

## **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**

### **I. INTRODUCTION**

In accordance with the regulations of the Cooperative Agreement No. 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 submits its status report on the activities that took place from 1 January through 31 March 2005 that were in whole or in part funded by USAID. The overall period of the Grant is from 1 March 2002 to 20 May 2005.

### **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.

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2002-2005

**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 possess increased technical capabilities for raising awareness of human rights and improving the levels of rights protection and democratic governance in countries in the region

**Intermediate Results:** Civil society organizations representing women, indigenous peoples and Afro-descendant communities are better equipped to influence the human rights agenda, to combat discrimination and promote their rights and inclusion in democratic life. Ombudsman offices are more accessible, independent and better equipped to solve and channel citizens' problems, and undertake successful actions that have an impact on social development. Design and promotion of the implementation of citizen security plans and policies in countries in the region. Electoral bodies are more independent and better equipped technically to conduct efficient and transparent electoral processes; and the formal representation systems are better equipped to promote the equal participation and representation of the citizenry. Response, from a human rights perspective and adopting a technical-academic approach, to emerging situations in the region that pose a threat to democratic governance and the effective exercise of human rights.

**Annual Strategic Objective (2005):** 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 (2005):** State-run institutions and civil society human rights networks are better equipped to defend and promote human rights, and to 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 support the efforts of their members to 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; equal protection and treatment under the law for all people, by means of improved legislation or the reform of public policies; the monitoring of local human rights conditions; and human rights education. 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**

**Channels used for gathering data:** Qualitative analysis of documents, one-on-one meetings with state representatives and civil society networks, reproduction or construction of statistics

**IIHR's method of gathering 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 data gathering:** 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 meaning:** The difficulty of having to resort to the use and linking of information, and, as a result, of quantitative and qualitative methodologies and techniques

**Actions taken or planned to address data 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 2005

**Data presentation:** 16 September 2005

**Data review:** 7 October 2005

**Data report:** 21 October 2005

## OTHER NOTES

**Notes on Starting Points:** *Discrimination and social and political exclusion of target populations. Increase in citizen insecurity and absence or weakness of state institutions responsible for combating the problem, and of comprehensive public policies. Institutions and electoral political processes not effective or transparent, and growing threats to human rights and democratic governance*

**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 the human rights perspective, of state institutions and civil society organizations that play a key role in crises related to the democratic system or governance of countries in the region.*

**Place where the data is stored:** IIHR

**Other notes:**

**Last updated:** 30/04/05

## **A. PROMOTION OF A CULTURE OF INCLUSION**

### **1. PROJECT: INCLUSION THROUGH NON-GOVERNMENTAL HUMAN RIGHTS ORGANIZATIONS**

#### **1.1. GENERAL FRAMEWORK**

The aim of the inclusion component is to enhance the ability of women's, indigenous and Afro-descendant organizations to influence the agenda of the civil society human rights movement, as part of their efforts to bridge the gap between legal equality and real equality. It will also enable these groups to exercise their rights more fully and strengthen democracy.

This year is different from previous years, as May sees the end of the Inclusion Project, funded with resources generated under the Negotiated Indirect Cost-Rate Agreement (NICRA), whose use was authorized on 1 March 2005. Prior to that, an analysis was carried out and activities selected for implementation during the period under review. As explained below, changes had to be made to the national projects in Colombia (National legislation for indigenous peoples) and Panama (Facilitate enabling environment to promote equal opportunities in the job market for the Afro-descendant population in Panama).

These national projects in Colombia and Panama also arose out of the Strategic Meeting of Advocacy Organizations-Networks (Costa Rica, 19-21 August 2003). In the case of Colombia, the work plan for January-May 2005 called for the implementation of an activity open to the public, to disseminate the project and establish the terms of reference for the formulation and design of the advocacy instruments proposed at the National Workshop of Indigenous Territories held in February 2004, also under the project. These instruments are: a) the national characterization of the current status of indigenous territorial problems; b) an operating plan to solve them; and, c) a National Observatory of Indigenous Territories. This event would also mark the end of the project. An activity open to the public was also planned for the project in Panama, to disseminate its objectives (Law against Labor-related Discrimination and Sustainable Development Master Plan for Afro-Panamanians), along with a training workshop on advocacy based on a systematization of the advocacy, negotiation and lobbying strategies implemented under the project in 2003 and 2004.

To carry out these two proposed short-term actions, the counterpart organizations in Colombia and Panama require funds in advance, as they entail two workshops involving the organizations taking part in the two projects. Materials needed to be prepared, invitations and programs of the events prepared and disseminated, and various communications, logistical and other arrangements made that the counterparts were not in a position to undertake themselves, given the financial constraints faced by the indigenous and Afro-descendant organizations-networks in all the countries of the region. Accordingly, it was decided that the organizational actions be put on hold until the NICRA was approved and the respective contracts signed. The second report, which will also be the last one on the project, will therefore contain all the information regarding the implementation of the two initiatives.

The preparatory activities for Colombia and Panama began in March. The technical assistance missions to both national projects will take place in May, when the workshops scheduled for both countries are to be held.

The above did not prevent the IIHR team of specialists from carrying out the following actions during this quarter under the two national projects:

- Dissemination in the countries and permanent updating of the content of the specialized sections *Diversidades* and *DerechosMujer*, with background information related to the implementation of the projects and advocacy actions in the respective countries
- Communication with the counterparts to provide the technical assistance required during the quarter

In the case of Peru (Legislation for equality between women and men), no change had to be made.

During this quarter, the project staff in Peru continued the work begun in August 2003, following the Strategic Meeting of Advocacy Organizations-Networks (Costa Rica, 19-21 August 2003). Based on an evaluation of the implementation process in 2003-2004, a work plan was drawn up for January-May 2005 to strengthen certain actions related to coordination, advocacy and dissemination. The ten organizations-networks that make up the "Women for Equal Opportunities" Group continued to implement the plan.

As called for in the 2005 Work Plan, the project continued with:

- Training and advocacy workshops, meetings and actions by the counterpart organizations as part of the coordination and mobilization strategy
- Communication and dissemination actions, as part of the project's dissemination campaign
- Dissemination in the countries and permanent updating of the content of the specialized sections *Diversidades* and *DerechosMujer*, with background information related to the implementation of the projects and advocacy actions in the respective countries
- Monitoring and technical assistance by the IIHR team of specialists for the implementation of all the activities programmed in the work plan

Major progress was made with the specialized section *Diversidades* on the IIHR's website. As of 1 April, *Diversidades* had 3574 entries containing information about different topics in the various subsections (About us, Documents, Legislation, Vocabulary, Other Sites, Frequently Asked Questions) and an updated directory of 230 indigenous and Afro-descendant organizations. Between 1 January and 31 March, the page was visited 15,753 times (an average of 175 times per day). Each visit lasted an average of 13:24 minutes (statistics compiled using WebTrends software).

## 1.2. ANNUAL GOALS

- To help strengthen advocacy actions within the framework of current negotiations regarding positive legislation or public policies that promote the rights of women, indigenous peoples and the Afro-descendant population in selected countries.

## 1.3. IMPLEMENTATION OF THE PROJECT

### 1.3.1. National Project: Legislation for equality between women and men (Peru)

#### 1.3.1.1. Description

The aim of the work plan in Peru was to facilitate an enabling environment to promote the enactment of the Equal Opportunities Act, which is currently being studied by the Legislature. Implementation of the plan called for three strategies: a) coordination and mobilization; b) political advocacy; and, c) communication and dissemination. In carrying out the activities, the organizers invited women's NGOs representing diversity (the indigenous and Afro-descendant communities), and a number of civil society groups. The plan included interaction between social and political stakeholders (executive and legislative branches, political parties and the ombudsman's office).

The project's 10 counterpart organizations-networks set up the "Women for Equal Opportunities" Group in Peru.

#### 1.3.1.1.1 Workshops - meetings

The activities carried out as part of the **coordination and mobilization** strategy were as follows:

**Coordination, planning and evaluation meetings.** The 10 organizations-networks that make up the "Women for Equal Opportunities" Group held three working meetings in Lima, one each month (January-February-March 2005). These meetings were used to coordinate the work, review the attainment of the objectives set out in the plan for the activities programmed and yet to be carried out, organize committees to coordinate each of the strategies, assess the progress made and elect a new coordinator.

**Meeting with women workers of the Metropolitan Municipality of Lima.** On 8 March (International Women's Day), a meeting was held with current and former women workers of the Metropolitan Municipality of Lima. The participants discussed equal opportunities and what remains to be achieved in this area. Approximately 50 people took part.

**Forum on policies for equal opportunities between men and women.** On 11 February, at the invitation of the "Aurora Vivar" NGO, in the Ica Region, project representatives took part as speakers in the Forum on Equal Opportunity Policies. They gave an overview of equality policies and focused on the reasons why the act has still not been passed. Some 50 people took part, including women, government officials and local and regional leaders.

**Workshop on women workers and equal opportunity policies.** The activity took place in Lima on 28 February and focused on the bill and its contents. Some 25 women from the trade union movement took part.

**“Song for Life” Festival.** This is an activity traditionally organized by the women’s movement in Peru. It took place 5-21 March in Lima and around 40 women’s and other organizations participated. The slogan of this year’s activity was “For our rights, democracy and public policies: Accountability now!” - a reference to the evaluation of the implementation of the agreements adopted by the World Conference on Women (Beijing + 10), within the framework of the actions taken on the issue at the U.N. As it did the previous year, the Group helped coordinate the festival activities. Information was shared and views exchanged with the people taking part on the content of the bill and the Group’s actions. Some 400 signatures in support of the bill were obtained. Copies of the dissemination materials produced under the project were also distributed.

Three **forums** were held during the festival (7, 8 and 10 March), in coordination with the Gender Program of the Universidad Nacional Mayor de San Marcos and the Master’s Degree in Gender of the Universidad Peruana Cayetano Heredia. The core ideas and content of the bill were discussed and dissemination materials produced under the project were distributed. As a result of these activities, a nationwide electronic forum will be held with women’s organizations, to disseminate and share the reports of the three forums and information about the campaign in support of the bill. The forum will be moderated by the coordinators of the “Women for Equal Opportunities” Group.

**Seminar with Latin American lawmakers on sexual and reproductive rights.** Organized by the Flora Tristán Peruvian Women’s Center (also a member of the Group) and the Universidad Peruana Cayetano Heredia, it took place 22-24 February. A representative of the Group took part and gave a presentation on the bill.

**Regional seminar on sexuality, health and diversity in Latin America.** Organized by the Universidad Peruana Cayetano Heredia, the Flora Tristán PWC and the Latin American Center, it was held 22-24 February. Project representatives took part and gave a presentation on the Group’s advocacy work, which led to a sharing of similar experiences, mainly with the delegates from Argentina, Brazil, Peru and Uruguay.

**Discussion on International Women’s Day and the Equal Opportunities Act.** Activity organized by the Association of Business Women of the district of San Juan de Miraflores, on 1 March, with the participation of approximately 30 women. The Group gave a presentation on the importance of the enactment of equal opportunities legislation with gender equity.

### 1.3.1.1.2 Political advocacy

Congress was in recess during January and February, with lawmakers returning to work on 1 March. The work of the project then continued on two fronts:

- Advocacy efforts in Congress, with congressional leaders and committees elected in August 2004; and,
- Monitoring of the bill's passage through the Legislature (it has been on the agenda of the 2004-2005 parliament since September 2004, as mentioned in the previous quarterly report (October-December 2004)).

**Technical assistance in Congress.** On 8 March (International Women's Day), the Leader of Congress, Antero Flores-Araoz, stated publicly that the bill should to be enacted and called a meeting of its proponents, the Chair of the Commission on Women and the Chair of the Justice and Human Rights Commission. The aim was to reach consensus on a single text based on the reports of the two commissions. The commissions' advisers and the teams of the various parliamentary parties were given inputs for the debate. The project continues to maintain contact with the professional staff supporting the legislative work of the commissions and the leaders of the Congress.

**Meeting with advisory committee of lawmakers belonging to the National Unity parliamentary group.** Held 3 March, at the Congress. The project's representatives drove home the importance of the Equal Opportunities Act for the country's development. Although some members of the group do not support the legislation, the meeting made it possible to identify certain alliances.

