



STRATEGIC PLAN 2005 – 2007

**PROJECT COUNSELLING SERVICE
STRATEGIC PLAN 2005 – 2007**

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Introduction

PCS is an international cooperation organization supported by a consortium of European and Canadian donor agencies. The Board of Directors is formed by Inter Pares of Canada, Swiss Interchurch Aid (HEKS) and the Norwegian Refugee Council (NRC). Together with the Danish Refugee Council (DRC), the Interchurch Organization for Development Cooperation (ICCO) and Kerken in Actie ("Churches in Action") of the Netherlands, they constitute the assembly where issues pertaining to PCS programs and projects in Latin America are analyzed. PCS implements activities and programs in Latin American countries in situations of armed conflict and post conflict, placing emphasis on populations affected by political violence, particularly refugees and the displaced.

Currently, PCS has two programs, one at the level of Latin America and the other in Colombia. Its mission is to strengthen the capacities of refugee and displaced populations and those affected by other forms of uprootedness to enhance their autonomous, democratic and intercultural organizational processes and incorporate a gender perspective to further their work on the promotion and defence of human rights, understood holistically.

PCS' Strategic Plan has been formulated on the basis of an ongoing process that combines debate and decision-making at the global level and also at the level of each programme and sub-programme. In the formulation of the SP 2005 – 2007, PCS has developed a Future Vision for a 3-year period, guided by its Institutional Mission, and integrating two key aspects: the situation of the participant population to which PCS is committed, and its own human work team. The Strategic Plan is also structured around four major strategies, whose implementation should enable PCS to achieve its proposed future vision. These, in turn, have been designed taking into account the most important aspects of the current Latin American and global contexts, as well as the institution's internal situation, both in terms of the technical aspects and the social aspects. Each of these strategies seeks to achieve measurable results or outcomes over this period, for which purpose PCS has formulated specific strategic goals that must be met by the institution. Finally, PCS has prepared Work Plans for 2005, at the general level and for each Programme and Sub-programme.

As part of this process, PCS organized a strategic planning workshop with the participation of its representatives in Colombia, Central America and Mexico (CAMEX), Peru and the Executive Directorate. A very fruitful exchange took place between the PCS Offices and a meeting was held with the Colombia Programme in order to fine-tune the criteria and facilitate the processes that we have been implementing. The result of this effort has been the definition of PCS's Institutional Strategic Plan for the period 2005 – 2007, which is outlined below.

II. Context

In general terms, the democratic system in Latin America continues to show signs of weakening, despite the fact that during the last 25 years the region has experienced the longest democratisation process in its history. Political instability, poverty, corruption, violence and drug trafficking have been constant factors in many Latin American countries.

Although there have never been so many democratically elected governments, or so many democratic transitions in the region's countries, democracy has not brought an end to human rights violations and impunity, a problem that still persists and often forms part of state policy. In all cases, serious problems of corruption are evident, involving broad sectors of the national leadership and of the political parties that wield power. Among Latin Americans there is widespread dissatisfaction with democracy. The fact is, that in order for democracy to work, it must be accompanied by results in the economic and social spheres¹.

¹ "Democracy in Latin America: towards a democracy of citizenship", Report of the United Nations Development Programme – UNDP, April 2004.

Some of the main causes of this discontent² are of an economic nature: although economic growth rates are increasing, the benefits do not “trickle down” to the general population. Moreover, profound inequalities persist and the region’s legal systems and social services continue to be ineffective.

According to the UNDP Report, popular discontent is reflected in the fact that since 2000, four of the presidents elected in the 18 countries studied have been forced to leave office before the end of their mandates, as a result of a sharp decline in their public support and therefore of their capacity to govern.

In many of the Latin American countries the problems of governance have become more acute, as people’s hopes of improving their situation have been disappointed. Instead, the region has witnessed a growing concentration of income and wealth, prompting many people to rebel against “democratic” regimes perceived as exclusive, and against a political class that appears to have replaced its search for the common good with efforts to further the interests of a few, and that is involved in serious corruption scandals.

