

Activities Plan

Challenges to the next triennium (2008-2010)

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Despite the successful achievement, the dilemmas and challenges posed to Inesc action – duly placed in the current political-economic context – towards advocating for the rights and fighting the inequalities, have disclosed the need for improving its action lines and strategies, in an attempt to expand their impacts.

Among the issues that should guide Inesc production and its efforts towards building the public debate to the next triennium, stand out: How and to which extent do the governmental programs and actions (focused on those to be monitored by the institute) have impact on people's lives? Which are the consequences to the lives and welfare of population in general, ensuing from the political, economic, developmental and social decisions of the government? Which are the implications of such decisions or how do they relate to the process of violence generation, environmental unsustainability and increased imbalances?

In other words, Inesc keeps its focus on the issue of the public budget in the achievement of rights. Nonetheless, in the next triennium it intends to enhance and qualify the debate on the links between public policies/budget, rights and social inequalities.

Moreover, the efforts currently undertaken by Inesc towards influencing the public policies, focusing on the budgetary issue, should be followed by a more qualitative assessment of the aspects related to efficiency and efficacy of public expense in its relation to the promotion of human rights and to face inequalities.

In what regards the international plan, it would be necessary enhancing the monitoring of environmental, political and social impacts ensuing from the **regional integration** projects and to which extent those process can influence the regional development model that has historically produced exclusion and social inequalities.

Finally, Inesc role as liaison between the democratic institutions (Parliament, Executive bodies, Auditing Court, etc.) and the demands and articulations in the social movements should be enhanced and expanded in the next triennium, trying to **improve the public institutions** (political reform, participation's architecture, etc.) and the **opening of new participation channels** (social participation in the budgetary cycle).

Based on the identification of those challenges and in the selection of priority issues that should be in the very heart of Inesc agenda, the 2008-2010 triennial plan brings a new structure of finalistic programs and the consequences of the strategic action lines to inform the annual action plans and assist in assessing the Institute's works and contributions, always based on its mission.

Action Programs and Lines

Program I – Budget, Rights and Inequalities

This program aims at contributing towards reducing the social inequalities and fulfilling the rights through the pressure, influence and social control on the public budget - its definition, execution and impacts.

Rationale: Brazil one of the most unequal countries in the world. The richest 20% hold more than 63.2% of the national income, while the poorest 20% hold only 2.4% of the national wealth (*Human Development Report, 2005*). To make that panorama even worse, poverty in Brazil has color, sex and address. The imbalances in Brazil are structured by racism, sexism and the territorial space, thus hindering the universal public policies from universalizing the rights. The 1988 Federal Constitution brought significant advances in the building of a legal framework to guarantee rights, but did little regarding effectively enforcing the rights within a context of huge inequalities. Understanding the dynamics and causes of inequalities is crucial to outline and implement the public policies and analyze the efficiency and efficacy of public expenses. Moreover, the deeply rooted structures of subordination and power found in the Brazilian society have been historically kept by violence, generating a vicious circle of uncertainty, disrespect, impunity and fear. Another issue to be considered is the influence of the unequal and conditioning structures of power at the international level wherein Brazil is inserted and that has impacts on the budget, public policies and the income distribution in the country. This program aims at articulating those elements, using the public budget as a tool to enforcing the rights.

Action lines comprised in this program:

I.1 – Expansion of the social control and the influence on public policies

This is the structuring action line to Inesc's institutional action. The operationalization of Inesc's mission, i.e., contribute to enhancing democracy and guaranteeing the human rights, takes place through the expanded social control and influence on the public policies. For that, over 15 years ago it elected the public budget as a strategic tool to the analysis and social control. We could notice that the public budget exposes the government's political options and priorities and restricts the scope of the social and redistributive policies.

To the next triennium, we intend to improve our methodology to analyze the public expenses in social policies. Based on the analysis of the Multi-Year Plan's (PPA) programs and actions, we can identify the Dhesca (Human, Economic, Social and Cultural Rights) Budget of the federal government. Based on the Dhesca, we can prepare, on an annual basis, a parallel budgetary proposal, proposing how much the government should spend in given areas and projects and, then, effectively achieve the rights granted in international treaties and the Brazilian legislation.

For that, we should select a strategic set of sectoral policies and, focusing on the public budget, we should work through and with the civil society's forums and networks to expand our capacity of exerting pressure and promoting dialogue between the civil society organizations and the state. We should attach priority to our articulation to the Advocacy Forum for Indians' Rights, National Forum of Agrarian Reform and Justice in the Field, Brazilian Forum of Food and Nutritional Security, National Forum of the Children's Rights, Forum of National Entities of Human Rights and to the Brazilian Platform of Human, Economic, Social, Cultural and Environmental Rights.

The actions on social control will be materialized in the elaboration of studies, technical notes, actions of political articulation among organizations, networks and forums, advocacy actions among managers and parliamentarians and communication and media strategies.

Objectives:

- Intervene on policies monitored by the Institute (children, adolescents and youth; environment; indians peoples and *quilombolas* communities; agriculture; food security) in close articulation with other organizations and movements, in order to identify bottlenecks in the concept, resources allotment and execution of the policies selected, and intervene – in an articulated way – among managers, controlling institutions and the Parliament, to promote advances in the public policies' capacity of effectively achieving rights;
- Innovate in the methodology for influencing the public policies by building a Dhesca budget that becomes a "shadow budget" to the federal budget, and enhancing the analysis on the public expenditure's efficiency and efficacy of public expenditures.
- Intervene on the discussions about the right of access to public information, both in the Parliament and in the Executive and among the civil society instances.

