



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

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

**WORK PLAN
2005**

I. INTRODUCTION

The Inter-American Institute of Human Rights (IIHR) hereby submits its Work Plan for the period between January 1^o and May 31st, 2005 for the activities CONFLICT PREVENTION, and from January 1st through December 31st 2005 for those activities in DEMOCRATIZATION OF POLITICAL PARTIES. The Plan includes the activities that the IIHR will implement during that period, within its mandate as an organization dedicated to education, promotion and research of human rights, with funds provided by the United States Agency for International Development (USAID).

The Project "Promotion of a Culture of Inclusion" will have executed a hundred percent of the activities programmed, by December 2004. Therefore, there is no work plan included for this project for 2005.

The Institute's primary mission is the promotion and strengthening of human rights and democracy in the Americas, through specialized training, research, education, political mediation, and technical assistance to governmental institutions and the civil society, as well as to international organizations.

II. PROGRAM'S STRATEGIC OBJECTIVE, LINES OF ACTION AND PRIORITIES

For the period between 2002 -2005, the IIHR will focus on the fight against exclusion and the promotion of a more inclusive democracy, where the respect for differences and diversity are considered key values. The IIHR three-year program is based on the strategic objective of **"building more inclusive and transparent democracies, that promote an effective protection of human rights in the Americas"**.

Based on this strategic objective, the program has identified three lines of action:

- **The promotion of a culture of inclusion** to favor the active exercise of human rights, under greater conditions of equality, specifically with regards to women, indigenous peoples, and Afro-descendants.

- **Conflict prevention** through a greater access to justice and citizens' security. This means that the State must provide the minimum conditions of protection for individual and collective security, through the juridical system, the Ombudsmen, and the police, as well as to guarantee that all persons, despite their condition, will have a real possibility of submitting any conflict, either individual or collective, before the courts, and that the conflict will be justly solved.
- **Democratization of political processes** to allow all persons, despite their gender, ethnicity or nationality, or economic, social or cultural condition, to have a real opportunity to individually or collectively exercise the right to political participation. Likewise, it implies that the political parties shall incorporate and consolidate participatory and democratic practices, and that they assume transparency as a permanent practice.

These action lines have been separated to facilitate the comprehension of the strategy's components, although they are intertwined.

III. ADMINISTRATION OF THE WORK PLAN

The work plan will be managed in the following manner:

- A. The responsibility for the whole agreement, and consequently for the work plan, falls on the Executive Director who, in the end, is the person who guarantees that the academic and political lines are in agreement with the institutional strategy, and to the priorities agreed with USAID under the cooperation agreement.
- B. Each one of the three **components** in the agreement – Inclusion, Conflict Prevention, and Democratization – and consequently each one of the **projects** that make up the three components, has been directly structured in its administration according to the following general lines:
- C. Each one of the three **components** has a “**Coordination**” headed by each Director of the IIHR Operational Departments. The latter on account of the individual that is being benefited first and foremost, and of the topic being emphasized in the projects included. The three coordinators guarantee the conceptual and operational inter-relation of the three components, in order for the implementation of the agreement to be an integral process, and not just a sum of activities. The Coordinators are directly responsible for the development of the work plan.
- D. The coordination has a technological support that responds to an institutional technological strategy, also put to the service of the specific needs of each one of the projects that make up the three components.
- E. At the same time, each one of the **projects** has assigned personnel for its administration: Program officers, responsible for the implementation and direct supervision of the projects. They also have pedagogical support, logistical support, and secretarial support. All of these people respond to the respective “Coordinator” of each component.

IV. TECHNOLOGICAL PLAN

The IIHR has an institutionally funded Technological Plan, to give support to the projects' activities developed within its framework, as well as within the framework of other cooperation agreements. This Technological Plan enables the IIHR to foster the resources assigned to each specific project, not only because of the physical assets, the hardware and the software it has, but also and most important, because of the staff, the experience and the management of a strategic information plan to orient its actions on the matter, in the short, medium and long-terms. In general, the plan responds to the external and internal technological needs of the Institute.

The Information and Editorial Service Unit at the IIHR, guarantees that the information objectives and the projects' communications, are satisfactorily complied with. Among its tasks, the Unit is in charge of preparing documents with different formats, and of disseminating them. It also facilitates a better use of the communication and information technologies, in order to provide the Institute's staff, and the populations that benefit from its services, with useful working tools. The latter fosters everyone's work and promotes working with networks.

This Unit's *modus operandi* combines in a balanced way, external service contracting, with a creative and advantageous management of the internal assets. This balance reflects an optimum cost-benefit situation, where the institutional fixed costs are taken to the minimum necessary in order to achieve greater benefits from the consultancies and external hiring.

Through its Information and Editorial Service Unit, the IIHR directs its efforts in a proactive manner, to the goal of continuously increasing the number of persons that benefit from its information products and its services. The key goal is to foster its task of education and promotion of human rights, through the use of new information technologies. By making a continuous effort towards that goal, it annually brings about the bases to foster the initial starting point. In other words, the key task of the Information and Editorial Service Unit is a process; it does not change its essence from year to year, and it favors a multiplying effect of the progress obtained annually.

In the Work Plan of each one of the projects, we have specifically incorporated the contribution that the technological component provides for the achievement of their respective objectives.

B. CONFLICT PREVENTION

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

The objective of this project is to assist public institutions and civil society organizations (CSOs) in designing and implementing citizen security policies. In Dominican Republic and Argentina, the work has been ongoing since 2003. The goal is to help reduce insecurity and guarantee citizen security as a human right.

In Dominican Republic, in 2005 the project will support the process of security sector reform as a component of the public citizen security policy drawn up with the IIHR's assistance in 2003 and 2004. As you are aware, in 2003 the project prepared a Report on Citizen Security comprising a diagnostic assessment and a proposed public policy. The assessment served as the basis for the proposed public security policy and the recommendations made. It analyzed the political management of security, the structure and operation of the police, and community participation in security issues. One of its conclusions was that the country had not had a "citizen security force," but a police force at the service of the State, dedicated to the social and political control and restraint of the people. The imbalances have created a series of weaknesses in the public security system, including the growing discretionary powers of the police and the widespread use of extra-legal force in police operations. The fact that the police force is centralized and bureaucratized has also created conditions that lend themselves to police corruption and abuse. Thus, there has been real political mismanagement of security and little or no community participation in crime prevention strategies.

The change of administration and the appointment of new officials to handle security issues have created an enabling environment for the implementation of actions in this field. The President published his government's agenda in August. It cites the IIHR's recommendations word for word, reflecting the strong institutional commitment to implementing them that has been expressed by the Minister of the Interior and the Chief of Police. The measures already being implemented to clean up the police, as part of the efforts to combat corruption, confirm this desire for change.

Experience in Latin America has shown that developing a citizen security policy and providing the corresponding legal framework is one of the most pressing challenges facing the countries. The present conditions in Dominican Republic are perfect for implementing a process aimed at developing a model for human rights-based intervention in citizen security.

In Argentina, the actions planned for 2005 are designed to increase community participation in the democratic construction of security. The challenging social situation in Argentina and growing and increasingly complex crime make it important to extend community participation, to guarantee a process of genuine, plural citizen involvement based on clear, precise guidelines. The way to achieve this is via the Neighborhood Security Forums created by law in the Province of Buenos Aires. They have the responsibility of promoting specific security actions in their area, and provide a channel for building consensus. To ensure they are effective, training is essential.

Finally, an International Seminar on Democracy, Security and Human Rights will be held to address various issues related to security, with the participation of international and national specialists. This initiative is an attempt to correct the erroneous perception among some sectors in Argentina that "effective" citizen security policies are at odds with efforts to consolidate and promote citizen security. The situation is made worse when short-term emergency measures

and actions (“get tough strategies”) are implemented that reinforce the belief that greater security is only possible if some human rights are limited, or even violated.

Citizen security is now a key issue of the utmost importance that appears on political agendas throughout Latin America. The changing nature and urgency of the issue call for a rethinking of the relationship between society and the State. In a region where authoritarian regimes have been replaced by democratic systems, citizen security has to be re-examined and the role of the different stakeholders reconsidered. The aim must be to design, implement and evaluate innovative forms of intervention to control crime and violence, with practices that, above all, respect and promote human rights. In this setting, prevention becomes more important. A significant increase in the opportunities for public involvement not only facilitates but also promotes the incorporation of the citizenry. To achieve this, the role of the State and the main institutions linked to citizen security (mostly police forces) must be revamped, so they not only protect the citizenry but also assume new duties and actions that will allow people to exercise freely the set of rights to which they are entitled as citizens.

