the types of work in which they engage. The aim is to increase the impact of the work of the different institutions and implement joint work strategies.

During the preparatory meeting, a working group was set up comprising officials of the CCPDH's member institutions, to develop a strategic plan focusing on, among other things, integration and closer ties with the Caribbean. The aim is to consolidate the regional bodies as mechanisms for human rights promotion, protection and defense with the capacity to exert political influence.

2.3.2.3 Background / Rationale

The Central American Council of Human Rights Ombudsman (CCPDH) is a regional body that was created on 19 May 1994 to uphold human rights principles. It is made up of the ombudsman institutions of Belize, Honduras, Guatemala, Nicaragua, Costa Rica and Panama.

The CCPDH is the mechanism used to coordinate the work of the ombudsman, so they can undertake regional actions together that have an impact at the local and international levels. This strengthens the role that each national institution plays in the defense and promotion of human rights, and in democratic development and the consolidation of the rule of law in their respective countries. The IIHR has run the Technical Secretariat of the CCPDH since 1999.

The CCPDH's objectives include strengthening and developing human rights as the basic principles of the organization, by implementing policies for the promotion and protection of human rights at the Central American level. The CCPDH also endeavors to ensure that rulings on human rights issued by the different bodies specializing in the subject are complied with, to achieve true justice. The CCPDH monitors the situation in each member country to ensure that this objective is being achieved. The CCPDH also actively seeks the development of human rights policies based on the dignity of the human person. To achieve this, the Council has a series of plans, programs and work projects that are carried out with international cooperation agencies.

The Caribbean Ombudsman Association (CAROA) is an umbrella organization of human rights defenders in the Caribbean region. Created in 1998, it began operations in June 2000, during the first Regional Conference, which took place in Saint Lucia. It comprises the ombudsman institutions of Antigua and Barbuda, Barbados, Belize, Bermuda, Dominican Republic, Guyana, Haiti, Jamaica, Puerto Rico, Saint Lucia, Trinidad and Tobago and the Turks and Caicos Islands.

CAROA's chief objectives include promoting the ideals of the ombudsman institution in the Caribbean region and its recognition by the Heads of State and other human rights entities. It also seeks to contribute to the work of its members and strengthen them as institutions that protect fundamental rights and education. The members of CAROA promote and strengthen the culture of human rights by sponsoring training and education programs for ombudsman's offices in the region, and gathering, storing and disseminating information and research about ombudsman and human rights organizations.

Haiti is the only Caribbean country whose ombudsman's office has a mandate that includes human rights promotion and protection. In recent years, however, the members of CAROA have become interested in discussing topics related to their role in promoting and protecting human rights in general. This new area of work envisioned by CAROA has led to the gradual development of links with the CCPDH. José Manuel Echandi, Vice President of the CCPDH, and the IIHR took part in the third regional meeting of CAROA, which took place in May 2004 in Jamaica. They gave presentations on the experience of the Central American ombudsman and women's human rights, respectively.

After the meeting, the IIHR set up a discussion list in English to disseminate information about situations related to human rights.

As part of the efforts to establish closer ties between the CCPDH and CAROA, Hayden Thomas and Lawrence Laurent (Chairman and Secretary of CAROA, respectively) took part in the 29th Meeting of the CCPDH, held 22-23 February 2005 in Antigua, Guatemala. During this activity, the two organizations signed an agreement of intent aimed at consolidating joint work by setting up a permanent regional forum for coordination that would make it possible to strengthen ties between the Caribbean and Central America. Greater integration would permit the organizations to share their expertise, implement joint activities in areas of common interest and enhance and support each others' activities.

The IIHR has a policy of supporting institutions like ombudsman's offices that satisfactorily meet the needs of the population and promote respect for human rights and effective guarantees for enforcing them, particularly with regard to vulnerable segments of the population. Ombudsman institutions fill a gap in human rights protection and play a key role in establishing and bolstering strong, stable democracies in the western hemisphere.

2.3.2.4 Institution(s) responsible and coordination

In its capacity as the Technical Secretariat of the CCPDH, the IIHR coordinated the preparatory meeting with CAROA. The Institute's Ombudsman and Human Rights Program worked closely with Ramón Custodio, President of the CCPDH, Hayden Thomas, President of CAROA, and Paul Rodríguez, Ombudsman of Belize. The ombudsman's office of Belize, which hosted the activity, is recognized as being an effective link between Central America and the Caribbean.

2.3.2.5 Intermediate Steps

- The IIHR sent invitations to the meeting to the members of the CCPDH and the representatives of CAROA.
- The IIHR consulted the institutions concerned about the matters they wished to see included on the agenda of the meeting.

- A number of topics were suggested that could be important for both the CCPDH and CAROA, given the social/political/economic situation in Central America and the Caribbean.
- The IIHR coordinated the setting up of the technical working group charged with drafting the strategic plan for a regional agenda, pointing out the technical-methodological aspects that were important for the preparation of the document.

2.3.2.6 Results or outputs

- The preparatory meeting was held and all the members of the CCPDH and the two representatives of CAROA took part.
- The CCPDH and CAROA forged closer working ties by exchanging views and discussing shared concerns.
- It was decided that the CCPDH's meeting with CAROA would be held in May 2006, in Barbados.
- The CCPDH's regional strategic framework plan now includes specific interaction with the Caribbean involving concrete lines of action.
- The CCPDH adopted a resolution concerning its relationship with CAROA.