Democracy in Latin America languishes because it lacks depth and quality. This is mainly due to the fact that it is an electoral democracy, not a citizens’ democracy. It is a low-intensity democracy.³

During 2004, public disaffection with politics and with its political representatives remained very high. At the same time, this period was marked by a revival of popular and anti-neoliberal movements that created situations of tension in some countries, such as Bolivia, Venezuela and Haiti. Meanwhile, the Left assumed the reins of government in Brazil, with Lula, in Argentina with Kirchner and in Uruguay with Tabaré Vázquez. In Chile, the government of Ricardo Lagos is forging closer links to this block in the southern cone. This situation opens up interesting opportunities for Latin America, particularly if we analyse the positions and commitments that these nations might adopt in relation to the Colombian refugee question in the region, and the promotion and defence of human rights, even within organizations previously devoted solely to trade issues such as MERCOSUR. The creation of the Latin American Community, and the forum of the Andean Community of Nations opens up very interesting possibilities in terms of generating and strengthening relations among civil society in these countries, even though there is still a very national focus within NGOs and social movements, and differences between various social forums and the regional networks concerned with different thematic areas or issues.

Latin America, the region of the world with the greatest inequality between rich and poor, must do more to attack the root causes of social exclusion and discrimination in order to prosper.

According to projections by the Economic Commission for Latin America and the Caribbean (ECLAC), this year could see a growth rate of 4.5% in Latin America and the Caribbean. In its Economic Analysis for 2003-2004, published on August 5, ECLAC notes that the improvement in economic conditions has benefited nearly all the countries, and that the region as a whole will enjoy a second year of growth.

The analysis estimates that Venezuela will achieve a growth rate of 12%, followed by Uruguay with 9.5% and Argentina with 7.1%. The high growth rates in these three countries reflect a very significant recovery after experiencing deep recessions. A second group of countries with a more moderate growth rate includes Ecuador, with 5.5%; Panama, 5%; Chile, 4.8%; Peru, 4.2%; Mexico, 4.1%; Nicaragua 4%, Brazil, Colombia and Costa Rica with 3.7%; Guatemala, 2.6%, and finally El Salvador with a meagre 1.8%. By contrast, Haiti saw its economy decline by 2% and the Dominican Republic by 1%. The ECLAC analysis also notes improvements in direct foreign investment, which is expected to reach 135, 000 million dollars in 2004, after having fallen during four consecutive years. With regard to remittances sent by migrants living abroad, these continued to flow into Latin American economies and in 2003 exceeded 38,000 million dollars, constituting another important issue during the current period. In fact, the region’s governments have been working to create mechanisms to protect their migrant nationals. Although these efforts have not had the desired impact, at least they reveal a growing awareness of population dynamics, of the

² According to opinion surveys commissioned for the report, only 43% of Latin Americans fully support democracy, while 30.5% express ambivalence and 26.5% hold undemocratic points of view. Moreover, 54.7% said they would support an authoritarian regime over a democratic government if an authoritarian system could resolve their economic problems.

³ UNDP Report

vulnerability of undocumented migrants in their migratory movements and of course the interest of governments in maintaining the influx of foreign exchange from remittances.

Progress has also been made in controlling inflation in the region. This year the inflation rate in Latin America and the Caribbean is expected to be lower than the 8.5% recorded in 2003 and almost 5 percentage points lower than the 12.1% rate of 2002.

At the same time, the region's per capita Gross Domestic Product (GDP) capita is expected to rise by 3%. However, given that this increase follows a period of stagnation, which began at the end of the nineties and continued during the first years of this century, this will simply mean a return to levels similar to those of 1998. Despite two years of growth, the unemployment rate in the region remains high—10.3% in the first half of 2004— and will descend very slowly. In addition, almost half of the region's population still lives in poverty. The growth bonanza also has a downside: the region's public debt has increased dramatically, which will mean higher debt service payments, with budget pressures for the entire region.

Although the general economic outlook is positive, historically neither the boom periods nor the high levels of indebtedness have managed to resolve the problem of poverty that affects more than 339 million of the region's 526 million inhabitants.

In Latin America strong pockets of poverty persist. The proportion of the population subsisting on less than one dollar a day is 11.1% – or 57 million people (UNDP, 2003).

Poverty of incomes stands out over and above other development problems, and is even more evident when measured using the indicator of the proportion of poor that survive on less than two dollars a day: one-third of the Latin American population (180 million people) fall within this income threshold (IDB, 2004).

Relatively high per capita incomes, combined with the existence of large pockets of poverty underscore one of the region's main problems: inequality. Economic inequality - or more specifically, inequality of incomes - coexists with other forms of social exclusion based on gender, ethnicity, race and urban-rural inequalities. (IDB, 2004; UNDP, 2003 and 2004).

All the Latin American countries are plagued by major inequalities in the distribution of wealth, far greater than the world average. People's rights remain "on paper" – they are not applied or respected, and true equality before the law does not exist. Poverty has increased and women and indigenous communities continue to be the most affected sectors.