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

2005 WORK PLAN

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

FINAL GOAL: To design and promote the implementation of citizen security plans and policies in countries of the region

PERFORMANCE INDICATOR: Institutions and civil society better equipped to tackle the problem of citizen insecurity from the human rights perspective

Annual Goal 1: To support the security sector reform process by helping to implement a public citizen security policy in Dominican Republic							
ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Technical Mission to Dominican Republic</p> <p>Objective: To provide technical assistance for the implementation of the measures called for in the Strategic Citizen Security Plan drawn up in 2004</p>	<p>The Interior Ministry and senior police officers drew up the Strategic Citizen Security Plan, with assistance from the IIHR. It establishes guidelines for effectively implementing the public citizen security policy by means of concrete measures for the reform of the security sector and the modernization and institutional strengthening of the police force in Dominican Republic. The Strategic Plan is based on the diagnostic assessment and proposed public citizen security policy prepared in 2003. It stipulates the priority areas on which the IIHR's work will focus during the first half of 2005.</p>	<p>A weeklong technical mission will be carried out to Dominican Republic in February 2005. The IIHR team will provide advice and assistance with the priority areas of the Strategic Citizen Security Plan drawn up in 2004 with the Interior Ministry and senior police officers. The mission will also compile information by studying documents and holding meetings with the heads of the different police units and staff of the Interior Ministry, with a view to preparing plans for each unit. Following this mission, the team will</p>	<p>At present, Dominican Republic does not have a structure for the political management of security as part of a public policy. Moreover, it does not have a system to enable the police to carry out their duties effectively, adhering strictly to the law and protecting the rights of the population, to guarantee the human right to citizen security. The IIHR's assistance is aimed at the reform of the security sector as a whole and the police force in particular, to ensure that the latter's efforts to combat crime adhere to the principles of efficacy and</p>	<p>The people responsible for these actions are the Director of the IIHR's Department of Public Institutions, Juan Navarrete, and Security and Human Rights Program Officer Isabel Albaladejo. The project will coordinate with Dominican civil society organizations, in particular with the Human Rights Institute of Santo Domingo, which has played a key role in the previous phases of this process. This will also ensure the sustainability of the actions implemented. To ensure that all the work is integrated, the activities will also be coordinated</p>	<p>Design the mission, based on coordination with the Interior Ministry and the Police Identify, select and hire the specialists who will support the areas decided on Compile, analyze and study documentation to draft the plans for specific areas and support implementation</p>	<p>Agenda for the democratic management of security by the Interior Ministry concrete operating plans for the areas of prevention, investigation, human resources, education and training, restructuring, community police, participation</p>	<p>Increased institutional capabilities for designing and implementing measures to guarantee security, as part of a public security policy</p>

	<p>The purpose of the plan is to establish and implement a real public citizen security policy, as a State policy promoted and managed by the Interior Ministry. The policy will make it possible to: i) map out and implement an agenda for the democratic management of security by the Ministry; ii) strengthen the police's Human Resources Directorate by means of an organizational and functional restructuring, the professionalization of the police and an overhaul of police education and training, in particular as regards education in human rights and police duties; iii) design a system for recording and analyzing criminal information for prevention and investigation work; iv) create a Community Police system; and, v) promote community participation in security.</p>	<p>spend a month framing and drafting the plans. Finally, as part of the mission for the Validation Workshop, the plans will be delivered to the respective units and experts will provide technical assistance to ensure they are implemented effectively.</p>	<p>efficiency, honesty, legality and respect for human rights. The current scenario is ideal for bringing about this change, which is being promoted by senior ministry staff and police officers, and is demanded by the institution itself and Dominican society. Following the change of administration in Dominican Republic in August 2004, the new President, appointed new officials to handle security officials. This has created an enabling environment for the implementation of actions in this field. As the country's authorities have stated, and the IIHR has been able to confirm, the political and institutional will for change exists, but the country urgently needs specialized assistance to determine what concrete actions should be implemented and then implement them.</p>	<p>with the Public Prosecutor's Office, which plays a leading role in criminal investigations and will also be strengthened. All activities will also be coordinated with the local USAID office.</p>		<p>of civil society in security, etc. Reports of technical assistance missions</p>	
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ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Seminar-Workshop to Validate and Evaluate the Reform Process</p> <p>Objective: To validate, with different institutions and sectors of society, the security sector reform process carried out in Dominican Republic</p>	<p>The aim of this Seminar-Workshop is to submit to scrutiny by civil society and various public institutions the measures implemented as part of a democratic citizen security policy and the security sector reform process promoted by the Interior Ministry and the police, with assistance from the IIHR. The workshop will make it possible to present the changes promoted, based on the Modernization Plan, and discuss them with the participants in working groups. This will legitimate the actions of the security authorities in the eyes of the citizenry, and allow them to continue with the reform process, or make changes if necessary.</p>	<p>A one-day Seminar-Workshop will be held in April 2005. The Interior Ministry and the IIHR team will present to civil society, academia, lawmakers and representatives of other State institutions an overview of the reform process that has been ongoing since the end of 2003. The media will also be invited to the event to achieve political impact and bring it to the attention of a wider audience. It will be the final activity under the project.</p>	<p>To be sustainable, citizen security policies and plans must enjoy the broad support of the different sectors of society. Furthermore, in contrast to so-called "get tough" policies and strategies, which sometimes even the general public demand, it is important to publicize results that highlight the efficacy and efficiency of security institutions in preventing crime and guaranteeing freedom and security, without resorting to dramatic short-term plans that curtail fundamental freedoms and create an unreal sense of security. Through the work carried out in Dominican Republic, the changes sought and the results that are already being achieved, the aim is to establish a citizen security model with a democratic approach that could be applied to other situations in the hemisphere, adapted to the particular characteristics thereof. To achieve this, people</p>	<p>As in the previous phases, the people in charge from the IIHR will be the Director of the Department of Public Institutions, Juan Navarrete, and Security Program Officer Isabel Albaladejo. The team will also include the specialist consultants who have taken part in the process. This activity will be coordinated with the Interior Ministry, the Chief of Police and the Human Rights Institute of Santo Domingo. The project will coordinate with the USAID office in Santo Domingo and keep it informed throughout the process.</p>	<p>Establish criteria for identifying participants in the Seminar-Workshop Draw up program for the activity Invite participants Invite the media</p>	<p>List of participants Proceedings of the Seminar-Workshop Agreements and recommendations for advancing the reform process</p>	<p>Citizenry and media better informed about citizen security policies and plans Reform process legitimated by the citizenry (drafting and implementation of a security policy) Results of the process publicized, to ensure the sustainability of the citizen security policy, as a State, rather than a government, policy</p>

			must be made aware of the changes and results, so as to have an informed citizenry that thinks for itself and participates in security.				
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Annual Goal 2: To increase community participation in the democratic construction of security in Argentina

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Training activities for the Neighborhood Security Forums in the Province of Buenos Aires, Argentina</p> <p>Objective: To strengthen the capacity to participate of the grassroots organizations that belong to the Neighborhood Security Forums</p>	<p>A systematic series of training activities will be implemented, targeted at the adult members of the grassroots organizations that belong to the Neighborhood Security Forums; young people who are vulnerable from the psycho-social perspective; and the members of the police security system. The aim is to: i) make the Neighborhood Security Forums increasingly autonomous and strengthen their institutional structure; ii) strengthen the citizen participation mechanisms, incorporating those who express interest in participating in the proposal and guaranteeing more opportunities for direct participation; iii) highlight the</p>	<p>Three, two-day training activities will be held in March 2005. They will bring together the leaders of the main Neighborhood Security Forums. The training will focus on various issues, such as oversight of the external management of police operations that makes it possible to evaluate them, and participation in social programs aimed at preventing violence of all kinds. The team of instructors will be made up of IIHR staff and three other experts - two international experts (Bernardo Arévalo-Guatemala), Carlos Basombrío-Peru) and one national expert (Enrique Font-Argentina).</p>	<p>The marches and countermarches that have taken place in recent years, the challenges of the new social scenario, and the increase in crime in the Province of Buenos Aires require further community involvement. The best mechanism for this are the Neighborhood Security Forums created by law in the Province of Buenos Aires as the basis of the community participation system, as bodies that permit local people to meet, participate and work together to prepare, implement and monitor citizen security policies in their respective area. Training is a permanent tool for strengthening the Forums. Their members have first-hand knowledge of the situation in each area and non-delegable responsibilities. Therefore, they are well placed to promote specific actions within their particular territorial area, such as efforts to monitor and evaluate police activities, re-establish a public presence and</p>	<p>This work will be coordinated by Isabel Albaladejo, Security Program Officer, and Juan Navarrete, Director of the IIHR's Department of Public Institutions. Assisted by experts, they will plan and carry out this work, in close collaboration and coordination with the Community Participation Department of the Security Ministry of the Province of Buenos Aires. All the activities will be coordinated with USAID.</p>	<p>Identify the community stakeholders who will take part in the training activities. The criteria used will be their representativeness, leadership and capacity to replicate the knowledge within the Forum Draw up the program and methodology to be used for the training Hire experts Invite participants selected from the Forums with the support of the Department of Community Participation of the Ministry of Security of the Province of Buenos Aires</p>	<p>Number and quality of participants trained Evaluations of training activities</p>	<p>Mechanisms for community participation strengthened as a new democratic model for constructing security</p>