I.2. Thematization of imbalances and violence as a strategic focus to the defense of rights

Brazil one of the most violent and uneven countries in the world. Additionally to income disparities, the extreme imbalance between the Afro-descendant and the white population prevents from thinking in human rights achievement and poverty reduction without considering the effects of racism and the poverty and violence context where part of the Afro-descendant population is inserted.

Moreover, the sexist structure that permeates the social relations in the country keep women in socially subordinated places, making them more vulnerable to violence (notably domestic violence) and poverty situations.

In that sense, the **objective** of this line of action is to build an interpretative model to the public policies and Dhescas, based on the dimension of inequalities (with emphasis on race, gender and territorial imbalances) and of violence, to build a working method of Inesc: At public policies, budget, political articulations, in the institution, etc.

The method will be built based on three dimensions:

- Internal: Through workshops on gender and race to the whole team, allowing for identifying the dynamics that generate race and gender inequalities, incorporating them to all analyses performed by the institution;
- In the political articulations in the civil society: Placing priority to the political articulation and construction with the women's and Afro-descendant's movements, particularly based on the debates within the Civil Society Dialogues against Racism and on the partnership with the Brazilian Women's Articulation (AMB) and the Articulation of Brazilian Black Women Organizations (AMNB);
- In the monitoring of specific policies: For example, monitoring the public security policy (definition and budgetary priorities) focusing on a gender and race perspective, and on policies of racial equality promotion.

I.3. Qualification and political mobilization

Along the last few years, Inesc has increasingly received demands for capacity-building and training courses, mainly using our method of analysis and political action on the budgetary cycle.

That is an important line of action which has been more and more incorporated to the institution's work, with the **objective** of contributing towards expanding the scope and quality of social actions. For that, Inesc promotes awareness-building and political qualification for individuals, organizations and councils, at the states and municipalities, approaching public policies and budget as strategic tools to enforce the rights.

Two core actions in that line of action are: production of material and development of awareness-building and training workshops on "public policies, budget and rights", oriented to the target audience of those policies monitored by Inesc (youth, Indians people, *quilombola*, settlement populations, family agriculture workers, etc.), their leaderships and organizations.

In the next triennium, in an effort to enhance the work developed among Indians populations, the **specific objective** will be enhancing the capacity of leaderships and organizations of the Indian women's movement towards gradually intervening in the processes of elaboration, monitoring and assessment of relevant public policies.

I.4 – Influence on the budgetary process and the fiscal and macroeconomic policy in the Executive, Legislative and Judiciary Powers.

Inesc's strategy of analysis regarding the public budget has two dimensions: The first one deals with the sectoral policies monitored by the Institute (see line I.1) that will be expanded in the next triennium, due to the construction of a "shadow budget" (Dhesca Budget)¹. The second one focuses on the analysis of conditioning and restricting elements to the public revenues and expenditures

¹ One of Inesc objectives to the next triennium is to build and implement a methodology named "Dhesca (Human, Economic, Social and Cultural Rights) Budget", at federal level. Based on the Dhesca, Inesc will prepare, on an annual basis, a parallel budgetary proposal, proposing how much the government should spend in given areas and projects and, then, effectively achieve the rights granted in international treaties and the Brazilian legislation.

with social policies, imposed by the budgetary process, fiscal and macroeconomic policy and by the international conditioning elements.

Therefore, the **objective** of that action line is to formulate, participate and influence on all the budgetary cycle stages (Multi-Year Plan – PPA; Budget Enforcement Law (*Lei das Diretrizes Orçamentárias* - LDO) and Annual Budget Law (Lei do Orçamento Anual LOA)), and analyze and organize the priority setting of the federal government's expenditures in face of the fiscal and the macroeconomic policies.

That means:

- Monitoring at the National Congress, submitting proposals, the PPA procedure (every four years) the Annual Budget Law (LOA) – as of August 31, and the Budget Enforcement Law (LDO) to be submitted to the National Congress up to April 15, every year. For that, Inesc should hold annual seminars and workshops, and produce analysis and Technical Notes on the budgetary schedules, through a political articulation with the civil society organizations and parliamentarians (notably those members of the Budget Mixed Commission), in order to propose amendments to the budgetary schedules;
- Be a protagonist in the civil society's articulations oriented to analyze the public budget, such as the Brazilian Budget Forum (FBO), where Inesc holds the Executive Secretariat since April 2006;
- Produce analysis about core issues such as: Expanded participation and transparency in the budgetary process; arguing the use of mechanisms such as the *Desvinculação de Receitas Orçamentárias*² (DRU) and the Budgetary Constraint to raise resources to the social policies;
- Expanding the reading of the national public budget based on the analysis of the international conditioning elements to the Brazilian budgetary and economic planning;
- In the light of the macroeconomic policy, enhance the analysis on the criticism to the economic policy in the last decade regarding its capacity of setting high primary surplus and interest rate, what converts the government's payment of external debt in a priority in detriment to the implementation of social policies and those oriented to reducing poverty;
- In the light of the fiscal policy, Inesc should enhance its analysis on the composition of the federal budget revenues, fostering the debate among the civil society, approaching the extremely regressive nature of the budgetary revenues composition that increases even more the social imbalances, since who earns less pays (proportionally) more taxes than those with increased income.

For the next three years, besides producing studies, holding seminars, promote the political articulation joint with the civil society organizations and guiding the media through interviews and news, Inesc intends to intensify its actions

² De-earmarking of Budget Revenues

among managers and economic policy-makers (additionally to its traditional work with the National Congress). For that, it could use the Judiciary Power to make denouncements and demands regarding the improper public budget management.

