

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

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

**WORK PLAN
1 January- 30 June 2006**

I. INTRODUCTION

Following USAID's approval of the amendment requested by the Inter-American Institute of Human Rights (IIHR), to extend the life of the aforementioned cooperation agreement through September 2007, the IIHR presents its corresponding work plan for the first half of 2006. The document includes the activities that the IIHR plans to implement during that period with USAID funds. The IIHR will present an updated version once the funds for 2006 are disbursed.

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

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.

A. PROMOTING A CULTURE OF INCLUSION

Between 2002 and 2005, USAID supported the implementation of the *Promoting a Culture of Inclusion* project. The objective of this project was to enhance the capacity of women's, indigenous and Afro-descendant organizations to influence the agenda of the civil society human rights movement, as part of their efforts to translate equality before the law (de jure) into real (de facto) equality. This would enable the groups they represent to exercise their rights and citizenry more fully and strengthen democracy, in accordance with the international human rights commitments assumed by the States, and with related national legislation.

As follow-up to the previous process, three components are being implemented between **June 2005 and June 2006**. These are:

- Promotion and protection of women's human rights as part of the efforts to strengthen democracy and the Rule of Law
- Strengthening of the political and citizen participation of indigenous peoples to consolidate democracy and governability in the region
- Promotion of access to citizenship and political participation for the Afro-descendant population within the democratic system

The general objective is to enhance the capacity of women, indigenous peoples and Afro-descendant populations to exercise their citizens' right based on the principles of equality, nondiscrimination and full political participation, and thereby strengthen inclusive democracy, governability and the Rule of Law. To achieve this, a strategy was drawn up to facilitate actions that would:

- Determine the impact that equal opportunities legislation has had on public policies and the institutionalization of equality and gender equity
- Strengthen the political and citizen participation of women and indigenous and Afro-descendant populations, promoting their institutionalization, particularly in electoral bodies, in accordance with national legislation on the issue
- Provide specialized information to facilitate the advocacy efforts of CSOs working on behalf of the rights of the target populations. These organizations are being given information about the scope and potential use of positive legislation on equality and political rights, so they can monitor its implementation and establish links with related public bodies to make their voices heard.

This strategy was also designed to permit different areas of the IIHR to work together (Department of Civil Society Entities, the Center for Electoral Promotion and Assistance (IIHR-CAPEL) and the Applied Research Unit). This is enhancing the synergies among the organizations with which they work, intensifying the implementation of the crosscutting perspectives of the institution's work (gender, ethnic and cultural diversity, and the relationship between the State and civil society civil) with respect to political participation, one of the four groups of rights on which the IIHR focuses.

Part of the budget was not available at the start of the project, making it impossible to determine and plan the activities as part of a continuous process. Most affected by this situation has been the implementation of diagnostic evaluations or research related to the impact of positive legislation or the implementation of electoral legislation that includes positive measures, for the three target populations (women, indigenous peoples and the African-descendant population) in different countries in the region.

Materials will be incorporated into the specialized sections of the IIHR's website (*Diversidades* and *DerechosMujer*) related to the rights of women, indigenous peoples and Afro-descendant populations, along with information about the project's activities and outputs.

The project will carry out two technical missions to Colombia related to the implementation, follow-up and monitoring of the activities planned in relation to indigenous peoples and Afro-descendant populations, the first in December 2005 and the second in May 2006.

WORK PLAN JANUARY - JUNE 2006

PROJECT: PROMOTING A CULTURE OF INCLUSION

FINAL GOAL: To help expand and further develop the citizenship of women, indigenous peoples and Afro-descendant populations, based on the principles of equality, nondiscrimination and full political participation, as part of the efforts to strengthen inclusive democracy, governability and democracy

PERFORMANCE INDICATOR: Conditions created for women, indigenous peoples and Afro-descendant populations in the region to know their political and electoral rights and exercise them fully on an equal footing

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

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Diagnostic evaluations of the impact of legislation designed to advance gender equality</p> <p>Objective: To encourage the production of specialized knowledge about the impact of legislation designed to create equal opportunities for women and men</p>	<p>The project will continue to generate and disseminate knowledge by determining the impact that such legislation has had in the five countries where it has been enacted (Costa Rica, Colombia, Honduras, Panama and Venezuela). Information will be compiled using an action-research methodology. Experts or women's organizations in the five countries will serve as counterparts, garnering the information from secondary sources</p>	<p>Between January and June 2006, the process of research, data collection and preliminary analysis will be carried out in the five countries that have legislation on gender equality (Costa Rica, Colombia, Honduras, Panama and Venezuela). Once the data has been collected, the corresponding analysis will get under way. Materials on the subject will be posted in the specialized section of the IIHR's website (<i>DerechosMujer</i>) and the project's activities and outputs will be disseminated</p>	<p>Between 2002 and 2005, the USAID-funded project compiled information about successful advocacy experiences of women's CSOs related to the enactment of legislation on equal opportunities for women and men. The work then focused on Peru, facilitating an enabling environment for the enactment of a new law on the subject. Various UN and ECLAC diagnostic assessments found that laws guaranteeing equality help states to determine their</p>	<p>USAID will be informed and invited to take part in open activities included in the work plan. The counterparts in each country will be responsible for drafting and implementing the work plan, submitting reports and identifying actors or other NGOs that could provide feedback on their work. The IIHR will be responsible for monitoring the research process, providing technical assistance, evaluating implementation of the plan and updating the contents of the</p>	<p>Implement the core elements of the research, the methodology and ways of collecting data</p> <p>Prepare preliminary analysis and corresponding reports</p> <p>The IIHR will monitor the implementation of the work plan and the supervision of, and support for, the research process and its findings</p> <p>Permanently update contents of the specialized section of the IIHR website (<i>DerechosMujer</i>)</p>	<p>Research process concluded</p> <p>Preliminary documents of five diagnostic evaluations of the impact of laws guaranteeing equality in five countries in the region that possess legislation of this kind</p> <p>Specialized section of the IIHR website (<i>DerechosMujer</i>) updated</p>	<p>More information available for assessing and monitoring the impact of specific legislation designed to guarantee equality between women and men</p>

	(assorted documentation) and primary sources (interviews and semi-structured questionnaires). The documents prepared will subsequently be distributed among women's organizations and public institutions, to obtain feedback.		policies in this area. They also serve as a mechanism for implementing the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), although they face difficulties and problems that hinder full implementation.	specialized section of the IIHR website (<i>DerechosMujer</i>).			
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Semiannual Goal 2: To consolidate knowledge and capabilities for monitoring and influencing specific legislation designed to encourage women to take part in political life

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Research on the implementation of the quota system Objective: To promote specialized knowledge for monitoring the implementation of legislation intended to encourage women to participate in political life	Production and dissemination of knowledge about electoral organizations' efforts to implement the quota mechanisms established in the electoral legislation of 11 countries (Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador, Honduras, Mexico, Peru, Panama and Paraguay). The applied research will be	Contacts will be made to identify experts and members of organizations who could form part of the team of at least four people that will systematize and then study all the data compiled. Between January and June 2006, the project will use a questionnaire to gather information from the electoral bodies of the 11 countries that possess specific or	The minimum quotas for women's political participation established in specific or electoral legislation are intended to correct discrimination and inequality and ensure that equal numbers of women and men hold political office. This mechanism exists in 11 Latin America countries but no comparative analysis has been undertaken of the electoral bodies' experiences and the difficulties	The IIHR is responsible for establishing the core elements of the research and analysis, providing technical assistance and supervising the systematization of the data, and updating the contents of the specialized section of the IIHR website (<i>DerechosMujer</i>). The team is responsible for systematizing the data and submitting	Set up the team that will systematize the information and then analyze it Administer the questionnaire to the electoral organizations of the 11 countries that have legislation on quotas Systematize results of the questionnaire (preliminary version) The IIHR will monitor implementation of the work plan and support the research process	Questionnaire completed in 11 countries Counterparts identified to form part of team Preliminary document systematizing questionnaires Design of methodology and procedures for collecting data (core questionnaire) and then	More information available about the experiences of electoral bodies in implementing quota legislation, to assess and monitor its impact