	need for permanent training for the community participation mechanisms, to ensure they are effective and prevent political or police manipulation.		prevent violence.				
<p>International Seminar “Democracy, Security and Human Rights”</p> <p>Objective: To reinforce the management of security, from the perspective of democracy and human rights, in Buenos Aires, Argentina</p>	<p>The International Seminar will be of a high political and academic level. The topics that will be presented and discussed include: the challenges of security in the 21st century; drug trafficking, terrorism and trafficking in people; the risks posed by the participation of the Armed Forces in citizen security; policing and human rights; and civil society participation in designing and implementing security plans and policies.</p>	<p>This International Seminar will held in March 2005. The specialists and political authorities in charge of security will propose the core elements of citizen security plans drafted and implemented with full respect from human rights, within the democratic framework. It will bring together the authorities in charge of security at the national level, lawmakers (including provincial legislators), representatives of the Judicial Branch, police officers and representatives of civil society organizations. Specialists from different countries in the hemisphere and national experts will give lectures and take part in panel discussions on issues involved in security, facilitating debate and the participation of the different sectors.</p>	<p>At present, there is disagreement as to what the priorities of citizen security policies should be, and this is one of the biggest obstacles to their successful implementation. The authorities and the different opinion groups are very polarized regarding respect for human rights and ways of controlling crime and violence. Those who advocate democratic citizen security based on constitutional principles affirm that no policy to control crime can be implemented without full respect for human rights. Other sectors believe that such policies have facilitated an increase in crimes and the protection of criminals. In Argentina, the democratic strategies promoted by the political authorities have been met with strong opposition from sectors that want to see an authoritarian response to the growing insecurity. A high-level</p>	<p>This activity is being coordinated by the IIHR’s Security Program. It will work with various institutions with which agreement has already been reached concerning the objectives, the profile of participants and other aspects of the seminar, such as the National Security Ministry, the Security Ministry of the Province of Buenos Aires, the Ombudsman’s Office, the Legal and Social Studies Center (CELS) and the University of La Plata. Naturally, the work involved in this activity will be coordinated with USAID.</p>	<p>Coordinate with the institutions involved to decide the program and the participants to be invited Select lecturers and panel members Deal with logistical and organizational matters</p>	<p>Representatives of the State and civil society will take part in the activity who exert influence in security processes Proceedings of the Seminar containing the lectures and discussions</p>	<p>Institutions and civil society better equipped to participate in the design and implementation of security plans and policies, based on agreement as to the kind of security that society wishes to achieve and how to set about achieving it</p>

			seminar will make it possible to establish the parameters for comprehensive security policies as citizen security policies.				
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B.2. PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA

The Final Goal of the Project *Strengthening the Ombudsman in Latin America* continues to be “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.”

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

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. These rights must be enforceable for all members of society, including the sectors that suffer the most discrimination, such as women and indigenous peoples.

Input from several disciplines is required. In addition to legal experts, social scientists and economists need to contribute, to provide men and women with 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.

In Peru, the project will reinforce the technical and political capabilities of the ombudsman’s office for human rights promotion, education and protection, with emphasis on economic, social and cultural rights. In Bolivia, technical support will equip the ombudsman’s office with tools for protecting the human rights of women and indigenous peoples, and the role it is often called upon to perform as a mediator will be strengthened.

In 2005, the project will work with the ombudsman’s offices of Bolivia and Peru because they are institutions that have reached a solid level of institutional development. They can be consolidated further by developing training methodologies on important issues that could subsequently be used by their counterparts in other countries.

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

PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA
 2005 WORK PLAN

FINAL GOAL: 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

PERFORMANCE INDICATOR: Increase in the number of ombudsman's offices in Latin America, as a mechanism for protecting human rights and denouncing violations

Annual Goal: To support the consolidation of recently created ombudsman offices and any others that may need it							
ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Consolidation of the Office of the Ombudsman in Bolivia</p> <p>Objective: To support the consolidation of the Office of the Ombudsman in Bolivia</p>	<p>A training activity will be carried out to consolidate the institution by means of technical support. The training will be targeted at the Ombudsman's staff, both in the capital and in the provinces. They will be provided with tools for the protection of the human rights of women and indigenous peoples, and the ombudsman's role as a mediator will be strengthened. Horizontal cooperation will be sought to tap the experience of other ombudsman's offices, such as those in Peru, Costa Rica and Colombia. They have broad knowledge and experience in this area.</p>	<p>The training is targeted at the Ombudsman's staff in Bolivia, both in the capital and in the provinces. The activity will take place in La Paz, Bolivia, tentatively in April 2005.</p>	<p>The ombudsman's office in 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 the public administration. The current Ombudsman is Waldo Albarracin, 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 have discussed with the Ombudsman the idea of supporting women's rights during this mission.</p>	<p>The IIHR is in charge of the activity and will work with the ombudsman's office in Bolivia. The local USAID office will also be invited to discuss the role that the ombudsman's office has played and should play, including strategies for incorporating a gender approach, and the ombudsman's role as a mediator in national conflicts.</p>	<p>Negotiate with the Ombudsman of Bolivia Study the way in which currently endeavors to protect the rights of indigenous peoples and women, and the role it performs as a mediator Design the content and methodology for the activity Prepare specialized material for the activity Organize the training process</p>	<p>Staff of the ombudsman's office in Bolivia trained in topics related to the rights of women and indigenous peoples, and as the ombudsman's role as a mediator</p>	<p>Progress made in consolidating the ombudsman's office in Bolivia, as a body with constitutional status responsible for promoting human rights The ombudsman's office in Paraguay is better equipped to meet the needs of its clients</p>

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Support for the Office of the Ombudsman in Peru</p> <p>Objective: To strengthen the technical and political capabilities of the ombudsman's office in Peru in regard to human rights promotion, education and protection, with emphasis on economic, social and cultural rights</p>	<p>A national meeting will be held with the staff of the ombudsman's office in Peru, from both the capital and the interior, on the development of doctrine and international norms governing economic, social and cultural rights; the universal and inter-American human rights protection systems (regulatory, institutional, procedural aspects, and jurisprudence related to ESCR), and the enforceability of ESCR and the role of the Ombudsman. Three specialists in ESCR will take part, plus an IIHR official who will give a presentation on the incorporation of international law into domestic law.</p>	<p>The meeting will be targeted at the staff of the ombudsman's office in Peru, from both the capital and the interior. This activity will take place in Lima during the first half of 2005, tentatively in April.</p>	<p>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 provide men and women with 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.</p>	<p>The IIHR is in charge of the activity and will work with the ombudsman's office in Peru. The local USAID office will also be invited to take part in the analysis of the role that the ombudsman's office has played, and should play, including strategies for defending ESCR effectively.</p>	<p>Negotiate with the ombudsman's office of Peru The representative of the local USAID office will be invited to take part in the different stages of the implementation of this component described below. Design content and methodology for the activity Organize the training process Prepare specialized material Invite the staff of Peru's ombudsman's office to take part in the meeting</p>	<p>International human rights law incorporated into the resolutions of the ombudsman's office and the judgments of Peru's courts Staff of the ombudsman's office trained in ESCR.</p>	<p>International human rights law incorporated into more resolutions and judgments Staff of Peru's ombudsman's office are more knowledgeable and thus able to handle cases better</p>

SCHEDULE FOR 2005 – PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA

ACTIVITIES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Consolidation of the Office of the Ombudsman in Bolivia												
Support for the Office of the Ombudsman in Peru												

B.3 PROJECT: EARLY WARNING AND RAPID RESPONSE SYSTEM

Originally, the 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 that arise because of the changing conditions. 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 that would conclude in 2003. 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. These funds were not used for any activity during 2004.