SUMMARY ON THE MAIN ACHIEVEMENTS AND INDICATORS TO THIS PROGRAM

EXPECTED OUTPUTS	SUCCESS INDICATORS	VERIFICATION MEANS
Methodology to build the "shadow federal budget" (Dhesca Budget) implemented.	<ul style="list-style-type: none"> - Dhesca implemented and guiding Inesc actions in that period; - Dhesca Budget influences the government's budgetary proposal. 	<ul style="list-style-type: none"> - Publication of the Dhesca Budget; - Record of impacts and repercussions of the budget (media, changes on the budget, etc.)
The policies monitored by the Institute, particularly those oriented to children and adolescents; environment; youth; Indian people and <i>quilombola</i> communities; agriculture and food security, are improved along time.	<ul style="list-style-type: none"> - Governmental programs and/or actions subject to Inesc's analysis and influence, in articulation with partners, are changed and/or improve to better its execution's aspects. 	<ul style="list-style-type: none"> - Media records on the rendering of accounts / adjustment of the Executive's path concerning the development of programs and actions object of Inesc's assessment / criticism. - Register of legislative and/or normative measures issued by the Executive Power to change/improve the execution of programs and actions.
Inesc's analysis of public policies and the budget incorporating the gender and race dimension.	<ul style="list-style-type: none"> - Internal workshops with the team held; - Articulation with the Afro-descendant and Women's movements enhanced; - The technical notes, newsletter and other products of Inesc separate data by gender and race, incorporating those dimensions to the analysis of the dynamic and inequalities and power relationships. 	<ul style="list-style-type: none"> - Number of workshops held - Political actions developed in articulation with the Afro-descendant and Women's movements enhanced; - Studies and Technical Notes produced by Inesc.
Ro have contributed to introduce to organizations, social movements, civil society and the government, the issue of public security in its links with the reproduction	<ul style="list-style-type: none"> - The topic is incorporated to the agenda of forums and networks where Inesc's participation is more active. - The analyses made by Inesc incorporate, as its analytical axis, 	<ul style="list-style-type: none"> - Document's registers, plans and agendas of forums and networks (annual) - Monitoring the profile and reaching of

<p>and generation of inequalities and violence processes.</p>	<p>facing the processes of inequalities and violence and their link to the public security policy.</p> <ul style="list-style-type: none"> - The topic is introduced to the media with reference to the data and analyses performed by Inesc, notably its link to the definition and execution of the public budget. 	<p>publications produced by Inesc (annual).</p> <ul style="list-style-type: none"> - Clipping with media news (annual).
<p>To have held several workshops on public policies and budget oriented to the Institute's target audience.</p>	<ul style="list-style-type: none"> - Reports and/or records of activities and/or social control actions dealing with actions on public policy control carried out and/or improved based on awareness- or capacity-building actions developed by Inesc. 	<ul style="list-style-type: none"> - Application and systematization of a questionnaire oriented to the audience targeted by the awareness- and capacity-building actions developed by Inesc (two research works along the triennium). - Clipping with media news (annual). - Media news on social control actions performed by organizations and councils benefited by the awareness- and capacity-building actions developed by Inesc.
<ul style="list-style-type: none"> - The budgetary process analysis made by the civil society organizations is qualified by Inesc's studies on macroeconomic and fiscal policies. 	<ul style="list-style-type: none"> - The information and the federal budgetary process are more transparent and open to the civil society's participation; - The economic and budgetary mechanisms that drain resources from the social area are challenged and changed; - Increases the number of civil society organizations part of the Brazilian Budget Forum. 	<ul style="list-style-type: none"> - New procedures for the participation and transparency in the budgetary cycle; - Number of organizations member of the Brazilian Budgetary Forum; - Changes to the DRU implementation and the restraining decrees.

Program II – Regional Integration, Globalization, Development and Sustainability.

This program aims at guiding and enhancing the debate on the globalization's and regional integration processes' excluding factors, based on their social and environmental impacts and the development policies currently followed in the country.

Rationale:

The ongoing regional integration processes in the Latin America, as well as some topics related to the international trade, have influence the setting of a development model to the region, which concentrates income and has negative impacts on the social and environmental issue, as well as on the picture of imbalances and violence that characterizes the region.

Integration projects such as the Initiative to the South-American Regional Infrastructure Integration (IIRSA), aimed at creating an integrated transports, energy and telecommunications system in the region, ensuing significant social and environmental impacts, are being implemented with no further debates in the national Parliaments and among the civil society's organizations. Those regional initiatives are bound to a limited development concept found in the recently launched Growth Acceleration Program (PAC) of Lula's government.

Although these and other integration actions – such as the establishment of the *Banco do Sul (South Bank)*; the expansion o Mercosur and the South American Nations Community – have not been subject to public debate, new governmental institutional rooms are being created such as Mercosur Parliament and initiatives developed by the civil society, such as the Inter-American Front of Parliamentarians and Social Movements³, where Inesc is a protagonist.

Inesc believes that the qualified participation and civil society's mobilization around those debates and in the new forums could contribute to change the current trend of those integration projects that, besides being excluding is environmentally unsustainable. Moreover, it could enhance an effective autonomous and supportive integration among the region's peoples, based on the articulation of issues related to democracy and to the Dhescas.

³The Front was established in 2003, in Buenos Aires, during the *Cumbre de Los Pueblos*. Having Inesc as a protagonist, the Front aims at gathering parliamentarians from different National Parliaments and the Mercosur's Parliament to develop an actions integrated to the regional social movements, in order to promote the debate on a sustainable regional integral capable of reducing imbalances, and based solidarity. After being established the Forum held two meetings: one in Caracas and another in Cochabamba.