	<p>carried out using a questionnaire that the 11 electoral organizations will complete. It will provide information about current legislation and implementation and monitoring mechanisms. The organizations will be asked to give details of their efforts to guarantee and implement quotas, establish and enforce rules, rectify any anomalies and impose penalties. They will also supply information about their practices and resolutions (jurisprudence). The data will then be systematized and studied, and complemented with information from sources secondary (assorted documentation) and primary sources (interviews and semi-structured questionnaires). The documents produced will subsequently be</p>	<p>electoral legislation establishing minimum quotas for women's political representation (Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador, Honduras, Mexico, Peru, Panama and Paraguay). The core elements of the research and the subsequent analysis will be established. The project will begin to systematize the information collected, which will then be analyzed and a comparative study carried out. Materials on the subject will be posted in the specialized section of the IIHR's website (<i>DerechosMujer</i>) and the project's activities and outputs will be disseminated.</p>	<p>they have encountered in interpreting and applying legislation on the subject. Having such knowledge will enable CSOs and, the electoral organizations themselves, to understand and monitor the situation better.</p>	<p>a preliminary report.</p>	<p>and its findings</p> <p>Permanently update contents of the specialized section of the IIHR website (<i>DerechosMujer</i>)</p>	<p>analyzing it</p> <p>Specialized section of IIHR website updated (<i>DerechosMujer</i>)</p>	
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	distributed among women's organizations and public institutions to obtain feedback.						
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Semiannual Goal 3: To help indigenous peoples and Afro-descendant populations and their organizations, and CSOs that provide follow-up to political-electoral processes carry out advocacy activities, enhance their expertise and capabilities for monitoring and influencing specific legislation intended to encourage the aforesaid populations to participate in political life

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Strengthening the political and citizen participation of indigenous peoples, to consolidate democracy and governability in the region</p> <p>Objective: To explore the actions of electoral organizations in selected countries regarding the implementation of affirmative actions and administrative measures intended to increase the</p>	<p>The project consists of applied research divided into three components: 1) production of specialized knowledge (applied research); 2) training and information (training workshop-course); 3) dissemination (publication, CD-Rom, specialized section of the IIHR's website - <i>Diversidades</i>). The research in each country will include at least one of the selected variables: a) indigenous electoral legislation and regulations; b) administrative</p>	<p>Between January and June 2006, under the first component (production of specialized knowledge), the project will carry out the applied research (preliminary diagnostic evaluation) by gathering and analyzing information about indigenous participation in political life in Bolivia, Colombia, Ecuador, Mexico, Panama and Peru. Materials on the subject will be posted in the specialized section of the IIHR's website (<i>Diversidades</i>) and</p>	<p>The activities form part of the January-June 2006 work plan of the Promoting a Culture of Inclusion Project. They involve efforts to monitor and influence specific legislation intended to foster the political participation of indigenous peoples. The project continues to conduct applied research to produce and disseminate specialized knowledge on the subject. Both the strategies and the activities were formulated to form part of a process that includes the set of actions required to obtain the results.</p>	<p>The work plan will be implemented by the consultants or organizations selected in the countries. They will implement the methodology and collect the data, identify stakeholders or other NGOs that could provide feedback, and present reports on their research and findings. The IIHR monitors and evaluates implementation of the research and the production of knowledge, the work plan and the schedule of activities; provides technical assistance; revises</p>	<p>The counterparts will monitor and provide follow-up to research activities</p> <p>The IIHR will monitor implementation of work plans and implementation and development of research</p> <p>Prepare report on implementation of activities</p> <p>Disseminate information via specialized section of the IIHR website (<i>Diversidades</i>)</p>	<p>Progress made with research on the actions of electoral organizations, particularly regarding the implementation of affirmative action and administrative measures intended to increase the political participation of indigenous peoples in six countries in the region</p> <p>Reports on implementation of work plans and financial plans</p>	<p>More information available about the actions of electoral organizations with respect to measures that encourage or hinder the participation of indigenous peoples in political and electoral processes in six countries in the region</p>

<p>political participation of indigenous peoples (Bolivia, Colombia, Ecuador, Mexico, Panama and Peru)</p>	<p>arrangements; c) use of legal and regulatory resources by indigenous peoples; d) performance of indigenous parties/candidates in elections. Specialized material for conducting the research will be made available via the specialized section of the IIHR website (<i>Diversidades</i>).</p>	<p>the project's activities and outputs will be disseminated</p>		<p>and provides feedback on the reports of the research and their findings; updates the contents of the specialized section of the IIHR website (<i>Diversidades</i>); and prepares the semiannual report. USAID will be informed of open activities included in the work plan.</p>		<p>Preliminary findings of six applied research projects (diagnostic evaluation). Specialized section of IIHR website (<i>Diversidades</i>) updated</p>	
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ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Project: Promoting the Afro-descendant population's access to citizenship and political participation</p> <p>Objective: To enhance the expertise and capabilities of the Afro-descendant population and its organizations, and organizations that monitor political-electoral processes and undertake advocacy activities in order to influence and monitor specific proposed legislation intended to promote the inclusion and political participation of the Afro-descendant population, based on a panel discussion to</p>	<p>The project comprises 2 components: 1) production of specialized knowledge (applied research) and, 2) training / information / dissemination.</p> <p>Between January and June 2006, the project will work on the first component. The specialized section of the Institute's website (<i>Diversidades</i>) will support the implementation of the activities by disseminating information. Colombia was selected because it is the country that has made the greatest progress in constitutional and legislative terms and as regards administrative measures (quotas) for the political participation of Afro-descendants. A technical mission</p>	<p>Implementation of the January-June 2006 work plan will involve activities under the first component (production of knowledge). A round table will be held to assess the political participation of Colombia's Afro-descendant population, using 4 variables: a) electoral legislation and regulations governing the Afro-descendant population; b) administrative arrangements (issuing of identity cards, voter registration); c) use of legal resources and regulations by the Afro-descendant population (local, national and regional levels); d) performance of Afro-Colombians in elections. Through the specialized section of the Institute's website (<i>Diversidades</i>), the project will make specialized material</p>	<p>The activities form part of a new stage of the Promoting a Culture of Inclusion Project (2003-2005). The aim is to make other countries that have made relatively less progress with regard to the political participation of Afro-descendants aware of the good practices employed and lessons learned by Colombia. Authoritative knowledge will be passed on to the Afro-descendant organizations and population, CSOs involved with the rights of this population and electoral and related institutions, both in countries that have advanced electoral systems and those that have not yet developed legislation, jurisprudence, doctrine and/or administrative arrangements to foster greater participation. Both</p>	<p>The work plan will be implemented by the counterpart selected in Colombia. The IIHR will monitor and evaluate implementation of the work plan, carry out a technical assistance mission, update the contents of the specialized section of the IIHR website (<i>Diversidades</i>), coordinate implementation of the assessment of the project's impact and prepare the semiannual report.</p> <p>USAID will be informed of open activities included in the work plan.</p>	<p>Identify actors and other NGOs. Select and invite various CSOs and state actors to take part in the round table.</p> <p>Prepare the logistical and methodological aspects of the activity</p> <p>Prepare/disseminate training/informational material</p> <p>Monitor and support the process (IIHR)</p> <p>Permanently update the contents of the specialized section of the Institute's website (<i>Diversidades</i>)</p> <p>Coordinate the Culture of Inclusion project with the IIHR/CAPEL and the IIHR's support units</p> <p>Inform USAID of open activities included in the work plan</p>	<p>Activity held to assess the progress made with regard to the political participation of the Afro-Colombian population</p> <p>Information disseminated via the specialized section (<i>Diversidades</i>)</p> <p>Technical mission carried out and mission report prepared</p> <p>Report on the implementation of the plan prepared</p> <p>Specialized section of the IIHR website (<i>Diversidades</i>) updated</p>	<p>NGOs, CSOs, electoral bodies, stakeholders and decision-makers involved with the issue are more knowledgeable about the progress made and obstacles encountered in the efforts to increase the political participation of Colombia's Afro-descendant population</p> <p>Relatively less developed countries have more knowledge about the efforts to increase the political participation of Colombia's Afro-descendant population</p>

