



**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 OCTOBER 2007 - 30 SEPTEMBER 2008**

I. INTRODUCTION

Pursuant to the provisions of USAID cooperation agreement LAG-A-00-02-00001-00, the IIHR is submitting its work plan for the period 1 October 2007-30 September 2008. The Agreement holds from the 1st of March 2002 until the 30th of September 2008 and includes the following components:

1. Promotion of a culture of Inclusion
2. Conflict Prevention
3. Democratization of political processes

This work plan is divided into three sections, one for each component. Before the plan for each project, you will find the updated performance indicator reference sheet for the respective project. In regards to the citizen security and ombudsman projects, these only include the updated indicator reference sheet, due to the fact that USAID funds destined to these two projects ended in September 2007, and a work plan is thus not being submitted.

II. THE MISSION AND NATURE OF THE IIHR

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

The IIHR's Statute defines it as an academic institution, which means that it refrains from investigating cases, presenting or supporting formal complaints against States, or monitoring the compliance of States with their international human rights obligations. This self-imposed limitation has

proven to be an effective tool for the IIHR, as it has permitted the Institute to serve as a facilitator of dialogue among the different actors in the human rights movement, and between them and government representatives.

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

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

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

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

III. CURRENT ORGANIZATIONAL STRUCTURE

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

The Executive Director, Roberto Cuéllar, from El Salvador, is responsible for carrying out the IIHR's mission as set out in its Statute, and for implementing institutional policy. He is also in charge of efforts to secure financial resources, overseeing the use of the funds and rendering accounts. A special office assists the Executive Director in implementing Institute policy related to the cooperation agencies, and the special programs for Cuba and Colombia.

The Executive Director, the Directors of the three Operating Departments and the Head of the Office of the Executive Director make up the team of the General Directorate.

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

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

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

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

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

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

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

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

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

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 2007-2008**

GENERAL PERFORMANCE INDICATOR REFERENCE SHEET

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

Intermediate Results: Women, indigenous peoples and Afro-descendant populations better able to exercise their citizens' rights based on the principles of equality, non-discrimination and full political participation, thereby strengthening inclusive democracy, governability and the Rule of Law; implementation of citizen security plans and policies promoted in the countries of the region; ombudsman offices more accessible, independent and better equipped to solve and channel citizens' problems; capacity to provide a technical and academic response, from a human rights perspective, to specific, emerging situations in the region that pose a threat to democratic governability and the effective exercise of human rights, when both USAID and the IIHR are in favor of such action; electoral bodies more independent, with enhanced technical capabilities for conducting efficient and transparent electoral processes; and formal representation systems have a greater capacity to promote the participation and representation of the citizenry on equal terms.

Performance indicator: with US\$702,054,58 of the budget approved for the period 01-01-07 through 30-09-08, the IIHR will:

- Create conditions for increasing knowledge of equal opportunity legislation and political and electoral rights among women, indigenous peoples and Afro-descendant populations in 13 Latin American countries. This will be accomplished by means of training, information and dissemination activities involving the direct participation of at least 130 state-run and non-governmental entities in the region; and by offering training via the specialized sections of the Web page. (At least another 340 organizations will benefit from the activities indirectly)
- Help at least five ombudsman institutions in Central America and the Caribbean to establish closer ties with the Inter-American System and strengthen the regional ombudsman networks, leading to the expansion or consolidation of their human rights protection and promotion work.
- Create conditions for enhancing the capacity of institutions and civil society to tackle the problem of citizen insecurity from the perspective of human rights, by means of technical assistance and training activities, with the participation of state institutions (Interior Ministry, National Police and local authorities) and over 100 community leaders in the Dominican Republic; and hold a citizen security meeting in Central America involving senior officials from eight Central American and Caribbean countries, to validate a document on the design and implementation of public citizen security policies on which a regional consensus has already been achieved, entitled "Citizen Security in Latin America: A proposal prepared by the IIHR."
- Better equip state institutions and civil society networks to detect and respond to institutional weaknesses that pose a threat to human rights and democratic governability in any country where such action is required. Specifically, during the period concerned the IIHR and USAID will develop a proposal for strengthening political parties in Peru.
- Equip 28 electoral bodies to organize more effective and transparent electoral processes in their respective countries by providing technical training and making more up-to-date knowledge of political/electoral topics available in the region.
- Develop national proposals in at least two countries of the region (the Dominican Republic, Argentina and/or Panama) aimed at improving the democratization, institutionalization or transparency of political parties.

DESCRIPTION

Precise definition: Regional networks of governmental and non-governmental organizations dedicated to the advancement of human rights will be better equipped to help their members implement strategies to improve human rights protection. The project will support regional networks, training, exchanges, studies and pilot projects in the following (and other) areas: equal protection for the rights of women and the indigenous and Afro-descendant populations; access to justice for all citizens; continued and stronger human rights protection for all citizens, mainly by means of the Network of Ombudsman Offices and other, national mechanisms; and, support for the modernization of the Inter-American Human Rights System. The project will strengthen local capabilities

for promoting inclusion and equal protection for all citizens, and due process, by means of new legislation or the reform of public policies; and for the monitoring of local human rights conditions and rights education. The IIHR will support activities designed to strengthen the aforementioned networks and organizations with regard to the dissemination of information, the sharing of experiences, the promotion of best practices, training and the sharing of effective approaches for enhancing national capabilities for protecting human rights. Specific efforts will be made to increase the use of information technology to support the work via regional networks.

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

Disaggregated by: regional/ national/ local levels

Mechanism: evaluation / confirmation of favorable opinions, demonstrated interests, political will of state institutions and civil society networks for collaborating in processes aimed at the defense and promotion of human rights and the construction of more inclusive and democratic societies. Analysis of content and logic of approaches, methodologies, techniques and technologies that institutions and networks use. Description and analysis of nature and political content of institutions, public policies and political agendas.

IIHR PLAN FOR DATA COLLECTION

Data collection method: qualitative analyses of documents, one-one meetings with state representatives and civil society networks, reproduction or construction of statistics.

IIHR's data collection method: formal requesting of information that exists in censuses or surveys. Compilation based on documents and information gathered by IIHR-USAID projects.

Source: research centers; statistics and census institutes; databases of IIHR-USAID projects; electronic IIHR networks.

Timing / frequency of data collection: annual

Estimated cost of data collection: included in activities already programmed; no additional outlays involved.

Responsible individuals: Executive Directorate and project teams of specialists, Research Unit and other support IIHR units.

POINTS REGARDING DATA QUALITY

Initial date of evaluation of data quality: 31 August 2007

Known data limitations and significance: information has to be used and coordinated, which necessarily involves the use of quantitative and qualitative methodologies and techniques.

Actions taken or planned to address the data's limitations: critical evaluation of information from secondary sources and, to the extent possible, review and validation of the information by institutions, organizations and the populations taking part in the IIHR projects.

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

PLAN FOR THE ANALYSIS, REVIEW AND REPORT

Data analysis: 31 August 2008

Data presentation: 28 September 2008

Data review: 15 October 2008

Data report: 31 October 2008

OTHER NOTES

Notes on Starting Points: The IIHR's work continued to make a significant contribution to the efforts to better equip state institutions and civil society human rights networks to defend and promote human rights and build more inclusive democratic societies, by means of more comprehensive approaches, more consistent methodologies, more effective techniques and more up-to-date technologies; and make initiatives aimed at building more democratic societies that are more inclusive of diversity and respectful of human rights more sustainable (creation or strengthening of ombudsman's offices, drafting and implementation of public policies, participation and inclusion of interests of excluded populations, etc.). It is necessary to continue to step up, expand and consolidate these actions, with a view to achieving the final strategic objective of this IIHR-USAID cooperation agreement, which is "To make a

significant contribution to the construction of more inclusive and transparent democracies that promote the effective protection of human rights in the western hemisphere.”

Goals: Enhance the advocacy capabilities of networks that represent women, indigenous populations and Afro-descendant communities, so they can lobby for the promotion of their rights and interests to be placed on the agenda of the human rights movement. Design and promote the implementation of public citizen security policies in the countries of the region. Make ombudsman offices more accessible and independent and equip them to better solve and channel citizens' problems and implement successful actions that contribute to the development of good governance. Improve the capacity of formal representation systems to promote equal participation and representation of the citizenry. Make electoral bodies more independent, with enhanced technical capabilities for conducting efficient and transparent political and electoral processes. Increase the technical-academic capabilities, from a human rights perspective, of state institutions and civil society organizations that perform a key role in crises that pose a threat to the democratic system or governability in the countries of the region.

