# AMERICA'S DEVELOPMENT FOUNDATION

*ASSISTING THE INTERNATIONAL DEVELOPMENT OF DEMOCRACY*

## Final Project Report
## Strengthening Democratic Initiatives in the Protection and Promotion of Human Rights in Nicaragua
## 524-0316-A-00-2013-00

*October 1991 - May 1995*

## Volume I: Summary & Workshop Reports

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## A. BACKGROUND

Nicaragua continues to face enormous challenges in rebuilding its society and in moving forward with democratic reforms following the election of a transitional government in February, 1990. Human Rights groups report increases in intimidation, kidnappings, false arrests and torture. The Police and the Courts are overwhelmed by surging crime rates caused in part by high unemployment. Prisons are overcrowded with hundreds of detainees held for months and in some cases years before their cases are brought to court.

During the period this report covers, the human rights groups, including CPDH (Comision Permanente de Derechos Humanos de Nicaragua) and ANPDH (Asociacion Nicaraguense de Derechos Humanos) the human rights groups America's Development Foundation (ADF) funded, have worked to investigate allegations against the military in many different cases as shown in the annexes. One example is the widely publicized case of La Maranosa: a group of 11 "rearmados" known as "El Grupo de los Meza" had given up their arms and were being transported in covered convoy January 6, 1995 by the Ejercio Popular Sandinista (EPS) from El Porvenir, Quilali to the military base in Wiwili, Jinotega and onto the Apanas military base. They never arrived: fifteen people were killed en route, including the 11 "rearmados", 2 EPS drivers, and two civilians. Two EPS solders were also wounded. Please see CPDH and ANPDH reports and press clippings for additional information regarding La Maranosa, Annexes, Volume II and III, accompanying this report.

## B. INTRODUCTION AND PROJECT OBJECTIVES

In November 1991, America's Development Foundation (ADF) was awarded a Cooperative Agreement (CA) by the Agency for International Development (USAID/Nicaragua) to implement the "Protection and Promotion of Human Rights", one of eight components of the Strengthening Democratic Institutions Project (SDI). SDI is designed to provide technical assistance, training and program subgrants to support and enhance the effectiveness of nascent constitutional structures, including support for human rights, civic education, political parties, labor organizations and the independent media.

The Cooperative Agreement enabled ADF to serve as an intermediary, providing technical assistance and funding to the Comision Permanente de Derechos Humanos (CPDH) and the Asociacion Nicaraguense Pro Derechos Humanos (ANPDH) during Phase I (November 1991 - February 1992), during Phase II (March 1992 - February 1994), and during Phase III (July 1994 - May 1995).

During Phase I of the Cooperative Agreement ADF provided "bridge funding" and technical assistance to CPDH and ANPDH to develop internal financial management controls, accountability systems and administrative procedures which would allow both organizations to run more effectively while complying with USAID requirements and regulations for subgrant funding.

In Phase II ADF's technical assistance and training efforts continued as did the institutional support through operational sub-grants to CPDH and ANPDH for administrative costs. It also allowed both organizations to expand their program operations into other regions of Nicaragua.

Amendment No. 6, dated June 29, 1994, modified ADF's Cooperative Agreement and marked the beginning of Phase III. Phase III sought to involve other groups working in human rights in a series of training and technical assistance activities targeting more effective use of the media and training of trainer activities in documentation of human rights cases, education and advocacy. The amendment also marked a shift away from USAID/Nicaragua's administrative support for particular institutions towards support for specific projects and activities and provided for a gradual reduction in financial support to both grantees.

Amendment No. 6 originally covered a four and a half month period, ending in September, 1994. Three other relevant amendments which followed included: No. 9, dated October 31, extending the CA through 31 January 1995, No. 10, dated 13 November extending the CA through 31 March 1995, and No. 11, dated March 31 which extended the CA through 31 May, 1995. All of these amendments were designed to enable CPDH and ANPDH to qualify for USAID Local Private Voluntary Organization status and to submit proposals directly to USAID/Nicaragua prior to the end of the CA. These amendments also enabled ADF and subgrantees to continue providing workshops targeting capacity building in the larger NGO community in human rights documentation, education and advocacy.