Action lines comprised in this program:

II.1 – Intervene on the debate on regional integration and development

Based on the knowledge produced by Inesc in the field of regional integration and development, as well as the Institute's insertion in important civil society networks, such as the Inter-American Platform of Human Rights, Development and Democracy (PIDHDD), the Brazilian Network of Multilateral Financial Institutions and the Brazilian Network for Peoples' Integration (Rebrib), we intend to become a protagonist organization in Brazil regarding the analysis of the ongoing regional integration projects in the region. The current integration processes based on an energetic and infrastructural integration are income concentrators, environmentally unsustainable and violate human rights, mainly those of the Indian populations and agriculture workers. Inesc intends to analyze the ongoing integration and propose a different model, articulated with other organizations and based on sustainability, reduced imbalances and increased solidarity among the region's peoples.

In that sense, the **objectives** of this line of action are:

- Mobilize the social organizations in South America countries to base the debate about regional integration and development on the society, the countries' Parliaments and the Mercosur's Parliament;
- Formulate studies and analyses about the regional integration processes;
- Monitor and influence the IIRSA outline and implementation, based on a new concept both at the Brazilian Parliament and among the Executive Power and Financing banks such as BNDES, the Inter-American Development Bank and the World Bank.

II.2 – Influence on the regional decision rooms

New regional forums of decision start to be built in the region, mainly represented by the Mercosur Parliament and the *Banco do Sul* (still under implementation). In that sense, there are two core strategies:

- Mobilize the civil society in the region's countries to influence the setting of those new spaces, based on a democratic perspective, open to social participation; and,
- Influence parliamentarians and members of the Executive Power in the South American countries in what regards the debate and path to the regional integration projects, in the light of promoting a more balanced and environmentally sustainable development, through regional decision-making forums.

Inesc also intends to enhance its initiative of building an Inter-American Front of Parliamentarians and Social Movements, and its dialogue with the Brazilian parliamentarians who are now members to the Mercosur's Parliament.

II.3 Act on the processes to build a democratic global order

The constructing of a democratic global order is permeated by the challenging of the existing institutional structures, such as the World Bank, the World Trade Organization (WTO), the G-8, the United Nations, and by the bet on the constructing of rooms and areas of influence of the globalized civil society.

Inesc has worked on both spheres, integrating the Brazilian official delegation at the WTO Doha Round, criticizing the concentration of the decision-making power of the rich countries at the World Bank and the International Monetary Fund (IMF) and the lack of mechanisms to enforce the international agreements, such as the human and environmental rights treaties within the UN scope.

At the same time, Inesc is a core player in the building of contra-hegemonic global rooms, represented by the Global Social Forum (GSF), by the Continental Social Alliance and by other collectives, such as the Global Call for Action against Poverty – Alliance for Equality (GCAP) and the Social Watch. Inesc works to build those rooms whether directly or through networks and forums. Inesc is part of the Executive Board of the Brazilian Association of Non-Governmental Organizations (Abong), is member of the FSM International Commission, and participates in the coordination of Rebrip and the Social Watch International Committee.

That privileged position allows the Institute to bridge its national work and its regional and international work, based on the **objective** of influencing the construction of democratic global institutions that work to reduce social imbalances and the environmental unsustainability. Moreover, Inesc's **objective** is to enhance the solidarity and protagonism of the global social networks and movements and their scope of influence.

For that, we **aim at** fostering the debate on the current global power structure influencing on the global decision-making rooms, based on the following topics: Trade; social and environmental sustainability; peace; international financing institutions; public budget; financing to the development; human rights and global governance, jointly with the aforementioned groups and spaces.

In what regards Inesc expertise in the field of budget, an **objective** to the forthcoming triennium is to contribute towards effectively establishing an International Network focused on the Public Budget, based on Inesc's integration to the International Budget Project (IBP) and other partners.

SUMMARY ON THE MAIN ACHIEVEMENTS AND INDICATORS TO THIS PROGRAM

EXPECTED OUTPUTS	SUCCESS INDICATORS	VERIFICATION MEANS
<p>Have contributed to lead the social organizations in South America countries to base the debate about regional integration and development on the society and on the countries' Parliaments.</p>	<ul style="list-style-type: none"> - At events and forums attended by Southern social organizations, Inesc introduces the issue of regional integration and development. - The analyses produced by Inesc on the topic are disseminated and used to provide inputs to the debate and the intervention of social organizations from South American countries. 	<ul style="list-style-type: none"> - Record of the activities developed to discuss the topic, with the participation of Southern social organizations. - Monitoring the extension and use, by social organizations, of the analyses and publications produced by Inesc on the topic (two research efforts along the triennium).
<p>To have contributed to enhance the debate on regional integration at the regional articulation forums, mainly the Mercosur's Parliament and the Inter-American Front of Parliamentarians and Social Movements (FIPMS).</p>	<ul style="list-style-type: none"> - The articulation forums introduce in their agendas of debates and interventions, the issue of regional intervention, advocating for positions previously articulated with the civil society. 	<ul style="list-style-type: none"> - Reports on the forums' work. - Research and analysis of the documents produced in those forums. - Interviews with representatives of the Mercosur's Parliament and the FIPMS.
<p>To have contributed, through its analyses, towards inserting the debate on topics such as trade, social and environmental sustainability, peace, international financial institutions, public budget, financing to development, human rights and global governance.</p>	<p>Analyses produced by Inesc on the topics are disseminated and used by the partners and the media to inform the debate.</p> <ul style="list-style-type: none"> - Trilingual bulletin approaching social control, public budget, democracy and human rights produced to disseminate the Brazilian and the South American view, besides the view of other countries and regions in Brazil and the South America. - Inesc plays a protagonist role in the establishment of an international network on public budget. - Window at the Inesc's website disseminating information, news and articles published in English and Spanish. 	<ul style="list-style-type: none"> - Research on the impact ensued by the Inesc's publications on the topics (two research works along the triennium). - Clipping with media news (annual).

Program III – Democracy, Parliament and Society

This program aims at influencing the different public institutions, with emphasis on the Brazilian Parliament, aiming at contributing to improving the democracy in those power rooms, and to the opening and consolidation of new popular participation channels.

