INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
COOPERATIVE AGREEMENT No. EDG-A-00-0A-00005-00

STATUS REPORT
DECEMBER 2001-FEBRUARY 2002

I. INTRODUCTION

In accordance with the regulations of the Cooperative Agreement No. EDG-A-00-0A-00005-00 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 December 1, 2001 through February 28, 2002 that were in whole or in part funded by USAID. The overall period of the Grant is from March 1, 2001 to February 28, 2002.

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 Board of Directors, 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 26 renowned human rights experts from all parts of the hemisphere. The Board meets once a year but has created a Permanent Commission to assist and advise 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.

The Institutional Development Office assists the Executive Director in implementing Institute policy related to the cooperation agencies, the special programs for Cuba and Colombia, and the Inter-American System.

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.

IV. USAID-FUNDED ACTIVITIES

A. HUMAN RIGHTS EDUCATION

1. NINETEENTH INTERDISCIPLINARY COURSE ON HUMAN RIGHTS

1.1 General framework

The Interdisciplinary Course on Human Rights is the IIHR's emblematic activity, not only on account of its outstanding academic caliber, long tradition and the high regard in which it is held by the human rights movement in the hemisphere, but also because it epitomizes the entire work of the Institute: it serves as a forum for members of the human rights movement in the region; it focuses on human rights research, promotion and education; and it provides a unique opportunity for the different sectors represented to discuss issues, negotiate new initiatives and create human rights networks.

Over the years the Course organizers have had the wisdom to adapt the event to the changing situation in Latin America. As a result, it has become a groundbreaking forum for human rights training.

As explained in the last report, the Institute established the thematic focus of the three courses scheduled for 2000, 2001 and 2002. As a result, although the Course remains an interdisciplinary and multisectoral activity, the Institute now implements academic programs that are thematically

more coherent and integrated, and uses a methodology that makes the event a true learning process.

That the activity continues to be relevant is evident from the large number of applications received each year, as well as specific requests from many organizations asking the IIHR to disseminate information about the content, conclusions and methodology of the Course.

1.2 Objectives

- To hold an interdisciplinary and intersectoral course for the study of human rights doctrine and jurisprudence in the Americas, with special emphasis on the rights related to political participation.

- To provide an opportunity for analysis and the exchange of experiences, and to generate local and regional initiatives designed to increase the political participation of all sectors.

- To establish linkages and networks that will bolster other efforts aimed at the promotion and defense of human rights.

1.3 Performance indicators

- 120 multiplier agents trained, drawn from every sector from a wide variety of areas of work and from more than 18 countries in the western hemisphere.

- Proposals implemented by the participants, with the support of their organizations, as a direct result of the Course.

- National cooperation networks created or strengthened.

1.4 Implementation of the project: Follow-up to the Nineteenth Interdisciplinary Course on Human Rights

1.4.1 Technical assistance for the implementation of national projects

Following the seminar on human rights and political participation held in Guayaquil, Ecuador (November 19-21, 2001) two additional specific activities were carried out to support local initiatives, implemented as a result of the Nineteenth Interdisciplinary Course on Human Rights.

The Institute provided technical support for an activity targeted at 65 educators from the province of Chiriquí, Panama, to enhance knowledge and share experiences. Held February 4-8, 2002 in the city of David, the activity focused on issues related to political participation, such as social inclusion, women's rights, and solidarity and participation. Local counterparts ran the activity, assisted by an IIHR consultant. A variety of didactic materials were distributed among the participants.

Another meeting of Course alumni was held February 18-19 in Caracas, Venezuela. The Institute assisted in the design of a strategy for establishing a specialized, university-level study program in political participation. Representatives of universities in Uruguay, Colombia, Guatemala, Mexico and Venezuela took part in the meeting.

An agreement was also signed with the José Simeón Cañas Central American University, of El Salvador, for the joint production of teaching materials. The aim of this project is to convert the theoretical information on political participation covered during the Nineteenth Interdisciplinary Course into didactic materials for training a wider, non-specialized audience. Three books will be produced, on conflict resolution, civic values in the literature, and women's rights.

USAID funds also contributed to the production of material on education for life in democracy. The product of a long process of research and consultation with national counterparts and the target population, this included the outputs of the Nineteenth Interdisciplinary Course. NORAD financed the implementation of this project. The conceptual and methodological content of the material is currently being revised and will be validated with the target population over the next few months, prior to the production of the final version. This project was implemented in response to requests from a number of organizations and institutions, such as electoral courts, ministries of education, ombudsman's offices, and NGOs working in the field of education and political participation.