2.3.2.7 Impact indicators

“Stronger ties between the CCPDH and CAROA”

- The heads of all the CCPDH's member institutions and the CAROA delegates attended the preparatory meeting. They stated a number of times that the meeting was a very important step in the process of strengthening ties between the CCPDH and CAROA.

“Greater capacity for coordination between the CCPDH and CAROA and horizontal cooperation between members of the CCPDH and CAROA”

- The members of the CCPDH were invited to take part in the next meeting of CAROA, in Barbados.
- The President of CAROA proposed that, in the near future, the two organizations should establish a program of professional exchanges (ombudsman officials in the Caribbean and their counterparts in Central America).
- The resolution issued by the CCPDH emphasizes the importance of maintaining permanent communication with the members of CAROA. It states specifically that the Council's President and Technical Secretariat should work closely with CAROA's President and its Secretary-Treasurer in designing a strategy for joint work between CCPDH and CAROA.

“Stronger mandate for the defense of human rights in the countries whose ombudsman belong to the CCPDH and CAROA”

- The aforementioned resolution makes it clear that the CCPDH and CAROA have similar mandates. Both have a brief to expand, promote and strengthen the culture of human rights in their respective countries, by conducting joint research on issues that are a concern throughout the region, and publicly denouncing human rights violations. Consolidating a strategic alliance between the two regional bodies can only bolster their respective mandates.

Means of verification:

- CCPDH resolution on the links between the CCPDH and CAROA
- Meeting outline
- Agenda of the meeting
- Framework strategic plan of the CCPDH

- Agreement of intent signed by the CCPDH and CAROA
- Mission Report

2.4 LESSONS LEARNED

During this quarter (January-March 2006), the project worked closely with the presidents of both the CCPDH and CAROA, to begin designing the content of the preparatory mission and the meeting of the two associations.

However, as we are still involved in planning and designing the meeting, it is too soon to draw conclusions about the experience.

PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA
TIMETABLE – Updated March 2006

ACTIVITIES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Updating of integrated information and communication system for ombudsman's offices												
Mission to prepare meeting of CCPDH and CAROA												
Meeting between CCPDH and CAROA												

**INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS
 USAID COOPERATIVE AGREEMENT LAG-A-00-02-0001-00
 PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN LATIN AMERICA
 2002-2007**

PROJECT: RAPID RESPONSE SYSTEM

PERFORMANCE INDICATOR REFERENCE SHEET

Strategic objective / Final Goal: To respond, from a human rights perspective and adopting a technical-academic approach, to specific emerging situations in the region that pose a threat to democratic governability and the effective exercise of human rights, taking action that USAID and the IIHR are agreed on.
Intermediate results: Specialized, case-specific advisory services, from a human rights perspective and adopting a technical-academic approach, provided to state institutions and civil organizations that play a key role in a crisis involving the democratic system or governability in a specific country
Performance indicator: Government institutions and civil society networks better equipped to detect and address institutional weaknesses that threaten human rights and democratic governability.

DESCRIPTION

Precise definition: The IIHR will draft a work plan in the country identified, and regarding which USAID and the IIHR agree that action is needed, targeted at and/or including the strategic players and state and civil institutions - those that either have a leadership role to play in the situation or are vulnerable - to attain the objectives proposed in the plan (these will vary in accordance with the country and situation, bearing in mind that this is a "rapid response" project). The work plan will include the activities to be implemented, objectives, beneficiaries, the schedule and place of implementation, and the budget.
Unit of measurement: State-run institutions and civil society networks.
Level of disaggregation: Institutions / Networks
Mechanism: The results of the specialized, case-specific assistance missions will be systematized and evaluated.

IIHR PLAN FOR GATHERING DATA

Method used to gather data: Evaluation of the specialized assistance by state-run institutions and civil society networks.
IIHR's method of gathering data: Electronic network. Direct access to documents of the IIHR and its counterparts. Reports requested from specialists. One-on-one meetings with representatives of state institutions and civil society networks. General Report.
Source: IIHR and its counterparts in the corresponding country.
Frequency / cycle of data gathering: Annual.
Estimated cost of data gathering: Included in the activities programmed, no additional expenditure involved.
Person responsible: The person responsible for identifying the country and situation to be tackled is the Executive Director of the IIHR, who will appoint a Director of Operations to implement the project for the IIHR. This will be coordinated directly with USAID-Washington.

POINTS REGARDING THE QUALITY OF THE DATA

Date of initial evaluation of data quality: April 2006
Known limitations of the data and their significance: It is difficult to construct this performance indicator, as unforeseen situations that require urgent action leave little time for planning, carrying out and evaluating the technical assistance missions.
Actions taken or planned to address the data's limitations: The staff plan to use rapid situation assessment and short-term analysis techniques.
Procedures for the future evaluation of data quality: Advantage will be taken of the implementation of activities organized by the different projects to update, critically evaluate and validate the results of the systematization and evaluation of the information.

PLAN FOR THE ANALYSIS, REVIEW AND REPORT

Data analysis: 31 August 2006

Data presentation: 16 September 2006

Data review: 7 October 2006

Data report: 21 October 2006

OTHER NOTES

Notes on Starting Points: The situation in the Americas is changeable and, in recent years, scenarios have emerged that pose a real risk to democracies (Argentina, Bolivia, Colombia, Ecuador, Guatemala, Nicaragua, Venezuela) and, therefore, to the effective exercise of human rights. In some cases, these situations have been extreme and volatile, requiring immediate action to prevent or minimize consequences that posed a threat to human rights and democratic governability. So far, two actions have been

carried out under this project: in Guatemala, related to the pre-electoral and electoral process (second half of 2003), and a mission to assess the pre-electoral conditions in Colombia (15-20 August 2005).