Place where data is stored: IIHR

Other notes: N/A

Last updated: 31/ 08/ 07

**PROJECT: PROMOTING A CULTURE OF INCLUSION
2007-2008**

PERFORMANCE INDICATOR REFERENCE SHEET

Strategic Objective / Final Goal: To enhance the capacity of women, indigenous peoples and Afro-descendant populations to exercise their citizens' rights based on the principles of equality, non-discrimination and full political participation, and thereby strengthen inclusive democracy, governability and the Rule of Law

Intermediate results: More knowledge shared and information disseminated about equal opportunity legislation and laws designed to promote the participation of women, indigenous peoples and Afro-descendant populations in political life

Performance indicator: With US\$163,030.65 of the budget approved for the period 01-10-07 to 30-09-08, the IIHR will facilitate the conditions required to increase knowledge of equal opportunity legislation and political and electoral rights among women, indigenous peoples and Afro-descendant populations in 13 Latin American countries. This will be accomplished by means of training, information and dissemination activities, with the direct participation of at least 130 state and non-state entities in the region; and by offering training via the specialized sections of the Web page. (At least another 340 organizations will benefit from the activities indirectly).

DESCRIPTION

Precise definition: As a result of research activities, more knowledge and information will be made available about equal opportunity legislation and laws to promote the political participation of women, indigenous peoples and Afro-descendant populations through the specialized sections of the IIHR website and the networks and counterpart organizations. The target population that will benefit **directly** from the project is at least three organizations per country (13 countries altogether). Multiplied by three sectors - women, indigenous peoples and Afro-descendant populations – this makes for a total of 117 social organizations. If we add 13 electoral tribunals to this, the total comes to at least 130 state and non-state entities. At least another 340 organizations will benefit from the activities indirectly. For example, the ones that attend the presentations or receive the publications, etc. In addition, the target population that will benefit indirectly through the training carried out via the specialized sections of the IIHR website are the approximately 900 organizations included in the database.

Unit of measurement: Research carried out in at least 13 Latin American countries (Costa Rica, Honduras, Panama, the Dominican Republic, Mexico, Venezuela, Colombia, Bolivia, Peru, Ecuador, Paraguay, Argentina, Brazil). Number of hits and visits to the specialized sections the IIHR website

Disaggregated by: National / Local

Mechanism: Number of research projects carried out on the different topics. Results of the research on the difficulties and weaknesses detected, good practices and lessons learned. Mailing list for distributing information among networks and counterparts or other organizations. Webtrends software used to monitor activity on the specialized sections the IIHR website.

IIHR PLAN FOR DATA COLLECTION

Data collection method: Research-assessments based on collection of data from primary and secondary sources, making it possible to compare difficulties and weaknesses detected, good practices and lessons learned

IIHR's data collection method: Formal request to counterparts. Direct access to project documents. Preliminary research results and reports submitted by counterparts. Webtrends software used to monitor activity on the specialized sections of the IIHR website. Number of new items in specialized sections of IIHR website.

Source: Research documents produced, electoral legislation from the countries studied, one-on-one meetings to obtain information, specialized sections of the IIHR website

<p>Timing / frequency of data collection: Annual</p> <p>Estimated cost of data collection: Included as part other, scheduled activities; no extra cost involved</p> <p>Responsible individuals: Team of specialists of the PROMOTING A CULTURE OF INCLUSION project, IIHR</p>
POINTS REGARDING DATA QUALITY
<p>Date of evaluation of data quality: 31 August 2007</p> <p>Known data limitations and significance: For all the research processes, the information sources vary and in each country the level of difficulty involved in accessing primary and secondary information sources will be different.</p> <p>Actions taken or planned to address data's limitations: The counterparts will be qualified experts or organizations in each country that will gather the information following a specific methodology. In addition to the usual information sources in each of the participating countries, the <i>DerechosMujer</i> and <i>Diversidades</i> specialized sections of the IIHR website contain specialized material useful for the research.</p> <p>Procedures for future evaluation of data quality: The results of the research will be disseminated and validated with organizations that represent women, indigenous peoples and Afro-descendant populations, and with public institutions in each country.</p>
PLAN FOR THE ANALYSIS, REVIEW AND REPORT
<p>Data analysis: 31 August 2008</p> <p>Data presentation: 28 September 2008</p> <p>Data review: 15 October 2008</p> <p>Data report: 31 October 2008</p>
OTHER NOTES
<p>Notes on Starting Points: Between 2002 and 2005, the USAID-funded project compiled information about successful advocacy initiatives related to the enactment of affirmative action legislation on the rights of women, indigenous peoples and Afro-descendant populations. The project then focused on Peru, Colombia and Panama, where it helped create an enabling environment for the enactment of specific bills before congress. In 2005 and 2006, the project focused on the production of specialized knowledge about the impact of legislation designed to create equal opportunities for women and men, and to promote the participation of women, indigenous populations and Afro-descendant populations in political life. In 2007 and 2008, the staff will continue to implement the actions called for under the three components of the project: 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; and, Promotion of the Afro-descendant population's capacity to exercise their citizens' rights and participate in political life within the democratic system.</p> <p>Goals: To determine the impact that equal opportunity legislation has had on public policies and the institutional framework; To consolidate the know-how and capabilities for follow-up and advocacy efforts related to specific legislation designed to encourage the participation of women in political life; To consolidate the know-how and capabilities of social organizations and state entities that provide follow-up and engage in advocacy efforts related to political-electoral processes and specific legislation intended to encourage indigenous people and Afro-descendant populations to take part in political life.</p> <p>Place where data is stored: IIHR</p> <p>Other notes: The work will consist of a joint effort, involving the Department of Civil Society Entities, the Center for Electoral Promotion and Assistance (IIHR/CAPEL) and the Applied Research Unit, that will enhance the synergies among the organizations with which each unit works and thus boost 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) with respect to political participation, one of the four groups of rights on which the IIHR focuses.</p> <p>Last updated: 31/08/07</p>

A. PROMOTING A CULTURE OF INCLUSION

1. GENERAL FRAMEWORK

This work plan is designed, **as part of an ongoing process, to give continuity to and step up the actions already being carried out** with assistance from USAID, considering the results and indicators achieved.

The activities programmed under the different components are as follows: 1) Assessments of the impact of legislation designed to advance gender equality; 2) Research on the implementation of quota mechanisms; 3) Applied research on the participation of indigenous peoples in political and civic life; and, 4) Applied research on the extent to which the Afro-descendant population in Colombia and Panama is able to exercise its citizens' rights and participate in political life.

Whenever missions are carried out to the countries as part of the academic activities programmed, the IIHR will inform USAID ahead of time and invite it to take part, if it wishes. The Institute will also make the necessary arrangements for a meeting during the mission with the pertinent staff of the USAID Office (in countries where there is one) or with the U.S. Embassy.

II. IMPLEMENTATION OF THE PROJECT

FINAL GOAL: To enhance the capacity of women, indigenous peoples and Afro-descendant populations to exercise their citizens' rights based on the principles of equality, non-discrimination and full political participation, and thereby strengthen inclusive democracy, governability and the Rule of Law

PERFORMANCE INDICATOR: With US\$163,030.65 of the budget approved for the period 01-10-07 to 30-09-08, the IIHR will facilitate the conditions required to increase knowledge of equal opportunity legislation and political and electoral rights among women, indigenous peoples and Afro-descendant populations in 13 Latin American countries. This will be accomplished by means of training, information and dissemination activities, with the direct participation of at least 130 state and non-state entities in the region; and by offering training via the specialized sections of the Web page. (At least another 340 organizations will benefit from the activities indirectly).

NON-FLEXIBLE INDICATORS OF USAID:

1. Number of domestic human rights NGOs receiving USG support:

Achieved in FY-2007 (Oct '06 - Sep '07): 35 (Course-workshop on participation of indigenous peoples in political life. San Jose, Costa Rica, 4-6 December 2006)

Target for FY-2008 (Oct '07 - Sep '08): 100 NGOs (50 for research on equality and 50 for research on quota mechanisms, which will receive support in the form of increased knowledge through involvement in dissemination activities)

2. Number of research publications on political participation of women, indigenous peoples and Afro-descendant populations:

Achieved in FY-2007 (Oct '06 - Sep '07): 7 (legislation on gender equality (5), political participation of indigenous peoples in 6 countries (1) and of Afro-descendant populations in Colombia (1))

Target for FY-2008 (Oct'07 - Sep '08): 2 (quota mechanisms and comparative analysis of research on gender equality in 5 countries)