For the reasons already mentioned, the strategic objective (final goal) of this annual work plan for 2005 is different from the one originally established in the general agreement, and more consistent with a rapid response project.

If at some point USAID and the IIHR agree that a country or situation warrants a "rapid response" action, a specific work plan will be drawn up setting out the activities to be implemented, the objectives, the schedule, the places where implementation will take place, the beneficiaries and the budget.

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

PROJECT: EARLY WARNING AND RAPID RESPONSE SYSTEM

2005 WORK PLAN

FINAL GOAL: To provide a technical and academic response, from a human rights perspective, to unexpected situations that arise in the region that pose a threat to democratic governance and the effective exercise of human rights, when USAID and IIHR agree it is necessary

PERFORMANCE INDICATOR: State institutions and civil society networks better equipped to detect and respond to institutional weaknesses that pose a threat to human rights and democratic governance

Annual Goal 1: To provide a technical and academic response, from a human rights perspective, to unforeseen situations that require urgent action because they pose a threat to the rule of law and democratic governance, in a country and a situation where USAID and IIHR agree it is necessary

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Short-term specialized assistance</p> <p>Objective: To provide technical assistance, from a human rights perspective, to state institutions and civil society organizations that play a key role in crises where democracy or governability is at risk in a specific country</p>	<p>USAID or the IIHR will identify a country where a specific situation calls for an immediate technical response by the Institute. If USAID and the IIHR agree that the assistance is warranted, USAID will authorize the IIHR to take action as a component of this project.</p>	<p>The IIHR will draft a work plan for the country identified where USAID and IIHR agree action is warranted, targeted at and/or incorporating the strategically important stakeholders and state and civil institutions. They may be strategically important because they exercise leadership in the situation or because they are vulnerable. 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.</p>	<p>The situation in the Americas is changeable and in recent years scenarios have arisen that posed a real threat to democracies and, therefore, to the effective exercise of human rights. Argentina, Venezuela, Guatemala, Colombia and Bolivia are some cases in point. In some instances, the situations were extreme and unforeseeable, and immediate action was needed to prevent or minimize the consequences, which posed a threat to human rights and democratic governance. Therefore, it is most important that the necessary financial and political resources be available, so that action can be taken in line with the priorities of both USAID and the IIHR. 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 state agencies and non-governmental organizations, and to act as a mediator. This mode of work makes it possible to achieve objectives in the short term, which is essential in the case of the "urgently needed" actions proposed under this project. The results of the first stage of this</p>	<p>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.</p>	<p>Identify a country and situation that warrant a rapid, human-rights based technical response Reach agreement with USAID-Washington, which authorizes the action Draft a work plan</p>	<p>A rapid response plan of action implemented in a specific country, to minimize threats to the effective exercise of human rights</p>	<p>Threat to the effective exercise of human rights reduced following implementation of a rapid response plan of action in a specific country</p>

			project (Guatemala, September-December 2003) confirm this.				
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C. DEMOCRATIZATION OF POLITICAL PARTIES

C.1. Project: Strengthening Electoral Institutions

Following a period of intense electoral activity in 2003 and 2004, the number of national elections scheduled for 2005 is much smaller. As things stand, presidential elections will be held only in Honduras (November 2005) and in Chile (December 2005). Next year, therefore, the IIHR-CAPEL will have an opportunity to properly evaluate the development of technical cooperation via the Electoral Network and prepare for the activities of the electoral bodies. It will also be able to focus on the efforts to strengthen political parties, which span both projects (Strengthening Electoral Institutions and Equal Representation and Political Party Reform).

To take another step toward its strategic goal of “increasing the independence and technical capabilities of the electoral bodies so they can conduct efficient and transparent electoral processes,” in 2005 the IIHR-CAPEL plans to carry out the following activities, which complement each other:

- a) Expand the scope of the Electoral Network of the Americas to new areas, by means of virtual electronic communication on political and electoral issues of national and regional importance. Two electronic forums will be held on mechanisms for the inclusion of sectors or communities that are underrepresented in political parties and electoral jurisprudence on the internal democratization of political parties.
According to the schedule and the letter in which the IIHR requested permission to make certain modifications, the electronic forum on the Control of Campaign Financing will be reprogrammed for the first half of 2005.
- b) Organize the conferences of the Association of Electoral Organizations of Central America and the Caribbean, Tikal Protocol (provisionally scheduled for May-June 2005, in Guatemala); and the Association of Electoral Organizations of South America, Quito Protocol (provisionally scheduled for April 2005, in Paraguay). The topics discussed at the conferences will help the electoral bodies update their work programs (role of electoral bodies in controlling campaign financing and their impact on electoral democracy, with emphasis on the role of the associations of electoral organizations).
- c) Carry out exploratory missions, planned several months in advance, to study the feasibility of local or technical assistance projects: Chile (June 2005) and Peru (provisionally, October 2005, related to the electoral process scheduled for 2006).
- d) Conduct horizontal cooperation missions to evaluate the final phase of the respective electoral processes and issue technical recommendations for future modifications in Honduras (November 2005) and Chile (December 2005).¹
- e) Hold a workshop of experts and political leaders to expand the scope of previous research on the democratization of political parties in Mexico (February 2005).

With this combination of elements, the IIHR-CAPEL will meet the needs of the electoral bodies as a whole. It will assist those that will be organizing elections over the course of the year, and lay the groundwork for local projects and actions with political parties and for the electoral processes in 2006.

¹ As can be seen from the attached Electoral Schedule, other countries will be holding elections, but they will not involve horizontal cooperation under the umbrella of the Electoral Network: Haiti is not a member, Canada does not receive cooperation and Venezuela has yet to determine the regulatory and institutional framework of this process.

**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

PROJECT: STRENGTHENING ELECTORAL INSTITUTIONS

2005 WORK PLAN

FINAL GOAL: To make electoral organizations more independent and enhance their technical capabilities, so they can conduct efficient and transparent electoral processes

PERFORMANCE INDICATOR: The members of the Inter-American Electoral Network have enhanced technical capabilities and more knowledge

Annual Goal 1: To consolidate the activities of the Inter-American Electoral Network aimed at strengthening the electoral bodies involved							
ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Inter-American Electoral Network</p> <p>Objective: To continue administering the network of networks of electoral bodies that are members of the different associations</p>	<p>Operating via the IIHR-CAPEL web page, the network of networks will permit the electoral bodies to contribute information such as the current political and electoral legislation in each country, and details of the senior management of electoral bodies. In its capacity as the Executive Secretariat, the IIHR-CAPEL affords electronic access to the articles of association and formal agreements of the Associations, the UNIORE newsletters and online publications, etc. This network also provides virtual communication tools such as the Electronic Forums and the International Electoral News Service (SINE), run</p>	<p>This activity will involve the members of UNIORE, civil society organizations involved in electoral issues (Lima Agreement), academics and members of political parties. This activity is carried out year-round.</p> <p>Three electronic forums will be held, open to all the members of the Electoral Network, on the following subjects: a) <i>Control of campaign financing</i> (rescheduled from 2004 for the first half of 2005); b) <i>Mechanisms for the inclusion of sectors or communities underrepresented in political parties</i> (first half 2005); c) <i>Contributions from electoral jurisprudence on the</i></p>	<p>This network is the result of a process of systematizing information, stemming from the IIHR-CAPEL's work as the Executive Secretariat of the different associations: 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), an umbrella organization of the other two associations plus the electoral bodies of Canada, the United States and Mexico.</p>	<p>The IIHR-CAPEL team of specialists, in coordination with the associations of electoral bodies and the Electoral Tribunal of Panama (SINE) Communication and contact with local USAID missions, to keep them informed or identify possible joint efforts</p>	<p>Update the election calendar, the directory of electoral bodies and the formal agreements of the associations</p> <p>The IIHR-CAPEL will continuously disseminate institutional news and news from the SINE-Panama</p> <p>Invite people to take part in electronic forums</p>	<p>Up-to-date information on the election calendar for 2005</p> <p>Directory of electoral bodies updated through 2005</p> <p>Formal agreements of the associations in 2005</p> <p>Electoral news in 2005</p> <p>Up-to-date electoral legislation</p> <p>At least three electronic forums on issues highlighted</p>	<p>Network of electoral bodies in the region expanded and strengthened</p> <p>More documentation and comparative experiences, as input for the work of the associations and research projects</p> <p>Electoral bodies and members of the electoral network in general have more up-to-date knowledge</p> <p>Easier access to up-to-date political and electoral information</p>