**Working meeting with the Deputy Leader of Congress, Michel Martínez,** in March, to negotiate his support for the bill.

**Demonstration, 14 March:** Knowing that the Leader of Congress was due to meet with advisers and lawmakers, the Group organized a demonstration in front of Congress on 14 March. The police acted aggressively and the Deputy Leader of Congress, Michel Martínez, intervened to normalize the situation and reiterated his support for the bill, expressing concern at the continued existence of inequality and discrimination well into the 21st century.

As in previous reports, an update of the context is given in the background / rationale section.

### 1.3.1.1.3. Communication and dissemination

In addition to use of the press, radio and TV, this strategy entails close coordination with other, similar committees comprised of various organizations involved in the issue. These organizations are committed to multiplying the information in their own activities - radio and television programs, printed and digital bulletins, Web pages, email discussion lists, etc. The

following activities were implemented during the first quarter of 2005 as part of the **dissemination campaign**:

**Distribution of information.** Campaign materials were distributed under the slogan “Women for Equal Opportunities” (fliers, leaflets, stickers, posters, letter for signatures) at the different workshops/meetings and public activities (“Song for life,” workshops, forums and meetings). Five banners with information on the situation of women in Peru, equal opportunities and the proposed law were used in different events and public activities.

**Bulletins and press releases.** One electronic bulletin and three general press releases were produced. These materials were sent to the databases of organizations and media enterprises (over 3000 contacts).

**Electronic mailings to lawmakers:** Various documents related to the draft legislation were emailed to 25 members of Congress and parliamentary advisers.

**Letter to collect signatures.** During the “Song for Life” festival, around 400 signatures were obtained. These will be forwarded to lawmakers as further support for the project.

**Use of the media.** The Manuela Ramos movement produces a weekly TV show called “Barra de Mujeres.” It has presented the question of the bill as an editorial and an unresolved issue, and underscored the Leader of Congress’ pledges on the subject. Interviews on the subject also took place on Milenia Radio (8 March); for a news bulletin and another program on Channel N (both on 14 March); and on a human rights program on Sin Rodeos and Channel 7 (both on 14 March). A press release was produced for International Women’s Day, whose main demand was the approval of the Equal Opportunities Act. It was printed in the national daily newspaper La Republica on 8 March.

As mentioned in the previous Quarterly Report (October-December 2004), the Group’s member organizations (Study for the Defense of Women’s Rights, (DEMUS), the Manuela Ramos movement and the Movimiento Amplio de Mujeres-Línea Fundacional) included information on their websites related to the Group’s work to secure the enactment of a law on equal opportunities for women and men.

**DerechosMujer - specialized section of the IHR’s website.** Information was also disseminated by continually updating and expanding the content and specialized materials available in the *DerechosMujer* section of the Institute’s website (<http://www.iidh.ed.cr/comunidades/DerechosMujer>), including the project’s outputs and information about the advocacy actions carried out in Peru.

As of 31 March, the different subsections of *DerechosMujer* (About Us, For sharing, Documents, Rights protection) contained 3284 entries of diverse information and a directory of 398 organizations whose work includes the promotion of women’s rights. Between 1 January and 31 March, the section was visited 15,344 times - an average of 170 visits per day that lasted an average of 12:12 minutes (statistics compiled using WebTrends software).

### 1.3.1.2. Method

The work plan was implemented in a participatory manner, involving or expanding the base of support with other civil society NGOs, including organizations that do not represent the specific target population that would benefit from the legislation which is being promoted. Efforts were also made to increase the interaction between the social and political actors, and include ethnic diversity.

The Group met to coordinate and plan the actions. Internally, the project coordinates working committees for each strategy called for under the plan: a) coordination and mobilization; b) political advocacy; and, c) communication and dissemination.

The workshops/meetings used a participatory and inclusive methodology that fostered the development and sharing of experiences and opinions among those who took part. The activities were also held in different provinces, to facilitate information sharing and dissemination among women in different geographical areas and from various sectors, thus ensuring that everything was not concentrated in the capital.

Different forms of dissemination were used to reach urban and rural women and national, regional and local organizations through the mass media, personalized e-mailings and traditional mail. The use of technological communication platforms made it easier to send and receive invitations and information to/from a large number of people (email, discussion lists and electronic networks). The organizations also used their own resources (radio and television programs, printed and digital bulletins, Web pages, email discussion lists, etc.) to increase the coverage of the information and dissemination. This was complemented with information on the processes and specialized information, available in the *DerechosMujer* section of the IIHR's website, which is expanded and updated continually.

### 1.3.1.3. Background / Rationale

The national plan to support equal opportunities legislation for women and men in Peru was one of the fruits of the Strategic Meeting of Organizations-Networks for Advocacy (Costa Rica, 19-21 August 2003). The plan was used to implement the national project in that country and consists of three strategies: a) coordination and mobilization; b) political advocacy; and, c) communication and dissemination. The plan for January-March 2005 continued the work carried out in 2003 and 2004, with the activities being updated on the basis of what had already been achieved.

The Group reports that the bill's status in Congress is as follows:

- As a result of the work carried out with Congress, the bill is now a priority of the parliamentary agenda for 2004-2005, under equity and social justice issues.
- At the end of 2004, Congress practically "froze" discussion of the items on its agenda, following the scandal related to the falsification of signatures to register the *Perú Posible* political party, whose candidate was the current President. Congress was quick to take up the issue, appointing a commission to investigate the

accusations. The national media's coverage was limited mainly to informing the public of developments.

- On 8 March, the Leader of Congress convened a meeting of the lawmakers who drafted the bill, the Chair of the Committee for Women's Affairs and the Chair of the Justice and Human Rights Committee. The aim was to reach consensus on a single text, based on the reports presented by the two committees. The meeting did not achieve its objective and the report approved by the Justice and Human Rights Committee, which is the most favorable, was sent back to the committee for review. The report of the Committee for Women's Affairs remains unchanged. This creates further difficulties for the discussion of the bill in the Legislature.
- At the request of lawmaker Anel Townsend, at its next session (scheduled for 6 April) the Justice and Human Rights Committee will adopt a final position with respect to the report, so it can be sent to the Legislature.

As can be seen, the advocacy efforts in Congress continue to be the key if the bill is to be considered by the Legislature.

The Ministry for Women and Social Development is responsible for implementing public policies for women. Its focus is on grassroots organizations and aid for the poor (free school dinners and food aid). Strategic aspects of public policy and the situation of Peruvian women (domestic violence, equal opportunities) receive little attention. The Deputy Minister, María Isabel Rosas, has resigned because of this. The institution is not expected to press Congress to pass the bill.

#### **1.3.1.4. Institution(s) Responsible and Coordination**

The counterpart organizations responsible for implementing the plan in Peru, organized under the banner of the "Women for Equal Opportunities" Group, convened and handled the technical-logistical organization of the different workshops/meetings; produced the dissemination bulletins, letters and other communications; sent out and distributed them; boosted relations with other civil society entities; organized the meetings with lawmakers and their advisers; drafted the corresponding narrative report on implementation; and, coordinated and planned the work with the members of the Group.

The IIHR monitored and provided technical assistance with the implementation of all the activities called for under the work plan. It was also responsible for the continual updating of the specialized section of the Institute's website, *DerechosMujer*, which includes uploading documentation on advocacy produced under the project and information on activities carried out in Peru for the implementation of the national plan.

#### **1.3.1.5. Intermediate Steps**

- General monitoring of the implementation of the work plan to ensure the activities are completed according to schedule
- Updating of the mapping of lawmakers and those who could support bills
- Updating of directories of organizations
- Creation of database of women's civil society organizations

- Decision regarding which key organizations should be invited to the different workshops/meetings, issuing of invitations and follow-up to confirm who would be taking part; coordination with the counterpart organizations for these activities
- Planning, methodological and logistical organization, implementation of workshops/meetings
- Issuing of invitations or participation in coordination and planning meetings
- Preparation and implementation of presentations to forums that address subjects related to legislation on equality
- Planning, scheduling and participation in meetings with lawmakers and advisers
- Preparation of documents for working meetings in Congress and letters to lawmakers
- Preparation of informational materials for the media
- Preparation of materials for uploading and continual updating of the content of the specialized section of the Institute's website, *DerechosMujer*
- Drafting of quarterly report on implementation

#### **1.3.1.6. Results or Outputs**

- Further advocacy actions with participants, mainly the members of the Justice and Human Rights and Women and Social Development committees, which drafted the bills and must press for their discussion in the Legislature
- Continuity of the communication and dissemination campaign, by means of digital and postal communications; distribution of one newsletter and three press releases. Approximately 3000 people receive them
- The content and materials available in the specialized section of the Institute's website, *DerechosMujer*, continued to be updated and expanded, and the number of entries increased. As of 31 March, there were 3,284 entries containing information of various kinds and a directory of 398 organizations
- The project keeps track of the visitors to the website, using WebTrends software. Between 1 January and 31 March, the section was visited 15,344 times, giving an average of 170 visits per day that lasted an average of 12:12 minutes (statistics compiled using WebTrends software)

#### **1.3.1.7. Impact Indicators**

***“The women’s social movement has a greater capacity to coordinate joint work and advocacy”***

The advocacy efforts in Congress continued, although developments in the national political arena have affected the issues on the agenda. The positive situation described in the previous report (Congress had made discussion of the bill a priority) has changed. The report approved by the Justice and Human Rights Committee was sent back for reconsideration. This shows that consensus on the bill has still not been achieved, which could delay its passage through the Legislature.

Efforts were undertaken to strengthen the coordination and teamwork among the members of the “Women for Equal Opportunities” Group, and cooperation and joint action with other organizations belonging to the women’s movement.

The dissemination of information about equal opportunities in the media was stepped up through the coordinated use of the organizations' own resources (radio and television programs, printed and digital bulletins, Web pages, email discussion lists, etc.).

As stated in the previous quarterly report (October-December 2004), the organizations are keen to make use of the information available in the specialized section of the Institute's website, *DerechosMujer*. The last report highlighted the growing number of visitors and length of visits compared to July-September (the average number of daily visits rose by 21). This upward trend continued between January and March, with an average of 55 more daily visits lasting roughly 30 seconds longer each.

### ***“More partnerships among various stakeholders”***

The counterpart organizations have broadened their advocacy agenda, through information sharing and the support and active involvement of other women's organizations.

The Group constantly receives invitations from women's organizations and other entities to provide instruction in women's rights and the draft legislation.

The working relationship that has been developed with parliamentary advisors and sympathetic lawmakers has enabled the Group to convey positions, facilitate specialized documents and enjoy expeditious channels of communication in Congress.

### ***“NGOs, stakeholders and decision makers more familiar with the bill and its contents”***

The continuity of the information processes, involving the distribution of bulletins and various documents on the bill, helps women from different organizations to acquire more knowledge and information.

The use of the press and TV makes it possible to get more information to the organizations and the general public with regard to women's rights and the draft legislation.

Having direct contact with lawmakers who support the bill and members of parliamentary committees that are key for promoting the bill in the Legislature makes it possible to provide more information on women's rights and strengthen advocacy.

### **Means of verification:**

- First quarterly report on the implementation of the work plan
- Reports or minutes of the working meetings of the counterparts
- Documentation from the different workshops/meetings held: invitations, programs, folders and support documentation distributed
- Lists of participants of each workshop/meeting
- Digital bulletins, press releases and informational communications
- Up-to-date, expanded databases of women's organizations and the media

- Information available on line in the specialized section on the Institute's website, *DerechosMujer*, accessible via the Internet
- Reports and statistics generated by the WebTrends software, confirming hits and visits to the specialized section

#### **1.4. LESSONS LEARNED**

In the case of **Peru**:

- The political-social situation in the country is affecting the issues on the public agenda and the work of Congress, making it difficult to sustain the progress made. The situation is compounded by developments within Congress, e.g., changes in its priorities and delays in the work of the parliamentary committees, which often do not meet due to the lack of a quorum.
- The issues related to gender equality and equity, in practice, still do not form part of the priorities of the Executive Branch and Congress, making the advocacy work to promote the bill more difficult.
- The coordination between the Group and the civil society organizations involved in women's rights is being sustained and is increasing, which is one of the strengths of the process.
- Greater efforts are needed to influence public opinion and obtain further media coverage for the issues of gender equality and equity.
- Insufficient political will to implement public policy, legislative or other measures that would contribute to the full implementation of the CEDAW Convention and the development of positive legislation with regard to women's rights, such as equal opportunities.