assess the political participation of the Afro-Colombian population	will be carried out in April 2006.	available and disseminate information about the activity.	the strategies and the activities were formulated as part of a process that includes the set of actions required to obtain the results.				
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SCHEDULE FOR JANUARY - JUNE 2006

PROJECT: PROMOTING A CULTURE OF INCLUSION

ACTIVITIES	COUNTRY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Work Plan Indigenous Peoples	Costa Rica, Bolivia, Colombia, Ecuador, Mexico, Panama, Peru												
Work Plan Afro-descendant Populations	Costa Rica- Colombia												
Technical assistance mission	Colombia												
Diagnostic assessment impact of equality laws	Costa Rica, Honduras, Panama, Venezuela, Colombia												
Research on application of quota mechanism	Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador, Honduras, Mexico, Peru, Panama and Paraguay.												

B. CONFLICT PREVENTION

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

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

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

The Strategic Plan for Citizen Security and Police Reform, drawn up by the Ministry of the Interior and senior police officers with the IIHR's assistance, establishes guidelines for the effective implementation of the public citizen security policy. The police force is being overhauled by executing concrete modernization and institutional strengthening measures, to guarantee the population a real security service. Under the Plan, the authorities are instituting and implementing a true public citizen security policy as a State policy promoted and managed by the Ministry of the Interior.

The government demonstrated its commitment to the policy by issuing Presidential Decree 264-05 on 27 February 2005, in which it unveiled the Democratic Security Plan to tackle the crime and growing insecurity in the country, making it a national priority. The IIHR provided direct assistance with the design of the Plan, funded by USAID. The Plan has three basic objectives: a) to strengthen the police force; b) to incorporate the dimension of community policing; and, c) to define the relationship between the police and the armed forces, especially as regards drug trafficking in the country, natural disasters and terrorism. Each component contains a series of activities and goals.

All this shows how the government is taking the lead in this process of implementing a comprehensive citizen security policy, in a three-pronged effort involving the Attorney General, the Minister of the Interior and the Chief of Police, and their respective staffs. President Leonel Fernández has given the initiative his full endorsement.

Evaluating the current situation objectively, it is no exaggeration to say that the authorities place great faith in the IIHR's technical assistance. The project's endeavors have been matched by commitments and sweeping changes in the security field. This has occurred since the project progressed from the assessment phase in 2003 to the current implementation stage.

One of the most recent changes was the appointment of the previous Chief of Police, Manuel de Jesús Pérez Sánchez, as Presidential Adviser for Police Reform, and the appointment of the new head of the institution, General Santana Páez. This change in the leadership of the institution should not affect the project's positive momentum, since we enjoyed a close working relationship with the new Police Chief during his time in charge of the Institute for Human Dignity. So far, he has given every indication that he intends to follow in his predecessor's footsteps.

Therefore, the aim of the strategy in the Dominican Republic in 2006, with USAID's support, will be to continue providing the advisory services and specialized technical assistance needed to implement the Citizen Security Policy, consolidating a change and providing follow-up to a process that is already proving to be a success.

One of the most positive and important aspects identified is the recognition at the highest levels of government of the importance of developing a citizen security policy. In places like Latin America, however, where the situation is critical and there is strong public pressure for immediate, effective and forceful action, short-term quick fixes of the “iron fist” variety are finding favor once again. The most visible result is the lack of coordination of activities undertaken in this field. Initiatives compete with one another and the resulting fragmentation of efforts and resources ends up being a serious obstacle to the implementation of a citizen security policy in most countries.

Therefore, the IIHR advocates efforts to develop public security policies based on general guidelines agreed on and validated at the regional level. Existing cooperation between the subregions also needs to be strengthened, to prevent organized transnational crime, by:

- Publishing a manual containing guidelines for crafting and implementing public citizen security policies from a human rights perspective
- Regional meetings with the authorities responsible for citizen security in Central America and MERCOSUR

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

WORK PLAN 1 JANUARY-30 JUNE 2006

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 the countries of the region

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

Half-year Goal 1: To consolidate the process of security sector reform as part of the implementation of a public citizen security policy in the Dominican Republic

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Technical assistance to support the implementation of the Public Citizen Security Policy in Dominican Republic</p> <p>Objective: To consolidate the implementation of the Public Citizen Security Policy in the Dominican Republic by providing specialized technical assistance to the institutional actors responsible for security matters</p>	<p>As the emphasis of the IIHR's support has been on the reform of the police force, since the approval of the Police Modernization Plan in December 2004 ("Strategy for Modernizing the National Police of the Dominican Republic") our work has involved providing the constant advice needed to implement the gamut of actions called for in the plan. These actions include strengthening the Preventive Police by designing a community policing strategy and a system for recording and analyzing crime-related information; and drawing up an agenda</p>	<p>Project staff will identify the areas on which our work will focus between January and June 2006, consulting with the counterparts in the country.</p> <p>Two week-long technical assistance missions to the Dominican Republic will be carried out in January and March 2006. During the missions, and in the weeks between them, the IIHR team will provide advice and assistance regarding certain priority areas of the Strategic Police Modernization Plan drawn up in 2004 with the Interior Ministry and senior police officers.</p> <p>After the missions, and based on the meetings held and documents analyzed, the staff will</p>	<p>The current situation in the Dominican Republic is ideal for concluding the implementation of a process designed to develop to a "model for intervention in citizen security from a human rights perspective."</p> <p>In addition to establishing the background, rationale and objectives of the reform, the model consists of three core components, each of which contains a large number of activities and goals: a) strengthen the police force; b) incorporate the dimension of community policing; and, c) define the relationship between</p>	<p>Juan Navarrete, Director of the IIHR's Department of Public Institutions, and Security and Human Rights program officer Isabel Albaladejo are responsible for these actions. The project will coordinate with Dominican CSOs, 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 with the Attorney</p>	<p>Design and plan the missions, coordinating with the Interior Ministry</p> <p>Identify, select and hire the specialists who will be providing support in the areas decided on</p> <p>Compile, analyze and study documentation related to the specific areas of work</p> <p>Design the methodology and programming of the Evaluation Seminar</p> <p>Identify and issue</p>	<p>Two technical assistance missions carried out</p> <p>Documents prepared containing recommendations and strategies regarding the areas addressed during the missions</p> <p>Reports of technical assistance missions</p>	<p>Enhanced institutional capabilities for designing and implementing measures to guarantee people's safety, as part of a public security policy in the Dominican Republic</p> <p>Improved grassroots and civil society participation in the design, monitoring and evaluation of public citizen security policies, and in the control of the police</p>