Goals: To provide a technical and academic response, from a human rights perspective, to unforeseen situations that pose a threat to the rule of law and democratic governability, in at least one country in the region.

Place where data are stored: IIHR

Other notes:

Last updated: 30/ 03/ 06

3. PROJECT: RAPID RESPONSE SYSTEM

3.1. GENERAL FRAMEWORK

This report covers the period January-March 2006 (pursuant to the approved Amendment to Cooperation Agreement LAG-A-00-02-00001-00 and its corresponding Annual Work Plan for January-December 2006).

The IIHR implements projects throughout the Americas with a variety of sectors and enjoys a great deal of credibility and legitimacy. Combined with its technical expertise, this allows it to offer case-specific, direct advisory services and assistance both to government agencies and non-governmental organizations, and to act as a mediator. This, in turn, makes it easier to respond rapidly to situations that require urgent action. The results on the two occasions on which the IIHR has so far had cause to take action under this project (Guatemala, between September and December 2003, and Colombia, in August 2005) confirmed this, as described in the respective quarterly reports.

3.2 ANNUAL GOAL

To provide a technical and academic response, from a human rights perspective, to unforeseen, critical situations that pose a threat to the rule of law and democratic governability, in at least one country in the region, when both USAID and the IIHR are in favor of such action

3.3. IMPLEMENTATION OF THE PROJECT

3.3.1 Description

During the reporting period (January-March 2006), the IIHR did not identify any country where action was needed of the kind envisaged under this project. When it does, it will draft a work plan targeted at and/or incorporating the strategically important players and governmental and civil institutions involved. (The objectives proposed in the plan will vary according to the country and situation, given that this is a "rapid response" project). The work plan will specify the activities to be implemented, the objectives, the schedule, the places where implementation will take place, the beneficiaries and the budget.

3.3.2 Method

The method proposed in the annual plan approved for 2006 was that USAID and the IIHR would identify a country where a specific situation called for an immediate technical response from the Institute. If USAID and the IIHR agreed that such an intervention was necessary, USAID would authorize the IIHR to take action under the aegis of this project.

3.3.3 Background / rationale

As mentioned in the Work Plan for January - December 2006, the original objective of the USAID-IIHR general cooperation agreement was to develop a regional system to detect and remedy institutional weaknesses that posed a threat to human rights and democratic governability, paying special attention to the human rights situation.

The changeable situation in the Latin American and Caribbean countries was originally cited as the justification for this project. However, the information gathered by the IIHR while implementing its activities, and specific requests from various beneficiaries, USAID and other international cooperation agencies also confirmed how important it is to be able to provide a rapid, qualified response to different situations. As a result, in August 2003 the IIHR asked USAID to approve an amendment to the original design of the project, reducing it to a system for monitoring threats to human rights, in the specific field of citizen security. The funds allocated in the budget that had not been executed were

reassigned to a “rapid response” project to tackle situations that both USAID and the IIHR feel require urgent action, for the remainder of the agreement (2007).

Between September and December 2003, the first activity was implemented under this rapid response system. Targeted at the pre-electoral and electoral process in Guatemala, the direct beneficiaries were the local Elections Tribunal and the Office of the Ombudsman.

In the quarterly report for July-September 2005, the IIHR described the results of the second action carried out under this project - a mission to analyze the pre-electoral conditions in Colombia, from 15-20 August.

3.3.4 Institution(s) responsible and coordination

The IIHR’s Executive Director is responsible for identifying the target country and situation. He then asks the corresponding operating department to prepare and implement the action required. This is coordinated directly with USAID-Washington.

3.3.5 Intermediate Steps

According to the Annual Plan approved for 2006, the intermediate steps continue to be:

- Identify a country and a situation that warrant a rapid technical response related to human rights
- Reach agreement with USAID-Washington, obtaining authorization to act
- Draft a work plan

3.3.6 Results or outputs

There are no results or outputs to report for this quarter.

3.3.7 Impact indicators

“Implementation of a rapid response plan of action in a specific country to reduce threats to the effective exercise of human rights”

Since no short-term, specialized assistance activity was carried out, the progress achieved with regard to this performance indicator cannot yet be evaluated.

3.4 LESSONS LEARNED

As no activities were carried out between January and March 2006, it is not possible to evaluate the lessons learned.

**INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS
 USAID COOPERATIVE AGREEMENT LAG-A-00-02-00001-00
 PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN LATIN AMERICA
 2002-2007**