Rationale:

In its work, Inesc has always tried to foster and facilitate the social transformation processes, both through its work in the democratic institutionalism and by strengthening the organizations oriented to the civil society organization and social control.

Historically, Inesc has contributed to improving the public institutions, such as the Brazilian Parliament, as well as to increasing the transparency and participative openness of the public bodies in general. In our view, the effective compliance to the human, economic, social and cultural rights (Dhescas) can only be achieved in an advanced and participatory democratic environment. The representative institutional framework and that of the so-called participative democracy should be improved, encompassing new dimensions and social and political powers that are now under-represented in our democracy. Ongoing political processes such as the articulation for a broad, democratic and participative political reform and the establishment of institutional mechanisms to the participation in the budgetary cycle – where Inesc has been somewhat a protagonist in the reflexive and mobilizing processes – are examples of the strategic importance of this program to fulfill the organization's mission.

Action lines comprised in this program:

III.1 – Enhance the reflection and analysis about the Brazilian Parliament

The **objective** of this line of action is to define and execute strategies to provide inputs to the debate about the national Parliament and the intervention in that space, in order to strengthen the representative, direct and participative democracy.

That means enhancing Inesc's intervention in the national Parliament beyond the advocacy work regarding the sectoral policies and the budgetary cycle. The perspective here is of fostering a broad debate on the current structure of the National Congress, the legislative process, the current structure of the Commissions, besides enhancing the dialogue efforts and scope of those initiatives oriented to the popular participation, like the Participative Legislation Commission.

It aims at fostering the institutional incorporation of participative and transparent practices within the institutions' Bylaws and in the rules that govern the Legislative Houses. In this sense, an example worth of notice is the Resolution #2, of 2006, issued by the Budget Mixed Commission, which

provides for public hearings to discuss the Annual Budgetary Act, with the required participation of the civil society organizations.

By the end of the 3-year period, Inesc expects to have contributed to the democratic strengthening of the Brazilian Parliament, making it clearer and more open to social participation, based on the legitimacy of the Institute's 30 years of work monitoring the National Congress work.

III - 2 – Contribute to a broad, democratic and participative democracy

Since 2005, a set of social movements, networks and forums⁴ have been discussed, setting the grounds to the Brazilian political system reform. Inesc has played a core role in the debate, based on its institutional experience and through the core role of the Institution in two networks that lead the process, namely Abong and the FNPP. The platform was elaborated and agreed on by an extensive set of social movements and networks, with five main axes:

- Strengthening the direct democracy; - Strengthening the participative democracy; - Improving the representative democracy: Electoral system and political parties- Information & communication democratization;
- Transparency in the Judiciary Power.

In the current stage of the process, that set is intertwined with short and medium term strategies to implement each item of the Platform. Inesc has been the key organization in that process. Jointly with the Feminist Center of Studies and Advice - Cfemea (that represents the AMB in the Platform), it is in charge of articulating and performing the actions in Brasília, including advocacy actions in the Congress, participation in the Work Group (WG) of the Presidency of the Republic dealing with the participation in the budgetary cycle; production and socialization of information; political mobilization; etc.

Inesc is part of the coordination to the Parliamentarian Front for a Political Reform with Popular Participation, composed of parliamentarians and representatives of the civil society. That is meant to be a strategic room for Inesc's and the Platform's political action in relation to the political reform.

Therefore, Inesc's objective for the next three years is to generate proposals, articulation and mobilization to reform the Brazilian political system and build a national system of popular participation (participation's architecture).

Among others, it means:

- Working in the articulation and to persuade the parliamentarians, using the newborn Parliamentarian Front;

⁴ ABONG (Brazilian Association of NGOs), AMB (Brazilian Women's Articulation), AMNB (Brazilian Afro-descendant Women's Articulation), National Campaign for Education, CEAAL (Latin American Education Council), School Committee of the Government of Sao Paulo in the Campaign of Advocacy for the Republic and Democracy, FAOR (Forum of the Eastern Amazon), FBO (Brazil's Budget Forum), Political Reflection Forum, FNPP (National Popular Participation Forum), FNRU (National Urban Reform Forum), Friedrich Ebert Foundation, Cross-networks Rights and Policy, Intervozes, Movement to the Political Reform upon Popular Participation, Citizenship Observatory, PAD (Process of Dialogue and Articulation of Ecumenical Agencies and Brazilian Organizations), Brazil's Network on Multilateral Financial Institutions, REBRIP (Network for the Peoples' Integration), Feminist Network for Health.

- Discuss the proposal for holding an exclusive Constituent process to the reforms in the electoral system;
- Mobilize and articulate a broad set of social players, including close initiatives promoted by the Brazilian Bar (OAB) and the National Confederation of Brazil's Bishops (CNBB);
- Participate in the Work Group established by the Presidency of the Republic aimed at creating mechanisms to participate in the budgetary cycle;
- Detail the proposal for establishing a National System of Popular Participation, i.e., an architecture to the participation capable of creating articulation mechanisms and implementing the current institutional mechanisms of participation, notably the Public Policies Councils and the Conferences.

III.3 – Strengthen the Civil Society as a collective policy's subject

Currently Inesc participates in several civil society networks and forums. In some of those rooms it carries out the political coordination and the coordination of the Work Groups. That demands great institutional energy to strengthen and consolidate the Brazilian civil society's structures of collective political action.

Currently Inesc is in charge of the political coordination of some civil society's networks and forums, such as: The Brazilian Association of Non-Governmental Organizations (Abong); the Advocacy Forum for Indians' Rights (Rebrip); the District Council of Social Assistance (CAS/DF); the Brazilian Platform of Human, Economic, Social, Cultural and Environmental Rights (DHesca Brazil Platform); the Brazil's Network on Multilateral Financial Institutions (Brazil Network); the Brazilian Budget Forum (FBO); Dialogues against Racism; and, the Social Watch.