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

ACTIVITIES	EXPECTED RESULTS	<i>IMPACT INDICATORS</i>
<p>Assessments of the impact of legislation designed to advance gender equality</p> <p>Objective: To foster the production of specialized knowledge about the impact of legislation designed to create equal opportunities for women and men</p>	<ul style="list-style-type: none"> • Printed publication produced containing: national research (Costa Rica, Colombia, Honduras, Panama and Venezuela) on the impact of equal opportunity legislation in the three specific areas of analysis (legislation, public policies, institutionalization of gender equality), and the comparative analysis, for which an assessment-based approach was used, focusing on the difficulties and weaknesses encountered, good practices detected and the lessons learned. • Publication sent to the five countries studied and Peru, which enacted its law on gender equality in March 2007, and distributed among approximately 50 social actors, including governmental and non-governmental organizations. It is worth recalling that between September 2003 and May 2005 the USAID project supported an advocacy process in Peru aimed at achieving political consensus and the enactment of the bill on Equal Opportunities for Women and Men. Those joint efforts with civil society actors contributed to the recent enactment of the law (see <i>DerechosMujer</i> specialized section of the IIHR website: IIHR Projects-Strategic processes (http://www.iidh.ed.cr/comunidades/derechosmujer/)) • Public presentation and distribution within the six countries, for dissemination purposes (dates to be decided), through alliances with at least 50 civil society organizations, including those that have been counterparts under the project, of the publication and its results. If necessary and sufficient financial resources are available, the IIHR would organize a mission to take part in one or two presentations in one or more countries. • The information and the results of the project are being permanently updated and are available online in the <i>DerechosMujer</i> specialized section of the IIHR website. 	<p>More information available, making it possible to assess and monitor the impact of specific legislation intended to advance equality between women and men</p>

Goal 2: To consolidate the know-how and capabilities for follow-up and advocacy efforts related to specific legislation designed to encourage the

participation of women in political life		
<i>ACTIVITIES</i>	EXPECTED RESULTS	IMPACT INDICATORS
<p>Research on the implementation of quota mechanisms</p> <p>Objective: To produce specialized knowledge for providing follow-up to the implementation of legislation designed to encourage the participation of women in political life</p>	<ul style="list-style-type: none"> • Printed publication produced that compares the experiences of the 11 countries (Argentina, Bolivia, Brazil, Costa Rica, Honduras, Mexico, Peru and Panama, Ecuador, the Dominican Republic and Paraguay) in implementing quotas to guarantee political participation. The publication focuses on: existing legislation; implementation and monitoring mechanisms; electoral bodies' experiences with the implementation of the quota system - enforcement, issuing of regulations, regulatory activities, modifications and the application of sanctions, including practices and rulings (jurisprudence). Included are specific studies by specialists on the aforementioned topics, and on the protection standards established by the Inter-American System. • Publication sent to the 11 countries studied and distributed among at least 100 stakeholders (both governmental and non-governmental organizations). • Public presentations and distribution within the 11 countries for dissemination purposes, through alliances with electoral bodies or civil society organizations. • Presentation of the results of the research at regional meetings of the electoral bodies, working closely with the IIHR/CAPEL and based on the activities programmed by UNIORE or the Quito and Tikal Protocols. An IIHR mission took part in at least one presentation. • The information and the results of the project are being permanently updated and are available online in the <i>DerechosMujer</i> specialized section of the IIHR website. 	<p>More information available about the experiences of electoral bodies in implementing quota legislation, making it possible to evaluate and monitor its impact</p>

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

ACTIVITIES	EXPECTED RESULTS	IMPACT INDICATORS
<p>Applied research on the participation of indigenous peoples in political and civic life</p> <p>Objective: To broaden the scope of the studies on the actions of electoral bodies in selected countries or undertake new studies on the participation of indigenous populations in political and electoral life</p>	<p>Under the <i>Production of specialized knowledge</i> component, the project will undertake work on the participation of indigenous peoples in political and electoral life in Bolivia, Colombia, Ecuador, Guatemala, Mexico, Panama and Peru, with a view to establishing the possible impact that participation in political - and especially electoral - processes (indigenous candidates standing for office) may have had on:</p> <ul style="list-style-type: none"> • The organizational dynamics of indigenous populations, such as the weakening, strengthening or transformation of organizations and their platforms; • Changes in the behavior of indigenous voters, such as more or fewer voters casting their ballot, electoral preferences (at the local and national levels); • Changes in the platforms of the parties or of the candidates related to the inclusion of issues or the implementation of campaigns in indigenous regions; • Characterization of relations between indigenous citizens (as virtually new voters) and indigenous organizations and the indigenous officials elected; • Changes in public opinion (media) with regard to the indigenous electorate and its agendas; and, • Changes in the electoral institutional framework related to the emerging indigenous electorate. <p>The information will be obtained mostly through fieldwork and one-on-one meetings with key informants, and by studying statistics on electoral results and opinions in the media. The purpose of this exercise is to disaggregate the results and try to arrive at the most "local" level within the constituency or electoral district, to ascertain the local political dynamics and their political-electoral dynamism, particularly in areas where indigenous voters account for a high percentage of the electorate. Increasingly, politics appear to be fought out most intensely at the local level, and studying the situation will make it possible to coordinate specific proposals that will support, promote and regulate the participation of indigenous peoples, communities and individuals in political life. This exercise is also expected to lead to the design of a system of impact indicators that will produce data about the effect of indigenous political participation on the organizations, types of participation, the public perception,</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 life and electoral processes</p>

	<p>(local and national) democracy, as well as comparative indicators of the selected countries.</p> <p>Under the Training and information/dissemination component, the project will continue to disseminate the project's activities and specialized information via the Diversidades specialized section of the IIHR website, which is updated continuously. The staff will also continue to disseminate, for training/information purposes, the materials (publications) produced by the project.</p> <p>Finally, a meeting will be held of key players from the countries studied (Bolivia, Colombia, Ecuador, Guatemala, Mexico, Panama and Peru, involving at least 7 people, one representative from each country), with the research team and the IIHR Program Officer in charge of the activity. The purpose of this meeting will be to consider, discuss and assimilate the lessons learned, good practices, weaknesses and methodological, political and other challenges that arise during the exercise. The date and site of the meeting have yet to be decided.</p> <p>The set of activities under this component (training, information and dissemination activities) is designed to involve, directly or indirectly, at least 140 civil society organizations from the seven countries.</p>	
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ACTIVITIES	EXPECTED RESULTS	IMPACT INDICATORS
<p>Applied research on the extent to which the Afro-descendant population in Colombia and Panama is able to exercise its citizens' rights and participate in political life</p> <p>Objective: To enhance the capabilities of the Afro-descendant population and organizations that monitor and engage in advocacy in political-electoral processes</p>	<p>Under the Production of specialized knowledge component, the project will establish the possible impact that the participation of Afro-descendant communities, organizations or movements in political - and especially electoral - processes (Afro-descendant candidates standing for office in Colombia and Panama) may have had on:</p> <ul style="list-style-type: none"> • The organizational dynamics of Afro-descendant populations, such as the weakening, strengthening or transformation of organizations and their platforms; • Changes in the behavior of Afro-descendant voters, such as more or fewer voters casting their ballot, electoral preferences (at the local and national levels); • Changes in the platforms of the parties and/or of the candidates related to the inclusion of issues or the implementation of campaigns in Afro-descendant regions; • Characterization of relations between Afro-descendant citizens (as virtually new voters) and Afro-descendant organizations and the Afro-descendant officials elected; • Changes in public opinion (media) with regard to the Afro-descendant electorate and its agendas; and, 	<p>More information available about the actions of electoral organizations with respect to measures that encourage or hinder the participation of the Afro-descendant population in political life and electoral processes in Colombia and Panama</p>

	<ul style="list-style-type: none"> • Changes in the electoral institutional framework related to the emerging Afro-descendant electorate. <p>The information will be obtained mostly through fieldwork and one-on-one meetings with key informants, and by studying statistics on electoral results and opinions in the media.</p> <p>The purpose of this exercise is to disaggregate the results and try to arrive at the most “local” level within the constituency and/or electoral district, to ascertain the local political dynamics and their political-electoral dynamism, particularly in areas where Afro-descendant voters account for a high percentage of the electorate. Efforts will be made to determine whether, as in the indigenous case, politics are fought out most intensely at the local level. If so, studying this aspect will make it possible to coordinate specific proposals to support, promote and regulate the participation of Afro-descendant peoples, communities and individuals in political life. This exercise is also expected to lead to the design of a system of impact indicators that will provide data about the effect of Afro-descendant political participation on the organizations, types of participation, the public perception, (local and national) democracy, as well as comparative indicators of the selected countries.</p> <p>Under the <i>Training and information/dissemination</i> component, the project will continue to disseminate the project’s activities and specialized information via the <i>Diversidades</i> specialized section of the IIHR website, as already mentioned.</p> <p>The set of activities programmed under this component (training, information and dissemination activities) is designed to involve, directly or indirectly, at least 50 civil society organizations from Colombia and Panama.</p>	
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B. CONFLICT PREVENTION

B. 1 PROJECT: RAPID RESPONSE SYSTEM 2007-2008

PERFORMANCE INDICATOR REFERENCE SHEET

Strategic objective / Final goal: To provide a technical and academic response, from a human rights perspective, to specific, emerging situations in the region that pose a threat to democratic governability and the effective exercise of human rights, when both USAID and the IIHR are in favor of such action. **For the period covered by this plan, USAID and the IIHR have identified the possibility of undertaking work to strengthen political parties in Peru.**

Intermediate results: Risks posed to the effective exercise of human rights reduced by executing a rapid response action plan in a given country. **For the period covered by this plan, USAID and the IIHR have identified the possibility of undertaking work to strengthen political parties in Peru.**

Performance indicator: With US\$49,776.33 of the budget approved for the period 01-10-07 through 30-09-08, the IIHR will better equip state institutions and civil society networks to detect and respond to institutional weaknesses that pose a threat to human rights and democratic governability in the country where such action may be required. **Specifically, for the period in question the IIHR and USAID will develop a proposal for strengthening political parties in Peru.**

DESCRIPTION

Precise definition: The IIHR will draft a plan for work in Peru, agreed with and approved by USAID, for action designed to strengthen political parties in that country, and will identify and involve the key actors. The work plan will include the activities to be implemented, objectives, beneficiaries, schedule, place of execution and budget.