Against this economic backdrop, negotiations are taking place with a view to signing free trade agreements between the South American countries and the United States. The panorama appears extremely complicated in the measure that the countries of the southern hemisphere have not developed a concerted strategy to enable them to enter into negotiations under better terms. At present, the United States appears to have the upper hand and the region's producers, particularly small and medium ones, have little or nothing to gain.

The issue of the FTA negotiations is intimately related to the integration initiatives under way in the region, with clear geo-economic and geopolitical implications, and questions regarding the potential role of the Andean Community of Nations, MERCOSUR and more recently, the Latin American Community.

The United States has continued to pursue its hemispheric security strategy, using the pretext of the war on drugs and "terrorism" to secure vast areas of geo-strategic value to implement economic agreements and freely develop megaprojects that control the region's natural resources. Negotiations on the Free Trade Agreements and the Free Trade Area of the Americas (FTAA) have continued, as have the actions associated with Plan Colombia, the Puebla-Panama Plan and *Plan Dignidad* which impact Latin American societies beyond the geographic boundaries where they are implemented, resulting in increased poverty, the subjugation of the rights of ethnic minorities and peasant communities, the limitation of national sovereignty, environmental degradation, growing militarization and the resurgence of internal armed conflicts. These situations have led to a greater escalation of war and its sequels of forced displacement.

The impact of Colombia's armed conflict in the Andean region remains a matter of grave concern. Not only has it led to increased militarization of the area and violations of the rights of Colombian refugees who flee

to protect their lives, but it has also prompted the governments of bordering countries to exert greater levels of authoritarianism over their own nationals and to militarise large areas of their territories.

In the United States, the re-election of George Bush and the appointment of Condoleezza Rice to head the State Department, suggests that Washington will adopt an even more hard-line policy, with serious consequences for the Andean region, particularly for the Colombian conflict and the already well-consolidated US presence in that country, and military bases in neighbouring countries. Situations such as those in Colombia, Venezuela, Cuba and the current instability in Ecuador open up the possibility of increased US intervention in the region.

In Mexico and Central America, along with other countries in the region, the issue of public security is very much on the national agenda with mounting social and external pressures to adopt military solutions to this problem. This position is far removed from efforts to reform the armed forces and national police forces that began with the peace accords.

Meanwhile, among the indigenous peoples there is ongoing discussion and debate regarding the implications of the Puebla-Panama Plan.

In addition to the above elements, we should also mention the crisis affecting the Organization of American States (OAS), following the resignation of the former president of Costa Rica, who was accused of corruption in his own country, and the decision not to appoint the new Secretary General until the next Assembly in 2005.

In this context, we note that there has been significant progress in the struggle against impunity at the international level to ensure that the perpetrators of human rights violations are brought to justice. Such demands have been incorporated into the agenda of the human rights movement and endorsed by various bodies of the international justice system, for example the question of comprehensive reparations for victims of armed conflicts.

Important trials are now under way in Guatemala in connection with the genocide of past decades, while in Peru the Truth and Reconciliation Commission is holding public hearings that make it possible to mobilize public opinion in relation to crimes committed in the past. Global social movements have an increasing presence and there is a greater exchange between human rights organizations that are progressively positioning and incorporating the issues of human rights, truth, justice and reparations in the international agenda. The organizations representing indigenous people—who are one of the groups most affected by internal armed conflicts – are coordinating their efforts and assuming a more proactive role.

Local and national governments in Latin America are pursuing regional integration initiatives, not only in economic and trade aspects, but also in political aspects, seeking common answers and alternatives to the problems of inequality and human rights violations in the region.

III. Political and Strategic Framework

3.1 Mission

PCS is an organization with presence in Latin America whose mission is to strengthen the capacities of populations affected by displacement, refuge and other forms of uprootedness in order to consolidate and enhance autonomous, democratic and intercultural organisational processes and incorporate a gender perspective and in the context of the promotion, defence and exercise of human rights understood holistically.

3.2 Global Vision up to 2007

Organizations and social movements of populations affected by internal armed conflict in countries where PCS is working – particularly women, indigenous groups, Afro-descendent communities and uprooted populations, and especially, the displaced – have strengthened their organizational capacity, identity and autonomy in order to defend and protect their rights. These organizations are active in networks and alliances, and carry out effective policy advocacy with a gender and inter-ethnic perspective at the local, regional and national levels to pressure governments and the State to comply with international and national standards on the defence, promotion and protection of human rights and take measures to ensure the recovery of historical memory and integral justice and reparation. Similarly, they systematically monitor the actions of State authorities and institutions and promote policies of social reconstruction, lasting solutions and the culture of peace.