## C. PROGRAM IMPLEMENTATION

USAID/Nicaragua continued to provide funding through ADF both to ANPDH and CPDH for a project officer and support staff to administer the project and provide for follow-up within and outside their respective institutions. ADF has provided support and technical assistance during this period, as well as an in-country presence from Nov. 28 - Dec. 13, 1994, from Jan. 11 - Feb. 3, and from March 27 - May 14, 1995.

Program activities of both subgrantees have targeted proposed areas of work. Both organizations have continued to carry out investigative, reporting, education and advocacy activities. Quarterly reports, included in Volume II and III as Annexes, track actions undertaken by both organizations as well as documentation produced

(publications, reports, news briefs etc.). These outputs reflect efforts made to raise public awareness through a weekly radio program (CPDH), a monthly "Reflexion" bulletin (ANPDH) and regular articles in newspapers.

ANPDH has continued to strengthen its financial and administrative controls and programmatic integrity under the leadership of Dr. Julio Saborio. Additional staff hired during this period include Dr. Violeta Guevara, hired October 31 as the new Program Coordinator for Investigation, and Marielos Flores, hired Feb. 1, to replace Alma Nubia Mairena, Secretary/Receptionist.

ANPDH field offices - regional and local - continued to function, whereas CPDH made the decision to close its field offices.

Two ANPDH staff from the central office, Dr. Violeta Guevera, and Mr. Fernando Larios, Computer Specialist, as well as one field activist from the Esteli office, Rafael Rodriguez, participated in the HURIDOCS documentation work group at the "Perspectivas de Accion para las ONGs en Derechos Humanos" Workshop held at La Selva Negra January 17 - 21, 1995. The advantages of adapting HURIDOCS to ANPDH's needs were immediately clear. ANPDH reporting formats were changed, and following a request to ADF dated March 1, 1995, funding for a two day internal workshop was approved in April. This workshop was facilitated by Dr. Violeta Guerrera and Mr. Fernando Larios at the ANPDH Managua office on April 24 and 25 and included ANPDH field staff (11 activists) as well as Managua staff.

CPDH was also impressed with the HURIDOCS documentation formats which are distributed as IBM Shareware. A meeting was held in early February with Ms. Patricia Chamorro, local Macintosh technician previously hired by ADF to modify CPDH computer systems, Dr. Lino Hernandez, Ms. Luz Marina Gutierrez and ADF representative Ms. Patricia Prunier discussed the programming changes needed to create a platform to allow use of the HURIDOCS formats in the Macintosh system. Lino Hernandez was to work with Patricia Chamorro to provide cost estimates as to the necessary changes. These cost estimates have to date not been presented to ADF.

ANPDH continued to target diversification of funding and was successful in signing a short term agreement with the Canadian Embassy for $13,981 to deliver a series of 10 regional workshops on "Education and Democracy Development" issues related to upcoming elections.

## D. PHASE III OUTREACH AND TRAINING ACTIVITIES

Prior to the period covered by this report, but critical to the implementation of training and technical assistance activities undertaken by ADF during the past eight months, ADF with CPDH and ANPDH made a concerted effort to involve the larger human rights and NGO community in planning future activities by sponsoring the following meetings:

- June 29, 1994, Hotel Camino Real, Preliminary Meeting,
  Facilitator: Sergio Cambronero, ADF,
  Institutions Participating (7):
  - CPDH and ANPDH
  - La Pastoral Universitaria
  - CIAV/OEA
  - Comision de Verificacion del Cardenal Obando,
  - Universidad de la Paz
  - UCA-CEE

- July 27 and 28, 1994, Centro Olaf Palme, Building Consensus,
  Facilitators: Sergio Cambronero, ADF, and ADF Consultant Luis Rodriguez,
  Institutions Participating (11):
  - CPDH and ANPDH
  - La Pastoral Universitaria
  - CIAV/OEA
  - Comision de Verificacion del Cardenal Obando
  - Universidad de la Paz
  - UCA-CEE
  - CEPAD
  - IPADE
  - CENIDH
  - CED

Also during the previous reporting period, ADF contracted with the "Instituto Interamericano de Derechos Humanos" to present a three day conference in Managua on the "Rol de los Medios de Comunicacion en el Proceso de Transicion de America Latina", September 5 - 7, 1994. This was followed by a two day workshop September 8 and 9, facilitated by ADF Consultant Jorge Rovira Mas, entitled "Communicando con los Comunicadores" which brought together representatives of different Nicaraguan media to dialogue with the participant human rights groups.