As noted in previous reports, flexibility is needed in managing projects, due to the different situations in the countries involved and changes in the political situation, which affect the implementation of advocacy processes such as the ones being promoted.

**PROJECT: PROMOTION OF A CULTURE OF INCLUSIÓN**

**SCHEDULE FOR 2005 – Updated March 2005**

<b>ACTIVITIES</b>	<b>COUNTRY</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>
Work plan Peru	Peru					
Work plan Colombia	Colombia					
Work plan Panama	Panama					
Technical Assistance Mission	Peru					
Technical Assistance Mission	Colombia					
Technical Assistance Mission	Panama					

According to the Performance Indicador Referente Sheet, an *ex post* evaluation will be held six months after the execution of the project is concluded.

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  
2002-2005

PROJECT: PROMOTION OF A CULTURE OF INCLUSION

**PERFORMANCE INDICATOR REFERENCE SHEET**

**Strategic Objective/ Final Goal:** To strengthen the capacity of civil entities representing women, indigenous peoples and Afro-descendant communities to incorporate the struggle against discrimination and promotion of their rights to inclusion in democratic life into the agenda of the inter-American human rights movement.

**Intermediate Results:** Positive legislation and affirmative actions to combat discrimination and foster inclusion of women, indigenous peoples and Afro-descendant communities. Incorporation of the human rights of the target groups into the doctrine and practice of universal human rights.

**Performance indicator:** Increased participation and inclusion of the interests of women, indigenous peoples and Afro-descendant communities in the political and decision-making processes linked to the human rights movement, at the national and international levels.

**DESCRIPTION**

**Precise definition:** Ability of civil entities representing target groups to exercise influence can be measured through increased participation of persons representing these groups in political and decision-making processes of the human rights movement, at the national and international levels. This must be complemented with a systematization of the interests of these groups in the local, national, and international political agendas of the human rights movement.

**Unit of measurement:** Persons participating in political and decision-making processes of the human rights movement. Political agendas. National and international legislation.

**Levels of disaggregation:** Local / National / International

**Mechanism:** Calculation of percentage of persons with leadership roles in networks of women, indigenous peoples and Afro-descendant communities, with respect to total number of participants in political and decision-making processes linked to the human rights movement, at the national and international levels. Analysis of the content of the political agendas of the civil and state-run entities involved in the human rights movement.

**PLAN FOR THE IIHR TO ACQUIRE DATA**

**Channels used for gathering data:** Analysis of content of documents (agendas), minutes or reports of meetings and conferences.

**IIHR's method of gathering data:** Formal request addressed to the sources. Direct access to documents forthcoming from the Project. Submission of reports by persons receiving support from the project.

**Source:** Proceedings of conferences, meetings, committees, political programs and platforms of governments, parties and international organizations, international NGO coalition.

**Frequency / cycle of data gathering:** Yearly, with respect to decision-making processes.

**Estimated cost of data gathering:** US \$1000

**Persons responsible:** Team of specialists of the PROJECT PROMOTING A CULTURE OF INCLUSION, IIHR.

**CONSIDERATIONS REGARDING QUALITY OF DATA**

**Data of initial evaluation of data quality:** April 2005.

**Known limitations of data and their meaning:** The aim is to measure or evaluate the qualitative effect of the representation of networks of the target groups in the political processes and decisions in which they are involved, both at the national and the international levels, as well as the multiplier effect in the networks they represent. The apparent quantitative weakness (because of the small number of people) becomes a strength as far as the project's strategic objectives are concerned.

**Actions taken or planned to address data's limitations:** This will be done through two mechanisms: a) direct information from the counterparts; b) information from secondary sources through the specialized sections on Derechos Humanos Mujer, Diversidad and Conectando.

**Procedure for future evaluation of data quality:** Assessment of the impact of national plans by means of an evaluation instrument at the end of the project and a medium-term one (six months after it ends).

**PLAN FOR ANALYSIS, REVIEW, AND REPORTING**

**Data analysis:** 31 August 2005

**Data presentation:** 16 September 2005

**Data review:** 7 October 2005

**Data report:** 21 October 2005

**OTHER NOTES**

**Notes on Starting Points:** *Progress has been made with the work in accordance with the national projects, based on Strategic Meeting of Advocacy Organizations-Networks (August 2003). The counterparts are working on the work plans for 2005 in each of the countries.*

**Goals:** *Network leaders better equipped to influence the human rights movement. Strategic alliances to defend and promote the human rights of the target groups.*

**Place where data are stored:** IIHR

**Other notes:**

**Last updated:** 04 / 30 / 05

## **B. CONFLICT PREVENTION**

### **1. PROJECT: "CITIZEN SECURITY IN LATIN AMERICA: NATIONAL DEVELOPMENT AND LOCAL APPROACH"**

#### **1.1. GENERAL FRAMEWORK**

The objective of this project is to provide technical assistance to public institutions and civil society organizations in the process of defining and implementing citizen security policies, in addition to strengthening community participation in security. This seeks to contribute to a reduction of the levels of insecurity and to ensure citizen security as a human right.

In the period between January and May 2005, in accordance with the 2005 Work Plan that was approved, project actions will be carried out in two countries of the region, the Dominican Republic and Argentina, although the intervention strategies will be quite different.

In the case of Argentina, based on the guidelines set forth by USAID for this country, the project has defined a new intervention that aims to strengthen community participation through Training Seminars [Jornadas de Capacitación] with the Neighborhood Security Fora [Foros Vecinales de Seguridad] in the Province of Buenos Aires. The thematic and methodological contents of this activity, together with necessary coordination of logistics, have been scheduled during the first quarter (January-March) of 2005.

The objective of the Training Seminars is to strengthen the participatory capacity of the community organizations that constitute the Neighborhood Security Fora of the Province of Buenos Aires in Argentina. We should underline that the new social scenario in Argentina and rising crime rates, especially in Buenos Aires, require more in-depth development of the community participation proposal to ensure authentic and pluralistic citizen participation. The Neighborhood Security Fora, established by law, are a means to attain this goal.

Training is a permanent tool for strengthening of the Fora, which due to their proximity to and knowledge of the reality of each zone, carry out functions that cannot be delegated and they are able to further specific actions in their territories, such as control and assessment of police action, recovery of public spaces, and community prevention of violence.

These Seminars, conceived as "trainer training" activities, will be directed toward one representative of each Forum, adding up to 250 participants distributed in one-and-a-half-day sessions. Their objectives will be:

- Development of mechanisms for citizen control over police actions, based on evaluation instruments that will help strengthen a strategy of citizen organizations' oversight of activities by the Buenos Aires police.
- Improvement of the capacity of the Fora to execute projects for community crime prevention.

- Capacity enhancement and positioning in the process of defining citizen security policies, from the local standpoint.

In the 2005 Work Plan that was approved, these seminars were scheduled for March 2005, and they have been rescheduled in two phases: the first phase will be in the week from April 18 to 22, 2005, and the second phase in the week from May 14 to 18, 2005. The reasons for this rescheduling derive from the scope of the coordination required for a gathering of the representatives of the various Fora, who will attend the training and who come from various parts of the province. This has entailed a modification of the 2005 schedule.

As explained in the **Budget for the 2005 Work Plan**, the International Seminar on “Democracy, Security, and Human Rights,” scheduled to take place in Buenos Aires, was substituted by the Neighborhood Security Fora Training Seminars, with the aim of enhancing capacities and positioning of civil society in the process of defining citizen security policies from the local level.

The first specialized technical assistance mission took place during the January-March period, with respect to the Dominican Republic and through the sub-project that we have called “Toward a Citizen Security Policy in the Dominican Republic,” on February 21 to 26, 2005. During this period (January-March 2005), IIHR’s assistance focuses on support for institutional strengthening and modernization of the Dominican police agency, through implementation of the “Strategy for Institutional Strengthening of the National Police in the Dominican Republic,” approved by the authorities in December 2004, in the framework of the Citizen Security Public Policy. Implementation is taking place through development of Operational Implementation Plans in each of the areas of police reform with the “Implementation Committee” that was set up. Bearing in mind that the authorities in charge of security have requested this assistance from the IIHR, the mission had a major political impact and was extremely successful, as we will describe below.

The second technical assistance mission, scheduled for April 2005 in the 2005 Work Plan approved, was rescheduled for May 2005 due to the political agenda.

## **1.2. ANNUAL GOAL**

### **Annual Goal 1:**

To support the process of reform of the security sector in the framework of implementation of a public policy on citizen security in the Dominican Republic.

### **Annual Goal 2:**

Strengthening of community participation in democratic construction of security in Argentina.

## 1.3. PROJECT EXECUTION

### 1.3.1 Technical Missions to the Dominican Republic

#### 1.3.1.1. Description

It was found necessary to continue the ongoing process of reforming the police institution, in the framework of the Public Policy on Citizen Security, in the period from January to May 2005. This reform process is based on the “Institutional Modernization Strategy of the National Police in the Dominican Republic,” developed by the IIHR and approved by the Secretary of the Interior and Director of the Police in December 2004. For this, two specialized technical missions would visit the country, and work would be conducted, papers prepared and analyses made with constant advisory support from the IIHR team during the period (January to March 2005).

This strategy stems from the Diagnosis and Policy on Security, which provides its framework and establishes priorities to focus actions undertaken by the police as an institution, with the aim of providing a truly professional citizen security service based on the principles of effectiveness, efficiency, and adherence to lawfulness and respect for human rights. It also aims to establish and realize a true security policy fostered and led by the Secretariat of the Interior as a matter of State policy.

The first of the two missions to implement actions stemming from the Modernization Strategy took place from February 20 to 26, 2005, and participants in that mission were: Isabel Albaladejo (Program Officer for Security and Human Rights), as well as consultants Germán Montenegro (an Argentinean), Robinson Pérez (a Chilean citizen), and Carlos Basombrío (a Peruvian national).

As mentioned in previous reports, the IIHR’s work in the process of changing the security system and in the structural and functional reform of the Police was in response to a request by the Secretariat of the Interior, of the police as an institution, and of Dominican society. This was clearly expressed in multiple meetings held in the framework of the mission with the Secretary of the Interior and of the Police, who heads the latter institution.

The “*Strategy for Modernization of the National Police in the Dominican Republic*,” attached as Annex I, has been developed within the General Framework on Citizen Security, with the awareness that police reform is only one of the areas pertaining to citizen security, and that a Policy on the latter encompasses more than restructuring the police force.

We should underline that a Presidential Decree, attached to this Report as Annex II, was drafted in response to the IIHR’s recommendation to strengthen this process of restructuring by means of a legal provision. That Decree awaits the signature of the President of the Republic, Leonel Fernández, to then be issued. In addition to the background, justification, and objectives of the reform, the Decree provides for the establishment of an Implementation Committee for the Strategy that was adopted, and it sets forth the need for the respective budgetary allocation to carry out all actions. In general terms, the aspects of police modernization reflected in the decree, and on which work is gradually underway, are:

1. Organizational and functional reorganization
2. Preventive Security

- Organizational adjustment of preventive security: structure and doctrine.
- Design of the criminal records and information analysis system
- Community police

### 3. Criminal investigations

### 4. Professionalization

- Education and training
- Structure of the career system

### 5. Police control

- Internal affairs
- Disciplinary and ethical system
- Oversight of performance and management of the police

6. Citizen participation in design of security strategies, community crime prevention, and design of mechanisms for citizen oversight of police management.

#### **1.3.1.2. Method**

During the visit to the Dominican Republic (February 20-26, 2005) we met with the Secretary of State for the Interior, Dr. Franklin Almeida Rancier; with Attorney General Lic. Francisco Domínguez Vito; with various commanding officers of the police such as the Director of Preventive Security, the Director of Criminal Investigations, the Director of Human Resources, and the Director of Internal Affairs, among others, as well as successive daily meetings with the Head of the National Police, General Manuel de Jesús Pérez Sánchez. These meetings allowed us to provide the necessary advice to those in operational command to begin the actions that were set forth.

As we previously reported, the workshop held in December 2004, which enabled approval of the Modernization Strategy, generated the need to establish Committees of commanding officers of the Police to define specific action plans in each of the high-priority areas.