	<p>for the democratic management of security that will permit the Ministry of the Interior to address the issue at the political level. On the recommendation of the IIHR team, an internal directive was issued instituting an organizational-operational restructuring of the police, creating the Preventive Police and the Investigative Police. Given the new structure required and already approved by the Chief of Police, in the coming months priority will be given, at the request of the authorities responsible for security matters themselves, to the areas of Prevention, Internal Affairs and Training. Therefore, the aim of the strategy for June 2005-June 2006, with support from USAID, will be to continue providing advice and specialized technical assistance to support the implementation of the citizen security policy. The project will help consolidate the changes and provide</p>	<p>prepare documents containing recommendations, guidelines and strategies for the areas of work, particularly in the area of preventive security. A two-day seminar will be held in May 2006. Among other things, it will be used to evaluate the status of the implementation of the citizen security policy. The participants will include, in addition to the security authorities, representatives of CSOs and citizen organizations (neighborhood councils etc.), police officers, members of the Judicial Branch (District Attorney's Office, judges etc.) and the Attorney General's Office, as well as experts, academics and members of the media. Using a purpose-designed methodology, the participants will discuss and evaluate the different actions, strategies and measures promoted under the reform of the security sector, in particular the reform of the police. This will make it possible to identify the changes that have already taken place so that the Dominican institutions can continue</p>	<p>the police and the armed forces. The IIHR made a major contribution to the design of the program for implementing the Democratic Security Plan. Bearing in mind that a program of reforms and change like the one being implemented in the Dominican Republic is a long-term process, the IIHR's continued support and assistance is essential. The modernization and institution building process (encompassing organizational, operational and doctrinal aspects) is targeted at the government structures in charge of security and, in particular, the police system and interagency mechanisms and tasks. Evaluating the current situation objectively, it is no exaggeration to say that the authorities have great faith in the IIHR's technical assistance. The project's endeavors have been matched by commitments and sweeping changes in</p>	<p>General's Office, which plays a leading role in criminal investigations and will also be strengthened by the actions undertaken. The project will also coordinate with the Presidential Advisor for Police Affairs, Manuel de Jesús Pérez Sánchez. All the activities will be coordinated with the local USAID office as well.</p>	<p>invitations to the seminar participants</p> <p>Prepare materials and documents for distribution at the seminar</p> <p>Maintain permanent communication and coordination with the counterparts</p>	<p>A closing seminar held to evaluate the process from its beginning in 2003 through June 2006</p>	
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	<p>follow-up to the process, which is proving to be a success. The information gathered during the November 2005 mission will be used to establish the scope of the strategic actions to be implemented in 2006. The project will also be executing the lines of action already identified for our assistance (i.e., strengthening preventive security as part of the citizen security policy).</p>	<p>to modernize the police and rethink any aspects that are not producing the expected results.</p>	<p>the security field. This has occurred since the project progressed from the assessment phase in 2003 to the current implementation stage. The structural changes achieved and the legislative reforms approved (including the Presidential Decree issued in February 2005) confirm this. The institutional and political will for change seen in the changes already instituted also makes the actions that are about to be implemented highly sustainable. The important thing is not to leave such an important effort half done. There is strong momentum for the activity but it still requires international cooperation if its success is to be fully consolidated.</p>				
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Half-year Goal 2: To enhance institutional capabilities for developing and implementing democratic citizen security policies and for cooperation between the subregions of Latin America (Central America and MERCOSUR)

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Support the definition of democratic public citizen security policies at the regional level</p> <p>Objective: To enhance the institutional capabilities for devising and implementing democratic public citizen security policies, and cooperation and consensus-building among the subregions of Latin America to prevent organized transnational crime</p>	<p>The strategy to be implemented will focus on two areas of action: (1) <i>Preparation of a Manual for devising and implementing public citizen security policies (October-December 2005)</i>; (2) <i>Regional meetings on citizen security and organized transnational crime, bringing together high-level politicians and decision-makers from the countries of two subregions identified: Central America and MERCOSUR (January-June 2006)</i>. Using the Manual for devising and implementing public citizen security policies produced previously (2005), during this phase (January-June 2006) regional meetings will be held involving people from the highest political and academic levels. The</p>	<p>A meeting will be held in the Central American region involving Mexico, Guatemala, Honduras, Nicaragua, El Salvador, Costa Rica, Panama and the Dominican Republic. Another in the MERCOSUR region will involve Brazil, Chile, Uruguay, Paraguay and Argentina. The MERCOSUR meeting will take place in February and the Central American meeting in April. The host countries will be decided based on the political situation at that time. Each meeting will bring together the political authorities in charge of security (interior and security ministers) and other governmental actors (chairs of congressional security committees, presidents of supreme courts) and nongovernmental actors linked to the issues.</p>	<p>An institutional citizen security system designed to control crime problems in an integrated way can achieve socially acceptable levels of prevention and provide a response to a wide range of crime-related issues. This can be done by successfully formulating, implementing and evaluating citizen security policies and strategies. The IIHR advocates the preparation of citizen security policies based on general guidelines that can be agreed on and validated at the regional level. It also advocates strengthening existing cooperation efforts among the subregions to prevent organized transnational crime. To tackle multidimensional challenges such as terrorism, burgeoning crime, the gangs in the cities and organized</p>	<p>IIHR Security Program officer Isabel Albaladejo and Juan Navarrete, Director of the Department of Public Institutions, will coordinate this work. They will work closely with the consultants to plan and implement this task.</p> <p>Coordination with the team of consultants</p> <p>All the activities will be coordinated with USAID.</p>	<p>Design and plan the meetings, working with the group of experts in charge of preparing the Manual</p> <p>Reach agreement with secretaries and ministers of the interior regarding their participation in the events</p> <p>Identify other participants from each country. Issue invitations to them</p> <p>Miscellaneous logistical aspects</p>	<p>Two subregional meetings held</p> <p>A manual for devising public citizen security policies agreed on and validated that has region-wide applications</p> <p>Greater coordination among the institutions involved with the issue at the regional level (Judicial Branch, Prison System, National Police) and between them and nongovernmental institutions</p>	<p>Enhanced institutional capabilities for devising and implementing democratic citizen security policies</p> <p>A regional coordination mechanism established to tackle the problem of insecurity based on comprehensive democratic strategies that guarantee human rights</p> <p>Enhanced cooperation and consensus among the subregions of Latin America in a collective effort to prevent organized transnational crime</p>

	<p>aim will be to involve the heads of the main institutions involved in security in each country. These meetings will be used to present to the authorities certain successful experiences in the region and to establish some guidelines and principles for devising and implementing democratic citizen security policies using the "Manual," which will be validated and made available to the people responsible for these matters. These general guidelines will be of a regional nature but will take into consideration the different problems faced by the countries and subregions of Latin America.</p>		<p>transnational crime (drug trafficking, people smuggling and people trafficking, etc.) the project aims to make a substantial contribution to the promotion of cooperation on crime prevention, contributing the capabilities of countries that are most proficient in this field. This will be done by making use of existing regional mechanisms, such as the Inter-American Drug Abuse Control Commission (CICAD), the Inter-American Committee against Terrorism (CICTE) and groups of experts specializing in cyber crime, money laundering and corruption, increasing the levels of consensus and cooperation. The advocates of democratic citizen security based on constitutional principles know that no crime control policy can be implemented without respect for human rights, because guaranteeing citizen security means simply guaranteeing the full enjoyment of human</p>				
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SCHEDULE FOR JANUARY - JUNE 2006

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

ACTIVITIES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Technical mission to Dominican Republic												
Technical mission to Dominican Republic												
Validation and Evaluation Seminar in Dominican Republic												
Regional Meeting on Security - MERCOSUR												
Regional Meeting on Security - Central America												
Coordination Regional Meetings												

B. 2. PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA

The Final Goal of the project Strengthening the Ombudsman in Latin America is “To make ombudsman’s offices more accessible, independent and better equipped to solve and channel citizens’ problems, and implement actions that have a positive impact on their development.”