Unit of measurement: Political Parties

Disaggregated by: National/Regional

Mechanism: The results of the specialized, short-term assistance, in this case in Peru, will be systematized and evaluated.

IIHR PLAN FOR DATA COLLECTION

Data collection method: Evaluation of specialized assistance by state institutions and civil society networks

IIHR's data collection method: Electronic network. Direct access to documents of the IIHR and its counterparts. Reports requested from specialists. One-on-one meetings with representatives of state institutions and civil society networks. General Report.

Source: The IIHR and its counterparts in the corresponding country.

Timing / frequency of data collection: Annual

Estimated cost of data collection: Included in other IIHR activities, no additional costs involved.

Responsible individuals: The IIHR's Executive Director is responsible for identifying the target country and situation. He will instruct the corresponding operating department of the IIHR to implement the project. This will be coordinated directly with USAID-Washington.

POINTS REGARDING DATA QUALITY

Initial date of evaluation of data quality: 31 August 2007

Known data limitations and significance: It is difficult to achieve this performance indicator due to the unforeseen, emergency situations involved. There is little time to plan, execute and evaluate the technical assistance missions.

Actions taken or planned to address data's limitations: The IIHR plans to use rapid situation assessment and situation analysis techniques.

Procedures for future evaluation of data quality: Advantage will be taken of the activities that the different projects organize to update, critically evaluate and validate the results of the systematization and evaluation of the information.

PLAN FOR THE ANALYSIS, REVIEW AND REPORT

Data analysis: 31 August 2008

Data presentation: 28 September 2008

Data review: 15 October 2008

Data report: 31 October 2008

OTHER POINTS

Notes on Starting Points: The situation in the Americas is changeable and in recent years problems have arisen that posed a real risk to the democratic system and, therefore, to the effective exercise of human rights. Developments in Argentina, Bolivia, Colombia, Ecuador, Guatemala, Nicaragua and Venezuela are cases in point. In some instances, the crises were acute and unpredictable, and immediate action was needed to prevent or minimize consequences that posed a threat to human rights and democratic governability.

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

Place where data is stored: IIHR

Other notes: To date, two actions have been carried out under this project: in Guatemala, during the pre-electoral and electoral process (second half of 2003); and a mission to analyze the pre-electoral conditions in Colombia, carried out between 15 and 20 August 2005. **For the period covered by this report, USAID and the IIHR have identified the possibility of implementing a third action under this project, which would involve work to strengthen political parties in Peru.**

Last updated: 31/ 08/ 07

B. CONFLICT PREVENTION

B.1 RAPID RESPONSE SYSTEM

I. GENERAL FRAMEWORK

As you are aware, the original 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 felt required urgent action.

The first action was implemented in Guatemala in 2003. Focusing on the pre-electoral and electoral process, the direct beneficiaries were the Elections Tribunal and the Ombudsman's Office. 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. **For the period covered by this plan, USAID and the IIHR have identified the possibility of working to strengthen political parties in Peru. CAPEL's team of specialists will take advantage of a mission to Lima already programmed for December 2007 to hold a preparatory meeting with USAID/Peru. Following that initial meeting, the IIHR/CAPEL and USAID/Peru will develop a rapid response work plan for 2008. Should any funds remain unspent, the IIHR or USAID will consider the possibility of carrying out another rapid response action in a country that requires it.**

As in the three 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.

II. IMPLEMENTATION OF THE PROJECT

FINAL GOAL: To provide a technical and academic response, from a human rights perspective, to specific, emerging situations in the region that pose a threat to democratic governability and the effective exercise of human rights, when both USAID and the IIHR are in favor of such action

PERFORMANCE INDICATOR: With US\$49,776.33 of the budget approved for the period 01-10-07 through 30-09-08, the IIHR will enhance the capabilities of state institutions and civil society networks for detecting and responding to institutional weaknesses that pose a threat to human rights and democratic governability in a country where such action is required. Specifically, for the period covered by this plan the IIHR and USAID will develop a proposal for strengthening political parties in Peru.

Annual goal 1: To provide a technical and academic response, from a human rights perspective, to unforeseen, emergency situations in the region that pose a threat to the Rule of Law and democratic governability in a given country, when both USAID and the IIHR are in favor of such action. For the period covered by this plan, USAID and the IIHR have identified the possibility of working to strengthen political parties in Peru.		
ACTIVITIES	EXPECTED RESULTS	IMPACT INDICATORS
<p>Short-term, specialized assistance to strengthen political parties in Peru</p> <p>Objective: To prepare and execute a work plan that sets out the work priorities, the activities to be implemented, the objectives, the beneficiaries, the schedule, the places where implementation will take place and the budget</p>	<p>Development and execution of a rapid response action plan, agreed with USAID, to strengthen political parties in Peru.</p> <p>To this end, the CAPEL team of specialists will hold a first preparatory meeting with USAID/Peru in December 2007. After this initial meeting, the IIHR/CAPEL and USAID/Peru will develop a rapid response work plan for 2008.</p> <p>Based on workshops involving the stakeholders, the aim is to produce a National Plan for Strengthening Political Parties in Peru.</p> <p>The number of workshops, the dates on which they will be held and the number of participants will be decided in 2008, in close coordination with USAID/Peru.</p>	<p>The strategic actors are agreed on the need to strengthen political parties</p> <p>Consensus achieved with the political parties and other actors keen to promote democracy on a National Plan to Strengthen Political Parties</p>

**B. 2 PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA
January-September 2007**

PERFORMANCE INDICATOR REFERENCE SHEET
<p>Strategic objective / Final goal: To make ombudsman offices more accessible, independent and better equipped to solve and channel citizens' problems; and to implement actions that have a positive impact on the development of ombudsman offices</p> <p>Intermediate results: Capabilities of ombudsman offices in Latin America and the Caribbean enhanced by means of an integrated information and communication system; ombudsman institutions better equipped to provide a rapid response to crises, conflicts and internal disturbances; more visitors to the different subsections availing themselves of the services offered by the specialized section of the IIHR Web page (Ombudsnet).</p> <p>Performance indicator: With US\$62,863.67 of the budget approved for the period 01-01-07 through 30-09-07, the IIHR will achieve its goals of expanding the mandate of two ombudsman institutions in the Caribbean, limited previously to oversight of the Public Administration, to include the protection of human rights, and of consolidating the work of three ombudsman institutions in Central America for the advancement of human rights. The Institute will also involve the five ombudsman institutions in question in the workings of the Inter-American System and strengthen the regional ombudsman networks.</p>
DESCRIPTION
<p>Precise definition: Ensuring that the ombudsman institutions broaden their mandate of oversight of the Public Administration to include human rights protection or consolidate their human rights promotion work will make them more accessible, independent and better equipped to solve and channel citizens' problems. Alliances and joint work by the Caribbean Ombudsman Association (CAROA) and the Central American Council of Human Rights Ombudsman (CCPDH), involving the sharing of experiences and the discussion of shared concerns, strengthens the ombudsman offices in both regions.</p> <p>Unit of measurement: Ombudsman offices in the Latin American and Caribbean countries involved in the project (CCPDH: Guatemala, Belize, El Salvador, Honduras, Nicaragua, Costa Rica and Panama; CAROA: Antigua and Barbuda, Barbados, Belize, Bermuda, Guyana, Haiti, Jamaica, Puerto Rico, Saint Lucia, Trinidad and Tobago, Turks and Caicos)</p> <p>Disaggregated by: Ombudsman offices in the Central American and Caribbean countries / Regional networks of the Caribbean (CAROA) and Central America (CCPDH)</p> <p>Mechanism: Record the number of ombudsman offices that make up each network (CAROA and CCPDH) and systematize their characteristics, and concrete actions carried out during the period covered by this plan that demonstrate their efforts to solve and channel problems in the their countries.</p>
IIHR PLAN FOR DATA COLLECTION
<p>Data collection method: Reports by experts. Documents of the ombudsman offices. Documents and publications of the CCPDH.</p> <p>IIHR's data collection method: Compilation and systematization of assessments, reports, documents and declarations. Report of visits to the specialized section of the IIHR Web page (Ombudsnet).</p> <p>Timing / frequency of data collection: Annual.</p> <p>Estimated cost of data acquisition: Included in other IIHR activities; no additional costs involved.</p> <p>Responsible individuals: Team of specialists of the Ombudsman and Human Rights Program, IIHR</p>
POINTS REGARDING DATA QUALITY
<p>Initial date of evaluation of data quality: 31 August 2007</p>