On February 22, 2005 we held a workshop in which the police commanders participated together with the Head of the Institution and the Secretary of the Interior. At the workshop, held in Juan Dolio and lasting over 12 hours, the commanding officers presented the strategies for implementation of each of the areas entrusted to them. One of the groups presented the strategy for the restructuring process, another group the disciplinary control measures and those to struggle against police abuse and corruption. This work was organized systematically and analyzed by the IIHR team, and this enabled definition of guidelines that were forwarded to those for whom they were prepared. We also held individual meetings with each of the Committees to provide the advice and guidance they required.

Despite progress in the work of these Committees, the necessity and pertinence of establishing a single Implementation Committee, in charge of leading the whole Reform process, became evident. This Committee, established by Presidential Decree, soon to be signed by the President of the Republic, includes the Secretary of the Interior, the Head of the Police, the Director of Preventive Security, and the Director of Strategic Planning. Bearing in mind that the Presidential Decree establishes periods for implementation of

short-, medium- and long-term measures, since then the IIHR has been in constant communication and exchanges with the members of this Committee, with the aim of moving forward firmly in the process of applying those measures. For example, the IIHR set forth guidelines that should guide the new organizational and functional structure of the institution, a task regarding which there has been progress and that will enable approval of the new structure during the upcoming mission, scheduled for the first week of May 2005.

Furthermore, at meetings with the Secretary of the Interior and his cabinet, they offered support for “Democratic management of security.”

We should emphasize that the mission and work conducted in the Dominican Republic, regarding security, have a major political and media impact. This is reflected in frequent requests by the media to interview the team of consultants; they responded by participating in two major television programs and giving an interview to *Diario Hoy*, attached as Annex III of this Report.

### **1.3.1.3. Background / Justification**

The general guidelines for a democratic citizen security policy in the Dominican Republic must seek to gear and adjust the public security system to attain acceptable levels of efficiency and effectiveness in resolution of all conflicts and events that breach full enjoyment of persons’ rights, that is, fundamental liberties and human rights.

Thus, an institutional public security system that attains comprehensive performance in the process of controlling criminal problems can reach socially acceptable levels of prevention and actions to combat a broad range of said problems. The vehicle for this is successful formulation, implementation, and evaluation of citizen security policies and strategies.

In this context, the “Strategy for Modernization of the National Police” of the Dominican Republic is a cornerstone of the country’s new citizen security policy and, more precisely, of the necessary institutional strategy that must precede or be parallel to a comprehensive crime control strategy. It is, therefore, set within the framework of the reform and modernization of the citizen security system, and it specifically aims to adjust its police system to the pressing need to develop efficient strategies to prevent and combat crime, and for criminal investigation work, overcoming the existing set of anachronisms and shortcomings.

A democratic public security policy that provides the framework for a strategy that seeks to address the various forms of violent conflicts and unlawful acts that take place in Dominican society requires, at the same time, a number of changes to the citizen security system, and specifically to the police system. A comprehensive democratic citizen security policy entails establishment and functioning of a police system that efficiently conducts its basic tasks of crime prevention and criminal investigation, and that strictly adheres to the principle of lawfulness and to the duty to protect the human rights of the population, above all.

These goals should be geared toward establishment of a modern and democratic concept of citizen security in the Dominican State, and in this regard, they must be the most significant expression of progress and strengthening of the democratic rule of law and of the country’s development, leaving behind this country’s past authoritarian concepts of security.

A comprehensive democratic citizen security policy entails the establishment and functioning of a police system that efficiently conducts its basic work of crime prevention and criminal investigation, and that strictly adheres to the principle of lawfulness and to the duty to protect human rights.

#### **1.3.1.4. Officers in charge and coordination**

The strategy that was developed is being implemented under the responsibility and coordination of Juan Navarrete, Director of IIHR's Public Institutions Department, and Isabel Albaladejo, Program Officer for Security and Human Rights.

Isabel Albaladejo and expert consultants Carlos Basombrío (a Peruvian national), Germán Montenegro (an Argentinean citizen) and Robinson Pérez (a Chilean national) participated in the technical mission, in February 2005.

The local office of USAID in Santo Domingo was informed of the purpose of the mission by means of a letter, and a meeting with the person appointed in that office will be requested on behalf of the next mission.

#### **1.3.1.5. Intermediate steps**

- Coordination with counterparts, that is, the Secretariat of the Interior and of the Police, and the Chief of Police of the Dominican Republic.
- Constant communication with the counterparts to provide advice based on events that affect citizen security in the country.
- Hiring of the consultants involved in the process, and constant consultation and coordination with them.
- Identification of and contact with the officials and authorities interviewed during the technical mission conducted in October.
- Coordination of the meetings held by the team involved in the missions.
- Receiving the results of the work by the Committees set up within the Police, analysis of those results, and development of guidelines to be communicated.
- Drafting of several documents that were delivered to the Secretary of the Interior and Chief of Police: Proposal for Presidential Decree on implementation of the Modernization Strategy; Agenda for Democratic Management of Security, Guidelines for the document that reflects the "Police Doctrine."
- Coordination of organization and summoning of the Follow-Up Workshop held in February 2005.

#### **1.3.6. Results or products**

- Participation of the commanding officers of the Police (18 individuals) in the Follow-up Workshop in February 2005.

- Political and technical mission conducted, which enabled continuing implementation of necessary actions in the framework of the reform process.
- Review of documents prepared by the Implementation Committees and forwarding of permanent guidelines.
- Interviews with various commanding officers of the Dominican Police force, to identify the status of the situation and progress regarding the reality found by the previous mission.
- Proposal for Presidential Decree drafted, to serve as the legal framework and to establish the necessary budgetary allocation to conduct the actions required by the Strategy within a specific timeframe.
- Implementation and Follow-up Committee established by Presidential Decree.
- Communication (by phone and e-mail) with the Implementation Committee that was set up, and permanent advisory services to that Committee.
- Progress in specific high-priority areas, such as organizational and functional restructuring and design of a system to record and analyze criminal information.
- Inter-institutional coordination to attain the objectives (Secretariat of the Interior, National Police, Public Prosecutor's Office).
- Continuation of the follow-up, oversight and supervision strategy regarding implementation of high-priority actions stemming from the Modernization plan.

#### **1.3.1.7. Impact indicators**

***“Strengthening of institutional capacity to define and implement measures that seek to ensure individuals’ security, in the framework of a public security policy.”***

Several facts reflect this indicator. First of all, one objective fact is approval of the Modernization Strategy at the highest level, by issuing a Presidential Decree that establishes the necessary technical assistance by the IIHR in this process, as well as the objectives, the deadlines, and the budget to carry out the reform through a gradual process. Approval of the strategy and of the measures for its implementation has enhanced institutional capacity to ensure citizen security.

Certain steps taken also indicate this implementation of measures to ensure security, such as design of the new police structure divided into two main areas: prevention and investigation; and assigning different buildings for the main police corps entrusted with these two functions. On the other hand, “cleansing” and deployment of more police officers in charge of operational security tasks geared toward a reduction of institutional “top-heaviness” and to make the structure lighter, to reduce foci of corruption and to enable most policemen to carry out their proper functions to ensure citizen security.

Another fact that stands out is coordination among the various institutions involved in public security to carry out the reform sought, as well as between them and civil society organizations. We must highlight the regular meetings, in the framework of the IIHR missions, with the Secretariat of the

Interior, the Chief of Police, and the Attorney General, with constant awareness and follow-up by the President of the Republic himself.

Both the request for assistance and participation of all commanding officers of the Police in the Follow-up Workshop demonstrate the trust and credibility attained through previous work, and show an inter-institutional commitment to jointly continue to implement the organizational and functional changes required to make the police agency, as an institution, effectively ensure citizen security. To this we must add the attention paid by the media, as well as demands by the citizenry with respect to the Project.

#### **1.4. LESSONS LEARNED**

During the quarter covered by this report (January to March 2005) there was solid progress in the implementation of measures geared toward police reform in the Dominican Republic, enabling a qualitative leap and moving from the strategic concept to carrying out concrete measures, understanding that this process requires short-, medium-, and long-term actions, and that political and institutional willingness to do this has enabled progress to date.

As we have reported previously, the changes sought require two basic conditions:

First of all, they require a firm decision by the government to implement a democratic and comprehensive citizen security strategy and to provide continuity over time regarding that strategy, for it to effect a number of substantive transformations in the mode of organization and functioning of said system, and specifically of the National Police. Continuity of police reform will also depend on establishment of institutionalized processes.

Secondly, they require implementation of a number of policies and gradual steps to overcome the aforementioned anachronisms and to develop a true citizen police. This involves short-, medium-, and long-term guidelines, to be implemented in a gradual and lasting manner, one that is also diversified and multi-dimensional in its basic aspects.

The Strategy for institutional modernization of the National Police of the Dominican Republic, developed by the IIHR, presumes that both an efficient institutional performance of the police system vis-à-vis crime, and institutional practices that effectively protect persons' rights, basically require changes in the management and work of the police force regarding crime prevention and criminal investigation.

Finally, we must underline the major impact of the ongoing process on Dominican society and in the media. As we mentioned above, the IIHR team is often approached by the press and television during their missions, which generate extraordinary political and media attention.

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

**SCHEDULE FOR 2005-Updated March 2005**

<b>ACTIVITIES</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>DEC</b>
I Technical mission to the Dominican Republic						
Development of the operative plans regarding the Police Reform Process in the Dominican Republic						
II Technical mission to the Dominican Republic						
I Training event: Neighborhood Forums on Security in Buenos Aires, Argentina						
II Training event: Neighborhood Forums on Security in Buenos Aires, Argentina						

**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  
 2002-2005**

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. Greater community involvement in the democratic development of security in Argentina.  
**Performance indicator:** Institutions and civil society have an enhanced capacity to tackle the problem of citizen insecurity from the human rights perspective.

**DESCRIPTION**

**Precise definition:** Comprehensive public citizen security policies with a human rights perspective 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).  
**Level of disaggregation:** Countries / National / Local  
**Mechanism:** Design and implementation of public citizen security plans and policies for the province of Buenos Aires, in Argentina. Creation of an intersectoral dialogue on the subject, to improve and validate the policy in workshops and seminars with the different players involved. Progress in implementing the citizen security policy designed in 2003 for Dominican Republic.

**IIHR PLAN FOR GATHERING DATA**

**Channels used for gathering data:** Technical missions to Argentina to gather information (analysis of documents, one-on-one meetings, etc.) that will make it possible to prepare a diagnostic assessment and a security plan. Workshops and meetings with institutions and organizations involved in the subject: Police, Ministry of Security, Non-governmental Organizations, Universities, Neighborhood Forums, etc. Systematization of technical assistance missions in Dominican Republic and Argentina.  
**IIHR's method of gathering data:** Preparation of a national diagnostic assessment and a security policy by a team of specialists, based on the analysis of documentation and one-on-one meetings, and intersectoral participation via workshops and seminars on the subject. Evaluation and follow-up to the process of implementing the citizen security policy in Dominican Republic.  
**Source:** Ministry of Government, Department of Public Prosecutions, Ministries of Security or the Interior, 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 2005  
**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 2005

**Data presentation:** 16 September 2005

**Data review:** 7 October 2005

**Data report:** 21 October 2005

## OTHER NOTES

**Notes on Starting Points:** *At present there are no public citizen security policies with a human rights perspective, nor instruments for designing or implementing them. In Argentina, the actions planned for 2005 are designed to increase community involvement in the democratic development of security. In Dominican Republic, the project will support the security sector reform process, as part of the public citizen security policy drawn up, with the IIHR's assistance, in 2003 and 2004.*

**Goals:** *To increase community involvement in the democratic development of security in Argentina. To support the security sector reform process, as part of the implementation of a public citizen security policy in Dominican Republic.*

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

**Other notes:**

**Last updated:** 30/04/05

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

**SCHEDULE FOR 2005-Updated March 2005**

<b>ACTIVITIES</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>
I Technical mission to the Dominican Republic					
Development of the operative plans regarding the Police Reform Process in the Dominican Republic					
II Technical mission to the Dominican Republic					
I Training event: Neighborhood Forums on Security in Buenos Aires, Argentina					
II Training event: Neighborhood Forums on Security in Buenos Aires, Argentina					

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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. Greater community involvement in the democratic development of security in Argentina.  
**Performance indicator:** Institutions and civil society have an enhanced capacity to tackle the problem of citizen insecurity from the human rights perspective.