As a result of lessons learned during its 25-year institutional experience in conflict and post conflict situations in the countries in Latin America, PCS is recognized as a reference point on issues related to its work in the region and at the international level. It has consolidated its internal structure and has developed balanced and efficient programming, financial and administrative areas. Through its accompaniment of counterparts, PCS has advanced north-south cooperation and promoted critical and horizontal dialogue on its thematic focus issues as part of national and international agendas.

PCS has a consolidated and integral multidisciplinary team that combines leadership and political analysis abilities; is guided by a strategic vision of the local, national and regional contexts; and has technical training in project and program design, planning, monitoring and evaluation. Team members have a strong commitment to social goals, have developed skills in fundraising and have developed contacts with professional specialists required for the program.

3.3 Vision by Programme

a) Vision of the Latin America Programme up to 2007

The populations affected by internal armed conflicts – displaced persons, women victims of sexual violence, migrants and refugees – their organizations and the national social movements that represent and/or support them, have strengthened their organizational, administrative and advocacy capacity, and their identity and autonomy, to defend, protect and exercise their rights. They are coordinated in networks, develop alliances and partnerships, participate actively and are politically engaged in processes to promote truth, justice and reparations and struggle against impunity. They systematically monitor the actions of public institutions and participate in reconstruction and development processes in countries in post-conflict situations, in the context of human rights and from a gender and intercultural perspective. New social and political actors have emerged that exercise shared leaderships.

National and international movements for the defence of human rights and of women have taken up and included in their agendas the issue of sexual violence perpetrated against women in situations of armed conflict and its use as a war strategy. They undertake legal actions, struggle against impunity and demand

sanctions against those responsible, contributing to efforts to make this problem visible to public opinion so that women victims may have access to justice.

Countries and governments of the region and the international community are aware of and express their concerns over the serious situation derived from the impact of the Colombian conflict in the region, the militarization policies and the human rights violations against the refugee populations. Issues of truth, justice and compensation are highlighted to guarantee the construction of a lasting peace and democracy in the region.

The PCS Latin America Programme has consolidated its internal, programmatic, financial and administrative structure, in the context of the institutional restructuring process.

PCS – LA has a multidisciplinary, consolidated, integrated, institutional work team, which combines leadership and political analysis capabilities with a presence and a strategic vision of local, national and regional scope. The team works with sensitivity and social commitment, has technical training in the design, planning, monitoring and evaluation of programmes and projects. It has developed fundraising skills and also has access to specialized advisory services from professionals who contribute to PCS' institutional work.

b) Vision of the Colombia Programme up to 2007

By the end of 2007, communities of victims of the socio-political violence (the displaced, returnees, repatriated populations, populations in resistance and members of confined communities) together with women's, indigenous populations, Afro-Colombian, human rights and peace movements, identified as a priority in PCS' programming, are acknowledged and are being accompanied in the development of organizational strategies on rights protection and the search for negotiated solutions to the Colombian conflict that guarantee respect for the right of victims to truth, justice and reparation.

PCS will have contributed to the debate on truth, justice and reparation, having undertaken humanitarian work to further organizational strengthening and policy advocacy capacity building of the target population. PCS will be consulted and its opinions given weight by State organizations – including the government – and the international community.

PCS regional programs will be coordinated internally and with other national initiatives to fulfill the organization's strategic institutional vision. PCS will coordinate the conclusion of interventions in one zone with the initiation of programming in another.

To achieve this, PCS will build a professional, committed, creative team with political and technical capacity and gender awareness; and will ensure quality employment conditions, institutional support and sufficient staff to respond efficiently and effectively to institutional programming.

3.4 Cross-cutting axes

Human Rights and Gender Equity: the Cross-cutting axes of PCS' Policy

PCS' institutional work is based on two cross-cutting axes or core issues: human rights and gender. Its actions are inspired by the different international instruments for the protection of human rights and, in the context of internal armed conflicts, by the principles of International Humanitarian Law, particularly those referring to the distinction between combatant and non-combatant populations.

PCS believes that in post-conflict situations the structural causes of human rights violations persist; therefore, it supports efforts to establish processes of truth, justice and reparations for victims, particularly women victims of sexual violence. PCS also promotes the right to comprehensive development of these populations so as to guarantee the exercise of and respect for their rights, consistent with efforts to expand democracy, recognise diversity and foster equitable intercultural relations. PCS therefore places special emphasis on combating impunity, in order to achieve justice and truth.