Known data limitations and significance: Some data obtained from non-official sources
Actions taken or planned to address the data's limitations: Look for other sources
Procedures for future evaluation of data quality: Comparison of various documents

PLAN FOR THE ANALYSIS, REVIEW AND REPORT

Data analysis: 31 August 2007
Data presentation: 28 September 2007
Data review: 15 October 2007
Data report: 31 October 2007

OTHER MARGINAL NOTES

Notes on Starting Points: Given the difficult economic and social conditions in the region and the key role that ombudsman offices play in defending human rights, controlling the exercise of political power and consolidating democracy, these institutions need support to strengthen their institutional capabilities if they are to continue to perform their duties in a transparent way that satisfies their clients, public opinion and the law. It is also vital to support and help secure the appointment of ombudsman in countries where they have yet to be named, even though the institution has been created by law or under the constitution.

Goals: To enhance the capabilities of ombudsman offices in Central America and the Caribbean by means of an integrated information and communication system

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

Other notes: N/A

Last updated: 31/ 08/ 07

**B.3 PROJECT: CITIZEN SECURITY IN LATIN AMERICA
January-September 2007**

PERFORMANCE INDICATOR REFERENCE SHEET
<p>Strategic objective / Final goal: To design and promote the implementation of citizen security plans and policies, with a human rights perspective, in the countries of the region</p> <p>Intermediate results: Enhanced institutional capabilities for designing and implementing measures to guarantee personal security, as part of a public security policy (Dominican Republic); More grassroots and civil society participation in the design, monitoring and evaluation of public citizen security policies, and in oversight of the police (the Dominican Republic); Enhanced institutional capabilities for devising and implementing democratic citizen security policies (Regional); a document on the design and implementation of public security policies on which regional consensus was achieved, entitled "Citizen Security in Latin America: A proposal prepared by the IIHR," generated, validated and published; A regional coordination mechanism established to tackle the problem of citizen insecurity based on comprehensive, democratic strategies that guarantee respect for human rights (Regional); Enhanced cooperation and consensus among the subregions of Latin America in a collective effort to combat violence and crime (Regional).</p> <p>Performance indicator: With US\$145,880.84 of the budget approved for the period 01-01-07 through 30-09-07 the IIHR will facilitate the conditions required to enhance the capacity of institutions and civil society to tackle the problem of citizen insecurity using an approach that includes human rights, by means of: 1) technical assistance and training activities with the participation of state entities (Interior Ministry, National Police and local authorities) and over 100 community leaders in the Dominican Republic; 2) a citizen security meeting in Central America involving senior officials from eight Central American and Caribbean countries (interior and security ministries; attorney general's and public prosecutor's offices; presidents of legislative assemblies; directors of national police forces and prison systems) to validate a document on the design and implementation of public security policies on which a regional consensus was achieved, entitled "Citizen Security in Latin America: A proposal prepared by the IIHR," published after it was validated at the aforesaid meeting and the earlier meeting involving the MERCOSUR countries, held in 2006.</p>
DESCRIPTION
<p>Precise definition: The IIHR's technical assistance and training activities for government security officials, representatives of civil society and citizens' organizations, the media and academia will increase the capabilities of institutions and civil society for designing and promoting the implementation of comprehensive public citizen security policies incorporating a human rights perspective and guaranteeing human rights, which will help combat the problems of violence and insecurity in the Dominican Republic. The Meeting on Citizen Security in Central America, based on the political strategy "Citizen Security in Latin America: A proposal prepared by the Inter-American Institute of Human Rights," complements the Meeting on Citizen Security in the MERCOSUR countries (Southern Cone and Andean Region) held in December 2006. Both meetings are designed to strengthen the capacity of the entities taking part to coordinate the design and formulation of comprehensive citizen security strategies in the region.</p> <p>Unit of measurement: Citizen security proposals and public policies that guarantee human rights prepared and implemented in the countries of the region.</p> <p>Disaggregated by: Regions / Countries / Places (neighborhoods in the Dominican Republic)</p> <p>Mechanism: Assistance in implementing the Democratic Security Plan and Institutional Modernization Strategy of the National Police in the Dominican Republic through different missions of a technical and political nature. Strengthening of the institutional capabilities for devising and implementing democratic citizen security policies and policies for cooperation among the subregions of Latin America based on citizen security</p>

meetings and a guiding framework for the formulation and implementation of citizen security policies that guarantee human rights that has already been published.

IIHR PLAN FOR DATA COLLECTION

Data collection method: Missions to the Dominican Republic to gather information (analysis of documents, one-on-one meetings, etc.). Workshop and meetings with institutions and organizations responsible for security: the Police, Security Ministry, Non-governmental Organizations, Universities, Civil Society. Systematization of technical assistance missions in the Dominican Republic. Workshops and seminars with experts to prepare the strategy "Citizen Security in Latin America: A proposal prepared by the Inter-American Institute of Human Rights," which was used as the core input for the Citizen Security Meeting in Central America.

IIHR's data collection method: Follow-up and evaluation of the process of designing and implementing the citizen security policy in the Dominican Republic. Validation of the document containing the policy proposal "Citizen Security in Latin America: A proposal prepared by the Inter-American Institute of Human Rights." Analysis, discussion and consensus on citizen security issues: qualitative assessments of problems of insecurity, preventive citizen security policies, operation of citizen security institutions, regional cooperation.

Source: Interior ministries, public prosecutor's offices, security ministries, NGOs involved in the issue, academia, international organizations, etc.

Timing / frequency of data collection: Annual.

Estimated cost of data acquisition: Included in other IIHR activities; no additional costs involved.

Responsible individuals: Team of specialists of the IIHR's Security Project

POINTS REGARDING DATA QUALITY

Initial date of evaluation of data quality: 31 August 2007

Known data limitations and significance: Reliability of information sources, information is scattered and not integrated, lack of scientific studies on the subject. Data on citizen security is confidential.

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

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

PLAN FOR THE ANALYSIS, REVIEW AND REPORT

Data analysis: 31 August 2007

Data presentation: 28 September 2007

Data review: 15 October 2007

Data report: 31 October 2007

OTHER POINTS

Notes on Starting Points: Currently there are no public citizen security policies with a human rights perspective, nor the tools needed to design and implement them.

Goals: To consolidate the process of security sector reform, as part of the implementation of a public citizen security policy in the Dominican Republic; to enhance institutional capabilities for devising and implementing democratic citizen security policies and for cooperation between the subregions of Latin America (Central America and MERCOSUR).