**DESCRIPTION**

**Precise definition:** Comprehensive public citizen security policies with a human rights perspective 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).  
**Level of disaggregation:** Countries / National / Local  
**Mechanism:** Design and implementation of public citizen security plans and policies for the province of Buenos Aires, in Argentina. Creation of an intersectoral dialogue on the subject, to improve and validate the policy in workshops and seminars with the different players involved. Progress in implementing the citizen security policy designed in 2003 for Dominican Republic.

**IIHR PLAN FOR GATHERING DATA**

**Channels used for gathering data:** Technical missions to Argentina to gather information (analysis of documents, one-on-one meetings, etc.) that will make it possible to prepare a diagnostic assessment and a security plan. Workshops and meetings with institutions and organizations involved in the subject: Police, Ministry of Security, Non-governmental Organizations, Universities, Neighborhood Forums, etc. Systematization of technical assistance missions in Dominican Republic and Argentina.  
**IIHR's method of gathering data:** Preparation of a national diagnostic assessment and a security policy by a team of specialists, based on the analysis of documentation and one-on-one meetings, and intersectoral participation via workshops and seminars on the subject. Evaluation and follow-up to the process of implementing the citizen security policy in Dominican Republic.  
**Source:** Ministry of Government, Department of Public Prosecutions, Ministries of Security or the Interior, 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 2005  
**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 2005

**Data presentation:** 16 September 2005

**Data review:** 7 October 2005

**Data report:** 21 October 2005

## OTHER NOTES

**Notes on Starting Points:** *At present there are no public citizen security policies with a human rights perspective, nor instruments for designing or implementing them. In Argentina, the actions planned for 2005 are designed to increase community involvement in the democratic development of security. In Dominican Republic, the project will support the security sector reform process, as part of the public citizen security policy drawn up, with the IIHR's assistance, in 2003 and 2004.*

**Goals:** *To increase community involvement in the democratic development of security in Argentina. To support the security sector reform process, as part of the implementation of a public citizen security policy in Dominican Republic.*

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

**Other notes:**

**Last updated:** 30/04/05

## **2. PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA**

### **2.1. GENERAL FRAMEWORK**

The goal of the project is to make ombudsman's offices more accessible, independent and better equipped to solve and channel citizens' problems, and implement actions that have a positive impact on social development. Between **January and March 2005**, preparatory activities were carried out for the implementation of two seminars. The first seminar, which aims to consolidate the Ombudsman's Office of Bolivia, will be held 4-7 April, in La Paz. The second, designed to strengthen the Ombudsman's Office of Peru, will take place 10-12 May, in Lima. It will focus on the technical and political expertise needed for human rights promotion, education and protection, with emphasis on economic, social and cultural rights (ESCR).

With regard to the activity "Support for the Ombudsman's Office of Paraguay," a participatory assessment got under way that will provide a systemic overview of the weaknesses and strengths of the day-to-day activities of the staff of the Ombudsman's Office of Paraguay. In the Work Plan and Schedule approved for 2005, this assessment was programmed for February. It was postponed until March/April, as the terms of reference for the work had to be discussed and agreed with the Ombudsman's Office. The assessment will now be ready in mid-April; it will then be used to determine the content of the training process for the staff of the Ombudsman's Office that will be carried out in May.

### **2.2. ANNUAL GOALS**

- To support the consolidation of recently created ombudsman offices and any others that may need it

### **2.3. IMPLEMENTATION OF THE PROJECT**

#### **2.3.1. Consolidation of the Ombudsman's Office of Bolivia**

##### **2.3.1.1. Description**

In April, the project will be implementing a specialized training activity for the staff of the Ombudsman's Office of Bolivia. Targeted at staff from both the capital and the provinces, the training will focus on women's rights, indigenous peoples and mediation.

The activity will include a public lecture entitled "The protection of the human rights of indigenous peoples in the Inter-American System." As well as ombudsman officials, representatives of civil society organizations, government officials, the media and alumni of our Interdisciplinary Course will be taking part.

The project contacted Ms. Liliانا Ayalde, Director of USAID-Bolivia, to inform her of the seminar and invite her to take part.

##### **2.3.1.2. Method**

A training activity will be carried out to consolidate the institution by means of technical support and specialized training. The training will be targeted at ombudsman officials from the capital and in the provinces. They will be equipped with tools for protecting the human rights of women and indigenous peoples, and for strengthening the ombudsman's role as a mediator. Horizontal cooperation has been sought, to tap the experience of other ombudsman's offices. Two of the experts taking part will be Gabriel Muyuy, head of indigenous affairs of the Ombudsman's Office of

Colombia, and Rocío Villanueva, who is in charge of women's rights at the Ombudsman's Office of Peru.

### **2.3.1.3. Background and Rationale**

The Ombudsman's Office of Bolivia was created in 1997, to defend and promote human rights and provide a way for civil society to supervise and scrutinize the work of its rulers. The current Ombudsman is Waldo Albarracín, who has held the post since 2003. By law, the ombudsman's office is specifically mandated to ensure that Bolivia's multiethnic and multicultural makeup is respected, and to promote and safeguard women's rights. Project staff members have discussed with the Ombudsman how to support these mandates during this mission.

### **2.3.1.4. Institution(s) responsible and coordination**

The counterpart of the IIHR's Ombudsman and Human Rights Program for this activity is Gabriela Justiniano, Deputy Ombudsman in charge of Special Programs and Emergency Proceedings.

Once the date for the activity was set, the project contacted Ms. Lilibian Ayalde, Director of USAID-Bolivia, who had expressed interest in taking part in the inaugural lecture and some of the thematic presentations.

### **2.3.1.5. Intermediate Steps**

During this quarter, the project was in regular contact with Ms. Justiniano to plan the academic program of the meeting, the methodology to be used and the logistical arrangements.

### **2.3.1.6. Results or outputs**

Progress with the organization of the meeting (content and methodology and the profile of the participants). It will be held 4-7 April, to train 40 staff of the Ombudsman's Office of Bolivia in matters related to the rights of women and indigenous peoples, and the Ombudsman's role as a mediator.

### **2.3.1.7. Impact indicators**

***“Progress made in consolidating the Ombudsman's Office of Bolivia, as a body with constitutional status responsible for promoting human rights”***

***“The Ombudsman's Office of Bolivia is better equipped to meet the needs of its clients”***

It is too soon to gauge the impact that the activities will have, as they have not yet taken place. However, based on the project's contacts with the counterpart organization, the content and methodology chosen, and the profile of the international experts who will be taking part, an improvement is expected in the quality of the rulings issued by the Ombudsman's Office of Bolivia and in its handling of cases.

## **2.3.2. Support for the Ombudsman's Office of Peru**

### **2.3.2.1. Description**

A training activity will be held for the staff of the Ombudsman's Office of Peru, from both the capital and the provinces. The aim will be to strengthen their technical and political capabilities for human rights promotion, education and protection, with emphasis on economic, social and cultural rights.

Tentatively planned for April, at the request of the Ombudsman of Peru this activity was rescheduled for 10-13 May, to incorporate it into the institution's permanent training process.

#### **2.3.2.2. Method**

A national meeting will be held with the staff of the Ombudsman's Office of Peru, from both the capital and the provinces, to study a number of topics. These include the development of doctrine and international norms governing economic, social and cultural rights; the universal and inter-American human rights protection systems (regulatory, institutional and procedural matters, and jurisprudence related to ESCR), and the enforceability of ESCR and the role of the Ombudsman. Three specialists in ESCR will be taking part, plus an IIHR official who will give a presentation on the incorporation of international law into domestic law.

#### **2.3.2.3. Background / Rationale**

In Latin America, at least two factors are undermining the political system: the absence of good governance and the increasingly inequitable distribution of wealth.

These factors pose a threat to democratic stability and deny the citizenry the possibility of living a decent life. This is why efforts to make economic, social and cultural rights effective and enforceable are so urgently needed. Input from several disciplines is required. In addition to legal experts, social scientists and economists need to contribute, to afford men and women a better quality of life. The ombudsman's offices should also play an active role, as the constitutional bodies responsible for safeguarding the comprehensive protection of human rights.

#### **2.3.2.4. Institution(s) responsible and coordination**

The IIHR's Ombudsman and Human Rights Program is responsible for the coordination of this activity. The Institute's counterpart is Francisco Merino, Commissioner of the Office for Territorial Promotion and Coordination of the Ombudsman's Office.

The project has not yet contacted Hilda Areyano, Director of USAID-Peru, as it wishes to reach agreement on certain internal matters with the Ombudsman's Office, such as the dates of implementation and how much importance the institution attaches to ESCR. Once this has been done, the staff will discuss with Ms. Areyano the past and future role of the Ombudsman's Office of Peru, including the analysis of strategies for the effective defense of ESCR.

#### **2.3.2.5. Intermediate Steps**

During this quarter, the project was in regular contact with Mr. Merino to plan the academic program of the meeting, the methodology to be used and the logistical arrangements, and to define the profile of the participants. The dates for the meeting were also agreed (10-13 May).

#### **2.3.2.6. Results or outputs**

Progress with the organization of the training seminar that will be held 10-13 May. The objectives are to see international human rights law incorporated into the rulings of the ombudsman's offices and the judgments of Peru's courts; and to train the staff of the Ombudsman's Office of Peru in economic, social and cultural rights.

### **2.3.2.7. Impact indicators**

***“International human rights law incorporated into more rulings and judgments”***

***“Staff of Peru’s Ombudsman’s Office is more knowledgeable and thus able to handle cases better”***

It is too early to gauge the impact that the activities will have, as they have not yet taken place. However, based on the project’s contacts with the counterpart organization, the content and methodology chosen, and the profile of the international experts who will be taking part, an improvement is expected in the quality of the rulings issued by the Ombudsman’s Office of Bolivia and in its handling of cases.

It will only be possible to gauge the impact of the training once it has been carried out.

### **2.3.3. Support for the Ombudsman’s Office of Paraguay**

#### **2.3.3.1. Description**

A participatory assessment will be conducted to provide a systemic overview of the weaknesses and strengths of the day-to-day activities of the staff of the Ombudsman’s Office of Paraguay, and then determine the training they require. The assessment was programmed for February, but was postponed until March/April, as the terms of reference for the work had to be discussed and agreed with the Ombudsman’s Office. The assessment will now be ready in mid-April.

A course on methodologies for human rights training will then be held for staff of the Ombudsman’s Office of Paraguay. As the assessment is essential for the methodological design of the workshop, it was decided to postpone the course until May.

#### **2.3.3.2. Method**

A participatory assessment will be conducted to provide a systemic overview of the weaknesses and strengths of the day-to-day activities of the staff of the Ombudsman’s Office, especially those who handle the complaints presented by its clients, to boost the strengths and reduce the weaknesses by means of training activities. A course for the staff of the Ombudsman’s Office will be held later.

#### **2.3.3.3. Background / Rationale**

The Ombudsman’s Office was created under Paraguay’s 1992 Constitution. Law No. 631 “Organizational Law of the Ombudsman’s Office” was enacted in 1995, and Law No. 838/96, “to compensate the victims of human rights violations that occurred during the dictatorship between 1954 and 1989,” in 1996. Despite these legislative initiatives, no ombudsman was appointed until nine years after the National Constitution came into force.

The Ombudsman’s Office is beginning its work at a time of serious economic and social difficulties. Against a backdrop of unsatisfied social and citizen demands, the Ombudsman’s Office is acting as a bridge between society and the State. Therefore, it is essential to train the staff of the Ombudsman’s Office, so they can assist citizens who wish to register complaints concerning rights’ violations.

#### **2.3.3.4. Institution(s) responsible and coordination**

The IIHR's Ombudsman and Human Rights Program is responsible for the coordination of this activity. The Institute's counterpart is Sonia Fernández, General Secretary of the Ombudsman's Office.

The project has not yet contacted Wayne Nilsestuen, Director of USAID-Paraguay, to discuss the coordination of this activity, as it wishes to complete the assessment first.