PCS adheres to the principle of the indivisibility, universality and interdependence of human rights. We believe that human rights are integral, inalienable, that they cannot be given up and that they are enduring, inviolable and progressive. We respect the indivisibility of rights, according equal importance to civil and political rights as to economic, social and cultural rights, and placing special emphasis on the right to diversity, which respects the specificities of the different social groups.

PCS believes that human rights are universal and should be enjoyed by all people, at all times; similarly that they are interdependent, in other words that a complementary relationship exists between them, which means that non-fulfilment of some rights affects the other rights; that they are integral or comprehensive because they cover all the needs that have a bearing on human dignity; that they are inalienable and cannot be given up because even an individual cannot renounce his/her rights, which are enduring and never end; that they are inviolable because these rights cannot be negotiated or traded, because their very existence requires governments and all people to respect, protect and uphold them. Finally, PCS recognizes that rights are progressive because they tend to evolve, grow and progress over time, as societies develop a social awareness of the essence of individual and collective human dignity.

In this sense, PCS does not accept any practice that restricts the human rights of women. The exercise of human rights is not possible unless there is also a policy decision to correct gender inequalities. For this reason, we give priority to strengthening the capacities of women and their organizations, contributing to the development of their social and political leadership skills so that they can assume their rightful role as leaders and decision-makers at the different levels of power, bearing in mind their gender identity and their socio-cultural and linguistic identity. In this way, we aim to contribute to a transformation in the relations of power between men and women and to a greater flexibility in traditional gender roles in order to promote other ways of being men and women.

The principles of PCS gender policy are based on an institutional decision to defend and promote human rights and the rights of women, indigenous peoples and communities of African descent, while respecting and valuing their diversity.

Gender perspective is another cross-cutting axis present in all of PCS' plans, programmes and project cycles, as well as in its institutional culture; it is therefore essential to conduct an analysis of gender roles, relations and identities, placing emphasis on the situation and position of women in relation to men. In its actions, PCS gives priority to the empowerment of women, making them more visible as a human group and highlighting their contribution to social, political and economic life; it rejects, denounces and demands justice in the face of all forms of violence against women, both within the family and in the public sphere, particularly when sexual violence is committed against them. PCS seeks to contribute to women's increased autonomy, and for this reason it works to strengthen their capacities to freely decide, act, create and recreate cultural, social, political and economic systems that oppose exclusion, silence and oppression.

3.5 Organization of Work

PCS organizes its work around two programmes: the Latin America Programme and the Colombia Programme. It seeks to implement actions that respond to the different characteristics and potential outcome of the processes under way in various countries as a result of the region's internal armed conflicts.

In that regard, we take into consideration the different dynamics of conflict situations, such as in Colombia, and post-conflict scenarios such as those in Guatemala, El Salvador, Nicaragua, Peru and Chiapas (Mexico) with their own characteristics, unresolved conflicts and internally displaced populations in vulnerable conditions.

PCS has a presence in Central America and Mexico, working from its office in Guatemala with a programme team and administrative staff, and in the Andean Region, working from its office in Lima, Peru, from where it coordinates the Latin America Programme, which implements the following sub-

programmes: the Colombian Conflict and the Region; Justice and Reparations; Women Victims of sexual violence in internal armed conflicts; Human Rights of Migrants; Post-Conflict Political Participation.

In Colombia, PCS has a programme team and an administrative staff, and works in the regions of Urabá-Chocó, the Northeast and Bogota. It also implements a national programme.

The PCS Secretariat is based in Lima, and is staffed by a small programme support team and administrative personnel, plus the Peru Programme team. PCS is currently transferring its administrative headquarters to Colombia, a process that will be completed in 2006. The PCS Management Team includes the Executive Directorate, also in charge of the Latin America Programme, the Associate Director, in charge of the Colombia Programme and the Administration and Finance Officer, who is responsible for administration, finances and institutional policy.

IV. Participant Population, Interlocutors and Allies

4.1 Participant Population

PCS accepts the definition of internally displaced populations contained in the Guiding Principles on Internal Displacement adopted by the United Nations System. By internally displaced populations we understand individuals or groups of people who have been forced or obliged to escape or flee from their homes or usual place of residence as a result of, or to avoid, the effects of armed conflict, due to generalized violence or natural disasters and who have not crossed their country's internationally recognized borders.

PCS adheres to the terms and definitions contained in the 1951 United Nations Convention on Refugees, the 1967 Protocol and the Cartagena Declaration on Refugees of 1984.