Workshops presented during the current reporting period, for which detailed reports are included in Annexes, Volume I, are as follows:

- "Defensa Integral de Los Derechos Humanos, Nov. 30 - Dec. 2, 1994, Centro Olaf Palme, Facilitators: Patricia Sanchez de Bustamante and Margarita Ofelia Jarque, ADF Consultants,

  Institutions Participating (8):

  CPDH and ANPDH
  La Pastoral Universitaria
  CIAV/OEA
  Universidad de la Paz
  UCA/CEE
  CEPAD
  IPADE

- "Perspectivas de Accion para las ONGs en Derechos Humanos", Strategy and HURIDOCS Documentation Work Groups, La Selva Negra, Facilitators: Rocio Culebro and Aida Maria Noval, ADF Consultants, Jan. 18 - 21, 1995

  Institutions Participating (9):

  CPDH and ANPDH
  La Pastoral Universitaria
  CIAV/OEA
  Universidad de la Paz
  UCA/CEE
  CEPAD
  Comision de Verificacion del Cardenal Miguel Obando
  IPADE

- "Capacitacion de Capacitadores en Derechos Humanos", April 20 - 23 and May 4 - 6, 1995, Auditorio Elena Arellano, Centro Civico, Facilitators: Cuauhtemoc Lopez, ADF Consultant, Gulnara Garnham, CIAV/OEA, and Patricia Prunier, ADF Director of Training and Organizational Development,

  Institutions Participating (8):

  CPDH and ANPDH
  La Pastoral Universitaria
  Universidad de la PAZ
  UCA/CEE
  CEPAD
  IPADE
  INIM

The above activities directly addressed the SOW, providing participant organizations with the opportunity to upgrade the skills of their personnel in human rights investigation and documentation, education and advocacy. The Selva Negra Strategy Work Group also provided the opportunity for leaders of respective organizations to share their experiences, increase their understanding of the complex environment in which their respective organizations work and develop collaborative strategies which would increase resources and provide for more impact.

The first workshop, "Defensa Integral de los Derechos Humanos", which targeted improved communication in education and advocacy, exposed participants to their first carefully designed experiential workshop using state of the art adult learning techniques. It should be noted that in the Selva Negra Workshops which followed a month and half later, participants did not hesitate to express their preference for an experiential approach as opposed to the top-down lecture format with which that Workshop had been initiated. The ADF's Ms. Pruner worked with ADF consultants to assure inclusion of experiential and participant based activities in the remaining three days of the workshop.

The Selva Negra Workshop was preceded by Consultant visits to participant organizations to do needs assessments and followed up by a week of technical assistance to address specific problems of individual organizations related to workshop content.

The first two workshops allowed participants to experience for themselves the effectiveness of facilitators using adult learning techniques and experiential approaches in workshop design and delivery. Participants were motivated to learn from the Training of Trainers (TOT) which followed in April and May: again an experiential design validated the methodologies used in previous workshops. The TOT design allowed participants to extrapolate the variables present in effective adult learning from their own personal and professional life experiences; it also provided ample opportunities for individuals and teams to exercise new skills in the design, delivery and evaluation of training activities in human rights.

On the final day of the Selva Negra Workshop in January, it was suggested that the Workshop be followed by a meeting of participating organizations to evaluate CA Phase III activities to date. That meeting, at which Todd Amani and Luis Ubeda were present, took place January 26 in CEPAD. Notes from that meeting which list Phase III Activities, Successes and Obstacles, are included in Volume I, Annex 5. The general consensus was that Phase III activities had in effect created a new space in which participating organizations had gained new skills and profited from the interchange with other groups working in human rights. There was also consensus at this point that a training of trainers workshop was needed to complete Phase III SOW.