PROJECT: STRENGTHENING ELECTORAL INSTITUTIONS

PERFORMANCE INDICATOR REFERENCE SHEET
<p>Strategic objective / Final goal: To strengthen the independence and technical capabilities of electoral bodies, so they can conduct efficient and transparent electoral processes</p> <p>Intermediate results: the Inter-American Electoral Network expanded and strengthened. More documentation and comparative experiences available to provide input for the work of the associations and research projects. Electoral bodies, and members of the electoral network in general, have more up-to-date knowledge. Easier access to the latest political-electoral information. More and stronger alliances of electoral organizations for joint actions on technical-electoral issues. Work program of the electoral bodies updated. Active membership of the associations that belong to the network increased. Electoral information disseminated more widely in the western hemisphere. Electoral legislation or practices changed as a result of recommendations or lessons learned through the missions carried out. More comparative knowledge of the electoral legislation and practices of the countries that make up the Inter-American Electoral Network. Information about technical needs in the electoral field updated. Progress in identifying the areas in which technical assistance is needed.</p> <p>Performance indicator: The members of the Inter-American Electoral Network have enhanced technical capabilities and more knowledge.</p>
DESCRIPTION
<p>Precise definition: The independence and capabilities of the electoral bodies can be measured in terms of the increase in their comparative knowledge of the electoral legislation and practices of the countries belonging to the Inter-American Electoral Network, support for the exploratory and horizontal cooperation missions, and support for the electronic media used to disseminate information and specific projects aimed at strengthening democracy in Latin America through work with political parties.</p> <p>Unit of measurement: Associations of Electoral Bodies, Inter-American Electoral Network, Electoral Bodies, Political Parties</p> <p>Level of disaggregation: National / Regional / Inter-American</p> <p>Mechanism: Analysis of content of the documents produced by the project, comparative analysis of the experiences systematized and information compiled through the Inter-American Electoral Network.</p>
IIHR PLAN FOR GATHERING DATA
<p>Method used to gather data: Exploratory and observation missions; contacts belonging to electoral bodies, NGOs and political parties, and local USAID missions, As well as electronic networks.</p> <p>IIHR's method of gathering data: Direct access to documents produced by the Project. Formal request for documents and meetings with representatives of counterparts</p> <p>Source: electoral bodies; electronic networks; NGOs specializing in electoral issues, political parties or local USAID offices.</p> <p>Frequency / cycle of data gathering: Annual</p> <p>Estimated cost of data gathering: Included as part of programmed activities, no extra expenditure involved</p>

Person responsible: Team of specialists of the STRENGTHENING ELECTORAL INSTITUTIONS PROJECT, IHR/CAPEL

POINTS REGARDING THE QUALITY OF THE DATA

Date of initial evaluation of data quality: April 2006

Known limitations of the data and their significance: This indicator is qualitative and qualitative techniques will therefore be used to systematize the information; the sources are slow in sending the information; and the limited human and economic resources available to support the process of collecting and systematizing the information.

Actions taken or planned to address the data's limitations: Electronic link for consultations or letter-survey to members of the Inter-American Electoral Network.

Procedures for future evaluation of data quality: Take advantage of the experiences of the different activities to validate the information.

PLAN FOR THE ANALYSIS, REVIEW AND REPORT

Data analysis: 31 August 2006

Data presentation: 18 September 2006

Data review: 6 October 2006

Data report: 31 October 2006

OTHER POINTS

Notes on Starting Points: Governments are unable to hand over power and complete constitutional mandates in some countries in the region. Institutional weakness or weak technical capabilities of the electoral bodies. Lack of systematized knowledge of positive political-electoral processes in the region. Absence of a democratic culture and participatory political practices in the region. Limitations in electoral legislation. This year will be one of the busiest of the last five as far as elections are concerned. General or presidential elections will be held in eight countries (Brazil, Costa Rica, Colombia, Ecuador, Mexico, Nicaragua, Peru and Venezuela) and local elections in countries where decentralization is a key issue (Costa Rica and El Salvador). There will also be important legislative elections in Colombia, Dominican Republic and Saint Lucia.

Goals: To consolidate the activities of the Inter-American Electoral Network, to strengthen the electoral bodies, especially those that will be organizing electoral processes in 2006 and 2007. Institutional strengthening of selected electoral bodies and those engaged in electoral and political reform processes in 2006.

Place where data is stored: IHR/CAPEL.

Other notes:

Last updated: 28/ 04/ 06

C. DEMOCRATIZATION OF POLITICAL PROCESSES

1. PROJECT: STRENGTHENING ELECTORAL INSTITUTIONS

1.1. GENERAL FRAMEWORK

Between January and March 2006, elections were held in a number of countries in the region. A presidential run-off took place in Chile on 15 January and a presidential election in Costa Rica on 5 February. Congressional elections were held in Colombia and mayoral and congressional elections in El Salvador, both on 12 March.

The work of redesigning the Electoral Network's web page was completed during this quarter, converting it into a portal. The information and services that the site provides are now presented in a simpler, more uniform way. Users now have the option of signing up for membership and personalized services.

The database (red-electoral@iidh.ed.cr) includes information about 585 people. The list continues to grow, albeit slowly as entries are also deleted due to changes in the officials of the electoral bodies.

During this quarter, an exploratory mission was carried out to Ecuador. It was decided that the conditions exist for implementing a technical assistance project in the medium term with the country's electoral organization.

1.2. ANNUAL GOALS

The Strengthening Electoral Institutions project has two annual goals:

- To consolidate the activities of the Inter-American Electoral Network aimed at strengthening the electoral bodies, basically those that will be organizing electoral processes in 2006 and 2007
- To strengthen selected electoral organizations and those engaged in electoral and political reform processes in 2006

1.3. IMPLEMENTATION OF THE PROJECT

1.3.1. INTER-AMERICAN ELECTORAL NETWORK

1.3.1.1. Description

Composed of UNIORE's member organizations, the Network provides links for regular communication and information sharing. Civil society organizations (CSOs) with a stake in electoral issues (Lima Agreement), academics and members of political parties are also involved in this activity.

The Network operates year-round. During this quarter (January-March 2006), it continued to facilitate information sharing and communication among its members, particularly during the observation missions to Costa Rica, Colombia and Ecuador.