In conflict and post-conflict situations, women - and most especially rural women - are greatly affected by acts of violence that undermine their rights and violate their physical and emotional integrity.

Indigenous people also have a significant presence in PCS' intervention areas. Their cultural characteristics, linked to their social and geographic context, require us to engage in actions that promote their knowledge, exercise and defence of their collective rights, as stipulated in Convention 169 of the International Labour Organization ILO, (Concerning Indigenous and Tribal Peoples in Independent countries), particularly because these groups are most severely affected by structural violence and internal armed conflicts.

In the specific case of Colombia, large segments of the Afro-Colombian population live in conflict zones and endure situations of displacement and political violence, problems that are further exacerbated by racial and cultural discrimination. In the course of the conflict, these populations have suffered ethnic attacks, a process that has affected their collective projects of dignity and resistance in their ancestral lands.

The participant population includes:

- a) **Populations displaced by internal armed conflicts** in countries in conflict, such as Colombia, and in post-conflict situations, such as Guatemala and Peru and the displaced populations of Chiapas, a conflict that remains unresolved, but where displacement, return and/or resettlement occurred several years ago.

- b) **Resistant, confined and returned populations in Colombia**

Populations in resistance: those at risk of forced displacement that have opted to remain in their places of origin or residence, despite the constant attacks and threats to which they are subjected by the armed actors.

Confined populations: with the intensification of the armed conflict in many parts of Colombia, and by decision of the armed actors, some populations are forced to remain in their communities or villages, where they are exposed to risks associated with armed confrontations, economic blockades, restriction of movement and constant aggressions and threats by armed groups.

Returned populations: in the case of returnees present in PCS' intervention areas, although these groups have initiated the return phase of their resettlement process, they do not have guarantees of protection.

- c) **Populations displaced by the impact of anti-drugs policies**, these groups are affected by policies such as the crop fumigation programme and the general impacts of the application of Plan Colombia. In many parts of Peru and Ecuador, the vulnerability of these populations is either due to the dynamics of the Colombian conflict or to the continued presence of Shining Path (*Sendero Luminoso*) rebels in the coca-producing areas of Peru.
- d) **Refugee populations**, whether officially recognized as refugees or not, the populations present in Latin American countries affected by forced displacement from Colombia, due to the armed conflict, human rights abuses, violations of international humanitarian law and the war on drugs.
- e) **Women victims of sexual violence** in situations of armed conflict.
- f) Populations whose rights are violated in different ways in the context of the region's internal armed conflicts.

PCS gives special priority to populations belonging to different ethnic groups, indigenous peoples and communities of African descent.

4.2 Civil Society Organizations

- Organizations of the displaced population;
- Organizations of the refugee population;
- Organizations of women victims of political violence and sexual violence;
- NGOs;
- Churches;
- Civic movements;
- Other organizations of civil society.

4.3 The State

National Governments; Regional Governments; Local Governments; Public Institutions.

4.4 International Community

- a) International cooperation agencies from Europe and the Americas;
- b) Organizations of the United Nations System present in the region, particularly the UN High Commissioner for Refugees (UNHCR), the Representative of the UN Secretary General for Internal Displacement, the Special Rapporteurs on Migrations, Violence against Women, the UN High Commissioner for Human Rights (UNHCHR), UNDP, IOM, etc.;
- c) Diplomatic Corps, through the Embassies and diplomatic representations in the region;
- d) Parliaments;
- e) Multilateral organizations, such as the European Union, the Organization of American States (OAS), the Andean Community of Nations, MERCOSUR, and the recently created Latin American Community.

V. Institutional Strategies

“Counselling” is a central element of PCS’ intervention strategy, characterized by a unique form of accompaniment and permanent counselling to NGOs, local counterpart organizations and the participant population. It is based on a critical and horizontal dialogue that combines technical, organizational, programmatic and political aspects. PCS’ “Counselling” strategy aims to achieve the active participation of local stakeholders in the processes in which they are immersed, trying to ensure that organizations develop sufficient, ongoing capacity to enable them to become independent and autonomously manage their own social, political, cultural and environmental development efforts, in conflict and post-conflict situations, so that they do not establish relations of dependence in economic or technical terms.

This strategy applies methods based on investigation-action, allowing counterpart organizations to play an active role in training and learning processes. It combines the creation and renewal of new social and political actors with different styles of shared leadership that contribute to collective and institutional development. Through Counselling we learn from our counterparts and from the participant population, and vice-versa, in a mutual or two-way learning process.