Phase III activities encouraged dialogue and allowed participants from different organizations to relate to each other in significantly different ways, especially in the Selva Negra Workshop which was held in residence and away from the distractions of the capital. These relationships will continue to be strengthened by follow-on activities discussed in the following section.

## E. END OF PROJECT MULTIPLIER ACTIVITIES: COLLABORATION WITH CIAV/OAS

Ms. Gulnara Garnham, Director of Social Programs for the CIAV project of the Organization of American States (OAS), worked directly with ADF consultant Cuauhtemoc Lopez and ADF's Patricia Prunier in the design and delivery of the recent TOT. Ms. Garnham's collaboration had a dual purpose: not only was the TOT enriched with her contributions but she as a CIAV/OAS staff person is in a unique position to provide in-country follow-on technical assistance to participants.

CIAV/OAS has also indicated that the organization will finance a series of multiplier workshops to follow the ADF TOT. The first of these workshops has been designed as a 4 day TOT to be held in each department; participant organizations working in the department will collaborate in the design and delivery of these 4 day TOTs.

A second level of multiplier activities is intended to provide 2 day human rights workshops on a community level, using trainers from both the ADF TOT and the CIAV/OEA sponsored departmental TOTs as presenters. Ms. Garham will be coordinating these efforts over the next four to six months.

## F. END OF PROJECT ACTIVITIES: PROPOSAL PREPARATION

CPDH as of the end of the project had presented no proposal, in draft or final form, to ADF or to USAID/Nicaragua despite considerable oversight on the part of both ADF and USAID/Nicaragua in the form of phone calls, faxes and letters during the period of this report.

ANPDH, on the other hand, presented its first draft to USAID/Nicaragua in November, 1994. ADF has worked directly with ANPDH on developing an institutional vision, including an all day work session in January facilitated by ADF Consultant Rocio Culebro and ADF's Patricia Prunier, which involved six ANPDH staffers, several from the regions. ADF's Patricia Prunier also worked closely with ANPDH's Dr. Julio Saborio from March 27 through May 2 on the conceptualization and re-visioning of institutional and programmatic needs. Input on the logical framework was also provided in the following weeks.

The final product was a proposal, including an ANPDH Capability Statement, accepted by USAID/Nicaragua on May 2. USAID's funding levels will not permit USAID to fully fund ANPDH's final proposal. The $231,000 does not include the category of institutional development nor does it include two ongoing programs: education and municipal committee development. ANPDH has been encouraged by both ADF and USAID/Nicaragua to actively pursue other funding sources for these two programs.

## G. PROCUREMENT OF EQUIPMENT

After the consultant, Aida Maria Noval, from MSI evaluated the SDI, she approved ANPDH computer equipment requests. ADF then approved $5004 of travel funds not spent to be transferred and spent on the purchase of software and hardware.

## H. FINANCIAL MANAGEMENT AND ACCOUNTING

During this reporting period ADF has continued to work with both organizations to improve internal financial management and accountability systems and administrative procedures. ADF has taken particular care to assure subgrantee compliance with applicable requirements of OMB Circula A-133. ADF has also worked with USAID/Nicaragua to obtain Local Private Voluntary Organization status for both grantees.

ADF's technical assistance has included financial management and cost allocation; budget review; review of audit requirements and documentation; and review of quarterly narrative and financial reports.

| Cooperative Agreement No. 524-0316-A-00-2013-00 | | |
|---|---|---|
| Period: November 1991 through May 31, 1995 | | |
| Strengthening Democratic Institutions Project | | |
| Protection and Promotion of Human Rights in Nicaragua | | |
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| | | L.O.P. |
| | BUDGET | EXPENSES |
| LABOR | 202,127 | 202,127 |
| FRINGE BENEFITS | 49,785 | 52,114 |
| INDIRECT COSTS | 177,416 | 173,604 |
| TRAVEL | 83,451 | 78,695 |
| CONSULTANTS | 62,760 | 54,364 |
| OTHER DIRECT COSTS | 35,198 | 37,852 |
| HQ OFF. EXPENSES | 19,459 | 21,398 |
| EQUIPMENT | 10,204 | 10,204 |
| SUBGRANTEES | 1,672,051 | 1,682,092 |
| TOTALS | 2,312,451 | 2,312,451 |
| | | |