1.4.2 Incorporation of Course participants into the Institute's projects

The IIHR has continued to incorporate Course alumni into its different activities, as consultants, professors and students. Several alumni have been involved in the implementation of research projects undertaken by the IIHR's units and departments. They have, for example, been collaborating actively in the development of the Indicators of Progress in Human Rights for three specific rights (access to justice, political participation and human rights education) in six Latin American countries (Mexico, Guatemala, Nicaragua, Venezuela, Peru and Paraguay). They made a major contribution to the efforts to gather information and helped determine the elements that should be used for the indicators.

Others took part in training and technical assistance activities.

The Institute's alumni are natural counterparts for its projects and provide a platform for the IIHR's work in the Americas.

1.4.3 Production of the proceedings of the last two Courses (on access to justice and political participation)

The thematic outputs of the Eighteenth and Nineteenth Interdisciplinary Courses were published in two documents that represent a substantial contribution to human rights doctrine in the fields of access to justice and political participation.

Specialized reviews will also be published including the best research papers presented by the students who opted for the academic diploma. Some of the papers presented by the experts who took part as professors in the two activities will also be included.

These publications will be distributed among NGOs, international organizations, universities, research institutes and other organizations and institutions working in the human rights field in the hemisphere.

The IIHR's web page will soon include a section where papers and research of this kind will be posted in order to disseminate to disseminate them more widely.

1.3.4 Measuring the impact of multiplier activities carried out after the Course

Copies of the short-term evaluation form were sent out to all the participants of the Nineteenth Interdisciplinary Course. The deadline for returning them is March 30. This evaluation instrument is used to gauge the immediate impact of the Course on the work the participants, and on the target population with which they work, in areas such as education, promotion, research, presentation of complaints, legislative proposals, the design of strategies, project preparation, publications, etc.

This process provides important input for the design of academic activities for future courses, particularly in regard to methodologies for enhancing the level of impact and multiplication of knowledge.

1.3.5 Preparation of the Twentieth Interdisciplinary Course on Human Rights

Thanks to financial assistance from USAID, the organizers were also able to begin preparing the Twentieth Interdisciplinary Course on Human Rights, scheduled to be held July 22-August 2, 2002, in San Jose, Costa Rica.

The theoretical framework was designed, over 3000 copies of a poster advertising the Course were produced and distributed, and information was posted on the IIHR's web page. An online registration system was also created. Candidates can submit their applications electronically and the information is fed into a database automatically. This saves IIHR staff a lot of time, as they no longer have to analyze documents, key in the information or file applications manually. Candidates are also saved the bother of having to mail or fax their documents.

1.5 Results achieved

The IIHR:

- carried out follow-up activities and supported the proposals for action drawn up by the national groups at the Interdisciplinary Course.
- produced publications on the thematic focuses of the Eighteenth and Nineteenth Interdisciplinary Courses on Human Rights.
- made progress with the preparatory activities for the Twentieth Interdisciplinary Course on Human Rights.

B. PROMOTION OF DEMOCRACY AND TECHNICAL ASSISTANCE RELATED TO ELECTORAL MATTERS

1. STRENGTHENING OF ELECTORAL INSTITUTIONS: SECRETARIATS OF THE ASSOCIATIONS

1.1 General framework

CAPEL continued to work with the Associations of Electoral Bodies of South America, and that of Central America and the Caribbean, and with the Inter-American Union of Electoral Bodies. It organized, or helped organize, technical observation missions to the different elections held in

the region. When an electoral body responsible for organizing elections invites its counterparts in other countries to observe the voting, CAPEL assists in different ways: it may make all the arrangements for the mission, help organize it, or be invited to send its own representatives, depending on the circumstances.

These missions serve a twofold purpose: they are a mechanism for horizontal cooperation between electoral bodies, and are also used as exploratory missions by CAPEL, for the exchange of information between the electoral bodies and the Executive Secretariat, thereby making it easier to determine the technical assistance that these institutions require.

In order to make practical use of the results of these exchanges of experiences and horizontal cooperation, CAPEL shares the information acquired through these missions, as well as other experiences in the electoral field, with all the members of UNIORE via the *UNIORE Newsletter*, an extremely useful tool for disseminating up-to-date electoral information.

1.2 Objectives

- To provide opportunities for the exchange of information between CAPEL, in its role as the Executive Secretariat, and the electoral bodies, with a view to determining their cooperation needs and expectations.
- To explore possible areas in which technical assistance could be provided to the electoral bodies.
- To serve as a coordinator, in CAPEL's capacity as the Executive Secretariat of the Associations of Electoral Bodies.

1.3 Performance indicators

- CAPEL's participation in the main electoral process held in Latin America during the reporting period.
- Implementation of parallel agendas in the electoral process, to establish links with national social and political stakeholders whose activities are germane to the strengthening of political rights.
- Meetings with the representatives of the electoral bodies taking part in the process.