#### **2.3.3.5. Intermediate Steps**

During this quarter, the project was in regular contact with Sonia Fernández, General Secretary of the Ombudsman's Office, to design a research strategy for the assessment and the implementation of the training activity.

#### **2.3.3.6. Results or outputs**

A research strategy and the terms of reference for the assessment were designed, and international expert Guillermo Monroy was hired as a consultant to conduct the assessment.

#### **2.3.2.7. Impact indicators**

***“Staff of the Ombudsman's Office better equipped to develop training plans on human rights within the institution”***

It is too early to gauge the impact that the activities will have, as they have not yet taken place. However, based on the project's contacts with the consultant and the counterpart organization, the meeting will make it possible to improve the training plans on human rights developed by the Ombudsman's Office.

It will only be possible to gauge the impact of the training once it has been carried out.

### **2.4. LESSONS LEARNED**

During this quarter, the staff of the project was in regular contact with the counterparts for the different activities and the design of the content got under way. It is difficult to gauge the impact they are going to have, therefore.

However, one achievement was the favorable response and commitment assumed by each of the counterparts selected by the IIHR.

The IIHR has to respect the annual internal training plans of the ombudsman's offices and frame its activities within those plans. Peru is a case in point. The IIHR rescheduled its work as the training activity on ESCR is highly specialized and they asked that it be held after the two basic courses that they already had planned. As a result, the staff of the Ombudsman's Office will benefit from it more.

**PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA**

**SCHEDULE FOR 2005 – Updated March 2005**

<b>ACTIVITIES</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>
Consolidation of the Office of the Ombudsman in Bolivia					
Support for the Office of the Ombudsman in Peru					
Support to the Office of the Ombudsman in Paraguay					

**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  
 2002-2005**

PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA

<b>PERFORMANCE INDICATOR REFERENCE SHEET</b>
<p><b>Strategic objective / Final Goal:</b> 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 social development.</p> <p><b>Intermediate results:</b> Creation and consolidation of ombudsman offices in Latin America.</p> <p><b>Performance indicator:</b> Existence of more ombudsman offices in Latin America, as a mechanism for presenting complaints and protecting human rights.</p>
<b>DESCRIPTION</b>
<p><b>Precise definition:</b> 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.</p> <p><b>Unit of measurement:</b> Ombudsman offices in the Latin American countries linked to the project (Chile, Paraguay, Mexico, Dominican Republic, Ecuador, Bolivia, Peru)</p> <p><b>Level of disaggregation:</b> National</p> <p><b>Mechanism:</b> Record the number of ombudsman offices created in the Region and systematize their characteristics, and civil society's level of support and recognition for their work.</p>
<b>IIHR PLAN FOR GATHERING DATA</b>
<p><b>Channels used for gathering data:</b> Identification of national opinion surveys. Reports by experts. Documents of ombudsman offices.</p> <p><b>IIHR's method of gathering data:</b> Compiling of reports on public opinion in each country.</p> <p><b>Source:</b> Organizations that conduct opinion surveys.</p> <p><b>Frequency / cycle of data gathering:</b> Annual</p> <p><b>Estimated cost of data gathering:</b> US \$2000</p> <p><b>Person responsible:</b> Lorena Gonzalez, Ombudsman and Human Rights Program Officer</p>
<b>POINTS REGARDING THE QUALITY OF THE DATA</b>
<p><b>Date of initial evaluation of data quality:</b> April 2005</p> <p><b>Known limitations of the data and their meaning:</b> Some sources are unofficial.</p> <p><b>Actions taken or planned to address the data's limitations:</b> Seek other sources</p> <p><b>Procedures for the future evaluation of data quality:</b> Comparing of several surveys and documents</p>

**PLAN FOR THE ANALYSIS, REVIEW, AND REPORT**

**Data analysis:** 31 August 2005

**Data presentation:** 16 September 2005

**Data review:** 7 October 2005

**Data report:** 21 October 2005

**OTHER NOTES**

**Notes on Starting Points:** *There are countries in Latin America that still do not have ombudsman offices, or whose institutions are not consolidated.*

**Goals:** *To promote processes for the creation or consolidation of ombudsman offices in countries in the region. Strengthening of the FIO*

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

**Other notes:**

**Last updated:** 30 / 04 / 05

### 3. PROJECT: EARLY WARNING AND RAPID RESPONSE SYSTEM

#### 3.1 GENERAL FRAMEWORK

Around the middle of the 20<sup>th</sup> century, two developments raised the profile of human rights: the approval, in 1948, of the Universal Declaration of Human Rights, and the subsequent adoption of other international human rights protection instruments. The western liberal tradition was thus accepted as the basis of a legal system that requires all States, regardless of their traditions, to respect their citizens' rights.

These two developments paved the way for the gradual transition to democracy of many Latin American countries with authoritarian regimes, some of which lasted until the 1980s.

In the 1990s, the efforts focused on strengthening and consolidating democracy, structural reforms of the economy and, in some cases, the normalization of relations between civil society and the military.

Our countries were unable to conclude this task before the end of the 20<sup>th</sup> century, however. The region's democracies still face challenges they must address: the lack of independence of the branches of government, the weakness of the government apparatus, accountability systems that are ineffective in dealing with corruption and the proliferation of political parties, which leads to coalitions that are often unable to carry out the respective program of government.

Democratic stability is currently under serious threat in the Andean Region.

In **Bolivia**, for example, the petroleum and natural gas act led to a chaotic social situation. Strikes, the blocking of roads and tension in the streets of the main cities led the President to resign. Congress rejected his resignation and he agreed to continue in office if lawmakers guaranteed him and the citizenry a "Pact of Social Governability." The social unrest has not died down, however, as two of the main indigenous movements refused to endorse the pact.

In **Ecuador**, the situation has deteriorated since 8 December 2004, when the President, with the support of the parties allied to former President Bucaram and his opponent in the elections Álvaro Noboa, restructured the Supreme Court of Justice, the Constitutional Court and the Supreme Electoral Tribunal. Since then, the country has been immersed in a serious political and judicial crisis, and the popular protests continue.

The Peace Accord in **Colombia** has still not taken root. In the meantime, the government is trying to convince the international community that there is no internal conflict, only a terrorist threat. However, human rights NGOs, the Catholic Church, businesspeople and the international community insist that there is an internal armed conflict, and that it has created a humanitarian crisis. They are also afraid that the peace process will benefit the paramilitary groups rather than Colombian society, given the "benevolence" of the *Truth, Justice and Reparations*<sup>1</sup> bill submitted to

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<sup>1</sup> Under this bill, all members of the guerrilla and paramilitary forces who lay down their arms, confess their crimes and "contribute effectively to the attainment of peace" would avoid being sent to prison, regardless of the severity of their crimes.

Congress by the Government. They argue that a peace process is more than simply a question of “forgive and forget.”

In **Venezuela**, the “Bolivarian Revolution” has replaced the political elite, is seeking to change the economic model and has authoritarian characteristics – e.g., the concentration of power in the President. The new *Social Responsibility on Radio and TV Act*, labeled a “gag law” by its most radical opponents, has already led to several cases of judicial persecution against political enemies of the regime.

Finally, in **Peru**, the political parties have failed to chart a clear course and the electorate’s preferences change continually. Despite the accusations leveled against him, former President Alberto Fujimori continues to exert a strong influence within the country.

The IIHR implements projects throughout the Americas with a variety of sectors, and enjoys high credibility and legitimacy. Combined with its technical capabilities, this allows it to offer advisory services and specific, direct assistance both to governmental agencies and non-governmental organizations, and to act as a mediator. This, in turn, makes it easier to achieve objectives in the short term, which are essential in the case of the “emergency” actions proposed under this project. The results of the first stage of this project (Guatemala, September-December 2003) confirmed this.

There are no short-term, specialized assistance activities to report for January-March 2005.

## **3.2 ANNUAL GOAL**

To provide a technical and academic response, from the human rights perspective, to unforeseen, emergency situations that pose a threat to the rule of law and democratic governance, in at least one country in the region where USAID and IIHR agree it is necessary.

## **3.3 IMPLEMENTATION OF THE PROJECT**

### **3.3.1 Description**

During the reporting period (January-March 2005), 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 include 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 to be used is set out in the annual plan approved for 2005. First, USAID or the IIHR must identify a country where an emerging situation calls for an immediate technical response by

the Institute. If USAID and the IIHR are agreed that the assistance is warranted, USAID will authorize the IIHR to take action as a component of this project.

### **3.3.3 Background / Rationale**

As mentioned in the annual plan for 2005, the original objective under 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 governance, 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 (2005).

In September 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 Elections Tribunal and the Office of the Ombudsman.

### **3.3.4 Institution(s) responsible and coordination**

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

### **3.3.5 Intermediate steps**

According to the plan approved for 2005, the intermediate steps continue to be:

- Identify a country and situation that warrant a rapid technical response from a human rights perspective
- Reach agreement with USAID-Washington, which authorizes the action
- Draft a work plan

### **3.3.6 Results or outputs**

There are no results or outputs to report for the period under review.

### **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 2005, it is too soon to evaluate the lessons learned.

**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  
2002-2005**

**PROJECT: EARLY WARNING AND RAPID RESPONSE SYSTEM**

<b>PERFORMANCE INDICATOR REFERENCE SHEET</b>
<p><b>Strategic objective / Final Goal:</b> 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 governance and the effective exercise of human rights; taking action that USAID and the IIHR are agreed on.</p> <p><b>Intermediate results:</b> Specialized, case-specific advisory services, adopting a human rights perspective and a technical-academic approach, provided to state institutions and civil organizations that play a key role in a crisis in democracy or governance in a specific country</p> <p><b>Performance indicator:</b> Government institutions and civil society networks better equipped to detect and address institutional weaknesses that threaten human rights and democratic governance.</p>
<b>DESCRIPTION</b>
<p><b>Precise definition:</b> 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, schedule, and place of implementation, beneficiaries and budget.</p> <p><b>Unit of measurement:</b> State-run institutions and civil society networks.</p> <p><b>Level of disaggregation:</b> Institutions / Networks</p> <p><b>Mechanism:</b> The results of the specialized, case-specific assistance missions will be systematized and evaluated.</p>
<b>IIHR PLAN FOR GATHERING DATA</b>
<p><b>Channels used for gathering data:</b> Evaluation of the specialized assistance by state-run institutions and civil society networks.</p> <p><b>IIHR’s method of gathering data:</b> 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.</p> <p><b>Source:</b> IIHR and its counterparts in the corresponding country.</p> <p><b>Frequency / cycle of data gathering:</b> Annual.</p> <p><b>Estimated cost of data gathering:</b> Included in the activities programmed, no additional expenditure involved.</p> <p><b>Person responsible:</b> 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.</p>
<b>POINTS REGARDING THE QUALITY OF THE DATA</b>
<p><b>Date of initial evaluation of data quality:</b> April 2005</p> <p><b>Known limitations of the data and their meaning:</b> 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.</p> <p><b>Actions taken or planned to address the data’s limitations:</b> The staff plan to use rapid situation assessment and short-term analysis techniques.</p> <p><b>Procedures for the future evaluation of data quality:</b> 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.</p>

**PLAN FOR THE ANALYSIS, REVIEW, AND REPORT**

**Data analysis:** 31 August 2005

**Data presentation:** 16 September 2005

**Data review:** 7 October 2005

**Data report:** 21 October 2005

**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, Venezuela, Guatemala, Colombia, Bolivia) 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 governance. The first action was undertaken in Guatemala in the second half of 2003.*

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

**Place where data are stored:** IIHR

**Other notes:**

**Last updated:** 30 / 04 / 05

## **C. DEMOCRATIZATION OF POLITICAL PROCESSES**

### **1. PROJECT: STRENGTHENING ELECTORAL INSTITUTIONS**

#### **1.1. GENERAL FRAMEWORK**

Although the electoral calendar was not as full during the first quarter of the year, simultaneous national primary elections took place 20 February in Honduras for the first time ever, to select candidates for the presidential elections slated for November this year.

Certain changes were made to the activities scheduled for the period January-March, as resources generated under the NICRA were reinvested. This allowed us to continue our successful work of strengthening political parties, which in 2004 resulted in the implementation of the two subregional workshops - for the Andean Region (March) and Central America and the Dominican Republic (November). Two more activities are programmed for 2005, in Mexico and the Southern Cone (Asuncion, Paraguay). This will enable us to develop a regional agenda based on assessments of the situation and establish priority lines of action for strengthening political parties. Both workshops will be held in April.