Place where data is stored: Citizen Security Project, IIHR

Other notes: N/A

Last updated: 31 / 08 / 07

C. DEMOCRATIZATION OF POLITICAL PROCESSES

C.1 PROJECT: STRENGTHENING ELECTORAL INSTITUTIONS 2007-2008

PERFORMANCE INDICATOR REFERENCE SHEET
<p>Strategic Objective / Final Goal: To make the electoral bodies more independent and enhance their technical capabilities, so they can conduct efficient and transparent electoral processes</p> <p>Intermediate results: Network of electoral organizations in the region expanded and strengthened. More documentation and comparative experiences, as input for the work of the associations and research projects. Electoral bodies and members of the electoral network in general in possession of more up-to-date knowledge. Easier access to up-to-date political and electoral information. The electoral organizations have more specialized technical knowledge about the topics addressed at the conferences of the Tikal and Quito protocols. Progress made in updating the work programs of the associations of electoral organizations (Tikal and Quito protocols). More and stronger partnerships of electoral organizations leading to joint actions on technical electoral matters. The topics included in the work programs of the organizations were updated as a result of the agreements adopted at the conferences. More active members of the Network. Electoral information disseminated more widely in the hemisphere. More documents and experiences shared on electoral topics and processes in the region. Users of the Network more conversant with electoral topics and processes in the region. Electoral legislation or practices modified as a result of the implementation of recommendations or lessons learned from the missions. The members of the Inter-American Electoral Network have more comparative knowledge of electoral legislation and practices. Updating of technical needs in the electoral field. Progress in identifying areas for technical assistance. More comparative knowledge related to political rights and electoral processes. Dissemination and exchange of up-to-date information to support the activities of the Inter-American Electoral Network.</p> <p>Performance indicator: With US\$245,944.69 of the budget approved for the period 01-10-07 through 30-09-08, the IIHR will enable 28 electoral bodies to carry out more effective and transparent electoral processes in their respective countries, by furnishing technical training and more up-to-date knowledge of electoral and political topics in the region.</p>
DESCRIPTION
<p>Precise definition: The extent to which 28 electoral bodies are more independent and have improved their capabilities for conducting efficient and transparent electoral processes can be measured in terms of their increased comparative knowledge of the electoral legislation and practices of the countries belonging to the Inter-American Electoral Network; technical training by means of exploratory and horizontal cooperation missions, and support for the digital media used to disseminate information and specific projects aimed at strengthening democracy in Latin America through work with political parties.</p> <p>Unit of Measurement: Associations of electoral organizations; Inter-American Electoral Network, Electoral Bodies, Political Parties.</p> <p>Disaggregated by: National / Regional / Inter-American levels</p> <p>Mechanism: Analysis of content of the documents produced by the project, comparative analysis of the experiences systematized and information collected through the Inter-American Electoral Network</p>

IIHR PLAN FOR DATA COLLECTION

Data collection method: Exploratory and observation missions; content and agreements of conferences; contacts with electoral bodies, civil society organizations (CSOs), political parties and local USAID missions; content of and visits to electronic networks

IIHR's data collection method: Direct access to documents produced by the project. Formal requesting of documents and meetings with representatives of counterparts

Source: Electoral bodies; electronic networks; CSOs specializing in electoral issues, political parties or local USAID offices.

Timing / frequency of data collection: Annual

Estimated cost of data collection: Included in other IIHR activities; no additional costs involved.

Responsible individuals: Team of specialists of the STRENGTHENING ELECTORAL INSTITUTIONS project, (IIHR/CAPEL)

POINTS REGARDING DATA QUALITY

Date of evaluation of data quality: 31 August 2007 ??????

Known data limitations and significance: This indicator is qualitative rather than quantitative, so qualitative techniques will be used to systematize the information. The sources have been slow to send in the information; and the human and economic resources available to support the process of collecting and systematizing the information are limited.

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

Procedures for future evaluation of data quality: Take advantage of the experiences of the different activities carried out by the project (conferences, missions) to validate the information

PLAN FOR THE ANALYSIS, REVIEW AND REPORT

Data analysis: 31 August 2008

Data presentation: 28 September 2008

Data review: 15 October 2008

Data report: 31 October 2008

OTHER POINTS

Notes on Starting Points: Given the large number of electoral processes that took place in Latin America between November 2005 and December 2006, it was an extremely active period for the Inter-American Electoral Network and, therefore, for the IIHR/CAPEL, which is the hub of the network and runs its Executive Secretariat. Dozens of projects and initiatives were implemented that enriched horizontal cooperation among the members of the Inter-American Electoral Network. The lessons learned include the emergence of new complications for the work of the electoral bodies, such as close-run key elections (the general elections in Costa Rica, the mayoral race in San Salvador, the runner-up in Peru's presidential elections and the presidential elections in Mexico). In 2007, the level of electoral activity is more manageable, with elections planned in Argentina (general elections), Bolivia (referendum to approve the new political constitution), Colombia (local elections), Guatemala (general elections), Ecuador (election of members of the National Constituent Assembly) and Costa Rica (referendum on free trade agreement). Parliamentary

elections are also scheduled to be held in Jamaica, whose electoral body is a member of the Tikal Protocol and the Inter-American Union of Electoral Bodies.

Goals: Consolidation of the activities of the Inter-American Electoral Network, to strengthen the electoral bodies, basically those involved in electoral processes in 2007 and 2008. Institutional strengthening of selected electoral bodies and those involved in electoral and political reform processes in 2007.

Place where data is stored: IIHR/CAPEL.

Other notes: Exploratory missions are planned, several months in advance, to study the feasibility of local projects or technical assistance projects in Paraguay, Panama and Dominican Republic, in the run up to the elections scheduled for 2008 and to support the efforts already under way to introduce electoral reforms in 2008 and 2009.

Last updated: 31/ 08/ 07

C.1 STRENGTHENING ELECTORAL INSTITUTIONS

I. GENERAL FRAMEWORK

The intense electoral activity in 2005 and 2006 yielded important lessons for the future of electoral democracy in Latin America, especially the key role that the Inter-American Electoral Network can play, with the IIHR/CAPEL as its Secretariat, in promoting horizontal cooperation on technical electoral topics. This annual plan, covering the period 1 October 2007 - 30 September 2008, includes both lines of work originally proposed in the plan for January-September 2007 and new activities.

The activities already programmed include those of the Inter-American Electoral Network and the production of the UNIORE newsletters, which take place year round (January through December). The 13th Conference on the Quito Protocol is due to take place 12-15 November. The dates were decided with Chile's electoral bodies in March 2007, as they are co-organizing and co-sponsoring the activity. The activity was included in last year's annual plan but it turned out that Chile's Electoral Service and Court could only host the activity in November and informed us of the fact officially only in March. As the IIHR/CAPEL was already committed to organizing the conference but USAID had not approved the funds, the Institute sought funds for the activity elsewhere in case they were not forthcoming from Washington. For that reason, Sweden's international cooperation agency will also be contributing to the financing of the event.

A second group of activities was also programmed in the plan for January-September 2007, execution of which is going to have to be extended through December 2007. The main reason for this is that USAID did not approve the funds until May 2007, so the activities had to be rescheduled. The main activities affected were the four ongoing applied research projects on specific topics. Other activities were reprogrammed for other reasons, principally the horizontal cooperation missions. The one to Bolivia, for example, had to be postponed because Bolivia's electoral organizations have still not set the date for the referendum. The dates for the exploratory missions to Paraguay and Panama have not yet been set because the conditions required to carry them out do not exist in either country.

On the other hand, significant progress was made with the proposed partnership with the Federal Electoral Institute and the United Nations Electoral Training Center in Mexico for training in the run up to the May 2008 elections in the Dominican Republic. The scope of this training was defined during an exploratory mission undertaken in the second week of August 2007.

This plan also includes new lines of work. A horizontal cooperation mission will be carried out in Costa Rica, which only announced officially in July 2007 that a referendum on the free trade agreement was to be held on 7 October 2007. Further horizontal cooperation missions will be undertaken to Paraguay (for the presidential elections on 20 April 2008) and the Dominican Republic (for the presidential elections on 16 May 2008).

Other new activities are the conferences of the associations of electoral bodies scheduled for 2008. Agreement has already been reached on the sites of the 22nd Conference on the Tikal Protocol (Nicaragua) and the 9th Conference of UNIORE (El Salvador). The site of the 14th Conference of the Quito Protocol has yet to be decided. In the case of the Tikal Protocol, a co-financing arrangement is being negotiated with other donors. If funds from other donors are approved, USAID's contribution would make it possible to expand the scope of the other lines of action planned.

Finally, the plan for January-September 2007 included a horizontal cooperation mission to Argentina (the presidential elections were scheduled for 28 October 2007). Originally, programming of the mission to Argentina had been coordinated with the CSOs *Poder Ciudadano* and *Unidos por el Sud*, with a view to incorporating the issue of transparency, which forms part of the IIHR/CAPEL's ongoing project (under the Equal Representation and Political Party Reform component). **As the mission will now be working with the National Electoral Court of Argentina, the IIHR will carry it out with financing from Sweden, not USAID. Therefore, the horizontal cooperation mission to Argentina is not included in this work plan.**

Whenever missions are carried out to the countries under the activities programmed, the IIHR will inform USAID ahead of time and invite it to take part, if it wishes. The Institute will also make the necessary arrangements for a meeting during the mission with the pertinent staff of the USAID Office (in countries where there is one) or with the U.S. Embassy.

II. IMPLEMENTATION OF THE PROJECT

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: With US\$245,944.69 of the budget approved for the period 01-10-07 to 30-09-08, the IIHR will enable 28 electoral bodies to carry out more effective and transparent electoral processes in their respective countries, by furnishing technical training and more up-to-date knowledge of electoral and political topics in the region.