Moreover, Inesc composes governmental spaces of participation, such as the Council of Economic and Social Development (CDES), the National Council of Food Security (Consea) and the National Commission of Policy to Indigenous Peoples.

In that sense, INESC aims at providing continuity to its protagonist role in the constitution and political sustainability of several civil society's networks and forums to strengthen the political actions of those groups and the democratic processes, increasing their impact.

Furthermore, in the next triennium Inesc intends to deepen the critical thought about the civil society's ways of organizing, representing, articulating and developing political practices.

SUMMARY ON THE MAIN ACHIEVEMENTS AND INDICATORS TO THIS PROGRAM

EXPECTED OUTPUTS	SUCCESS INDICATORS	VERIFICATION MEANS
To have contributed to place the Brazilian Parliament as a strategic room for enhancing democracy among the civil society and in the media.	<ul style="list-style-type: none"> - The Parliament as a strategic room to democracy is object of discussion at the articulation forums where Inesc works and in the media. 	<ul style="list-style-type: none"> - Records on the debate about the topic in articulation rooms where Inesc works. - Clipping with media news
The Brazilian Parliament's internal procedures become more transparent and participative.	<ul style="list-style-type: none"> - New institutional mechanisms of participation established in the National Congress; - The Congress' internal decision-making processes are more transparent. 	<ul style="list-style-type: none"> - Number and quality of new procedures, whether created or modified. - Legislative proposals created
Inesc generates proposals, articulation and mobilization to reform the Brazilian political system and build a national system of popular participation (participation's architecture).	<ul style="list-style-type: none"> - Inesc-supported events held to debate the political reform and the participation's architecture. - Documents produced by Inesc guiding the debate on political reform and the participation's architecture. - The networks where Inesc works playing a protagonist role incorporate the agenda of the Platform for the Broad and Democratic Reform of the Political System. - The Front for the Political Reform in the National Congress is enhanced and now has public visibility. 	<ul style="list-style-type: none"> - Record of documents/proposals prepared and articulation and mobilization actions implemented. - Clipping with media news - Documents produced by networks and forums approaching the political reform.
Some of the proposals provided for in the Platform to the Reform of the Political System implemented during the 3-year period.	<ul style="list-style-type: none"> - Number and condition (total or partial) of the proposals implemented during that period. 	<ul style="list-style-type: none"> - Laws and normative acts approved in the period.
The political action of the networks and forums where Inesc works is expanded and strengthened in that period.	<ul style="list-style-type: none"> - Extent of influence of the networks and forums where Inesc participates in political actions of significance; - Participation of networks and forums at decision-making forums. 	<ul style="list-style-type: none"> - Institutional and assessment reports on the actions developed by the networks and forums; - Clipping of records in the media dealing with the networks' and forums' actions;

IV – Institutional Strengthening Program

This program aims at guaranteeing the institutional conditions required to achieve Inesc's mission, respecting the democratic principles of: transparency; participation; political, organizational and financial skills; political, technical and motivational qualification of the team.

The objectives and activities comprised by the program are structured on four lines of action: Management, Planning, Monitoring & Assessment (MAP), Human Resources and Training.

IV.1 - Management

Objectives:

- Strengthen the democratic and participative management system, ensuring political, organizational and financial autonomy and sustainability.

- Keep and enhance the political relationship with the cooperation agencies: Debating Inesc's work with cooperation agencies; keeping the agencies informed on Inesc's political action and planning execution, and on the repercussions as well.
- Keep and enhance Inesc's resource intake policy: Expanding its contacts with new agencies to expand the array of Inesc's institutional supporters; promoting the debates, whether internally or with partners and supporters, on the trends and challenges of the financial sustainability of the civil society organizations working in the democratic and popular field.

IV.2 – Planning, Monitoring and Assessment

Objectives:

- Improve the mechanisms and managerial tools to guarantee higher efficiency to the process of deliberation, planning, monitoring and assessment.
- Provide continuity to the projects' and activities' monitoring process: i) holding monthly meeting to monitor the execution of the activities plan, assisted by the Planning, Monitoring and Assessment Advisory Service and at least one member of the Management Board; ii) holding regular bilateral monitoring meetings (advisor, Board) to promote a permanent feedback process on the performance of the advisors within the context of its individual planning; iii) holding semi-annual meeting to assess the execution of the activities plan and define the required adjustment to the priorities and strategies.
- By the end of the triennium, hold an intensive external assessment of the actions and outputs achieved by Inesc during the 3-year period.

IV.3 – Human Resources

Objectives:

- Promote actions to improve the working relationship and to foster the political, technical and cultural qualification of the team.
- Continue the process of individual performance assessment, updating and adjusting the 360° appraisal process built in 2005, supported by a consultancy firm in management and human resources - ACROSS.

- Discuss the Career Development and Remuneration Plan, incorporating a proposal on the team's political qualification.
- Promote regular meetings to incentive the team.