Originally programmed for February, the counterparts (the Electoral Tribunal of the Federal Judicial Branch, the Federal Electoral Institute and the Colegio de México) asked that the workshop in Mexico be held in April, to dovetail with activities that they and the political parties already had scheduled. The workshop was reprogrammed following a series of meetings in Mexico, during an IIHR-CAPEL preparatory mission carried out 21-24 February.

The NICRA resources will also enable us to carry out exploratory missions to Colombia and Nicaragua, where elections will be held in 2006 and technical assessments are planned in the pre-election year.

Turning to the Electoral Network, during the first quarter of the year project staff updated the [red-electoral@iidh.ed.cr](mailto:red-electoral@iidh.ed.cr) database, as some of the email addresses on the list were no longer correct. This was due to the changes that have taken place within the electoral bodies and NGOs that belong to the Network (e.g., some of the electoral judges no longer work for the respective institutions). The database is now much more fluid and accurate.

The Electronic Forum on the Control of Campaign Spending programmed for the first half of 2005 will begin in May, after the reports and assessments on the monitoring of campaign spending by electoral bodies have been presented at the Eleventh Conference of the Quito Protocol (20-21 April). This will permit a much better documented exchange of opinions, at least as far as the electoral bodies of South America are concerned.

With regard to the project *Technical Assistance to the Supreme Electoral Tribunal of Honduras*, during this quarter specific advisory services were provided in the run-up to the internal elections of the political parties on 20 February. At the Tribunal's invitation, IIHR-CAPEL Director José Thompson and Consultant Ricardo Valverde also took part in a mission to observe the elections.

The technical assistance project in Ecuador approved in 2004 (see report for October-December 2004) was extended again thanks to the reallocation of some unspent funds. The work will now continue through 30 June this year, at the express request of Ecuador's

Supreme Electoral Tribunal and USAID. During this quarter, IIHR-CAPEL representatives traveled to Quito, Ecuador, for working meetings with electoral judges and other officials, and representatives of USAID-Ecuador. They presented the Final Report and reached agreement on the lines of work for the first half of 2005, as part of the technical assistance to the Ecuadorian electoral body that has been ongoing since May 2004 and will continue through June 2005.

This project does not appear in the 2005 Work Plan because it was organized at the express request of USAID and Ecuador's Supreme Electoral Tribunal during the first quarter of this year. As already mentioned, some unspent funds were reallocated, given the need to follow up on the progress made in 2004.

## **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 electoral organizations
- To strengthen selected electoral organizations and those engaged in electoral and political reform processes in 2005

## **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), it continued to facilitate information sharing and communication among its members.

#### **1.3.1.2. Method**

The Network's most concrete activities take place via the IIHR/CAPEL Web page ([www.iidh.ed.cr/comunidades/redelectoral](http://www.iidh.ed.cr/comunidades/redelectoral)). 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 membership of their governing bodies. In its capacity as the Executive Secretariat, the IIHR-CAPEL produced and posted UNIORE's newsletters for January and February. The Network also continued to provide virtual communication tools, such as the International Electoral News Service (SINE). The Electoral Tribunal of Panama prepares the information, which is 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 United States and Mexico.

The continuity of the electoral network made it possible to keep all its members abreast of the latest developments and, during this quarter in particular, update the information to make it more effective and accurate.

#### **1.3.1.4. Institution(s) Responsible and Coordination**

The IIHR-CAPEL team of specialists, in coordination 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 Bodies were updated and new papers sent in by electoral judges were uploaded to the Web page.
- The IIHR-CAPEL and other institutions provided continuous input for SINE news items.
- The Electronic Forum on Democracy and Inclusion began to operate on 9 February.

#### **1.3.1.6. Results or Outputs:**

The following results were achieved this quarter (January-March) with regard to the Electoral Network's Web page:

##### **"Associations of Electoral Bodies" Section**

- UNIORE newsletters:
  - Issue 46 of the UNIORE Newsletter in English was uploaded to the Web page.
- Directory of Electoral Bodies:
  - Information on the following bodies was updated:
    - National Elections Board of Peru (phone/fax numbers and email addresses updated)
    - National Office of Electoral Processes of Peru (phone/fax numbers and email addresses updated)
    - Electoral Court of the Judicial Branch of the Federation of Mexico (the list of officials and their respective phone/fax numbers and email addresses updated)
    - Higher Electoral Court of Brazil (list of officials updated)
    - Supreme Electoral Tribunal of Ecuador (phone/fax numbers and email addresses updated)

## **“Projects” Section**

- An image was inserted for entering the section showing the different areas in which IIHR-CAPEL has worked over the last 20 years.
- Creation of the subsection on “Electoral Jurisprudence” - case law from Argentina, Costa Rica, Paraguay and Peru was posted.
- The documents concerning the IIHR-CAPEL’s work with political parties was transferred to a new subsection called “Political Parties.”
- The Final Report on the Workshop *Agenda for Strengthening Political Parties in Central America and the Dominican Republic* was posted in the Political Parties subsection.

## **“Electronic Forum on Democracy and Inclusion”**

This forum began operating on 9 February. The participants in the workshops on political parties in the Andean Region and Central America were invited to sign up. An email was sent out with the document containing the conclusions of the workshop in Central America and an explanation of the forum’s modus operandi.

Two people have signed up so far; only one has posted a contribution.

### **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), the staff updated the database of the Electoral Network because some of the email addresses were no longer accurate. This was due to changes within the electoral bodies and non-governmental organizations that belong to the Network (e.g., electoral judges were included who no longer work for the respective organizations).

A subsection called “Electoral Jurisprudence” was also created on the Web page. Case law was uploaded from Argentina, Costa Rica, Paraguay and Peru. It is anticipated that more will be forthcoming from the other countries in the region.

The Final Report on the Workshop *Agenda for Strengthening Political Parties in Central America and the Dominican Republic* was also posted in the Political Parties subsection.

### **Means of Verification:**

- Inter-American Electoral Network

- Two UNIORE newsletters (issues 46 and 47). January (in Spanish and English) and February (in Spanish, in the process of being translated into English). The March newsletter will be combined with the one for April. There was not enough time to produce it because of the large number of preparatory activities.
- The distribution lists are being revised
- CAPEL Web page

### **1.3.2. UNIORE NEWSLETTERS**

#### **1.3.2.1. Description**

Two newsletters were distributed during the reporting period. The March issue will be combined with the one for April, as there was not enough time to produce it because of the large number of preparatory activities. The January newsletter was distributed in English and Spanish, while the February issue circulated only in Spanish, as there has been an unexpected delay with the translation.

The newsletters for January and February were distributed among 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 for January and February were distributed electronically via on the IIHR-CAPEL's specialized Web page, the IIHR's website 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 Newsletter.

#### **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 help 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, in coordination 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**

- Information continued to be compiled
- Graphic production and design of the material
- UNIORE newsletters posted on CAPEL's specialized section of the IIHR website and the SINE
- The January newsletter was translated into English and translation of the February issue is under way

### **1.3.2.6. Results or Outputs**

Two monthly newsletters were produced during the reporting period - for January (in English and Spanish) and February (in Spanish, the translation into English is under way). These newsletters are available on the SINE and on CAPEL's specialized section of the website ([www.iidh.ed.cr/comunidades/redelectoral](http://www.iidh.ed.cr/comunidades/redelectoral)).

### **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”***

The mailing lists of the Electoral Network and the UNIORE Newsletters were updated during this quarter (January-March). The publications were very well received, as confirmed by emails sent in by the users of the Network in which they thanked the IIHR-CAPEL for sending them the information and endorsed the newsletter's content.

#### **Means of Verification:**

- Inter-American Electoral Network (Web page)
- UNIORE Newsletters (issues 46 and 47)
- Distribution List (currently being updated)
- E-mails received by the IIHR-CAPEL

### **1.3.3. Technical Assistance to the Supreme Electoral Tribunal of Honduras**

#### **1.3.3.1. Description**

The project consists of providing specialized advisory assistance to the TSE-Honduras and the Federation of Development Organizations of Honduras (FOPRIDE) in the fields of

electoral organization, training and citizen education. This activity will be carried out between January and December 2005, provided sufficient resources are available to cover the costs involved. The specific advisers will be selected depending on who is available and what their areas of specialization are. It is anticipated that experiences like those of Costa Rica, Mexico, Peru and Uruguay can be adapted for this purpose. Each advisory assistance activity will entail an evaluation of what has gone before and planning of what should be done next.

During this quarter, short-term advisory assistance was provided in the area of electoral training, in the run-up to the internal elections of the political parties on 20 February. IIHR-CAPEL Director José Thompson and Consultant Ricardo Valverde also took part in an observation mission to the elections at the Supreme Electoral Tribunal's invitation.

#### **1.3.3.2. Method**

The advisory assistance will be provided to the TSE-Honduras and the Federation of Development Organizations of Honduras (FOPRIDE) by means of advisers specializing in educational matters and the design and implementation of election calendars.

During this quarter, efforts were made to establish better coordination between the TSE and FOPRIDE, as the two institutions have not been on the best of terms.

#### **1.3.3.3. Background / Rationale**

The current comprehensive reform in Honduras involves changes in voting procedures, in the membership and functions of the TSE and in the election of lawmakers. For this reason, support is needed for at least two components of the new electoral process:

-Citizen education (with the participation of the NGO "FOPRIDE")

-Advisory assistance to the TSE regarding implementation of the schedule, with emphasis on training

The IIHR-CAPEL has collaborated on other occasions and will be using the mechanism of horizontal cooperation, based on the contribution of electoral officials.

#### **1.3.3.4. Institution(s) Responsible and Coordination**

The IIHR-CAPEL team of specialists, with specific advisers for each component

Communication and contact with the local USAID office, to keep it informed and coordinate the work.

#### **1.3.3.5. Intermediate Steps**

During this quarter, there were:

-Regular visits by consultants Horacio Cánepa y Jaime Márquez

-Visits on the IIHR's behalf by José Thompson and Ricardo Valverde

### **1.3.3.6. Results or Outputs**

During the reporting period, two reports on technical visits (attached) and a report on the observation mission for the primary elections held 20 February (in preparation).

#### **Means of Verification:**

-Report on the IIHR/CAPEL Technical Assistance Mission for the primary elections held in Honduras on 20 February. Mission carried out 17-22 January (attached as Annex 1)

-Report on the IIHR/CAPEL Technical Assistance Mission for the primary elections held in Honduras on 20 February. Mission carried out 6-23 February (attached as Annex 2)

-Report on the Observation Mission to the primary elections held on 20 February (in preparation)

### **1.3.3.7. Impact Indicators**

***“The NGO FOPRIDE trained to implement the National Voter Education Plan”***

***“TSE-Honduras staff updated regarding the election calendar, as a guide to the electoral process”***

Since the project is ongoing, no results were achieved during this quarter that indicate progress toward the attainment of these indicators.

## **1.4. LESSONS LEARNED**

This quarter saw a great deal of preparatory activity and detailed planning, given the large number of activities programmed for the rest of the year, under both the Strengthening Electoral Institutions project and the Equal Representation of Political Parties project. For example, the staff organized the Eleventh Conference of the Quito Protocol; the two workshops on the Agenda for Strengthening Political Parties - one in Paraguay for the Andean Region (21-22 April) and another in Mexico (28-29 April); and, the seminar “Evaluation of the Implementation of Law No. 19,884 on Transparency and the Limiting and Monitoring of Campaign Spending,” due to be held 15 April in Santiago, Chile.

The preparation and planning included these short-term activities and a longer-term effort concerning the strategic lines of action for several years ahead. According to the plan drawn up in 2004, this quarter was to be a period of preparation, with the other quarters being devoted to intensive efforts to implement activities.

In addition to the preparation and implementation efforts envisaged, the electoral bodies were consulted on some key issues, such as overseas voting in Ecuador, and the audit of the electoral roll in Venezuela.

In general terms, this quarter evolved as planned and the table of activities for the next three months is all set.