“Counselling” processes take place in different scenarios – in the international sphere and at the grassroots level. However, PCS gives priority to local scenarios, because these allow for coordination between formal and informal social actors, facilitating joint actions and the implementation of services and programmes managed with direct participation by the population, linking people to efforts to rebuild the social fabric, improve living standards and engage in advocacy actions with social and state institutions.

PCS regards “Counselling” as a tool that enables it to overcome *“assistentialism”* and the victimization of the participant populations, in the measure that it recognizes their capacities and resources. Accompaniment is effected by providing the stakeholders with physical and social protection, strengthening them socially, emotionally and politically and enhancing their management capacity so that they themselves are empowered to transform their lives.

To achieve our Vision and fulfil our Institutional Mission, we have identified four central strategies: two of these are related to our work with the participant populations and political advocacy efforts to improve their situation and conditions; and two are related to creating the necessary conditions within PCS to ensure the sustainability of the processes.

5.1 Strategy for Strengthening the Participant Population

Strengthen capacity-building and political advocacy processes, as well as the quality of participation, building shared leaderships among leaders – both male and female – of displaced populations and their organizations, promoting the development, organization and direct participation of new social and political actors in the political and social processes under way, so that they assume a proactive role in the defence and promotion of human rights, claiming and exercising those rights and demanding truth, justice and comprehensive reparations.

To achieve these goals, PCS implements capacity-building processes with its counterparts, contributing to the design, implementation, execution, monitoring and evaluation of development plans (workshops, seminars, meetings, internships); information, sensitisation and political advocacy initiatives to demand justice and comprehensive reparations. PCS encourages human rights and women’s organizations to include the issues of truth, justice and reparations in their agendas and their reports and to address impunity and justice issues related to gender. It promotes networking and synergy-building processes among human rights activists, organizations, networks, movements, NGOs and other sectors of the society; and it contributes to the design, implementation and validation of personal protection and community protection systems.

5.2 Political Advocacy Strategy

Build strategic alliances with key actors of the international community that accompany PCS in political advocacy processes before states, governments and international organizations of the region, Europe and North America, as well as Latin American and global civil society, in order to

protect the rights of the civilian population, refugees, displaced people and those affected by armed conflicts in the region; contribute to the political solution of Colombia's internal armed conflict; contribute to peace-building efforts in post-conflict situations and to the promotion of truth, justice and reparations, with an emphasis on women victims of violence in the countries where PCS works.

To implement this strategy, PCS coordinates efforts by social and political organizations at the local, national, regional and international levels, generating public support in order to promote the rights of the population affected by the conflict.

5.3 Internal Strengthening Strategy

Balance and coordinate the implementation of programmes and projects with administrative and financial management processes, by improving the quality of strategic and operational planning processes, and through monitoring and evaluation; through capacity-building efforts with the work team and its specialization; and through the dissemination of the lessons learnt throughout our 25 years of institutional experience, with a view to consolidating our internal structure and enhancing coordination between programmes and regions, significantly improving our effectiveness and strengthening our institutional identity. To achieve this, PCS trains and updates the members of its team; it systematizes, disseminates and exchanges its work experience; and it identifies its evaluation needs and new core areas for systematisation and research.

5.4 Financial Strategy

Develop and initiate implementation of PCS' financial strategy in the short, medium and long term, in order to obtain the necessary resources to effectively implement its programmes and projects, and to finance its operational structure. To this end, PCS will progressively improve its financial management capacity, creating a team that will assume responsibility for this area and ensure that the design of programmes and projects is accomplished in a timely manner and to the highest conceptual and methodological standards.

VI. Outcomes of the Strategic Plan up to 2007

6.1 Expected Outcomes of Strengthening the Participant Population

Outcomes in 3 years	Impact Indicators
<p>R1. Participating organizations, counterparts, displaced populations and their organizations have developed capacity for political participation, citizen monitoring, advocacy and protection at the local, national, regional and international levels, adopting a gender and intercultural perspective (PCS policy).</p>	<ul style="list-style-type: none"> • # of counterparts that are accompanying processes, implementing actions, strengthening their own capacities and those of participating organizations so that they can participate politically, carry out monitoring and advocacy activities and develop protection programmes, based on specific plans. • # of organizations that are implementing a work plan with a gender and inter-cultural perspective, which includes government monitoring actions, advocacy and protection. • % of leaders identified and trained who participate in citizen monitoring initiatives to assess the quality of public services and the processes of truth, justice and comprehensive reparations. • # and type of achievements/changes achieved by the organizations as a result of the monitoring and advocacy actions implemented