IV.4 - Qualification

Objectives:

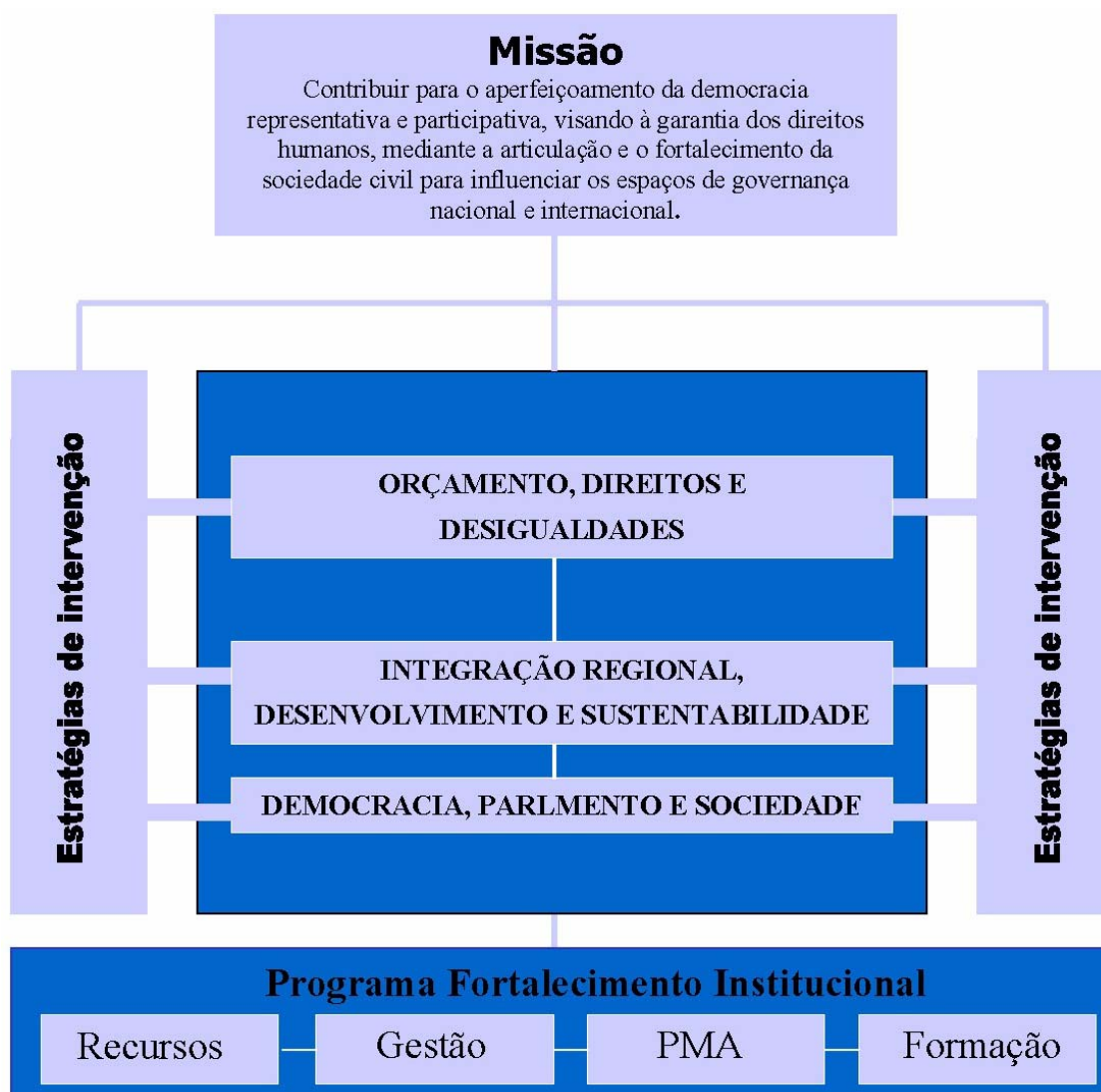
- Promote training/qualification actions to the advisors' team, focusing on the building of an interpretative model or working method for Inesc to monitor the public policies and Dhescas, based on the dimension of imbalances (with emphasis on race, gender and territorial imbalances) and of violence.
- Promote training/qualification actions to the team of advisors, oriented to developing the technical and pedagogical capacities to achieve the awareness-building actions and qualification of individuals, organizations and councils to monitor the public budget.

6. Triennium's Flowchart

Caption:

Mission – Contribute to improve the representative and participative democracy, aiming at granting the human rights through the articulation and strengthening of the civil society to influence the national and international governance rooms.

Budget, Rights and Imbalances
 Regional Integration, Globalization, Development and Sustainability.
 Democracy, Parliament and Society
 Intervention Strategies
 Institutional Strengthening Program
 Resources
 Management
 MAP
 Qualification



Intervention Strategies

When building the 2008 – 2010 plan and aiming at more accurately identifying the challenges, strategies and action lines, Inesc set its intervention strategies based on what it deems the key elements in its working method or on how it works and relates to the other actors. In that sense, five major intervention strategies were defined: a) participation; b) articulation and mobilization; c) communication and media; d) production and mobilization of information and knowledge; e) advocacy.

Following a brief explanation on Inesc's view about each strategy.

a) Participation – It has to do with appraising the participation rooms and processes. Inesc believes that as important as the creation of several participative management forums is the building of a participative culture that accepts, claims and appraises the participation and social control by users and other segments interested in public policies. “Besides playing a strategic role in the democracy building, the participation is *per se* an educational process. Expressing the desires and need, building arguments, formulating proposals, hearing different viewpoints, reacting, debating and achieving agreements are attitudes that change all those participating in the participative processes”⁵. Therefore, this strategy comprises the participation in its different dimensions and the expansion of awareness-building, training and political qualification processes employing courses and workshops.

b) Articulation and mobilization – It concerns the way we act. Working in this context demands valuating both articulation and dialogue in the field of social entities and movements fighting to change the society and the power relations. It means mobilizing and working jointly with other subjects, including partners in the State such as the Public Prosecution Office, parliamentarians or progressist governments.

c) Communication and media – One of the internal changes scheduled to the next triennium concerns the attempt to more effectively influencing on the society, thus contributing to change the social practices whether improving the recognition and advocacy for human rights, the governmental policies' role and the impacts of the development model, or in the critical debate on democracy and the institutions' role, notably the Parliament.