	by the Electoral Tribunal of Panama and disseminated widely via email.	<i>internal democratization of political parties</i> (second half 2005).						
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ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Tikal Protocol</p> <p>Objectives: To encourage dialogue among the electoral bodies of Central America and the Caribbean</p> <p>To keep senior electoral officials in Central America and the Caribbean abreast of developments with respect to the Inter-American Electoral Network</p>	<p>The Executive Secretariat will convene the Nineteenth Conference of the Association of Electoral Organizations of Central America and the Caribbean (Tikal Protocol). The Executive Secretariat suggests as the theme of the conference <i>The role of electoral organizations and their impact on electoral democracy, with emphasis on the impact of the associations of electoral organizations.</i> The host electoral body and the Executive Secretariat (IIHR-CAPEL) will decide on the theme of the conference together</p>	<p>This conference will be held in Guatemala (to be confirmed), co-sponsored by the Supreme Electoral Tribunal (TSE) of Guatemala, tentatively in May or June 2005. Agreement on the date has yet to be reached with the TSE. A total of 22 delegates from the electoral bodies of Central America and the Caribbean are expected to attend, plus 5 people from the Executive Secretariat (IIHR-CAPEL) and 4 experts on the theme of the conference (speakers).</p>	<p>Before it begins organizing the meetings of this association, the IIHR-CAPEL enters into negotiations with the host organization on the financing of the event. The host covers a large part of the costs, though the specifics vary depending on the country and electoral body involved. The basic philosophy, however, is one of shared responsibility. The theme of the conference is also decided during these negotiations. On this occasion, the conference coincides with the fifteenth anniversary of the creation of the Tikal Protocol. It is therefore felt appropriate that the conference be held in Guatemala, and that the theme be <i>The role of electoral organizations and their impact on electoral democracy, with emphasis on the impact of the associations of electoral organizations.</i></p>	<p>The IIHR-CAPEL, in coordination with the Supreme Electoral Tribunal of Guatemala Communication and contact with the local USAID mission, to keep it informed</p>	<p>Set the date and determine the theme of the conference. Reach agreement on the division of responsibilities (host electoral organization and IIHR-CAPEL). Communicate with and issue notice of meeting to members of the Association Select speakers-experts Draft report of the Executive Secretariat and coordinate the presentation of national reports</p>	<p>Updated assessments of all the Central American and Caribbean countries that belong to the Tikal Protocol, regarding the issues dealt with at the conference New senior officials of electoral bodies know how to use the Inter-American Network, with emphasis on the Tikal Protocol Twenty-two delegates from Central American and Caribbean electoral organizations well-informed about the issues addressed</p>	<p>The electoral bodies have more specialized technical knowledge about the subject matter of the conference Progress made in updating the work program of the Association of Electoral Bodies of the Tikal Protocol More and stronger alliances of electoral bodies for joint activities on technical electoral matters Work program of the electoral bodies updated as a result of the formal agreements adopted at the conference Increase in the number of active members of the Association</p>

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Quito Protocol</p> <p>Objectives: To encourage dialogue among the South American electoral bodies To keep senior South American electoral officials abreast of developments with respect to the Inter-American Electoral Network</p>	<p>The Secretariat will convene the Eleventh Conference of the Association of Electoral Organizations of South America (Quito Protocol). The theme proposed for this conference is <i>Control of campaign financing by electoral bodies</i>. This would cover fields such as controls, the organization of accounting groups, relations with political parties and the analysis of experiences vis-à-vis good practices. This issue was proposed as a ramification of the cost of elections, which was discussed at the last conference.</p>	<p>This conference will be held in Paraguay, co-sponsored by the Higher Court of Electoral Justice (TSJE), in April 2005 (the exact date has yet to be decided). Some 20 delegates from the Quito Protocol are expected to attend, plus 4 people from the Executive Secretariat (IIHR-CAPEL) and 4 experts on the subject matter (speakers).</p>	<p>Before it begins organizing these conferences, the IIHR-CAPEL enters into negotiations with the host organization on the financing of the event (in this case, the TSJE). The host covers a large part of the costs, though the specifics vary depending on the country and electoral body involved. The basic philosophy, however, is one of shared responsibility. The theme of the conference is also decided during these negotiations. In this case, the IIHR-CAPEL is proposing that the theme be the control of campaign financing by electoral bodies. The TSJE will have the last word. The meetings of electoral bodies serve a twofold purpose: to determine policies and establish the orientation of the Association's work; and to discuss and update the agenda for advancing democracy in the region.</p>	<p>The IIHR-CAPEL, in coordination with the TSJE of Paraguay Contact with the local USAID mission, to keep it informed</p>	<p>Set the date for the conference Reach agreement on division of responsibilities (IIHR-CAPEL and the TSJE of Paraguay) Communicate with and issue notice of meeting to members of the Association Select speakers-experts Draft the Executive Secretariat's report</p>	<p>Formal agreements adopted at the conference Systematized information about the control of campaign financing by electoral bodies Updated assessments on the following topics: a. Mechanisms for controlling campaign financing; and, b. Control and accountability efforts undertaken by public institutions, political parties and civil society, in the different countries represented in the Association. At least twenty delegates well-informed about the subject</p>	<p>The electoral bodies have more specialized technical knowledge about ways of controlling campaign financing. Progress in updating the Association's work program More and stronger alliances of electoral bodies for joint activities on technical electoral matters Work program of the Association updated as a result of the decisions taken at the conference</p>

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Newsletters of the Inter-American Union of Electoral Organizations (UNIORE)</p> <p>Objectives: To continue keeping the members of the Inter-American Electoral Network abreast of the most important political and electoral developments in the Americas To disseminate information about activities related to the associations of electoral bodies</p>	<p>The monthly newsletters are distributed electronically and posted on the IIHR-CAPEL's specialized section, the IIHR website and the SINE (Panama). These newsletters 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.</p>	<p>The newsletters circulate among the members of UNIORE, civil society organizations involved in electoral issues, particularly those of the Lima Agreement, and certain organizations belonging to the Inter-American Network for Democracy (RID); and among academics, members of political parties, donors and local USAID missions. These newsletters circulate year-round, every 1-2 months, depending on the amount of information received. English-language versions are also distributed as soon as they can be translated. An IIHR-CAPEL official will coordinate the newsletters.</p>	<p>Produced in response to reiterated requests from the electoral bodies for an expeditious means of disseminating information about important electoral developments in the western hemisphere, these newsletters have helped keep the target population informed of important matters related to political rights in the Americas. The newsletters, the web page and the electoral news updates make up a complex strategy for providing information on a permanent basis. They are a means of ensuring a rapid flow of information.</p>	<p>The IIHR-CAPEL, in coordination with the members of UNIORE The information contained in the UNIORE newsletters is shared with USAID/Washington and local USAID offices.</p>	<p>Gather information Request articles from professionals specializing in subjects of interest to the members Edit the material Design and produce the publication Post newsletters on CAPEL's specialized section of the IIHR website and on the SINE-Panama Translate them into English</p>	<p>Monthly electronic newsletters in Spanish posted on the SINE and CAPEL's specialized section of the IIHR website (www.iidh.ed.cr/comunidades/redelectoral) . Electronic newsletters in English available on the website Members of the Network aware of political and electoral developments in the Americas</p>	<p>Electoral information disseminated more widely in the hemisphere 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</p>

Annual Goal 2: Institution building of selected electoral bodies and those engaged in electoral and political reform processes in 2005. (See attached Election Calendar for 2005)