1.4 Implementation of the project

1.4.1 Observation missions

1.4.4.1 Observation mission to Chile (Santiago, December 13-17, 2001)

At the invitation of the Electoral Service of Chile and the Elections Tribunal, a mission of observers from the electoral bodies of Argentina, Brazil, the Dominican Republic, Ecuador, Mexico, Panama and Peru traveled to Santiago to witness the "first parliamentary elections of the century," as the *El Mercurio* daily newspaper described the elections held December 16, 2001.

Mission members met with representatives of Chile's main political parties, i.e., the Christian Democrat Party (PDC), the Party for Democracy (PPD), the Socialist Party (PS), the Independent

Democratic Union Party (UDI), the National Renovation Party (RN) and the Communist Party (PC), as well as academics from the Institute of Political Sciences of the Catholic University of Chile.

In their report, the members of the mission rated the electoral process as very well organized and transparent, as has long been the norm in Chile.

After observing the elections, the mission had the following comments to make:

- The citizenry and public opinion have complete confidence in Chile's electoral bodies. All the analysts who observed the process called attention to the speed and efficiency with which the Electoral Service organized the election and transmitted the results (almost all of them were made known on election night itself). The mission members also noted that the public placed the same confidence in the actions carried out after the elections (for which the Elections Tribunal is responsible). Chile's electoral bodies were undoubtedly two of the big institutional "winners" in this process.

- The "binominal" electoral system (all districts elect two congressmen) favors the large center-left and right-wing coalitions. It is regarded as excluding new political forces and the situation is said to have reached a "critical" stage. There is strong, and growing, public support for sweeping electoral reform. Other, more conservative, analysts say that the current system has been beneficial for Chilean democracy, inasmuch as it has permitted consensus building and majorities in Congress.

- Most political actors agree that the system of voluntary registration and obligatory voting needs to be reformed (replacing it with a system of automatic registration in the Electoral Registries). There is no agreement, however, on the substitution of the "binominal" system with proportional representation.

- The electoral authorities are concerned at the low level of (voluntary) registration at the Electoral Registries, particularly of young people. This is due in part to the fact that the political actors subjected the Chilean people to an election campaign totally devoid of content. Media marketing techniques were used to extol the personal virtues of the candidates, rather than presenting ideas and proposals regarding the national political situation. The political parties have reached the point where they even refrain from using their traditional symbols as a means of attracting voters.

- The citizenry says it is "tired of so many elections." There have been five electoral processes in the last three years. Some analysts believe that this accounts, in part at least, for the "general lack of interest in politics," especially among Chilean youth.

- There are no regulations in Chile regarding women's representation in the public administration.

- Little information is available about the financing and expenditure of the political parties. A bill that would regulate this matter has been languishing in congress for over ten years.

- In general, Chile's political system is presidential in the extreme. This can be seen in the exercise of power by the Executive Branch and in the functioning of other branches of

government (many analysts report that an extremely high percentage of the bills enacted by Congress are sent to it by the President).

- The results of this election were a big boost to the "right," and a blow to the ruling coalition, the Christian Democrats in particular.

- Controversial former dictator Augusto Pinochet was not an issue in this election campaign.

- The public and social issues that have yet to be addressed in Chile include: severance pay, health, crime and, in general, citizen security.

- The voting process works well and voters encounter few problems in casting their ballots. The voting takes place on enclosed premises (mainly schools). Although there are many people milling around, the system is simple and orderly. As a matter of tradition rather than for technical reasons, in Chile men and women vote in separate polling booths.

- The polling places observed were due to open at 7 a.m. but there were delays (in general, the voting did not get started till 7.30 a.m. and, in a few cases, not until 9 a.m.).

- The voter registration records used at the polling places revealed that many people were not eligible to vote, reducing considerably the number of people actually entitled to vote in each polling place. This is an issue that should be looked at, both for security reasons and as a budgetary and logistical concern. Reorganizing the polling places could have a positive impact on the organization of elections.

- The mission members reported that women generally voted in a more orderly fashion than men and also voted earlier. As was expected, generally speaking few young people took part.

- To support the organization of the election, police officers and naval personnel were stationed at the entrances to the polling places, but not near to the polling booths. They played an important role, assisting and orienting the elderly and the disabled.

- Few representatives of the political parties worked at or observed the polling places.

1.4.4.2 Observation mission to Costa Rica San José, February 3, 2002)

In the general elections held Sunday, February 3, Abel Pacheco of the Christian Socialist Party took first place, followed by Social Democrat Rolando Araya and the candidate of the emerging Citizen Action Party (PAC), Ottón Solís.

A total of 2,279,851 Costa Ricans were eligible to vote in the elections, held to elect the President, two vice-presidents, 57 members of congress, and councilors of the country's 81 municipal districts.