With regard to the specialized projects, the final report for the one in Ecuador has already been presented, bringing to a close a period of intensive action and making it possible to

focus on an analysis of the institution's evolution in the run-up to the 2006 elections. The political situation in Ecuador is extremely complex and could deteriorate in the coming months. We shall have to monitor the progress of the new electoral authorities and the preparations for next year's elections closely; this is what we have been doing in close collaboration with USAID officials.

In the case of Honduras, the first, sensitive stage of the electoral process concluded with the primary elections. The international advisory assistance provided by the IIHR-CAPEL and other organizations was important and ensured that the process went off smoothly. However, thanks to the support of the local USAID office, and on its recommendation, the IIHR-CAPEL will be conducting an evaluation to determine more precisely the lessons learned from this stage of the electoral process that could be drawn on for the general elections scheduled for November 2005.



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 2002-2005

**PROJECT: STRENGTHENING OF ELECTORAL INSTITUTIONS**

<b>PERFORMANCE INDICATOR REFERENCE SHEET</b>
<p><b>Strategic objective/ Final goal:</b> To strengthen the independence and technical capabilities of electoral bodies, so they can conduct efficient and transparent electoral processes.</p> <p><b>Intermediate results:</b> Expansion and strengthening of the Inter-American Electoral Network. Changes to legislation or in electoral practices. Strengthening of ties between political parties and electoral bodies. Up-to-date electoral information disseminated. Updated, renewed diagnostic assessments of electoral processes in each country selected. Design of the Plan for Education for Life in Democracy in selected countries. A model program and syllabus for teaching electoral law in the Americas.</p> <p><b>Performance indicator:</b> The members of the Inter-American Electoral Network have enhanced technical capabilities and more knowledge.</p>
<b>DESCRIPTION</b>
<p><b>Precise definition:</b> The independence and capabilities of the electoral bodies can be measured in terms of the increase in their comparative knowledge of the legislation and electoral 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><b>Unit of Measurement:</b> Associations of Electoral Bodies; Inter-American Electoral Network, Electoral Bodies, Political Parties</p> <p><b>Level of disaggregation:</b> National / Regional / Inter-American</p> <p><b>Mechanism:</b> 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>
<b>IIHR PLAN FOR GATHERING DATA</b>
<p><b>Channels used for gathering data:</b> Exploratory and observation missions; contacts of electoral bodies, NGOs, political parties, and local USAID missions, as well as electronic networks.</p> <p><b>IIHR's method of gathering data:</b> Direct access to documents produced by the Project. Formal request for documents and meetings with representatives of counterparts.</p> <p><b>Source:</b> electoral bodies; electronic networks; NGOs specializing in electoral issues, political parties or local USAID offices.</p> <p><b>Frequency / cycle of data gathering:</b> Annual</p> <p><b>Estimated cost of data gathering:</b> Included as part of programmed activities, no extra expenditure involved.</p> <p><b>Person responsible:</b> Team of specialists of the STRENGTHENING ELECTORAL INSTITUTIONS PROJECT, IIHR-CAPEL.</p>
<b>POINTS REGARDING THE QUALITY OF THE DATA</b>
<p><b>Date of initial evaluation of data quality:</b> April 2005</p> <p><b>Known limitations of the data and their meaning:</b> Qualitative and quantitative techniques will 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.</p> <p><b>Actions taken or planned to address the data's limitations:</b> Electronic link for consultations or letter-survey to members of the Inter-American Electoral Network.</p> <p><b>Procedures for future evaluation of data quality:</b> Take advantage of the experiences of the different activities to validate the information.</p>

## PLAN FOR THE ANALYSIS, REVIEW, AND REPORT

**Data analysis:** 31 August 2005

**Data presentation:** 16 September 2005

**Data review:** 7 October 2005

**Data report:** 21 October 2005

## OTHER POINTS

**Notes on Starting Points:** *Alternations of normal processes for the handover of power and completion of 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.*

**Goals:** *Consolidation of the activities of the Inter-American Electoral Network, to strengthen the electoral bodies. Institutional strengthening of selected electoral bodies and those involved in electoral and political reform processes in 2005.*

**Place where data is stored:** IIHR-CAPEL.

**Other notes:**

**Last updated:** 30/ 04/ 05

## 2. PROJECT: EQUAL REPRESENTATION AND POLITICAL PARTY REFORM

### 2.1 General Framework

Only preliminary project activities were implemented during the period covered by this report (January-March 2005); as a result, the report on this component consists only of general comments.

USAID is funding a democracy fellow to assist the IIHR-CAPEL in drafting the Strategic Plan to promote the reform of political parties in the region. In February, USAID selected David Kupferschmidt, who began to work with the project on 3 March. On 9 March, Mr. Kupferschmidt was joined by Honduran consultant Carlos Ávila, a former Minister of Education and banking executive in his native country, who has experience in strategic planning. Mr. Ávila complemented the work being done by Mr. Kupferschmidt and will continue to do so until the strategic plan is completed. Together, they prepared a conceptual proposal for a possible strategy for the IIHR-CAPEL. This draft was then discussed with the Executive Director's Office and the IIHR-CAPEL team of specialists from 9-10 March. It is now being revised and fine-tuned. An Advisory Group of Experts will then study the new version and make observations. The deadline for completing the Strategic Plan is 14 June.

A preparatory mission was carried out 1-4 March in relation to the activity *Workshops on Political Campaign Reform in Chile*. In Chile, the mission met with representatives of the Electoral Service, the Elections Tribunal and Participa, to prepare the seminar "Evaluation of the Implementation of the Law to Ensure Transparency and Control and Limit Election Spending," scheduled to be held 15 April in Santiago.

The working meeting scheduled to be held in Costa Rica in March with regard to the activity *Concrete proposals to promote the internal democratization of political parties and their dissemination* (in Bolivia, Chile and Dominican Republic) was re-programmed for the end of May (the exact date has yet to be decided). Some final adjustments had to be made to the systematization of the research and they have not yet been completed.

On 23 February, the Executive Director's Office and the IIHR-CAPEL's team of specialists formally presented the report on the work strategy for the *Project to identify possible collaboration to improve participation, transparency and accountability within the Salvadoran Political Party System* to USAID officials and US Embassy staff in that country. USAID-EI Salvador requested this presentation last year but the activity could not be organized until this quarter. It did not appear in the Work Plan and Schedule approved for 2005. Nonetheless, it put the final touches to an important effort by the IIHR-CAPEL implemented in 2004, to position the design of a work strategy on political parties at the national level as well as the regional and subregional levels.

The *web page* project did not get under way during this quarter because of the number of preparatory activities and the limited IIHR-CAPEL staff available. Consequently, there are no activities to report. The start-up of the Cyber Center for Specialized Information and Communication is scheduled for the second half of 2005.



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**PROJECT: EQUAL REPRESENTATION AND POLITICAL PARTY REFORM**

<b>PERFORMANCE INDICATOR REFERENCE SHEET</b>
<p><b>Strategic objective/ Final Goal:</b> To enhance the capacity of formal representation systems to promote equal participation and representation of the citizenry</p> <p><b>Intermediate results:</b> Information about political parties in the region (Chile, Bolivia, Dominican Republic, Costa Rica) compiled, systematized, validated and presented. Validated strategy for strengthening political parties and for their internal democratization. Proposals for strengthening democratic practices within political parties</p> <p><b>Performance indicator:</b> More proposals for the internal democratization of political parties, based on comparative experiences.</p>
<b>DESCRIPTION</b>
<p><b>Precise definition:</b> 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><b>Unit of Measurement:</b> Political Parties</p> <p><b>Level of disaggregation:</b> National / Regional</p> <p><b>Mechanism:</b> Systematization, analysis and validation of the information and experiences of each country and construction of models.</p>
<b>IIHR PLAN FOR GATHERING DATA</b>
<p><b>Channels used for gathering data:</b> A meeting involving 20 participants from Bolivia, Chile and Dominican Republic and the host country (most likely, Costa Rica) and three follow-up missions to foster forums for local debates in each country selected (Bolivia, Chile and Dominican Republic)</p> <p><b>IIHR's method of gathering data:</b> Missions carried out by CAPEL officials; contacts in electoral bodies; NGOs and USAID missions.</p> <p><b>Source:</b> Electoral bodies; political parties; judicial system and legislative system of each country; NGOs.</p> <p><b>Frequency/ cycle of data gathering:</b> During 2004</p> <p><b>Estimated cost of data gathering:</b> Included as part of the activities programmed, no additional expenditure involved.</p> <p><b>People responsible:</b> Team of specialists of the EQUAL REPRESENTATION AND POLITICAL PARTY REFORM PROJECT, IIHR-CAPEL.</p>
<b>POINTS REGARDING THE QUALITY OF THE DATA</b>
<p><b>Date of initial evaluation of data quality:</b> April 2005</p> <p><b>Known limitations of the data and their meaning:</b> This indicator is qualitative and quantitative. Qualitative and quantitative techniques will therefore be used for the information systematized. Limited human and financial resources to support the data gathering and systematization process.</p> <p><b>Actions taken or planned to address the data's limitations:</b> Link with local counterparts for joint analysis.</p> <p><b>Procedures for future evaluation of data quality:</b> Obtain information from key sources about the regulations on internal democracy that apply in the political parties, to organize and systematize it.</p>

**PLAN FOR THE ANALYSIS, REVIEW, AND REPORT**

**Data analysis:** 31 August 2005

**Data presentation:** 16 September 2005

**Data review:** 7 October 2005

**Data report:** 21 October 2005

**OTHER NOTES**

**Notes on Starting Points:** *No systematization of the basic standards in each country set out in the constitutions and electoral laws, or laws governing political parties, statutes and special regulations of the parties (provisions regarding the representation of sectors, ethics tribunals, internal electoral tribunals, etc.). 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 2005 it will move from research to action.*

**Goals:** *Systematized information about the internal democracy of political parties; compiling of statutes of the political parties; compiling of national jurisprudence and resolutions of quasi-jurisdictional bodies of the parties themselves related to internal democracy. 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:** 30 / 04 / 05

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<b>IIHR PLAN FOR GATHERING DATA</b>
<p><b>Channels used for gathering data:</b> A meeting involving 20 participants from Bolivia, Chile and Dominican Republic and the host country (most likely, Costa Rica) and three follow-up missions to foster forums for local debates in each country selected (Bolivia, Chile and Dominican Republic)</p> <p><b>IIHR's method of gathering data:</b> Missions carried out by CAPEL officials; contacts in electoral bodies; NGOs and USAID missions.</p> <p><b>Source:</b> Electoral bodies; political parties; judicial system and legislative system of each country; NGOs.</p> <p><b>Frequency/ cycle of data gathering:</b> During 2004</p> <p><b>Estimated cost of data gathering:</b> Included as part of the activities programmed, no additional expenditure involved.</p> <p><b>People responsible:</b> Team of specialists of the EQUAL REPRESENTATION AND POLITICAL PARTY REFORM PROJECT, IIHR-CAPEL.</p>
<b>POINTS REGARDING THE QUALITY OF THE DATA</b>
<p><b>Date of initial evaluation of data quality:</b> April 2005</p> <p><b>Known limitations of the data and their meaning:</b> This indicator is qualitative and quantitative. Qualitative and quantitative techniques will therefore be used for the information systematized. Limited human and financial resources to support the data gathering and systematization process.</p> <p><b>Actions taken or planned to address the data's limitations:</b> Link with local counterparts for joint analysis.</p> <p><b>Procedures for future evaluation of data quality:</b> Obtain information from key sources about the regulations on internal democracy that apply in the political parties, to organize and systematize it.</p>

**PLAN FOR THE ANALYSIS, REVIEW, AND REPORT**

**Data analysis:** 31 August 2005

**Data presentation:** 16 September 2005

**Data review:** 7 October 2005

**Data report:** 21 October 2005

**OTHER NOTES**

**Notes on Starting Points:** *No systematization of the basic standards in each country set out in the constitutions and electoral laws, or laws governing political parties, statutes and special regulations of the parties (provisions regarding the representation of sectors, ethics tribunals, internal electoral tribunals, etc.). 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 2005 it will move from research to action.*

**Goals:** *Systematized information about the internal democracy of political parties; compiling of statutes of the political parties; compiling of national jurisprudence and resolutions of quasi-jurisdictional bodies of the parties themselves related to internal democracy. 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:** 30 / 04 / 05