In recent decades, the Latin American region has witnessed the creation of many new public sector agencies whose work involves human rights issues, particularly ombudsman’s offices. The latter have gradually assumed responsibility not only for investigating and processing alleged violations but also for promoting and monitoring the observance of, and respect for, human rights and democratic practices within the state apparatus and in the State’s relations with society.

A number of factors are undermining the political system in Latin America, including the lack of governability, 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 guarantee the effective exercise and enforceability of human rights - both civil and political rights and economic, social and cultural rights - are so urgently needed.

In this context, ombudsman institutions fill a gap in human rights protection and play a key role in establishing and bolstering strong, stable democracies in the hemisphere.

In light of the above, ombudsman’s offices need to be strengthened and equipped with all the tools they need to continue to be institutions that provide citizens with transparent protection and are accountable to them and before the law. Given their mandate, they are essential for the defense of human rights, the control of political power and the consolidation of democracy, all of which are needed to achieve political and social stability and sustainable development in the region.

In 2006, the project will work to strengthen ombudsman institutions in Latin America through an integrated information and communication system called Ombudsnet, which offers specialized assistance to ombudsman in the region, facilitating useful news and providing access to complete, up-to-date information about every ombudsman institution.

Furthermore, the project will support the ombudsman’s offices in Central America by consolidating cooperation between the Central American Council of Human Rights Ombudsman (CCPDH) and the Caribbean Ombudsman Association (CAROA). A technical mission will be carried out at the beginning of 2006 to prepare the meeting between CCPDH and CAROA due to take place in the second half of 2006. The specialized technical assistance will aim to strengthen the ties between the two regional entities, enhancing their capacity for action by facilitating the effective exchange of action strategies.

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**

**WORK PLAN 1 JANUARY-30 JUNE 2006
PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA**

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 their development

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

Half-year Goal 1: To enhance the capabilities of ombudsman's offices in Latin America and the Caribbean through an integrated information and communication system							
ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Updating of the integrated information and communication system for the ombudsman's offices in Latin America and the Caribbean</p> <p>Objective: To consolidate and strengthen an information and communication system for the ombudsman's offices in Latin America and the Caribbean</p>	<p>The information and communication system will be a useful tool for the ombudsman's offices in Latin America and the Caribbean, as national institutions responsible for ensuring the progress of human rights and democracy, the coordination of proposals, the sharing of experiences and the strengthening of national and regional ombudsman's offices. The IIHR will continually</p>	<p>The permanent updating of the integrated information system will enable the IIHR to provide technical assistance to the ombudsman's offices that require it, conducting searches and posting information. All the national and international legislation on human rights and ombudsman's offices will be systematized and made available via this system. The system will also contain complete, up-to-date information on every ombudsman's office in the region (national, provincial and municipal), including street addresses,</p>	<p>The IIHR has developed an integrated information and communication system, called Ombudsnet, to provide assistance to ombudsman's offices that require it. The system is used to share the latest information and news about human rights and ombudsman institutions. It also serves as a mechanism for sharing experiences and as an early warning system.</p>	<p>The IIHR will be responsible for maintaining and updating the system, researching and consulting the different sources on a permanent basis.</p>	<p>Systematize and analyze data and news from different sources</p> <p>Request current information from the ombudsman's offices</p>	<p>Ombudsnet specialized section updated</p> <p>Complete directory containing information about all the ombudsman's offices in the region</p> <p>An early warning system for responding to situations that require urgent action</p> <p>A system that will make it possible to develop a culture of interinstitutional cooperation among the ombudsman's offices, and</p>	<p>Capabilities of ombudsman's offices in Latin America and the Caribbean enhanced by means of an integrated information and communication system</p> <p>Ombudsman institutions better equipped to provide a rapid response to crises, conflicts and internal disturbances</p> <p>More visitors to the different subsections availing</p>

	research the sources of the information posted on the site to confirm its relevance. It will also post new information, thus keeping the specialized section permanently updated.	phone and fax numbers, Web page addresses and means of contact, and specialized units and topics.				between them and the IIHR	themselves of the services offered by the specialized section
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Half-year Goal 2: To support the ombudsman's offices in Central America by consolidating cooperation between the Central American Council of Human Rights Ombudsman (CCPDH) and the Caribbean Ombudsman Association (CAROA)

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Meeting between the Central American Council of Human Rights Ombudsman (CCPDH) and the Caribbean Ombudsman Association (CAROA)</p> <p>Objective: To strengthen the ties and work of the CCPDH and CAROA through the sharing of experiences and the discussion of shared concerns</p>	<p><i>In order to support the ombudsman's offices in Central America through increased cooperation, the IIHR will coordinate the implementation of a preparatory mission at the beginning of 2006 and a meeting between the CCPDH and CAROA in the second half of the year.</i></p> <p><i>The Institute will also suggest the topics to be discussed at the meeting, so the CCPDH and CAROA have an effective meeting</i></p>	<p>A mission will be carried out in January 2006 to prepare the meeting between the CCPDH and CAROA. A delegation including the President of the CCPDH will visit Jamaica.</p> <p>The joint meeting of the CCPDH and CAROA will be held in August 2006; the site of the event will be decided during the preparatory mission.</p> <p>The regional entities will reach agreement on the topics to be discussed (which will be concerns common to the two associations).</p> <p>The preparatory mission will be used to identify issues that are a top priority for the</p>	<p>The Caribbean Ombudsman Association was created in 1998. The Central American Council of Human Rights Ombudsman (CCPDH) is a regional body that was created on 19 May 1994. Since 1999, the IIHR has been in charge of the IIHR's Technical Secretariat. Haiti is the only Caribbean country whose ombudsman's office has a mandate that includes human rights promotion and protection. In recent years, however, the members of CAROA have become interested in discussing topics related to their role in promoting and protecting human rights in general. This new area of work envisioned by CAROA has led to the gradual</p>	<p>In its capacity as the Technical Secretariat of the Central American Council of Ombudsman, the IIHR will coordinate with the President of the Council, Ramón Custodio, and the Chairman of the Caribbean Ombudsman Association, Hayden Thomas.</p> <p>The project will contact the pertinent USAID official to coordinate the implementation of the first mission and will then communicate with and inform the USAID office in the country selected as the site of the meeting.</p>	<p>Coordinate the preparatory mission</p> <p>Determine the content, scope and objectives of the meeting to be held during the preparatory mission</p>	<p>Virtual discussion lists for the sharing of experiences and the dissemination of specialized information</p> <p>Preparatory mission carried out</p> <p>Report on the preparatory mission</p> <p>At least two ombudsman institutions in the Caribbean identified to which technical support will be given during the second half of 2006</p>	<p>Stronger ties between the CCPDH and CAROA</p> <p>Greater capacity for coordination between the CCPDH and CAROA and horizontal cooperation between members of the CCPDH and CAROA</p> <p>Stronger mandate for the defense of human rights in the countries whose ombudsman belong to the CCPDH and CAROA</p> <p>More solid and consolidated</p>