None of the presidential candidates obtained the minimum 40% of valid votes needed to win in the first round. There will therefore be a runoff election between Pacheco and Araya on April 7, the first time that this has happened since the current electoral system was introduced.

The results revealed that abstentionism was over 30%, similar to the figure in the 1998 elections. This marks a sharp increase, in a country where average abstention levels were previously around 17-18%.

At the invitation of the TSE, UNIORE sent a mission of observers to this electoral process, composed of representatives of electoral bodies from Mexico, Central America, the Caribbean, Ecuador and Peru. The observers were kept very busy for the three days of their visit. The IIHR/CAPEL collaborated with activities at the beginning and end of their visit. The TSE asked the IIHR/CAPEL to evaluate the mission and the results have already been passed on to electoral body.

1.4.2 Exploratory missions

1.4.2.1Visit by the Director of CAPEL to the Supreme Electoral Tribunal (TSE) of Ecuador (Quito, February 13-15, 2002)

José Thompson and Ricardo Valverde, CAPEL Director and consultant, respectively, were in Quito February 13-15 for a meeting with the President of the Supreme Electoral Tribunal of Ecuador, Carlos Aguinaga, and other members of the electoral body responsible for international relations. The purpose of the meeting was to discuss matters related to the elections that will be taking place October 20, 2002.

The TSE had previously requested technical assistance from the IIHR/CAPEL in the following areas:

- Training for polling officials.
- Civic education campaigns.
- Support for the electoral process by members of UNIORE and coordination of the international observation missions.

In a subsequent note from TSE member Cabascango, it was suggested that the assistance be expanded to include areas such as electoral cartography and electoral districts.

Mr. Aguinaga and the members of the Commission for International Affairs reiterated the formal request for assistance and expressed interest in the IIHR/CAPEL supporting the TSE in the electoral process. The first round of voting is scheduled to be held in October 2002.

The IIHR/CAPEL mission then visited the offices of various donor agencies in Ecuador. At the local office of the United States Agency for International Development, the officials were received by the Head of Democratic Initiatives, Peter Natiello. At the Canadian Embassy they met with Ambassador Otch von Finckenstein and Second Secretary Richard Dubuc. In both cases they discussed the possibility of providing cooperation and assistance for the electoral process in Ecuador. Mr. Natiello said he would look into the possibility of allocating resources to the IIHR/CAPEL to respond to the request from the TSE/Ecuador.

1.4.2.2 Visit by the IIHR/CAPEL to the electoral bodies of Peru (Lima, February 12-13, 2002)

The Directorate of the IIHR/CAPEL asked consultant Ricardo Valverde represent it at a series of meetings held February 12-13 with the President of the National Elections Board of Peru (JNE) and the Head of the National Office of Electoral Processes (ONPE).

They conferred about the coordination of the preparatory meeting for the next Conference of the Quito Protocol. Mr. Valverde also took advantage of the opportunity to discuss possible CAPEL technical assistance to the electoral bodies in the future.

The head of the ONPE said he would be asking CAPEL to consider a number of topics and activities (in particular, academic activities and the promotion of political rights) that could form part future collaborative efforts.

In the case of the JNE, the talks laid the groundwork for efforts aimed at meeting its needs in the area of institution building. The Peruvian officials reiterated their interest in receiving assistance from IIHR/CAPEL officials and experts.

The local office of the Canadian International Development Agency (CIDA) had expressed interest in providing financial assistance for this project. Ricardo Valverde therefore met with Douglas Challborn, First Secretary of the Canadian Embassy, and other CIDA officials. He explained the JNE's interest in the project and was briefed about the formalities involved in formulating the project.

Two other CAPEL consultants were also in the country February 12-16 to gather first-hand information from the different JNE directorates and units, needed to formulate the technical assistance project.

1.5 Results achieved

- The mission confirmed that the Electoral Service of Chile and the Elections Tribunal have achieved a high level of expertise in organizing electoral processes.

- An exploratory mission to Ecuador to discuss matters related with the formal request presented by the Supreme Electoral Tribunal in order to receive technical assistance from CAPEL during the electoral process prior to the elections scheduled for October 20, 2002.

- Meetings with representatives of the electoral bodies of Peru to coordinate the preparatory meeting for the next Conference of the Quito Protocol and discuss possible CAPEL technical assistance in the future.

2. TECHNICAL ASSISTANCE, HORIZONTAL COOPERATION AND EARLY WARNING MISSIONS

2.1 General framework

In its capacity as the Executive Secretariat of the Associations of Electoral Bodies, CAPEL is especially attentive to the technical assistance needs of the member organizations and facilitates horizontal cooperation among them. The exploratory and early warning missions are very

important, inasmuch as they allow CAPEL to identify the technical needs of the electoral bodies and provide solutions, either through cooperation projects or horizontal cooperation.