1.3.1.2. Method

The Network's most concrete activities take place via the IIHR/CAPEL Web page, whose new address is www.iidh.ed.cr/capel, to make it easier for users to access it. The organizations that make up the network of networks contributed information such as current national political and electoral legislation and details of changes in the composition of the electoral bodies. In its capacity as the Executive Secretariat, the IIHR/CAPEL produced the UNIORE newsletters for December 2005-January 2006 and February 2006 (in both Spanish and English). The Network continued to provide virtual communication tools, such as the International Electoral News Service (SINE). The Electoral Tribunal of Panama prepares the information and it is then disseminated widely via email.

1.3.1.3. Background / Rationale

The IIHR/CAPEL continued to systematize information in its capacity as the Executive Secretariat of the Association of Electoral Bodies of Central America and the Caribbean (Tikal Protocol, 1985), the Association of Electoral Bodies of South America (Quito Protocol, 1989) and the Inter-American Union of Electoral Bodies (UNIORE, 1991). The latter comprises the two associations plus the electoral bodies of Canada, the USA and Mexico.

The continuity of the electoral network made it possible to keep all the members abreast of the latest developments. They often express their appreciation for the political-electoral data and information from the hemisphere they receive, both in conversations and via email.

1.3.1.4. Institution(s) responsible and coordination

The IIHR/CAPEL team of specialists, working with the associations of electoral organizations and the Electoral Tribunal of Panama (SINE). Communication and contact with members of electoral bodies and CSOs involved in political and electoral issues, and with local USAID offices, for informational purposes or to identify joint initiatives.

1.3.1.5. Intermediate steps

- The Election Calendar and the Directory of Electoral Organizations were updated and new publications and opinion articles were uploaded to the Web page
- The IIHR/CAPEL and other institutions provided continuous input for SINE news items

1.3.1.6. Results or outputs:

The following work was done on the Electoral Network's Web page during this quarter (January-March 2006):

Address of the site: www.iidh/ed/cr/capel

A news ticker was incorporated containing information about the Twelfth Inter-American Course on Elections and Democracy

Associations of Electoral Organizations

Directory of Electoral Organizations

The data on the following electoral organizations was updated:

- National Electoral Council, Venezuela
- Supreme Electoral Council, Nicaragua
- National Electoral Court, Bolivia
- Elections Canada, Canada
- Electoral Commission, Antigua and Barbuda
- Federal Election Commission, United States
- Federal Electoral Institute, Mexico
- Central Electoral Board, Dominican Republic
- National Elections Board, Peru
- National Office of Electoral Processes, Peru
- National Registry, Colombia
- Electoral Tribunal of the Federal Judicial Branch, Mexico
- Electoral Tribunal, Panama
- Higher Court of Electoral Justice, Paraguay
- Higher Electoral Court of Brazil
- Supreme Elections Tribunal, Costa Rica
- Supreme Electoral Tribunal, Ecuador
- Supreme Electoral Tribunal, El Salvador
- Supreme Electoral Tribunal, Guatemala
- Supreme Electoral Tribunal, Honduras

UNIORE newsletters

- Spanish version of the December 2005-January 2006 newsletter was uploaded to the Web page
- English version of the December 2005-January 2006 newsletter was uploaded to the Web page
- Spanish version of the February 2006 newsletter was uploaded to the Web page
- English version of the February 2006 newsletter was uploaded to the Web page

Election Calendar

- The list of electoral events in 2006 was updated and new information added.

Publications

Publications available on line

The *Cuaderno de CAPEL 50* and the *Agenda para el fortalecimiento de los partidos políticos en América Latina. Memoria del proceso de consultas regionales con partidos políticos* were posted on the Web page.

Data and statistics of interest

The document *Resultados electorales en América Latina* was updated.

Academic contributions

The opinion article *La lección del pueblo*, written by IIHR Director Roberto Cuéllar, was posted on the site.

News

At least 10 news items from the SINE, on electoral and political topics related to Latin America, were posted each day.

Redesign of the website

The prototype version of the new portal developed by E-Novat was completed for testing in the applications developed for the Boletín, Noticias and other services. The content will also be reviewed and the information incorporated into the new map.

The final tests are being carried out and the new page should be launched within the next two weeks.

1.3.1.7. Impact indicators

“Network of electoral organizations in the region expanded and strengthened”

“More documentation and comparative experiences, which will be used as input for the work of the associations and research projects”

“Electoral organizations and other members of the Electoral Network have more up-to-date knowledge”

“Easier access to up-to-date political and electoral information”

During this quarter (January-March 2006), the staff continued to upload the IIHR/CAPEL publications generated by the project Equal Representation and Political Party Reform, and to update data on several of the region’s electoral bodies. The most important work done during the reporting period was the redesign of the IIHR/CAPEL’s Web page, in the form of a portal. A portal is a transparent directory of content located elsewhere. It presents both information and services in an organized, standard format. The thematic organization of the content is simple; users are unaware of the complexity of the location and format of the information sources available. Users can also sign up for personalized services when they visit the page. The aim in redesigning the page is to offer information and services, and disseminate specialized knowledge, in a more integrated and uniform way.

Means of verification:

- Inter-American Electoral Network
- Two UNIORE newsletters (issues 56 and 57), covering December 2005-January 2006 (Spanish and English) and February 2006 (Spanish and English). The March 2006 newsletter is in preparation
- Distribution lists (total of 585 people)
- IIHR/CAPEL Web page: www.iidh.ed.cr/capel

1.3.2. UNIORE NEWSLETTERS

1.3.2.1. Description

Two newsletters were disseminated during this quarter, in English and in Spanish (issues 56 and 57, covering December 2005-January 2006 and February 2006, respectively). Work on the March 2006 newsletter is under way.