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Horizontal Cooperation Missions</p> <p>Objective: To share and transfer know-how and experiences among electoral bodies</p>	<p>The IIHR-CAPEL promotes and facilitates these horizontal cooperation missions as a way of providing short-term support or sustained technical cooperation at the bilateral or multilateral levels. The technical missions begin four days prior to the voting and end one day after it, to allow the members to evaluate election day. The aim is to observe the voting carefully and make recommendations about how electoral processes could be improved in the host country. During the mission, the members gather as much information as possible from representatives of different political stakeholders involved in the process; and from civil society organizations and governmental and electoral authorities. The first step in the process is to ask the host organization to invite its colleagues to observe a specific electoral process or event.</p>	<p>These missions are targeted at the members of the associations of electoral bodies and the Inter-American Electoral Network. They will be carried out in HONDURAS (General elections, 27 November 2005) and CHILE (presidential election, 11 December 2005). These missions will be organized according to the situation of each electoral body: self-financed, partially financed or without financing, in which case each electoral body will defray its own expenses. The IIHR/CAPEL will finance 1 or 2 officials per mission.</p>	<p>These technical observation missions facilitate learning and the transfer of expertise in specific situations among the members of the associations. They serve a twofold purpose: to monitor the effective application of the basic international rules governing political rights in a specific election; and to assess the need for possible technical assistance programs that could bolster the political system.</p>	<p>The IIHR-CAPEL, in coordination with senior electoral officials of the selected countries (members of the Inter-American Electoral Network) Local USAID missions</p>	<p>Request from the host organization and recommendation from local USAID mission Invite members of the Inter-American Network to take part in the mission Identify priority areas Design the work program</p>	<p>Two sets of recommendations, from horizontal cooperation missions to Honduras (1 mission) and Chile (1 mission)</p>	<p>Modification of electoral legislation or practices as a result of the implementation of recommendations or lessons learned from the missions The members of the Inter-American Electoral Network have more comparative knowledge of electoral legislation and practices</p>

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Exploratory Missions</p> <p>Objectives: To keep up-to-date the table of technical electoral needs of members of the Inter-American Electoral Network To identify areas in which assistance is needed to enhance the technical capabilities of the electoral bodies</p>	<p>In situ visits to countries that require missions of this kind. A team comprising IIHR-CAPEL staff or external consultants visits a country identified as being a priority, either because elections are imminent or because an electoral or institutional reform process is under way. The mission meets with the respective organization, its technical staff and the local USAID mission (and, possibly, other international cooperation agencies) to determine the needs and the feasibility of providing technical assistance and securing the resources needed for a cooperation activity in the medium or long-term.</p>	<p>These missions are targeted at the electoral bodies of the following countries: Chile: technical assistance (June 2005); Peru: technical assistance for general elections in April 2006 (October, date to be decided). These missions will be carried out by an IIHR/CAPEL official and a specialized consultant.</p>	<p>In its capacity as the Executive Secretariat of the associations of electoral bodies, the IIHR-CAPEL provides short-term technical assistance to electoral bodies that request it and helps compile information on technical matters in areas that the mission decides need to be changed or improved. During these visits, CAPEL discusses priorities for work, assesses possible areas for technical assistance on topical issues or needs, and maintains close contact with local USAID missions (when projects they are funding are involved).</p>	<p>Center for Electoral Promotion and Assistance (IIHR-CAPEL) Electoral bodies and local USAID missions</p>	<p>Formal requests, if they have not yet been made Set up the respective teams for exploratory missions Review the assessment of needs Communicate and coordinate with electoral bodies and local USAID missions, to decide dates and areas of interest</p>	<p>Two status reports on electoral technical assistance needs and opportunities in Chile and Peru Agreement for the IIHR-CAPEL to implement at least one technical assistance project on electoral matters</p>	<p>Information about technical needs in the electoral field updated Progress in identifying areas for technical assistance</p>

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Workshop on political parties in Mexico</p> <p>Objective: To position and validate a comprehensive proposal on ways to strengthen political parties in Mexico. The proposal will be produced by the political stakeholders and other entities working in the area of political parties. It will establish the priorities and work methods, based on the actual situation and the possibilities of the political groupings themselves in that country</p>	<p>A baseline document prepared by the IIHR-CAPEL (which will be distributed before the event). It will set out the main questions and problems regarding institutionalization, democratization and transparency in the country's political parties.</p> <p>This will be complemented with information from the systematization of the findings of the research on the internal democratization of parties in several Latin American countries, which will be a key input for the discussions during the workshop.</p> <p><i>Institutionalization, Internal Democratization and Transparency</i> will be the three core topics discussed, to lay the groundwork for a work program to strengthen political parties in Mexico. The discussions will conclude with a session to set priorities and determine the possibilities of implementing each of the lines of action suggested. The IIHR-CAPEL will prepare the summary and then prepare and distribute the resulting documents.</p>	<p>The workshop will be a two-day meeting, with the following characteristics: It will take place in Mexico City in February (date to be decided).</p> <p>The participants will be a group of around 40 people drawn from political parties and civil society organizations that exert influence over political processes, academia and institutions directly involved in research on the organization and operation of parties.</p> <p>Representatives will also be invited from international organizations and institutions interested in strengthening political parties in Latin America.</p>	<p>Thanks to the findings of the research on the strengthening of political parties (Central America/PRODECA, studies in Bolivia, Chile and Dominican Republic), the IIHR-CAPEL is in a position to contribute analysis and concrete proposals for further progress on this issue, which is key to the stability of democratic systems in the Americas. The party system is in crisis and ideas are needed on how to tackle the skepticism and mistrust with which the activities of parties are viewed by most people in this hemisphere.</p> <p>The IIHR-CAPEL held a workshop in March 2004 to determine work priorities in the Andean Region, in Santiago, Chile. The key topics were institutionalization, democratization and transparency in political parties, with special emphasis on their permanence and professionalization, the redesign of structures and mechanisms to ensure representativeness and the management of financial resources and accountability, respectively.</p>	<p>The IIHR/CAPEL team of specialists and the electoral bodies of Mexico: the Federal Electoral Institute and the Electoral Tribunal of the Judicial Branch of the Federation of Mexico Communication with local USAID mission</p>	<p>Meet with Mexican counterparts Set the date for the workshop Invite the participants Design and disseminate the material for the workshop Systematize results of the workshop</p>	<p>A concrete program of lines of action that could be implemented, based on the work of the IIHR-CAPEL and other bodies (both within and external to political parties), in accordance with the respective mandates, as a short- and medium-term action plan (2003-2005) Comparative analysis of the results of the workshops in the Andean region (workshop in Chile) and the Central American and Caribbean region (workshop in Costa Rica)</p>	<p>Political parties more familiar with the issues involved in their own internal democratization</p> <p>Stronger links between political parties and electoral bodies</p>

	<p>Although the workshop is designed mainly to enable party representatives to share ideas and set priorities for an agenda to strengthen political parties in Mexico, the work program will provide opportunities for other participants to interact with the delegates and even work on alternative proposals for strengthening the parties.</p>		<p>The results of the workshop were highly satisfactory and a document was produced containing conclusions and a draft work plan, which is not limited to the Andean Region but could be used for related discussions elsewhere in the Americas.</p> <p>A new workshop is scheduled for November 2004, in Central America, which will use the research findings and the conclusions of Santiago, Chile as initial input for the discussions and will establish work priorities in this area, which the IIHR-CAPEL regards as urgent to strengthen the democratic system in the Americas. This same strategy will be used for the workshop in Mexico.</p>				
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ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Technical Assistance to Honduras</p> <p>Objectives: To provide support to the TSE-Honduras, the electoral committees of the political parties, journalists who cover these issues and the citizenry in general, on the implementation of electoral reforms, voter education and the monitoring of electoral processes</p>	<p>The specialized technical assistance will be provided to the TSE-Honduras and the Federation of Development Organizations of Honduras (FOPRIDE), through advisers in educational matters and in the design and implementation of election schedules.</p>	<p>The project consists of providing specialized assistance to the TSE-Honduras and the Federation of Development Organizations of Honduras (FOPRIDE) in the fields of:</p> <ul style="list-style-type: none"> - electoral organization - training - citizen education <p>This activity will be carried out between January and December 2005, provided the resources are available to cover the costs involved. The specific advisers will be identified based on their availability and areas of specialization, assuming that experiences like those of Costa Rica, Mexico, Peru and Uruguay can be adapted for this purpose. Each component of the technical assistance will be based on an evaluation of what has gone before and the planning of what still remains to be done.</p>	<p>The comprehensive reform under way in Honduras involves changes in the voting procedures, in the makeup of the TSE and its responsibilities, and in the election of deputies. Therefore, it is advisable to support the development of at least two components of the new electoral process:</p> <ul style="list-style-type: none"> - Civic education (with participation of the NGO FOPRIDE) - Advisory assistance to the TSE on the implementation of the schedule, with emphasis on training <p>The IIHR-CAPEL has collaborated on other occasions and will provide horizontal cooperation, with input from electoral officials.</p>	<p>The IIHR-CAPEL team of specialists and specific advisers under each component</p> <p>Communication and contact with local USAID missions, to keep them informed and coordinate efforts</p>	<p>Visits to Honduras by the team of specialists</p> <p>Meetings with personnel of the TSE/Honduras</p> <p>Coordination with FOPRIDE</p> <p>Design of the national education plan</p> <p>Design of the election schedule</p> <p>Training sessions</p> <p>Follow-up visits to the TSE/Honduras</p>	<p>National Voter Education Plan, taking into account the modifications to the system introduced by the electoral reform</p> <p>Detailed election schedule, to guide the electoral process</p> <p>Reports on visits and meetings</p>	<p>The NGO FOPRIDE trained to implement the National Voter Education Plan</p> <p>TSE-Honduras officials updated on the election schedule to be used to guide the electoral process</p>