2.2 Objectives

- To foster the exchange of experiences and knowledge among the electoral bodies, in order to help improve the region's electoral systems.

- To contribute to the design and implementation of electoral technical assistance projects in order to enhance institutional capacity of electoral institutions in the region.

- To gather and analyze information *in situ* on situations that are potentially controversial or could pose a threat or danger to the democratic stability of a given country, in order to make recommendations aimed at containing or addressing the threats or the risk factor in question.

2.3 Performance indicators

- Requests for technical or advisory assistance received by the IIHR to support the work of the electoral bodies.

- Financial assistance secured from the international community.

- At least two technical assistance projects implemented effectively.

2.4 Implementation of the project

2.4.1 Visit by the Director of CAPEL to the Supreme Electoral Tribunal of Ecuador (Quito, February 13-15, 2002)

José Thompson and Ricardo Valverde, CAPEL Director and consultant, respectively, traveled to Quito for a meeting with the President of the Supreme Electoral Tribunal of Ecuador, Carlos Aguinaga, and other members of the electoral body. The purpose of the meeting was to coordinate matters related to the assistance CAPEL will be providing to the Tribunal throughout the electoral process, culminating with the balloting on October 20.

2.4.2 Visit to the IIHR headquarters by the President of the National Elections Board of Peru and the Head of the National Office of Electoral Processes (San José, February 18-19, 2002)

The President of the National Elections Board of Peru, Manuel Sánchez Palacios-Paiva, and the Head of the National Office of Electoral Bodies, Fernando Tuesta Soldevilla, visited IIHR headquarters to discuss with CAPEL officials possible areas of horizontal cooperation and technical assistance with their respective institutions, especially as regards the preparatory activities for the Tenth Conference of the Association of Electoral Bodies of South America (Quito Protocol), due to be held in Peru. The activity is provisionally scheduled for the first week of December; the other members of the Quito Protocol are currently being consulted about the date.

The heads of Peru's electoral bodies also visited the offices of the Supreme Elections Tribunal of Costa Rica (TSE), where they observed the functioning of the different departments, particularly the Civil and Electoral Registry, and other details related to the second round of voting in Costa

Rica. During their visit they were able to speak with TSE President Oscar Fonseca and TSE members Olga Nidia Fallas and Luis Antonio Sobrado. These officials were engaged in counting votes manually, a task assigned to them under the country's constitution.

2.5 Results achieved

- A meeting to plan the assistance CAPEL will be providing to the Supreme Electoral Tribunal of Ecuador throughout this year's electoral process.

- A coordination meeting, prior to the start of the preparatory activities for the Tenth Conference of the Association of electoral Bodies of South America (Quito Protocol).

C. INSTITUTIONAL SUPPORT AND DEVELOPMENT AND STRATEGY DEVELOPMENT

1. INSTITUTIONAL SUPPORT AND DEVELOPMENT

1.1 General framework

During the period under review, the Institute used the funds earmarked for institutional support and development to run and coordinate the work of its different departments and units and support all its ongoing projects and activities.

1.2 Objectives

- To improve the professional training provided to the staff so that it, in turn, provides services of the highest quality.

- To ensure the sustained economic growth of the IIHR, by diversifying its sources of funding.

- To strengthen the Institute's capabilities in the specialized area of information, with a view to maximizing the results of the projects.

- To create new ways, electronic and printed, to disseminate the results and reach new audiences.

1.3 Performance indicators

- The IIHR will have operated its headquarters and maintained its managerial and administrative staff for a period of twelve months.

- The IIHR positioned as the leading academic institution in the hemisphere dedicated to the promotion of human rights and the provision of assistance and training in this field.

- New technologies and/or methodologies applied in at least three projects, as a result of the training processes implemented for IIHR staff.

- Agreements with the traditional cooperation agencies renewed and at least one new donor secured for the IIHR.

- Planning, strategies and integration with donors improved.

- IIHR web site identified as a key source of information on human rights and democracy.

1.4 Implementation of the project

1.4.1 Training

1.4.1.1 Mission to negotiate the renewal of the cooperation agreement with USAID (Washington D.C., December 4-8, 2001)

CAPEL Director José Thompson, whom the Executive Directorate designated to head up the process of negotiating the renewal of the cooperation agreement with USAID, traveled to Washington D.C. for meetings with USAID officials Margaret Sarles and Erin Krasik.

The discussions focused on the lines of work that will be given priority over the next three years. USAID also asked the IIHR to submit a plan detailing the work that would be carried out during the first 90 days of the agreement. The IIHR presented this information to USAID during the second half of January 2002.