The newsletters were sent to the members of UNIORE, CSOs involved in electoral issues (particularly those of the Lima Agreement), certain organizations belonging to the Inter-American Network for Democracy (RID), academics, members of political parties, donors and local USAID offices.

1.3.2.2. Method

The monthly newsletters were disseminated electronically in November and December via the specialized section of the IIHR/CAPEL, the IIHR's Web page and the SINE. These newsletters continue to increase horizontal cooperation among the electoral bodies, as they are a two-way communication tool. They include articles by UNIORE members who wish to share points of interest regarding specific national situations, or discuss emerging issues. The IIHR/CAPEL receives the information and produces the newsletters.

1.3.2.3. Background / Rationale

Produced in response to repeated requests from the electoral organizations for an expeditious means of disseminating information about important electoral developments in the western hemisphere, these newsletters have helped keep the target population informed of important matters related to political rights in the Americas. The newsletters are a permanent information strategy. Combined with the electronic links and electoral news service, they ensure that information circulates rapidly.

1.3.2.4. Institution(s) responsible and coordination

The IIHR/CAPEL, working with the members of UNIORE. The information contained in the UNIORE newsletters is sent to, and shared with, USAID-Washington. The newsletters are emailed to the local USAID offices and to the members of the Inter-American Electoral Network.

1.3.2.5. Intermediate steps

- The project continued to compile information
- Graphic production and design of the material
- UNIORE newsletters posted on CAPEL's specialized section of the IIHR website and the SINE
- The newsletters for December 2005-January 2006 and February 2006 were translated into English

1.3.2.6. Results or outputs

During this quarter (January-March 2006), the project produced two monthly newsletters, for December 2005-January 2006 (issue 56, in English and Spanish) and February 2006 (issue 57, in

English and Spanish). The March 2006 newsletter is in preparation. The newsletters are available in the SINE system and in the specialized section of CAPEL's Web page (www.iidh.ed.cr/capel).

1.3.2.7. Impact indicators

“Electoral information disseminated more widely in the Americas”

“More documents and experiences shared on electoral topics and processes in the region”

“Users of the Network more conversant with electoral topics and processes in the region”

During this quarter (January-March 2006), the UNIORE newsletters were well received both by old and new members of the Network. In emails received, they thanked the IIHR/CAPEL for sending them the information and endorsed the newsletters' content. This has been the case especially since copies of press releases from the IIHR Executive Director were sent to the individuals on the distribution list of the UNIORE newsletter.

Means of verification:

- Inter-American Electoral Network. Web page: www.iidh.ed.cr/capel
- UNIORE newsletters (issues 56 and 57)
- Distribution List (585 people)
- Emails received by the IIHR/CAPEL

1.3.3. HORIZONTAL COOPERATION MISSIONS

1.3.3.1. Description

Four horizontal cooperation missions were carried out during this quarter (January-March 2006), involving the members of the associations of electoral organizations and the Inter-American Electoral Network. These missions took place in: Chile (second round of the elections, on 15 January), in which seven international observers and two IIHR/CAPEL officials took part; Costa Rica (general elections on 5 February), in which 31 observers and four IIHR/CAPEL officials participated; El Salvador (legislative elections on 12 March), in which 35 observers and two IIHR/CAPEL officials took part; and Colombia (legislative elections on 12 March), in which 11 observers and two IIHR/CAPEL officials took part. The lists of observers for the missions to Costa Rica, Colombia and El Salvador (Annexes 1-3) and the evaluation report for Chile (Annex 4) are attached. The reports on Costa Rica, Colombia and El Salvador being prepared.

1.3.3.2. Method

The IIHR/CAPEL promoted and facilitated these horizontal cooperation and technical support missions as a way of providing short-term support or sustained technical cooperation at the bilateral or multilateral levels.

The technical missions began roughly four days prior to the voting and ended one day after it, to allow the members to evaluate election day. This also made it possible to make recommendations about how electoral processes could be improved in the host countries. As much information as possible was garnered during the missions by means of meetings with representatives of the political parties involved in the elections, sessions to analyze the local situation and opinion polls.

The IIHR/CAPEL provided the documents necessary to organize the observation missions to the four electoral bodies concerned: the Electoral Service of Chile, the Supreme Elections Tribunal of Costa Rica, the Supreme Electoral Tribunal of El Salvador and Colombia's electoral organization. The Chilean organization also requested a copy of the IIHR/CAPEL's file on the electoral process. Furthermore, the project worked with all the host electoral bodies to plan the observation routes on election day and the respective evaluation form, and led the final meeting.

1.3.3.3. Background / Rationale:

The observation missions to Chile, Costa Rica, Colombia and El Salvador enabled the members of the electoral associations to acquire and share technical knowledge in a specific situation. They serve a twofold purpose: to monitor the effective application of the basic international rules governing political rights in a specific election; and to assess the need for possible technical assistance programs that could bolster the political system.

1.3.3.4. Institution(s) responsible and coordination

The IIHR/CAPEL, working with senior electoral officials of members of the Inter-American Electoral Network and local USAID missions

1.3.3.5. Intermediate steps

- Request from the host organization
- Invite members of the Inter-American Network to take part in the mission
- Identify priority areas
- Design the work program
- Send documentation to host organization

1.3.3.6 Results or outputs

Generally speaking, the four electoral processes that took place during this quarter were conducted in a peaceful manner and voters were able to exercise their civic rights. In Chile, the electoral process was completed on 15 January, when the run-off election for president took place. The winner was the candidate of the *Concertación por la Democracia*, Michelle Bachelet, who will govern until 2010. One interesting development in the second round of voting was that polling officials received a small remuneration to encourage them to carry out their duties.