	<p><i>where they share information about the way they work and carry out their activities. The aim is to exert greater influence over the institutions' work and encourage the implementation of joint work strategies.</i></p> <p>The program for the activity will include presentations, panel discussions and forums involving international consultants specializing in this field.</p>	<p>ombudsman's offices in the Caribbean, concerning which the members of the CCPDH have developed good practices. During the preparatory mission, the project will identify at least two ombudsman institutions in Caribbean countries belonging to CAROA to which technical assistance will be provided during the second half of 2006.</p>	<p>development of links with the CCPDH. José Manuel Echandi, Vice President of the CCPDH, and the IIHR took part in the third regional meeting of CAROA, which took place in May 2004 in Jamaica. They gave presentations on the experience of the Central American ombudsman and women's human rights, respectively. After the meeting, the IIHR set up a discussion list in English to disseminate information about situations related to human rights. As a part of the efforts to establish closer ties between the CCPDH and CAROA, Hayden Thomas and Lawrence Laurent (Chairman and Secretary of CAROA, respectively) took part in the 29th Meeting of the CCPDH, held 22-23 February 2005 in Antigua, Guatemala. During this activity, the two organizations signed a letter of intent to consolidate the joint work.</p>				<p>ombudsman institutions in the countries that are members of CAROA and the CCPDH</p>
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SCHEDULE JANUARY - JUNE 2006

PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA

ACTIVITIES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Updating of integrated information and communication system (Ombudsnet)												
Mission to prepare meeting of the Central American Council of Human Rights Ombudsman (CCPDH) and Caribbean Ombudsman Association (CAROA) - Jamaica												

B.3 RAPID RESPONSE SYSTEM

Originally, the objective of this project was to develop an early warning and rapid response system, as part of which the IIHR proposed to construct a regional system for detecting and responding to institutional weaknesses that posed a threat to human rights and democratic governability, paying special attention to the human rights situation.

The changeable situation in the Latin American and Caribbean countries was cited as one of the justifications 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, expert response to certain developments that can pose a threat to the effective exercise of human rights or the rule of law in a given country. 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, under which the Institute would tackle any situations that both USAID and the IIHR feel require urgent action.

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. The second action took place in 2005 in Colombia, where the IIHR carried out a mission to analyze the pre-electoral conditions in the country.

As in the two previous years, the strategic objective of this work plan is different from the one originally established in the general agreement, and more consistent with a rapid response project.

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

**WORK PLAN 1 JANUARY-30 JUNE 2006
PROJECT: RAPID RESPONSE SYSTEM**

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/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Short-term specialized assistance 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	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.	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	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 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.	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.	A rapid response plan of action implemented in a specific country, to minimize threats to the effective exercise of human rights	Threat to the effective exercise of human rights reduced following implementation of a rapid response plan of action in a specific country

		include the activities to be implemented, the objectives, the schedule, the places where implementation will take place, the beneficiaries and the budget.	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 and second stages of this project (Guatemala, September-December 2003; Colombia August 2005), which are described in the corresponding narrative reports, confirm this.				
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C. DEMOCRATIZATION OF POLITICAL PROCESSES

C.1. PROJECT: STRENGTHENING ELECTORAL INSTITUTIONS

The election calendar for 2006 is perhaps the fullest for the last five years. General or presidential elections are due to take place in eight countries of the region (Brazil, Costa Rica, Colombia, Ecuador, Mexico, Nicaragua, Peru and Venezuela). Local elections are also scheduled in countries where decentralization is a key factor (e.g., Costa Rica and El Salvador), while important legislative elections will be held in Colombia, the Dominican Republic and St. Lucia.

To advance toward its strategic goal of making the electoral bodies more independent and enhancing their technical capabilities so they can conduct efficient and transparent electoral processes, the IIHR-CAPEL has decided to focus on the following complementary areas in 2006:

New ways of expanding the Inter-American Electoral Network. The specialized section of the Web page will be used as a portal, i.e., a transparent directory of content stored elsewhere but with information presented in an organized way. It will be an entry point for new users, with the thematic content easy to peruse. Users will not need to understand the complexity of the location or the format of the information sources available; the services on offer will be integrated and users will be able to sign up for the specific ones they need.

Opportunities for the electoral bodies to meet and share their experiences in the conferences of the Association of Electoral Organizations of Central America and the Caribbean (Tikal Protocol), the Association of Electoral Organizations of South America (Quito Protocol) and the Inter-American Union of Electoral Organizations (UNIORE). The themes selected for the conferences will enable the electoral bodies to update their work programs with regard to voter lists and identity cards, electoral action in strengthening political parties and computerized electoral data processing.

Exploratory missions planned several months in advance, to study the feasibility of local projects or technical assistance in Ecuador, El Salvador and Nicaragua.

Horizontal cooperation missions to evaluate the final phase of the respective electoral processes and to issue technical recommendations for future modifications in Brazil, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Mexico, Nicaragua, Peru, St. Lucia and Venezuela.

By combining these elements, the IIHR-CAPEL will meet the needs of the electoral organizations as a whole, assist those that will be organizing elections during the period and lay the groundwork for local projects and actions with the political parties and in the run up to the electoral processes slated for 2007.

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

WORK PLAN 1 JANUARY-30 JUNE 2006

PROJECT: STRENGTHENING ELECTORAL INSTITUTIONS

FINAL GOAL: To make the electoral bodies 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, basically those that will be organizing electoral processes in 2006 and 2007							
ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Inter-American Electoral Network</p> <p>Objective:</p> <p>To continue administering the network of networks of electoral bodies that belong to 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 officials in charge of the electoral bodies. In its capacity as the Executive Secretariat, the IIHR/CAPEL affords electronic access to the charters and formal agreements of the associations, the UNIORE newsletters and online publications, etc. This network also provides virtual communication</p>	<p>This activity will involve the members of UNIORE, CSO involved in electoral issues (Lima Agreement), academics and members of political parties. This activity will be carried out throughout 2006. As the response to the electronic forums in 2005 was poor, one of the topics discussed at the meetings of the Tikal and Quito Protocols and UNIORE will be whether they should continue to be implemented.</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 Organizations of Central America and the Caribbean (Tikal Protocol, 1985); the Association of Electoral Organizations of South America (Quito Protocol, 1989); and the Inter-American Union of Electoral Organizations (UNIORE, 1991), an umbrella organization of the other two associations plus the electoral bodies</p>	<p>The IIHR/CAPEL team of specialists, in coordination with the associations of electoral organizations and the Electoral Tribunal of Panama (SINE). Communication and contact with local USAID missions, to keep them informed and identify joint initiatives</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 items from the SINE-Panama</p> <p>Invite people to take part in electronic forums (if the decision is made to hold them)</p>	<p>Up-to-date information about the election calendar for 2006</p> <p>Directory of electoral organizations updated through 2006</p> <p>Formal agreements taken by the associations in 2006</p> <p>Electoral news in 2006</p> <p>Up-to-date electoral legislation</p>	<p>Network of electoral organizations 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>