1.4.2 On-line information systems

1.4.2.1 Design of the Strategic Information Plan (SIP)

The IIHR provides valuable and useful information services and products that need to reach a larger audience. With fewer resources available, this must be achieved by harnessing new technologies. To accomplish this, the IIHR needs a Strategic Information Plan (SIP).

An initial version of the Institute's SIP was developed and is currently being validated by the General Directorate. The SIP establishes four key goals, arranged as a continuum, with the Institute's technological platform at one end, and the many ways in which the information that the IIHR produces and coordinates is disseminated at the other. It should be noted that the SIP is not a plan for developing the Institute's technological platform, but simply one of the elements of which it is composed.

The four goals of the SIP are to:

- Promote efficient and effective use of the Institute's information resources and support systems.

- Provide a flexible system of accurate and reliable information to underpin the Institute's mission and strategic plan.

- Maintain a communications infrastructure to promote the efficient and effective exchange of information among IIHR officials, and between them and the Institute's beneficiaries throughout the Americas.

- Underpin the work of specialized training, research, education, political mediation and technical assistance, by planning, integrating and maintaining a web site with thematic content and for academic exchanges, to facilitate the human rights work of international organizations, civil society organizations and public institutions in the Americas.

1.4.2.2 Web page

The web site is currently being re-evaluated. All tools of this kind need to be evaluated regularly, but the restructuring of the IIHR makes it doubly necessary. The latter has mainly affected the way in which information is managed at the institution, improving its consistency and the way it is handled. The Information and Electronic Communication Unit and the Editorial Unit were merged as of January 7, 2002. The resulting Information Unit is also responsible for press relations.

Prior to the change, the Information and Electronic Communication Unit had several projects in hand and these continued during January and February 2002. The web site received regular maintenance and the Current News, Calendar of Activities and Press Releases sections were updated through December.

During December and January, and up to February 25, the IIHR web site received a total of 17,098 hits. The Digital Library continues to be the most visited section, accounting for 23% of all hits during the quarter.

The number of hits per section was as follows:

As of Monday, February 25, 2002.

Total hits in February, on:

- Spanish-language site: 6444
- English-language site: 207

Page accessed	Spanish	English	Total	%
Digital Library	1409	26	1435	23.09
About the IIHR	749	61	810	13.03
Current News	642	41	683	10.99
Publications	644	29	673	10.83
Site Map	602	48	650	10.46
Calendar of Activities	542	26	568	9.14
Marquesina	511	0	511	8.22
Links	229	21	250	4.02
Virtual Communities	209	28	237	3.81
Discussion Lists	176	15	191	3.07
Freedom of Expression	80	5	85	1.37
Educa-dh messages	68	0	68	1.09
Press Releases	43	11	54	0.87

As of Thursday, January 31, 2002.

Total number of hits in January, on:

- Spanish-language site: 5725
- English-language site: 217

Page accessed	Spanish	English	Total	%
Digital Library	1291	33	1324	23.20
About the IIHR	754	95	849	14.88
Current News	659	38	697	12.21
Publications	662	30	692	12.13
Site Map	588	47	635	11.13
Calendar of Activities	524	27	551	9.65
Links	240	29	269	4.71
Virtual Communities	170	17	187	3.28
Discussion Lists	153	14	167	2.93
Freedom of Expression	100	6	106	1.86
Marquesina	101	0	101	1.77
Educa-dh messages	65	0	65	1.14
Press Releases	55	9	64	1.12

As of Monday, December 31, 2001.

Total number of hits in December, on:

- Spanish-language site: 4324
- English-language site: 181

Page accessed	Spanish	English	Total	%
Digital Library	956	30	986	23.06
About the IIHR	609	74	683	15.98
Publications	516	36	552	12.91
Current News	468	44	512	11.98
Site Map	373	66	439	10.27
Calendar of Activities	318	33	351	8.21
Links	165	28	193	4.51
Marquesina	152	0	152	3.56
Virtual Communities	132	13	145	3.39
Discussion Lists	115	18	133	3.11
Freedom of Expression	53	6	59	1.38
Press Releases	33	5	38	0.89
Educa-dh messages	32	0	32	0.75

The programming and scope of the Digital Library has been reformulated. The Inter-American Court of Human Rights has improved the services offered on its web site considerably and will soon be launching the catalogue of the Joint Library. The IIHR will therefore be providing a direct link to the Joint Library but temporally suspending its efforts to incorporate it, via programming, into the IIHR's Digital Library. The Digital Library will be offering only the Documentation Center's catalogue, as part of a strategy designed to manage the information better, substantially improve programming, and make it easier for users to search for specific topics and access specialized libraries via the different virtual communities. Programming needs were determined by the end of February, with the Documentation Center actively involved, to ensure functionality, ease of maintenance and permanent updating.