In Costa Rica, the electorate found themselves in an unusual situation. When the results began to be announced, it was far from clear who the next president would be. In fact, the supporters of both the National Liberation Party, whose candidate was Nobel Peace Laureate Oscar Arias, and the Citizen Action Party, led by economist Ottón Solís, had to wait several weeks for the Supreme Elections Tribunal to declare the official result of the hand count. The TSE eventually announced that Oscar Arias had won by the smallest of margins (around one percent).

The elections in Colombia were characterized by a new development, namely, the introduction of the system of preferential voting. It was clear that both the electorate and polling officials need further training in the use of this method of voting.

Technical recommendations were / are being drawn up on each of these elections, focusing on organizational matters and electoral logistics.

The Summary of Conclusions for Chile is attached (Annex 4). The summaries of conclusions for Costa Rica, Colombia and El Salvador are being prepared.

1.3.3.7. Impact indicators

“Electoral legislation or practices modified as a result of the implementation of recommendations or lessons learned from the missions”

“The members of the Inter-American Electoral Network have more comparative knowledge of electoral legislation and practices”

During this quarter (January-March 2006), and given the makeup of the horizontal cooperation missions, the members made technical recommendations of a comparative nature on aspects of electoral logistics, such as the locations used for the polling places, the number of voters per polling place, the location of the ballot boxes and information for voters. With regard to Chile, the report highlighted the democratic maturity and public spiritedness of the voters. In the case of Costa Rica, the evaluation session concluded that the process was also exemplary. No real problem was detected that could have affected the conduct of the election. The only important recommendation made was that the TSE should turn its attention to the high rate of abstentionism and seek ways of overcoming the problem. In Colombia, the observers noted that polling officials require more training, in particular with regard to the procedures at the end of the voting and for counting the ballots, especially bearing in mind that the innovative and complex system of preferential voting was used for the first time. The mission also pointed out that the screens used, which allow three people to vote simultaneously, do not guarantee the secrecy of the vote.

No electoral reforms were enacted because of these reports but the missions continue to provide local officials with plenty of ideas for possible reforms and specific improvements to electoral practices.

Means of verification:

- Summary of the conclusions of the session held to evaluate the elections in Chile (see Annex 4). The summaries for Costa Rica, Colombia and El Salvador are being prepared.
- UNIORE newsletters (issues 56 and 57)
- International Electoral News Service (SINE)

1.3.4. EXPLORATORY MISSIONS

1.3.4.1 Description

During the period under review (January-March 2006), the Director of the IIHR/CAPEL carried out an exploratory mission to Ecuador (30 January - 1 February) to meet the new members of the TSE and determine the priorities for this year's electoral process, with elections slated for October.

1.3.4.2 Method

An individual or a team visits a country identified as being a priority, either because elections are imminent or because an electoral or institutional reform process is under way. The mission meets with the respective organization, its technical staff and the local USAID mission (and, possibly, other international cooperation agencies) to determine the needs and the feasibility of providing technical assistance and securing the resources needed for a cooperation activity in the medium or long-term.

1.3.4.3.1 Background / Rationale

In its capacity as the Executive Secretariat of the associations of electoral organizations, the IIHR/CAPEL provides short-term technical assistance to electoral organizations that request it and helps compile information on technical matters in areas that the mission decides need to be changed or improved. During these visits, the IIHR/CAPEL discusses priorities for work, assesses possible areas for technical assistance on topical issues or needs, and maintains close contact with local USAID missions (when projects they are funding are involved).

1.3.4.4 Institution(s) responsible and coordination

The team of IIHR/CAPEL specialists, working with specific advisers for each component. Communication, contact and coordination with the host electoral body

Communication and contact with local USAID missions, to keep them informed and coordinate the work

1.3.4.5 Intermediate steps

- Formal requests, if they have not yet been made
- Set up the respective teams for exploratory missions
- Review the needs assessment
- Communicate and coordinate with electoral organizations and local USAID missions, to decide dates and areas of interest

1.3.5.6. Results or outputs

During this quarter (January-March 2006), one status report was produced on the needs and opportunities for electoral technical assistance in Ecuador (in preparation).

Preliminary discussions with the Supreme Electoral Tribunal of Ecuador about the need to disseminate educational materials to support the development of democratic values in Ecuador.

1.3.5.7. Impact indicators

“Updating of technical needs in the electoral field”

“Progress in identifying areas for technical assistance”

Contacts were made with a view to implementing an IIHR/CAPEL technical assistance project in Ecuador for the 2006 electoral process. Consequently, there is no immediate impact to report.

Means of verification:

- Report on the exploratory mission to Ecuador (in preparation)

1.4 LESSONS LEARNED

As we had anticipated, 2006 began with a great deal of activity due to the large number of elections scheduled for this year. The IIHR/CAPEL took part in the run-off election for president in Chile, in the general elections in Costa Rica and in the legislative elections in Colombia and El Salvador. In all four cases, the IIHR/CAPEL was in charge of preparing the activities of the officials from the Electoral Network who observed the balloting. The voting in Colombia and Chile

produced clear winners but in Costa Rica and El Salvador the narrow margin of victory created a degree of uncertainty. The electoral institutional fabric in the latter two countries responded well despite the pressures and difficulties that this situation created.

With regard to possible new projects, our contacts with Ecuador suggest that a technical assistance project with the Electoral Supreme Tribunal will be undertaken in the medium term, even if the electoral body has to contribute part of the financing itself.

**INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS
USAID COOPERATIVE AGREEMENT LAG-A-00-02-0001-00
PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN LATIN AMERICA
2002-2007**

PROJECT: EQUAL REPRESENTATION AND POLITICAL PARTY REFORM

PERFORMANCE INDICATOR REFERENCE SHEET
<p>Strategic objective / Final Goal: To enhance the capacity of formal representation systems to promote equal participation and representation of the citizenry</p> <p>Intermediate results: Strategy validated for strengthening political parties and their democratization as institutions. Proposals implemented for promoting the strengthening of the democratic practices of political parties at the internal level</p> <p>Performance indicator: More proposals for the internal democratization of political parties, based on comparative experiences</p>
DESCRIPTION
<p>Precise definition: The results compiled, systematized, validated and presented will be used to identify both problematic situations and gaps and good practices in the democratic life of the political parties of the countries selected.</p> <p>Unit of Measurement: Political Parties</p> <p>Level of disaggregation: National / Regional</p> <p>Mechanism: Systematization, analysis and validation of the information and experiences of each country and construction of models</p>
IIHR PLAN FOR GATHERING DATA
<p>Method used to gather data: At the beginning of February 2006, a new version of the Strategic Plan for Strengthening Political Parties in Latin America was produced. The IIHR/CAPEL team studied and approved the document and on 22 February it was emailed to seven experts: Jean Francois Prud'homme (Mexico), Flavia Freidenberg (Argentina), Delia Ferreira (Argentina), Rafael Toribio (Dominican Republic), Fernando Sánchez (Costa Rica), Alvaro Artiga (El Salvador) and Rotsay Rosales (Costa Rica). The experts were asked to evaluate the plan's conceptualization and strategic approach, identify the countries where local actions or national projects could be implemented, and draw up a list of priorities with regard to the focal elements, lines of action and activities, based on the criteria set out in the document. The results of this virtual consultation will provide the basic input for an on-site meeting of the experts during the Twelfth Inter-American Course on Elections and Democracy, which is scheduled to be held 24-27 April in Mexico City.</p> <p>IIHR's method of gathering data: Missions carried out by CAPEL officials; contacts in electoral bodies; NGOs and USAID missions</p> <p>Source: Electoral bodies; political parties; judicial system and legislative system of each country; NGOs.</p> <p>Frequency/ cycle of data gathering: Annual</p> <p>Estimated cost of data gathering: Included as part of the activities programmed, no additional expenditure involved.</p> <p>People responsible: Team of specialists of the EQUAL REPRESENTATION AND POLITICAL PARTY REFORM PROJECT, IIHR/CAPEL.</p>
POINTS REGARDING THE QUALITY OF THE DATA
<p>Date of initial evaluation of data quality: April 2006</p> <p>Known limitations of the data and their significance: This indicator is qualitative and quantitative. Therefore, qualitative and quantitative techniques will be used for the information systematized. Limited human and financial resources to support the data gathering and systematization process.</p> <p>Actions taken or planned to address the data's limitations: Link with local counterparts for joint analysis.</p> <p>Procedures for future evaluation of data quality: Obtain information from key sources about the regulations on internal democracy that apply in the political parties, to</p>

organize and systematize it.

PLAN FOR THE ANALYSIS, REVIEW AND REPORT

Data analysis: 31 August 2006

Data presentation: 18 September 2006

Data review: 6 October 2006

Data report: 31 October 2006

OTHER NOTES

Notes on Starting Points: Exclusion and lack of democracy within political parties. The IIHR/CAPEL has made progress with the research on political parties in the region, so in 2006 it will move from research to action.

Goals: Implementation of national pilot projects, with their respective academic support, in at least one country in the region, capable of being replicated in other countries, based on a Strategic Plan to strengthen and modernize political parties and make them more transparent. Creation and implementation of a Web-based information center specializing in the subject of political parties.

Place where data are stored: IIHR/CAPEL.

Other notes:

Last updated: 28/ 04 / 06

2. PROJECT: EQUAL REPRESENTATION AND POLITICAL PARTY REFORM

In accordance with the 2006 Annual Plan, during the period under review (January-March 2006) the project produced a new version of the “Strategic Plan for Strengthening Political Parties in Latin America.” After the IIHR/CAPEL team had studied and approved the document, on 22 February it was emailed to seven experts: Jean Francois Prud’homme (Mexico), Flavia Freidenberg (Argentina), Delia Ferreira (Argentina), Rafael Toribio (Dominican Republic), Fernando Sánchez (Costa Rica), Alvaro Artiga (El Salvador) and Rotsay Rosales (Costa Rica). The experts were asked to evaluate the plan’s conceptualization and strategic approach, identify the countries where local actions or national projects could be implemented, and draw up a list of priorities with regard to the themes, lines of action and activities, based on the criteria set out in the document.

The results of this virtual consultation will provide the basic input for an on-site meeting of the experts during the Twelfth Inter-American Course on Elections and Democracy, which is scheduled to be held 24-27 April in Mexico City.

The three publications planned (*Memoria del Proceso de Consultas Regionales en América Latina*, *Cuaderno de CAPEL 50* and *Democratización de los Partidos Políticos en Bolivia, Chile y República Dominicana*) were unveiled during the reporting period (January-March 2006). The respective presentations are now under way. The horizontal cooperation missions and other activities programmed by the IIHR/CAPEL will be used to increase the dissemination and impact of these publications. They have been well received and, together with the final version of the strategic plan, when it is ready, will increase the IIHR/CAPEL’s capabilities for strengthening political parties in Latin America.