Outcomes in 3 years	Impact Indicators
<p>R2. Organizations of the human rights movement, victims' and women's organizations, have formulated joint proposals and established mechanisms to promote investigation of the truth, access to justice and reparations for victims of the armed conflict.</p>	<ul style="list-style-type: none"> • % of key organizations of the human rights movement, victims' and women's organizations, that support, accompany and carry out specific actions in relation to these issues. • # and type of mechanisms aimed at promoting investigation of the truth, access to justice and compensation, established as a result of initiatives led by victims of the armed conflict
<p>R3. Timely humanitarian assistance has been provided to the displaced populations to promote their participation and empowerment and create the basic material conditions to enable them to assume a proactive role in organizational processes and efforts to demand their rights.</p>	<ul style="list-style-type: none"> • % and type of humanitarian actions undertaken to address the population's needs in a timely manner, and that have contributed to create basic material conditions to help them become protagonists of their own development. • % of the population that expresses satisfaction regarding the timeliness and type of humanitarian assistance it has received.
<p>R4. Human rights activists, social leaders, witnesses, counterparts and communities at risk have formulated common proposals and generated synergies to defend and protect human rights, particularly those of refugee and internally displaced populations, in order to guarantee their security and to promote peace.</p>	<ul style="list-style-type: none"> • # of spaces, committees, consortia, networks of human rights advocates, social leaders, witnesses, counterparts and communities at risk, constituted. • # of community protection plans for human rights activists, social leaders, witnesses, counterparts and communities at risk designed collectively and put into practice. • # of actions and campaigns implemented to defend and protect the human rights of displaced, migrant and refugee populations and guarantee their security. • # of public communiqués/statements issued by other social actors/sectors expressing support for and solidarity with displaced, migrant and refugee populations, and their human rights and security.

6.2 Expected Outcomes of Political Advocacy

Results in 3 years	Impact Indicators
R5. International community expresses its support for the human rights and comprehensive reparations for victims of internal armed conflicts, especially displaced people and women victims (particularly of sexual violence), before national and international institutions.	<ul style="list-style-type: none"> • # of human rights organizations, cooperation agencies, bodies of the international community, local and national governments informed and sensitized to the issues of forced migration, truth, justice and reparations. • # of actors of the international community expressing their views to national and international institutions. • # of pronouncements by institutions for the protection of human rights. • % of execution of the Advocacy Plan

Results in 3 years	Impact Indicators
R6. Civil society and governments of countries in the region are informed and make pronouncements regarding the impacts of the Colombian conflict and the humanitarian crisis.	<ul style="list-style-type: none"> • # of information meetings • # of documents published and distributed • # of pronouncements by civil society organizations demanding/proposing measures to mitigate the impact of the armed conflict and the humanitarian crisis in Colombia. • # of participants in international and national meetings organized to discuss these issues
R7. The international community expresses its views on the impact of the Colombian armed conflict and the humanitarian crisis.	<ul style="list-style-type: none"> • % of campaign plan executed • # of documents published and distributed • # of pronouncements by the international community announcing proposals/measures to mitigate the impact the armed conflict and the humanitarian crisis in Colombia.

6.3 Expected Outcomes of the Internal Strengthening Strategy

Results in 3 years	Impact Indicators
R8. A consolidated, flexible and functioning internal structure, which balances programmatic aspects with administrative and financial aspects in each programme and in the region.	<ul style="list-style-type: none"> • # of programmes with management, administration, organization, communications and administration systems operating.
<p>R9. PCS staff members with well-defined functions, have improved their performance and competencies in management, administration, monitoring and evaluation of programmes and projects; each staff member is in the right job and is fully integrated into the new organic structure.</p> <p>R10. PCS' staff and offices in the region are insured and apply a security plan and preventive measures to address possible risk situations.</p>	<ul style="list-style-type: none"> • % of personal trained • % of trained staff that satisfactorily performs its functions • The programme and administrative teams exchange views, discuss and assess the changes in PCS' internal structure in relation to the effectiveness of their work. • Level of execution of security plan • % of staff with knowledge and training who apply the established security measures.

6.4 Expected Outcomes of Financial Strategy

Outcomes in 3 years	Impact Indicators
R11. PCS programmes and projects receive sufficient, appropriate and timely funding to implement their proposals/plans.	<ul style="list-style-type: none"> • # of cooperation agencies that support PCS' work areas and that finance institutional initiatives for more than three years) • # of projects approved within the periods contemplated • % of staff that formulate projects using the logical framework methodology • 2 teams specialized in financial management and project design and degree of regularity with which they operate. • Level of quality of the projects formulated