1.4.2.3 Virtual communities

Work continued on the various virtual communities, which are at different stages of development. The *Diversities* community was inaugurated during the first week of February, with human rights information on indigenous and Afro-descendent peoples and racism. The Women's Rights community will be inaugurated over the next few weeks, with human rights information on gender-related issues.

Two more communities are in the process of being designed and programmed: the specialized community on educational tools and another for the region's ombudsmen, to enable them to keep in touch with each other, coordinate and foster joint efforts, and maintain up-to-date information that meets their needs in this field. At the time of writing, the programming of the first community has been completed and data is being keyed in. The first stage will conclude in June; the second is at the design stage. Future users are also being consulted and trained.

1.4.2.4 Internet and Intranet

Testing of a new Intranet system was completed in January. The objective is to tap Internet technology to facilitate intra-institutional communication and access to information that is useful for the work of staff engaged in implementing projects, and of the personnel in general. It was made available to users in the last week of February. The amount of information is limited, as the idea is for them to familiarize themselves with the system. During this stage of the implementation of the system, specific people have been trained to administer the Intranet, and all the users have learned how to navigate and use it.

The IIHR's Intranet provides a series of services for the entire Institute, as well as services for specific departments or units. The institution-wide services are:

- Glossary: terms related to human rights and related fields, and Internet technologies.
- Project Management: an online program for managing the IIHR's agreements and projects, generating reports, schedules and final reports. It will also serve as a database on cooperation agencies. This management tool is currently being designed.
- Internal directory: contains the contact information of in-house personnel.
- Digital Library: a link to the catalogue of records of the Documentation Center.
- Web Directory: list of organizations that work in areas related to the IIHR's field of specialization, with links to their web sites.
- Calendars: the calendar of institutional activities has been designed to allow users to select the information they need.
- Reading material: documents of general interest.
- Messenger: this service will be activated to facilitate intra-institutional communications and avoid unnecessary use of the telephone and email.

Members of the staff have continued to receive direct training in the use of Internet.

1.4.2.5 Electronic publications

Between December 2001 and February 2002, the staff consolidated the list of e-mail addresses to which the IIHR Newsletter is sent in PDF format, as well as other information of interest to the Institute's subscribers. The list currently contains just over 400 addresses of individuals, organizations and e-mail lists. Given the multiplier effect of the latter, it is impossible to calculate

exactly how many people the Institute reaches via this medium, although a conservative estimate would be at least some 1000 individuals throughout the hemisphere. It is worth mentioning that the IIHR constantly receives requests from individuals and institutions asking to be added to the list.

1.4.3 Infrastructure and administrative support

These are indirect costs incurred in implementing projects (security services for the IIHR's premises, janitorial services and the cost of utilities such as water, electricity and communications, and office and other supplies needed for day-to-day operations).

1.4 Results achieved

- The IIHR web site received a total of 17,098 hits during the reporting period.
- The *Diversities* virtual community was inaugurated. It provides specialized information on racism and indigenous and Afro-descendent peoples.
- Two more virtual communities are being designed and programmed: one on educational tools and another for ombudsman's offices in the region.
- The first stage of the Intranet system was implemented.
- An up-to-date list was created of the addresses to which the Information Unit sends the Newsletter, in PDF format, and other information of interest.

2. STRATEGY DEVELOPMENT

2.1 General framework

The institutional strategy sets out three areas of rights as priorities: access to justice, political participation and education in human rights, cross-cut by three focuses: gender, ethnic diversity and the participation of civil society.

During the first stage of this process, information was gathered with a view to achieving the necessary precision for operational definitions regarding the scope and potential of the areas of rights and the cross-cut perspectives.

Efforts were then concentrated in the design of tools to effectively apply the strategy, including systems of indicators of impact (for the projects) and progress (to be applied in six pilot countries: Mexico, Guatemala, Nicaragua, Peru, Paraguay and Venezuela). These indicators are expected to improve the design of the project interventions.

By providing special training to staff members regarding the implementation of the framework, methodology and the application of the system of indicators, a comprehensive evaluation of all projects underway and in preparation is expected, in order to analyze their relevance and pertinence in terms of the new strategy.

2.2 Objectives

- To develop theoretical definitions and a methodology of the three priority areas with the cross-cutting perspectives, for the design and validation of a system of indicators.

- To conduct studies on the progress of human rights from the perspective of gender, ethnic diversity and civil society, in the six selected countries, through the application of the system of indicators.

- To strengthen the institutional capacity of the IIHR in order to work on the three priority areas, keeping in mind the perspectives of gender, ethnic diversity and participation of civil society.

2.3 Performance indicators

- Document containing the system of indicators, including: conceptual and operating definitions, methodological instructions, the setting of goals, and the design of indicators and indices.

- IIHR professional staff trained in the use of the system of indicators.