SCHEDULE 2005 – PROJECT: STRENGTHENING ELECTORAL INSTITUTIONS

ACTIVITIES	COUNTRY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
19th Tikal Protocol	Guatemala (date to be decided)												
11th Quito Protocol	Paraguay (date to be decided; rescheduled from 2004)												
UNIORE Newsletters	Costa Rica												
Electoral Network of the Americas	Costa Rica												
Electronic forum on control of campaign spending	Costa Rica (rescheduled from 2004)												
Electronic forum on inclusion mechanisms	Costa Rica												
Electronic forum on contributions of electoral jurisprudence on democratization of parties	Costa Rica												
Horizontal Cooperation Missions	Chile												
Horizontal Cooperation Missions	Honduras												
Exploratory Mission	Chile												
Exploratory Mission	Peru												
Workshop on political parties	Mexico												
Technical assistance to ST-Honduras	Honduras												

C.2. Project: Equal Representation and Political Party Reform

In 2005, this component will move from research to action. The team will use the results of the study carried out in 2003 and 2004 in Bolivia, Chile and Dominican Republic, complemented with other IIHR-CAPEL research on political parties, to draft a Strategic Plan aimed at strengthening political parties in Latin America and the Caribbean. National pilot projects will be under way by the end of the year.

This process has also benefited from the workshops held in 2004 in Santiago, Chile, for the Andean Region (March), and in San Jose, Costa Rica, for Central America and the Dominican Republic (November), under the project to strengthen electoral bodies.

The two-day meeting planned for San Jose, Costa Rica, in June 2004 could not be held, mainly because electoral processes had either just ended or were ongoing in the three countries selected (Bolivia, Chile and Dominican Republic). The attention of these important democratic institutions was therefore firmly focused on the elections. The reports on the general research have still not been completed, so the conceptual framework for the workshops is still being fine-tuned. The conceptual underpinnings and main findings of the research will be validated at this meeting. The meeting has been rescheduled for March 2005.

Based on these inputs, the IIHR-CAPEL has selected the topics of *institutionalization*, *democratization* and *transparency*, and has theoretical models supported by empirical data for promoting democratization and transparency in political parties without undermining their institutional structure.

To advance toward its strategic goal of enhancing the capacity of formal representation systems, with special emphasis on the strengthening, democratization and transparency of political parties, in order to promote equal citizen participation and representation, the IIHR-CAPEL plans to implement the following projects, which complement one other, in 2005:

Preparation of a strategic plan by means of a meeting of experts, to develop the IIHR-CAPEL's strategy for strengthening political parties

Specialized studies on transparency, institutionalization and democratization

Creation and implementation of a cyber center for specialized information and communication on the subject of political parties

Workshop on campaign reform in Chile, to evaluate the strengths and weaknesses of current financing rules, with a view to amending or consolidating them for the December 2005 presidential elections.

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

PROJECT: EQUAL REPRESENTATION AND POLITICAL PARTY REFORM

2005 WORK PLAN

FINAL GOAL: To enhance the capacity of formal representation systems, with special emphasis on the strengthening, democratization and transparency of political parties, in order to promote equal citizen participation and representation

PERFORMANCE INDICATOR: More proposals for the internal democratization of political parties based on comparative experiences

Annual Goal: Implementation of national pilot projects, with their respective academic backup, in at least 1 country in the region, that could be replicated in other countries, based on the development of a Strategic Plan for the strengthening, democratization and transparency of political parties							
ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Develop and disseminate concrete proposals for advancing the internal democratization of political parties</p> <p>Objective: To draft and disseminate proposals for advancing the internal democratization of political parties in the countries selected (Chile, Bolivia and Dominican Republic) and Costa Rica.</p>	<p>The IIHR-CAPEL team of specialists, assisted by specialized consultants, will convert the conclusions of the findings and national feedback meetings obtained in 2003 and 2004 into proposals and models for advancing the internal democratization of political parties. Prior to that, the project will have held a working meeting with representatives of electoral bodies, civil society organizations and political stakeholders from the countries studied (Bolivia, Chile and Dominican Republic), and the country where the IIHR has its headquarters (Costa Rica), to determine the existence and possible usefulness of these proposals. A printed publication, its equivalent on CD-Rom and CAPEL's web page will be used to ensure that the results reach a wider audience.</p>	<p>A two-day working meeting will be held in March 2005 with 20 participants from Bolivia, Chile and Dominican Republic and the country where the IIHR has its headquarters (Costa Rica).</p>	<p>The results compiled, systematized, validated and presented will be used to identify problems, gaps and good practices in the democratic life of the political parties of the countries selected. At the inter-American level, no systematized information is available of the kind proposed for this component. This will be very useful for the approaches related to the status of democracy in the Americas or the different subregions; and for the electoral bodies or other public or civil society organizations to promote electoral reform or the reform of the political party system in their respective countries. Another comparative advantage of the fact that this component will be implemented by the IIHR-CAPEL and its network of collaborators and counterparts is that a multiplier effect will be achieved via the communication and promotion mechanisms of the Inter-American Electoral Network.</p>	<p>The IIHR-CAPEL team of specialists, in collaboration with national counterparts from electoral bodies, civil society organizations and political parties. The findings will be shared with local USAID missions, which will contribute their opinions regarding the conditions and aspects that should be taken into consideration in implementing the meeting planned for March 2005.</p>	<p>Convert the systematization of national practices and validations into models and recommendations that could be used to democratize political parties. Publish a summary document in printed and electronic form. Identify suitable multiplier agents in the countries selected. Convene a working meeting.</p>	<p>A working meeting with participants from the countries selected. Report on the meeting. Dissemination of the proposals and recommendations: a printed publication, a CD-Rom and CAPEL's web page.</p>	<p>More validated proposals on ways of democratizing political parties in the countries selected. Broadening of the public discussion of proposals for democratizing political parties in the countries selected (Chile, Bolivia and Dominican Republic), plus Costa Rica. Appropriation of the debate by the political parties.</p>

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Preparation of the Strategic Plan (Meeting of Experts and Internal Planning)</p> <p>Objective: Develop a comprehensive strategic plan for the IIHR-CAPEL efforts to strengthen political parties with clearly defined goals, results, procedures, forms of intervention, intermediate steps, countries and priority topics.</p>	<p>A participatory arrangement will be used to develop a comprehensive strategic plan, identifying goals, results, procedures, forms of intervention, intermediate steps, countries and priority topics. The process includes a small meeting of experts in the initial stages, and follow-up by specialized consultants throughout the process.</p>	<p>Based on the findings of prior research, the IIHR-CAPEL, assisted by consultants, will prepare a challenging document that will be submitted a group of 4 experts. The aim is to build on the IIHR-CAPEL's strengths with a view to expanding its efforts to strengthen political parties. The recommendations of this group of experts will be used to draft a 3-5 year strategic plan, specifying each of its critical phases. The Strategic Plan will be prepared between January and June 2005 and will chart the course for the IIHR-CAPEL's activities.</p>	<p>Over the years, the IIHR-CAPEL has gained experience in the field of political parties, studying them as integral part of the democratic system in Latin America. In the last two years, the IIHR-CAPEL has carried out specific research that has laid the groundwork for a program for strengthening political parties. Workshops have already been held to validate this initiative with the political parties themselves. The next step is to convert these proposals into a comprehensive strategic plan that will identify stages, opportunities, sources of financing, etc.</p>	<p>The IIHR-CAPEL's team of specialists, in coordination with 4 experts. Coordination and contact with USAID-Washington.</p>	<p>Prepare working document Invite experts to meeting Systematize results Prepare final report</p>	<p>Comprehensive strategic plan for IIHR-/CAPEL efforts to strengthen political parties, with clearly defined goals, results, procedures, forms of intervention, intermediate steps, countries and priority topics.</p>	<p>IIHR-CAPEL has increased technical capabilities for its strategic efforts to strengthen political parties.</p>