NON-FLEXIBLE USAID INDICATORS:

1. Number of election officials trained with US Government assistance (if possible, state # men & # women):

Achieved in FY-2007 (Oct '06–Sep 07): 49 (37 men & 12 women)

Target FY-2008 (Oct '07–Sep 08): 115

2. Number of electoral observation missions mobilized:

Achieved in FY-2007 (Oct '06–Sep 07): 9

Target FY-2008 (Oct '07–Sep 08): 3 (Costa Rica, Paraguay, Dominican Republic)

Annual Goal 1: To consolidate the activities of the Inter-American Electoral Network aimed at strengthening the electoral bodies, basically those called upon to organize electoral processes between October 2007 and September 2008

ACTIVITIES	EXPECTED RESULTS	IMPACT INDICATORS
<p>Inter-American Electoral Network</p> <p>Objective: To continue administering the network of networks of electoral bodies that belong to the different associations</p>	<p>Up-to-date information about the election calendar for 2007-2008</p> <p>Up-to-date directory of electoral organizations (2007-2008)</p> <p>Agreements adopted by the associations (2007-2008)</p> <p>Electoral news (2007-2008)</p> <p>Up-to-date information about 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> <p>Easier access to up-to-date political and electoral information</p>

ACTIVITIES	EXPECTED RESULTS	IMPACT INDICATORS
<p>Newsletters of the Inter-American Union of Electoral Organizations (UNIORE)</p> <p>Objectives: To continue keeping the members of the Inter-American Electoral Network abreast of the most important political and electoral developments in the Americas To disseminate information about activities related to the associations of electoral bodies</p>	<p>Digital monthly newsletters in Spanish available on the SINE-Panama and the IIHR/CAPEL's specialized section of the IIHR Web page (www.iidh.ed.cr/capel)</p> <p>Newsletters available in English in a digital format on the Web page</p> <p>Members of the network informed about political and electoral events 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>

ACTIVITIES	EXPECTED RESULTS	IMPACT INDICATORS
<p>2007 Conference of the Quito Protocol</p> <p>Objectives:</p> <p>To foster dialogue among South American electoral bodies</p> <p>To keep South American electoral officials abreast of the activities of the Inter-American Electoral Network</p>	<p>The 13th Conference of the Quito Protocol will take place in Santiago, Chile, co-sponsored by Chile's Electoral Service and Electoral Court, probably from 12 to 15 November 2007.</p> <p>Agreements adopted at the Conference</p> <p>Systematized information about the theme of the event - "Minimum principles for organizing electoral processes. An appraisal of the experience gained in South America"</p> <p>Up-to-date assessments on the subtopics addressed at the conference</p> <p>At least twenty delegates informed about the topics addressed</p>	<p>The electoral bodies have more specialized technical knowledge about the theme of the conference</p> <p>Progress in updating the work program of the association of electoral bodies</p> <p>More and stronger alliances of electoral organizations for joint activities on technical electoral matters</p> <p>The work program of the electoral organizations was updated as a consequence of the agreements adopted at the conference</p>

ACTIVITIES	EXPECTED RESULTS	IMPACT INDICATORS
<p>2008 Conference of the Quito Protocol</p> <p>Objectives:</p> <p>To foster dialogue among South American electoral bodies</p> <p>To keep South American electoral officials abreast of the activities of the Inter-American Electoral Network</p>	<p>The date and site of the 14th Conference of the Quito Protocol, due to be held in 2008, will be decided during the 13th Conference.</p> <p>Agreements adopted at the conferences</p> <p>Systematized information about the theme of the event (still to be decided)</p> <p>Up-to-date assessments on the subtopics addressed at the conference.</p> <p>At least twenty delegates informed about the topics addressed</p>	<p>The electoral bodies have more specialized technical knowledge about the theme of the conference</p> <p>Progress in updating the work program of the association of electoral bodies</p> <p>More and stronger alliances of electoral organizations for joint activities on technical electoral matters</p> <p>The work program of the electoral organizations was updated as a consequence of the agreements adopted at the conference</p>

ACTIVITIES	EXPECTED RESULTS	IMPACT INDICATORS
<p>2008 Conference of the Tikal Protocol</p> <p>Objectives:</p> <p>To foster dialogue among Central America and Caribbean electoral organizations</p> <p>To keep Central American and Caribbean electoral officials abreast of the activities of the Inter-American Electoral Network</p>	<p>The 22nd Conference of the Tikal Protocol will be held in 2008, in Nicaragua, on a date yet to be decided. Nicaragua was chosen to host the event, as can be seen in the agreements adopted at the 21st Conference of the Tikal Protocol.</p> <p>Up-to-date assessments of every Central American and Caribbean country that is a member of the Tikal Protocol dealing with the topics addressed at the conference.</p> <p>Agreements adopted at the conferences</p> <p>New electoral officials conversant with the Inter-American Network, with emphasis on the Tikal Protocol</p> <p>Twenty-two delegates from Central American and Caribbean electoral bodies informed about the topics addressed</p>	<p>The electoral bodies have more specialized technical knowledge about the topics addressed at the conference</p> <p>Progress in updating the work program of the Association of Electoral Bodies of the Tikal Protocol</p> <p>More and stronger alliances of electoral organizations for joint activities on technical electoral matters</p> <p>The work program of the electoral organizations was updated as a consequence of the agreements adopted at the conference</p> <p>More active members of the association</p>

ACTIVITIES	EXPECTED RESULTS	IMPACT INDICATORS
<p>2008 Conference of UNIORE</p> <p>Objectives:</p> <p>To foster dialogue among the members of UNIORE</p> <p>To keep the members updated about the activities of the Inter-American Electoral Network</p>	<p>The 9th Conference of UNIORE will be held in 2008 on a date to be decided. El Salvador was chosen to host the event, as stated in the agreements adopted at the 8th Conference of UNIORE.</p> <p>Agreements adopted at the conferences</p> <p>Systematized information about the theme of the conference</p> <p>Up-to-date assessments on the subtopics addressed at the conference</p> <p>At least thirty delegates informed about the topic addressed</p>	<p>The electoral bodies have more specialized technical knowledge about the theme of the conference</p> <p>Progress in updating the work program of the association of electoral bodies</p> <p>More and stronger alliances of electoral organizations for joint activities on technical electoral matters</p>

Annual Goal 2: To strengthen selected electoral organizations and those engaged in electoral and political reform processes between October 2007 and September 2008		
ACTIVITIES	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>Four sets of recommendations from horizontal cooperation missions to:</p> <p>Bolivia - Constitutional Referendum (1 mission, date to be decided, possibly in 2008)</p> <p>Costa Rica - Referendum on Free Trade Agreement (1 mission, 7 October 2007)</p> <p>Paraguay - presidential elections (1 mission, 20 April 2008)</p> <p>Dominican Republic - presidential elections (1 mission, 16 May 2008)</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>

ACTIVITIES	EXPECTED RESULTS	IMPACT INDICATORS
<p>Exploratory Missions</p> <p>Objectives: To keep up-to-date the table of technical 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>Four status reports on electoral technical assistance needs and opportunities in: Paraguay, Dominican Republic, Panama and Mexico (where the IIHR is working with the Federal Electoral Institute and the United Nations Electoral Training Center to provide training in the run up to the May 2008 elections in the Dominican Republic)</p> <p>Agreement reached on at least one technical assistance project on electoral matters to be carried out by the IIHR/CAPEL</p>	<p>Updating of technical needs in the electoral field</p> <p>Progress in identifying areas for technical assistance</p>

ACTIVITIES	EXPECTED RESULTS	IMPACT INDICATORS
<p>Applied Research</p> <p>Objectives: To generate specialized doctrine to support the Inter-American Electoral Network</p> <p>To meet the need for up-to-date information in areas and on issues that the Executive Secretariat is asked expressly to provide</p>	<p>Four specialized publications (Cuadernos de CAPEL 51-52-53-54) on the following subjects:</p> <ol style="list-style-type: none"> 1. Comparative analysis of electoral organizations as a result of institutional development in Latin America 2. Close-run elections and the work of electoral bodies 3. National and international election observation. Lessons learned 4. Electoral Jurisprudence 	<p>More comparative knowledge available related to political rights and electoral processes</p> <p>Dissemination and sharing of up-to-date information to support the activities of the Inter-American Electoral Network</p>