- By the end of 2002, at least 30% of the IIHR's projects will be designed taking into account the results obtained from the application of the system of indicators.

2.4 Implementation of the project

During the reporting period, the 18 consultants hired implemented the system of indicators in the six countries selected. The Institute received the results from 17,[1] as shown below:

Country	Topic	Consultant	Institutional affiliation
Mexico	Access to Justice	Silvia Aguilera	UNESCO chair
	Political Participation	Alan García Camposs	Instituto Federal Electoral
	Human Rights Education	Gloria Ramírez	Comisión Mexicana para la Promoción de los Derechos Humanos
Guatemala	Access to Justice	Angel Alfredo Figueroa	Asociación de Investigación y Estudios Sociales (ASIES)
	Political Participation	Carmen Ortiz	Asociación de Investigación y Estudios Sociales (ASIES)
	Human Rights Education	René Linares	Asociación de Investigación y Estudios Sociales (ASIES)
Nicaragua	Access to Justice	Adda Sylva	-
	Political Participation	Sebastián Castillo	Bufete Popular Universidad Centroamericana

[1] The consultant hired to carry out the exercise on access to justice in Peru failed to deliver the findings of the research by the agreed deadline.

	Human Rights Education	Mario Quintana	-
Venezuela	Access to Justice	Adriana Lander	Universidad Andrés Bello
	Political Participation	Andrés Coba	-
	Human Rights Education	María Isabel Bertone	Programa Venezolano de Derechos Humanos (PROVEA)
Peru	Political Participation	Rafael Roncagliolo	Transparencia
	Human Rights Education	Rosa María Mujica	Instituto Peruano para la Educación en Derechos Humanos (IPEDEHP)
Paraguay	Access to Justice	Hugo Valiente	Centro de Documentación y Estudios (CDE)
	Political Participation	Patricio Dobrée	Centro de Documentación y Estudios (CDE)
	Human Rights Education	Arístides Escobar	Centro de Documentación y Estudios (CDE)

In Mexico, Guatemala and Paraguay, a coordinator, assisted by a human rights organization, carried out the work for the three thematic fields; in Nicaragua, Venezuela and Peru, individuals carried out the research, with support from the organization with which they are connected.

The Institute processed the results of the research and provided input for the first executive version of the six maps of progress in human rights.

On December 10, Human Rights Day, the IIHR presented the results during an activity held at its headquarters that attracted a large audience: the ombudsmen of Costa Rica and Paraguay, members of the diplomatic corps stationed in Costa Rica, the Secretary and Deputy Secretary of the Inter-American Court of Human Rights, members of the IIHR Board of Directors, and representatives of various organizations involved in human rights work in the country.

The results for Guatemala were presented and discussed during the first week of February. The other presentations are scheduled for April and May. The IIHR will use the feedback generated by these activities as input for preparing the final versions of the first six maps.

2.5 Results achieved

- The IIHR's internal training activities resumed in January. Emphasis is being placed on the crosscutting perspectives and the progress being made, and obstacles encountered, in implementing the institutional strategy.

- Six country maps of progress in human rights, with the following content:

Introduction	
Results of measurement of progress using the system of indicators (accumulative)	(Accumulated) results of the measurement of access to justice
	(Accumulated) results of the measurement of political participation
	(Accumulated) results of the measurement of human rights education
	General Human Rights Indicators

Introduction	
Results of measurement of progress using the system of indicators (accumulative)	(Accumulated) results of the measurement of access to justice
	(Accumulated) results of the measurement of political participation
	(Accumulated) results of the measurement of human rights education
General human rights indicators (basic data and electronic links with information sources, with public institutions and civil society organizations)	General Human Rights Indicators
	Status of reports to U.N. Committees
	Inclusion of human rights in the Constitution
	Status of ratification of international instruments
	Institutional status of the Ombudsman's Office
	Public institutions involved in human rights and democracy
	Civil society organizations involved in human rights and democracy
	Summary of Inter-American Commission and Inter-American Court reports on the country
	Summary of three external reports on the situation and fulfillment of human rights commitments
	Internal governmental and non-government reports on the situation and fulfillment of human rights commitments
System of links with documents of interest (accumulative)	IIHR extranet resources: web page, Ibero-American Integrated Information System (specialized in electoral matters), Ombudsnet, Educa-DH, discussion lists, etc.
	Links with the IIHR-Inter-American Court of Human Rights virtual library and the Documentation Center's data base
	Links with other libraries, documentation centers and electronic human rights bulletins
	Selection of useful web sites on the country

- Combined versions of the six country maps, by thematic focus, for the purposes of analysis.

- A document dealing with the progress, implications and challenges vis-à-vis the implementation of the institutional strategy, for consideration by the Board of Directors and Institute staff.

- The first draft of a document on methodological strategies for using the system of indicators.