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Pilot Project*</p> <p>Objective: Develop an agenda for strengthening political parties, in Ecuador and Dominican Republic, with legislative, statutory or other types of proposals, by consensus with the political parties, electoral authorities and different sectors of the population</p> <p>* Provisionally, in two countries: Dominican Republic and Ecuador, subject to confirmation once Strategic Plan is completed</p>	<p>At least two countries will be selected to develop an agenda for strengthening political parties that includes a review of the external and internal regulations governing the activities of these political groupings. Visits will be made to update the work with local consultants; workshops will be held to identify proposals; and other sectors of the population will be consulted. Finally, all the actions and instructions set forth in the Strategic Plan will be included.</p>	<p>Based on the priorities identified in the Strategic Plan (see previous section), at least two countries will be selected (these are likely to be Dominican Republic and Ecuador, subject to confirmation once the Strategic Plan is completed), to draw up an agenda for strengthening political parties that includes a review of the external and internal regulations governing the activities of these political groupings. Based on the previous assessments, duly updated, workshops will be held with the political parties themselves to identify ways of strengthening them. Other sectors of the population (NGOs, media, Congress, etc.) will be consulted about the proposals, which will then serve as the basis for national plans to be implemented and financed by other sources. The activities planned will be carried out between September and December 2005.</p>	<p>The real fruits of the IIHR-CAPEL's strategic efforts with regard to political parties will be seen at the national level. Two countries will be selected for the first stage (at this point in time the conditions seem to be more favorable in Ecuador and Dominican Republic but the final decision will be taken based on the specifics of the Strategic Plan). The aim in each country will be to produce a shift toward the strengthening of the political parties, including, but not limited to, a review of current regulations and practices, to determine whether they foster the institutionalization, democratization and transparency of political parties.</p>	<p>The IIHR-CAPEL team of specialists, in coordination with USAID-Washington</p>	<p>Make coordination and follow-up visits to countries selected. Update assessments of each country selected. Implement a workshop in each country. Consult sectors of the population. Systematize results.</p>	<p>Specific agenda for strengthening political parties, in Ecuador and Dominican Republic, with legislative, statutory or other types of proposals, by consensus with the political parties, electoral authorities and different sectors of the population. Reports on Visits. Proceedings of workshops.</p>	<p>Strategic agenda established for strengthening political parties in the countries selected. Consensus and political support for the agenda among political parties, electoral authorities, and various sectors of the population.</p>

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Specialized Studies</p> <p>Objectives: Study specific proposals in the areas of transparency, institutionalization and democratization, in order to systematize and disseminate them.</p>	<p>After identifying experts, and based on the findings of regional and local research, specialized studies will be carried out to compile experiences and proposals in the areas of transparency, institutionalization and democratization. The latter are the thematic foci of the agenda that the IIHR-CAPEL proposes for strengthening political parties. These studies will provide input for local efforts that will be reviewed as new experience is gained at the local level. The studies will be academic and compare the situation in different Latin America countries.</p>	<p>Between June and December 2005, the IIHR-CAPEL will conduct three specialized studies, with the collaboration of experts in each issue - institutionalization, transparency and democratization.</p>	<p>The publication of comparative studies that systematize the findings on each of the issues is an important contribution for the implementation of local actions. Each study lays the groundwork for possible national agendas.</p>	<p>The IIHR-CAPEL team of specialists, in coordination with experts on each issue.</p> <p>Coordination with local USAID offices</p>	<p>Identify and hire experts on each issue</p> <p>Systematize findings of regional and local research.</p> <p>Translate research findings into comparative proposals.</p> <p>Produce and disseminate publications containing comparative studies.</p>	<p>Documents containing analysis, systematization of trends and specific proposals on transparency, institutionalization and democratization</p>	<p>More comparative knowledge of each subject area.</p> <p>More proposals for local or regional actions to strengthen political parties.</p> <p>Stronger underpinnings for possible national agendas.</p>

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Web page</p> <p>Objectives: Create a cyber center for specialized information and communication, to support a network of members of political parties in Latin America.</p>	<p>This will be done via the IIHR-CAPEL web page, creating a network of networks of political parties that contribute information (e.g., current political-electoral legislation in each country; information on the membership of political parties; and reforms, rules, etc). This network will provide virtual communication tools such as electronic forums and the International Electoral News Service (SINE), published by the Electoral Tribunal of Panama and distributed widely via email.</p>	<p>The participants in this activity will be the organizations belonging to UNIORE, civil society organizations involved in electoral issues (Lima Agreement), academics and members of political parties. This activity will be implemented throughout 2005.</p>	<p>The activities related to political parties need to be complemented with the creation of a network that will: a) foster the formation of a network of agents of change within political parties that will operate as a mailing list; b) disseminate experiences and models and facilitate the exchange of proposals vis-à-vis institutionalization, democratization and transparency; c) provide a mechanism for feedback (information for the studies and research carried out at the regional and local levels.</p>	<p>The IIHR-CAPEL team of specialists, in coordination with associations of electoral bodies. Communication and contact with local USAID offices, to keep them informed or identify joint initiatives.</p>	<p>Design Cybernetic Center. Update documents related to political parties: rules, regulations, legislation, etc. Continuous inputting by IIHR-CAPEL of institutional news and of SINE-Panama.</p>	<p>Cybernetic center for specialized information and communication, to support a network of members of political parties in Latin America.</p>	<p>Agents of change within political parties who use the Cybernetic Center are better informed. More sharing of experiences and models of institutionalization, democratization and transparency in political parties. Better studies and comparative research on political parties at the regional and local levels.</p>

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Workshops on campaign reform in Chile</p> <p>Objective: Evaluate current rules on financing and draw up a set of recommendations on campaign strengthening or reform</p>	<p>In 2004, IIHR-CAPEL and PARTICIPA implemented a project on the monitoring of campaign spending. The effectiveness of the monitoring system created by law was studied, and whether the legal instruments are valid. As follow-up, political stakeholders will be consulted to ascertain their opinion regarding the efficacy of the system created by law to monitor spending.</p> <p>This consultation will provide input for a workshop to evaluate the weaknesses and strengths of system, with a view to modifying or consolidating it.</p>	<p>The consultation will be systematized so it can be used as input for the workshop with political actors, which will be held in Santiago, Chile. The date has yet to be decided but it will be no later than April 2005. A second workshop will be held In August to evaluate any changes made to legislation on the control of campaign spending and the conditions under which the final part of the presidential campaign was carried out, with the same political stakeholders and others specially invited to take part in the workshop in April.</p>	<p>A law regulating campaign financing will enter into force for the first time in the municipal elections on 31 October 2004 and will apply in the December 2005 presidential elections. Its application in the 2004 municipal elections is seen as a trial or test before the 2005 elections.</p> <p>In 2004, the IIHR-CAPEL and Chilean NGO PARTICIPA carried out a project on the monitoring of campaign spending, with input from the Ministry of the Interior (which has electoral functions). PARTICIPA has been monitoring the media in election campaigns since 2001.</p>	<p>The IIHR-CAPEL team of specialists, in coordination with Chilean NGO PARTICIPA and the Ministry of the Interior of Chile. Coordination with local USAID office</p>	<p>Negotiate and hire the services of the NGO PARTICIPA Coordinate and monitor visits to Chile Organize two workshops.</p>	<p>Evaluation on the financing rules currently in effect. Recommendations as to how they could be strengthened or amended.</p>	<p>Campaign reform in Chile evaluated. Recommendations for strengthening or amending financing rules implemented.</p>

2005 SCHEDULE - PROJECT: EQUAL REPRESENTATION AND POLITICAL PARTY REFORM

ACTIVITIES	COUNTRY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Working meeting to study proposals for internal democratization in three countries: Bolivia, Chile and Dominican Republic	Costa Rica (rescheduled from 2004)												
Drafting of Strategic Plan	Costa Rica												
Pilot Projects	Ecuador												
Pilot Projects	Dominican Republic												
Specialized workbooks	Costa Rica												
Web page	Costa Rica												
Workshops on campaign reform	Chile												