	tools such as the electronic forums and the International Electoral News Service (SINE), run by the Electoral Tribunal of Panama and disseminated widely via email.		of Canada, the United States and Mexico.			The number of electronic forums that the conferences (UNIORE, Tikal and Quito) decide to organize	Easier access to up-to-date political and electoral information
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ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Tikal Protocol</p> <p>Objectives:</p> <p>To encourage dialogue among the electoral organizations of Central America and the Caribbean</p> <p>To update electoral officials in Central America and the Caribbean with respect to the activities of the Inter-American Electoral Network</p>	<p>The Executive Secretariat will convene the Twentieth Conference of the Association of Electoral Organizations of Central America and the Caribbean (Tikal Protocol). The theme that will be proposed for the conference is "Voter Lists and Identity Documents." The host electoral body and the Executive Secretariat (IIHR/CAPEL) will decide on the theme of the conference together</p>	<p>The conference will be held in Panama (to be confirmed), co-sponsored by the Electoral Tribunal of Panama, tentatively in late July 2006. Agreement on the exact date has yet to be reached with the Electoral Tribunal of Panama. A total of 22 delegates from the electoral organizations 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.</p>	<p>The IIHR/CAPEL, in coordination with the Electoral Tribunal of Panama</p> <p>Communication and contact with the local USAID mission, to keep it informed</p>	<p>Set the date and determine the theme of the conference</p> <p>Reach agreement on the division of responsibilities (host electoral organization and IIHR/CAPEL)</p> <p>Communicate with and issue notice of meeting to members of the Association Select speakers/experts</p> <p>Draft report of the Executive Secretariat and coordinate the presentation of national reports</p>	<p>Up-to-date assessments of all the Central American and Caribbean countries that belong to the Tikal Protocol, regarding the issues addressed at the conference</p> <p>Agreements adopted at the conference</p> <p>New officials of electoral bodies know how to use the Inter-American Network, with emphasis on the Tikal Protocol</p> <p>Twenty-two delegates from Central American and Caribbean electoral organizations</p>	<p>Electoral organizations have more specialized technical knowledge about the topics discussed at the conference</p> <p>Progress in updating the work program of the Association of Electoral Organizations of the Tikal Protocol</p> <p>More and stronger partnerships of electoral organizations leading to joint actions on technical electoral matters</p> <p>The topics on the work program of the electoral bodies updated</p>

						knowledgeable about the issues addressed	through the agreements adopted at the conference More active members of the Association
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ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Quito Protocol</p> <p>Objectives:</p> <p>To encourage dialogue among the South American electoral bodies</p> <p>To update South American electoral officials with respect to the activities of the Inter-American Electoral Network</p>	<p>The Secretariat will convene the Twelfth Conference of the Association of Electoral Organizations of South America (Quito Protocol). The theme that will be proposed for this conference is "Electoral action in strengthening political parties." The host electoral body and the Executive Secretariat (IIHR/CAPEL) will decide on the theme of the conference together</p>	<p>The conference will be held in Bolivia, co-sponsored by the National Electoral Court of Bolivia, in September 2006 (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>In its capacity as the Executive Secretariat, the IIHR/CAPEL enters into negotiations with the host organization on the financing of the event (in this case, the CNE). 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 "Electoral action in strengthening political parties" as the theme of the conference. The CNE will have the last word. The meetings of the electoral bodies serve a twofold purpose: to determine policies and</p>	<p>The IIHR/CAPEL, in coordination with the National Electoral Court of Bolivia. Contact with the local USAID mission, to keep it informed</p>	<p>Set the date for the conference</p> <p>Reach agreement on division of responsibilities (IIHR/CAPEL and the National Electoral Court of Bolivia)</p> <p>Communicate with and issue notice of meeting to members of the Association</p> <p>Select speakers/experts</p> <p>Draft the Executive Secretariat's report</p>	<p>Agreements adopted at the conference</p> <p>Systematized information about "electoral action in strengthening political parties"</p> <p>Updated assessments on the subtopics of the conference</p> <p>At least twenty delegates knowledgeable about the subject</p>	<p>The electoral bodies have more specialized technical knowledge about the theme of the conference</p> <p>Progress in updating the Association's work program</p> <p>More and stronger alliances of electoral organizations for joint activities on technical electoral matters</p> <p>Work program of the Association updated with the decisions taken at the conference</p>

			establish the orientation of the Association's work; and to discuss and update the agenda for advancing democracy in the region.				
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ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
UNIORE Conference Objectives: To encourage dialogue among the members of UNIORE To update the	The Eighth Conference of the Inter-American Union of Electoral Organizations (UNIORE) will be convened. The theme of this conference is likely to be "Computerized Electoral Data Processing." The host electoral body and the Executive Secretariat	The conference will be held in 2006 in Brazil, co-sponsored by the Higher Electoral Tribunal, on a date that has yet to be decided by the host organization and the Executive Secretariat. Some 30 delegates	In its capacity as the Executive Secretariat, the IIHR/CAPEL enters into negotiations with the host organization on the financing of the event (in this case, the Higher Electoral Tribunal). The host covers a large part of the costs, though the specifics vary depending	The IIHR/CAPEL, in coordination with the Higher Electoral Tribunal of Brazil. Contact with the local USAID mission, to keep it informed	Set the date for the conference Reach agreement on division of responsibilities (IIHR/CAPEL and the Higher Electoral Tribunal of Bolivia) Communicate with	Agreements adopted at the conference Systematized information about the theme of the conference Updated assessments on	The electoral bodies have more specialized technical knowledge about the theme of the conference Progress in updating UNIORE's work

<p>electoral officials of the member organizations with respect to the activities of the Inter-American Electoral Network</p>	<p>(IIHR/CAPEL) will decide on the theme of the conference together.</p>	<p>from UNIORE are expected to attend, plus 5 people from the Executive Secretariat (IIHR/CAPEL) and 4 experts on the theme of the event (speakers).</p>	<p>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 "Computerized Electoral Data Processing" as the theme of the conference. The TSE/Brazil will have the last word. The meetings of the electoral bodies serve a twofold purpose: to determine policies and establish the orientation of UNIORE's work; and to discuss and update the agenda for advancing democracy in the region.</p>		<p>and issue notice of meeting to members of UNIORE</p> <p>Select speakers/experts</p> <p>Draft the Executive Secretariat's report</p>	<p>the subtopics of the conference</p> <p>At least thirty delegates knowledgeable about the subject</p>	<p>program</p> <p>More and stronger alliances of electoral bodies for joint activities on technical electoral matters</p> <p>UNIORE's work program updated with the decisions taken at the conference</p>
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ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Newsletters of the Inter-American Union of Electoral Organizations (UNIORE)</p> <p>Objectives:</p> <p>To continue keeping the members of the Inter-American Electoral Network abreast of the most important political and electoral developments in the Americas</p> <p>To disseminate information about activities related to the associations of electoral bodies</p>	<p>The monthly newsletters are distributed electronically via the IIHR/CAPEL's specialized section, the IIHR website and the SINE (Panama). These newsletters increase horizontal cooperation among the electoral organizations, as they are a two-way communication tool. They include articles by UNIORE members who wish to share points of interest regarding specific national situations, or discuss emerging issues. The IIHR/CAPEL receives the information and produces the newsletters.</p>	<p>The newsletters circulate among the members of UNIORE, CSO 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 the newsletters can be translated. An IIHR/CAPEL official will coordinate the newsletters.</p>	<p>Produced in response to reiterated requests from the electoral organizations for an expeditious means of disseminating information about important electoral developments in the western hemisphere, these newsletters have helped keep the target population informed of important matters related to political rights in the Americas.</p> <p>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</p> <p>Request articles from professionals specializing in subjects of interest to the members</p> <p>Edit the material</p> <p>Design and produce the publication</p> <p>Post newsletters on CAPEL's specialized section of the IIHR website and on the SINE-Panama</p> <p>Translate them into English</p>	<p>Monthly electronic newsletters in Spanish posted on the SINE-Panama and CAPEL's specialized section of the IIHR website</p> <p>Electronic newsletters in English available on the website</p> <p>Members of the Network aware of political and electoral developments in the Americas</p>	<p>Electoral information disseminated more widely in the hemisphere</p> <p>More documents and experiences shared on electoral topics and processes in the region</p> <p>Users of the Network more conversant with electoral topics and processes in the region</p>