**C.2 PROJECT: EQUAL REPRESENTATION AND POLITICAL PARTY REFORM
2007-2008**

PERFORMANCE INDICATOR REFERENCE SHEET
<p>Strategic objective / Final goal: To enhance the organizational and management capabilities (efficiency and effectiveness) of political parties, with special emphasis on the issues of their institutionalization, democratization and transparency, which are vital to make democracies more legitimate and advance human rights in Latin America</p> <p>Intermediate results: Strategic stakeholders agreed on the need to strengthen political parties; national plans for strengthening political parties agreed with the political parties and other stakeholders keen to advance democracy in at least two of the following countries: the Dominican Republic, Argentina and/or Panama.</p> <p>Performance indicator: With US\$77,940.00 of the budget approved for the period 01-10-07 through 30-09-08, the IIHR will enable national proposals related to the democratization, institutionalization or transparency of political parties to be developed in at least two countries of the region (the Dominican Republic, Argentina and/or Panama).</p>
DESCRIPTION
<p>Precise definition: The outcome of the compilation, systematization, validation and presentation of results will be used to identify both problematic situations and gaps and good practices in the democratic life of the political parties of the selected countries, and concrete proposals for strengthening their institutionalization, democratization, and transparency.</p> <p>Unit of Measurement: Political Parties.</p> <p>Disaggregated by: National / Regional.</p> <p>Mechanism: Systematization, analysis and validation of the information and experiences of each country and a comparative analysis of the countries.</p>
IIHR PLAN FOR DATA COLLECTION
<p>Data collection method: The process of adopting the Strategic Plan to Strengthen Political Parties in Latin America has made it possible to analyze and discuss in depth the objectives, programming, thematic content, approach, target population, expected results and countries in which the project will be working. Progress will gradually be made in the selected countries, placing emphasis on at least two of them, during the early months and adopting a gradual approach as the method. Information from the later experiences will augment that of the previous ones, taking advantage of the lessons learned since the end of 2006 and during 2007 for future actions.</p> <p>IIHR's data collection method: Missions carried out by CAPEL officials; contacts within electoral organizations; NGOs and USAID missions.</p> <p>Source: Electoral organizations; political parties; judicial and legislative systems of each country; NGOs.</p> <p>Timing / frequency of data collection: Annual</p> <p>Estimated cost of data acquisition: Included in other IIHR activities; no additional costs involved.</p> <p>Responsible individuals: Team of specialists of the project EQUAL REPRESENTATION AND POLITICAL PARTY REFORM, IIHR/CAPEL.</p>
POINTS REGARDING DATA QUALITY
<p>Date of initial evaluation of data quality: 31 August 2007</p> <p>Known data limitations and significance: This indicator is more qualitative than quantitative and, as a result, qualitative techniques will be used to systematize the information, based on the experiences in each country. Staff will then proceed to the comparative analysis. Limited human and financial resources to support the process of collecting and systematizing the information.</p> <p>Actions taken or planned to address the data's limitations: Liaison with local counterparts for joint analysis.</p>

Procedures for future evaluation of data quality: Obtain information from key informants about the true situation of the internal democracy of political parties (both regulations and actual practices), with a view to organizing and systematizing it.

PLAN FOR THE ANALYSIS, REVIEW AND REPORT

Data analysis: 31 August 2008

Data presentation: 28 September 2008

Data review: 15 October 2008

Data report: 31 October 2008

OTHER NOTES

Notes on Starting Points: 2007 is a good time for the IIHR/CAPEL to begin implementing the Strategic Plan, as there is less electoral activity this year. Periods when there is less activity are best for laying the groundwork for local projects and actions with political parties. As there is less competition between the parties, they are more receptive to the idea of developing reform mechanisms, while the electoral bodies that belong to the Inter-American Electoral Network are in a better position to exert influence and collaborate. Of the first countries selected, the best opportunities for work have been detected in the Dominican Republic, where preparatory activities have already been carried out, and Argentina, where implementation of training activities on the funding of political parties is planned. New possibilities for work have also opened up in Panama, where the project plans to update the assessment carried out in 2004 entitled "Internal democratization of political parties in Central America: Progress made and tasks pending."

Goals: To implement national projects to strengthen political parties in at least two Latin American countries

Place where data is stored: IIHR/CAPEL

Other notes: The solid academic support and research over the last three years, and the IIHR/CAPEL's work of disseminating specialized, up-to-date knowledge, are useful tools for promoting the national plans planned in the future to strengthen political parties.

Last updated: 31 / 08 / 07

C.2 PROJECT: EQUAL REPRESENTATION AND POLITICAL PARTY REFORM

I. GENERAL FRAMEWORK

At the beginning of **2007**, the **Strategic Plan to Strengthen Political Parties in Latin America** was completed and a publication produced (versions in both Spanish and English) that establishes the main lines of work for the most decisive stage of the project - namely, the preparation of national plans in selected countries in line with criteria set out in the plan itself. Thus, USAID's support made it possible to achieve considerable progress. The **Strategic Plan** is a tool designed to make it possible to advance on three parallel fronts (institutionalization, democratization and transparency), with the parties themselves involved in the efforts to modernize and strengthen their internal operations.

However, as USAID did not approve the 2007 Annual Plan until several months into the year, execution of the activities related to this component had to be reprogrammed. In **the Dominican Republic**, the best time for beginning the process of generating a national plan was at the start of the year but the work had to be rescheduled. The workshops planned to draft the national plan had to be postponed until the end of **2007** and the beginning of **2008**. Elections are due to be held in May 2008 and as the political agenda varies considerably when electoral processes are approaching, the workshops need to be carried out as soon as possible

One positive development is that there are new possibilities of work in **Panama**, where the project plans to update the assessment carried out in **2004** entitled ***Internal democratization of political parties in Central America: Progress made and tasks pending***, financed by **PRODECA**. Advantage will be taken of the **Council of Political Parties**, a body that operates under the aegis of **Panama's Electoral Tribunal**, to set up task forces to work on the formulation of a national plan for strengthening political parties in that country. There are also plans to undertake work in the **Andean Region**, specifically in **Peru**, in **December 2007** and the **early months of 2008**, under the rapid response project (see rapid response section for further information).

The activities planned in Argentina are continuing thanks to a partnership with the civil society organization *Unidos por el Sud*. The plan includes regional training workshops on transparency and the development of technical capabilities for successfully complying with new Argentine legislation on the subject. The plan includes an evaluation following the elections on 28 October 2007 to gauge the effect of the training in accountability. In addition, the training workshops in Argentina will provide the **IIHR/CAPEL** with a network of contacts within the political parties. If the results of these training activities are positive, the experience could be replicated in other countries in the near future, since the issue of campaign financing is high on the electoral agenda in nearly every part of Latin America and legislative reforms are being enacted following which the individuals in charge of financing within political parties will need to be trained.

The activities included in this new plan will permit the IIHR/CAPEL to advance its efforts to strengthen political parties in several countries, which involve strengthening internal democracy and transparency.

Whenever missions are carried out to the countries under the activities programmed, the IIHR will inform USAID ahead of time and invite it to take part, if it wishes. The Institute will also make the necessary arrangements for a meeting during the mission with the pertinent staff of the USAID Office (in countries where there is one) or with the U.S. Embassy.

II. IMPLEMENTATION OF THE PROJECT

FINAL GOAL: To enhance the organizational and management capabilities (efficiency and effectiveness) of political parties, with special emphasis on the issues of their institutionalization, democratization and transparency, which are vital to make democracies more legitimate and advance human rights in Latin America

PERFORMANCE INDICATOR: With US\$77,940.00 of the budget approved for the period 01-10-07 through 30-09-08, the IIHR will enable national proposals related to the democratization, institutionalization or transparency of political parties to be developed in at least two countries of the region (the Dominican Republic, Argentina and/or Panama).

Annual Goal 1: To implement national projects to strengthen political parties in three Latin American countries		
ACTIVITIES	EXPECTED RESULTS	IMPACT INDICATORS
<p>Project to promote the transparency of political parties in Argentina, in the run up to the 2007 elections</p> <p>Objective: To enhance the internal capabilities of the political parties so they can meet the standards of transparency established in Argentine legislation</p>	<p>The leaders and treasurers of political parties will have acquired new skills to ensure improved accountability, as stipulated in Argentine legislation on financing, following training sessions with the political parties on the subject of transparency (vis-à-vis both the implementation of legislation and the observation of the elections on 28 October 2007).</p> <p>The number of training sessions, the dates when they are held and the number of participants will be decided with representatives of the political parties involved in the project.</p>	<p>Strategic stakeholders agreed on the need to strengthen political parties</p> <p>The leaders and treasurers of political parties have greater technical expertise, ensuring they comply with the aspects of transparency established in Argentine legislation</p>

ACTIVITIES	EXPECTED RESULTS	IMPACT INDICATORS
<p>Project to Strengthen Political Parties in the Dominican Republic</p> <p>Objective: To prepare a Strategic National Action Plan that establishes priorities for the thematic focuses of institutionalization, democratization and transparency</p>	<p>A National Plan to Strengthen Political Parties in the Dominican Republic will be generated as a result of workshops with party leaders, civil society organizations and academia.</p> <p>The number of workshops, the dates when they are held and the number of participants will be decided with representatives of the political parties, organizations and academic sector involved in the project.</p>	<p>Strategic stakeholders agreed on the need to strengthen political parties</p> <p>National Plan to Strengthen Political Parties agreed with the political parties and other stakeholders keen to advance democracy</p>