Annual Goal 2: To strengthen selected electoral organizations and those engaged in electoral and political reform processes in 2006 (see 2006 Election Calendar in Annex 1)

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Horizontal Cooperation Missions</p> <p>Objective:</p> <p>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 CSO 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</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 COSTA RICA (general elections, 5 February 2006, run-off April 2006, municipal and district elections, 3 December 2006); EL SALVADOR (elections for mayors and lawmakers, 12 March 2006); COLOMBIA (legislative elections, 19 March 2006 and presidential elections, 28 May 2006, run-off, June 2006); PERU (general elections 9 April 2006, run-off in June 2006); DOMINICAN REPUBLIC (legislative and municipal elections on 16 May 2006); MEXICO (general election on 2 July 2006); BRAZIL (general election on 1 October</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</p> <p>Invite members of the Inter-American Network to take part in the mission</p> <p>Identify priority areas</p> <p>Design the work program</p>	<p>Thirteen sets of recommendations from horizontal cooperation missions in: Costa Rica (3 missions for 2 processes); El Salvador (1 mission), Colombia (3 missions for 2 processes), Peru (2 missions, 1 process), the Dominican Republic (1 mission), Mexico (1 mission), Brazil (2 missions, 1 process), Nicaragua (1 mission), Ecuador (2 missions, 1 process), St. Lucia (1 mission), Venezuela (1 mission).</p> <p>Note: There will be only 1 report for elections that involve a run-off</p>	<p>Electoral legislation or practices modified as a result of the implementation of recommendations or lessons learned from the missions</p> <p>The members of the Inter-American Electoral Network have more comparative knowledge of electoral legislation and practices</p>

	or event.	<p>2006, run-off on 29 October 2006); ECUADOR (presidential election on 15 October 2006, run-off on 26 November 2006); NICARAGUA (general elections on 5 November 2006); ST. LUCIA (legislative election in December 2006); VENEZUELA (presidential election in December 2006). 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>					
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ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Exploratory Missions</p> <p>Objectives:</p> <p>To keep up-to-date the table of technical electoral needs of members of the Inter-American Electoral Network</p> <p>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 exploratory missions are targeted at the electoral bodies of the following countries: Ecuador, El Salvador, and Nicaragua (dates to be decided), to provide technical support for the 2006 general elections in Ecuador and Nicaragua, and for future electoral processes in El Salvador.</p> <p>These missions will be carried out by an IIHR/CAPEL official and a specialized consultant. These missions will be carried out by an official of the IIHR/CAPEL or a specialized consultant.</p>	<p>In its capacity as the Executive Secretariat of the associations of electoral organizations, the IIHR/CAPEL provides short-term technical assistance to electoral organizations that request it and helps compile information on technical matters in areas that the mission decides need to be changed or improved. During these visits, the IIHR/CAPEL discusses priorities for work, assesses possible areas for technical assistance on topical issues or needs, and maintains close contact with local USAID missions (when projects they are funding are involved).</p>	<p>Center for Electoral Promotion and Assistance (IIHR/CAPEL)</p> <p>Electoral organizations and local USAID missions</p>	<p>Formal requests, if they have not yet been made</p> <p>Set up the respective teams for exploratory missions</p> <p>Review the needs assessment</p> <p>Communicate and coordinate with electoral organizations and local USAID missions, to decide dates and areas of interest</p>	<p>Three status reports on electoral technical assistance needs and opportunities in Ecuador, El Salvador and Nicaragua</p> <p>Agreement for the IIHR/CAPEL to implement at least one technical assistance project on electoral matters</p>	<p>Updating of technical needs in the electoral field</p> <p>Progress in identifying areas for technical assistance</p>

SCHEDULE FOR 2006

PROJECT: STRENGTHENING ELECTORAL INSTITUTIONS

ACTIVITIES	COUNTRY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
20 th Tikal Protocol	Panama (date to be decided)												
12 th Quito Protocol	Bolivia (date to be decided)												
8 th UNIORE Conference	Brazil (date to be decided)												
UNIORE newsletters	Costa Rica												
Inter-American Electoral Network	Costa Rica												
Horizontal Cooperation Missions	Costa Rica												
Horizontal Cooperation Missions	El Salvador												
Horizontal Cooperation Missions	Colombia												
Horizontal Cooperation Missions	Peru												
Horizontal Cooperation Missions	Dominican republic												
Horizontal Cooperation Missions	México												
Horizontal Cooperation Missions	Brazil												
Horizontal Cooperation Missions	Ecuador												
Horizontal Cooperation Missions	Nicaragua												
Horizontal Cooperation Missions	St. Lucia												
Horizontal Cooperation Missions	Venezuela												
Exploratory Missions	Ecuador (to be decided)												
Exploratory Missions	El Salvador (to be decided)												
Exploratory Missions	Nicaragua (to be decided)												

C.2 EQUAL REPRESENTATION AND POLITICAL PARTY REFORM

The Annual Work Plan of the project Equal Representation and Political Party Reform will consist of implementing the Strategic Plan for Political Parties (due to be completed in January 2006). This plan will establish the annual goal for the year as well as the activities to be carried out, the objectives, the work schedule, the issues to be addressed, the approach, the target population, the expected results and the countries in which the project will work during 2006.

With regard to the “Workshops on the Reform of Political Campaigns in Chile,” the workshop planned for October 2005 had to be postponed until 2006 due to recent reforms that affect the implementation of the monitoring system proposed under the project. This activity will consist mainly of evaluating the application of the system throughout the electoral process, which will culminate with the presidential elections on 11 December 2005.

The final goal and performance indicator established for the project are as follows:

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.

SCHEDULE FOR JANUARY - DECEMBER 2006

PROJECT: EQUAL REPRESENTATION AND POLITICAL PARTY REFORM

ACTIVITIES	COUNTRY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Implementation Strategic Plan	To be decided												
Workshop on Reform of Political Campaigns	Chile	Date to be decided											

ANNEXES TO THE WORK PLAN FOR JANUARY-JUNE 2006

Annex 1

ELECTION CALENDAR FOR 2006

DATE	TYPE OF ELECTION	COUNTRY
5 February	Presidential and legislative	Costa Rica
12 March	Mayors and members of congress	El Salvador
19 March	Legislative	Colombia
9 April	Presidential and Legislative	Peru
April	Possible second round	Costa Rica
16 May	Legislative and municipal	Dominican Republic
28 May	Presidential	Colombia
June	Second round presidential	Colombia
June	Second round presidential	Peru
2 July	Presidential and legislative	México
1 October	Presidential, legislative and gubernatorial	Brazil
15 October	Presidential	Ecuador
29 October	Possible second round	Brazil
5 November	Presidential and Legislative	Nicaragua
26 November	Possible second round	Ecuador
3 December	Municipal and district	Costa Rica
December	Legislative	St. Lucia
December	Presidential	Venezuela