That option implies directing efforts to expand the capacity of communicating and influencing as many institutions and persons as possible. In what regards the institutional priorities, the actions on communication and media are even more powerful. It becomes one of the intervention strategies related to the Institute's purpose of catalyzing/enhancing the reaching of strategic information, analyses and initiatives related to the political agenda.

⁵ - Moroni, J.A. and Ciconello, A. Participação social no governo Lula. Avançamos? (Free translation) In: A Abong nas Conferências 2005 Criança e Adolescente – Assistência Social. Brasília, 2005.

d) Production and mobilization of information and knowledge – Inesc is publicly acknowledged for the quality and relevance of its technical and political analyses of the public budget, legislative initiatives, fiscal policy and several sectoral policies. The knowledge production is a core strategy in the organization's work and should be expanded to other areas and focuses, placing special emphasis on the issues of imbalances, regional integration and Parliament.

e) Advocacy – The advocacy strategies of Inesc at the National Congress, institutional participation rooms (such as the Public Policies Councils) and the Executive Power bodies are important to build awareness and make pressure on parliamentarians and public managers in relation to the agendas and demands of the social movements, as well as on the proposals on the effective implementation of the Dhescas. In the next triennium, Inesc intends to place higher emphasis on the systematization of the existing strategies and methods of efficacy at the Federal capital.

Structure and internal organization

Within the context of the agenda proposed by Inesc and the internal changes in terms of rearrangement of priorities and topics, another challenge to Inesc emerges in what concerns reviewing its internal structure and organization.

Concerning the structure, one should consider that in the last two years Inesc downsized its advisory staff, with the resignation of four advisors who were not promptly replaced. That decision ensues from the need of adjusting expenditures and from the decision of restarting the hiring processes within a new context of intensive internal reflection about the institution's paths and agenda, i.e., in articulation with a new 3-year plan.

In face of that, the internal restructuring should entail the hiring of new staff members. Particularly, the new advisors to be hired are expected to join a new internal organization capable of breaking the concept and practice of thematic advisory made of experts and with trends of isolation in relation to the challenges and agenda of the institution's set.

Regarding the expected professional profile, both to the new professionals to be hired and to the existing staff, Inesc intends to seek and foster professionals with the required skills to: i) provide the external mobilization of supporters/experts; ii) enhance efforts, both internal and from partners and alliances, through communication and media actions reaching larger audiences; iii) strengthen and expand the dialogue with the civil society; iv) foster and sustain the dialogue with different players and institutions, notably in the Executive and Legislative powers; and, v) analyze and produce knowledge on the institution's working areas.

It is worth mentioning that the development of capacities involves a process of practical qualification and education that should be considered in the annual plans and in the performance appraisals carried out along the triennium.

ASSESSMENT OF BETS AND RISKS

BET 1 – Inesc builds and implements a "Dhesca Budget" methodology, at federal level. Based on the Dhesca, Inesc submits, on an annual basis, a parallel budgetary proposal, proposing how much the government should spend in given areas and projects to effectively achieve the rights granted in international treaties and the Brazilian legislation.

PROGRESS INDICATOR 1.1 – The methodology is built and every year Inesc submits a "shadow budget" (the Dhesca Budget) to the budget submitted by the federal government to the National Congress.

BET 2 – Higher social control on the public policies by monitoring the policies' execution - notably those related to food security, agriculture and agrarian policy, Indian peoples, *quilombola* communities, social and environmental issues, the infant-juvenile segment – and through the articulated intervention with other civil society organizations and forums aiming at increasing the transparency and social justice in the public resources allotment process.

PROGRESS INDICATOR 2.1 – Inesc intervention on the public policies management process and on the analysis of the Budget Enforcement Law (*Lei de Diretrizes Orçamentárias - LDO*) and the Annual Budget Law (*Lei de Orçamento Anual - LOA*) – by fostering public hearings with the civil society; submitting amendments; building opinions among the organized civil society in what regards the contents and implications referred to in the aforementioned laws, thus contributing towards expanding the social control on the public policies.

BET 3 – Inesc contributes to the political mobilization and the implementation of some of the Platform's proposals to reform the Brazilian political system.

PROGRESS INDICATOR 3.1 - Inesc-supported events held to debate the political reform and the participation's architecture.

PROGRESS INDICATOR 3.2 - Documents produced by Inesc guiding the debate on political reform and the participation's architecture.

PROGRESS INDICATOR 3.3 - The networks where Inesc works playing a protagonist role incorporate the agenda of the Platform for the Broad and Democratic Reform of the Political System.

PROGRESS INDICATOR 3.4 - The Front for the Political Reform in the National Congress is enhanced and now has public visibility.

PROGRESS INDICATOR 3.5 - Number and condition (total or partial) of the proposals implemented during that period.

BET 4 - Inesc is a reference organization in the debates on regional integration in the Latin America.

PROGRESS INDICATOR 4.1 - At events and forums attended by Southern social organizations, Inesc introduces the issue of regional integration and development.

PROGRESS INDICATOR 4.2 - The analyses produced by Inesc on the topic are disseminated and used to provide inputs to the debate and the intervention of social organizations from South American countries.

BET 5. Inesc expands its work on training in public policies and budget, at national and international level.

PROGRESS INDICATOR 5.1 – Number of training and qualification courses in public budget and policies held.

BET 6. Inesc starts producing more contents in English and Spanish.

PROGRESS INDICATOR 6.1 – Increases the number of materials produced in English and Spanish.

PROGRESS INDICATOR 6.2 – Inesc’s webpage disclosing contents in English and Spanish.

RISK 1 – Inesc’s budget reflects the financial weakness experienced by the civil society’s progressive segment.

MANAGEMENT / RISK REDUCTION INDICATORS - Inesc undertakes more efforts to expand and diversify its financing sources. Inesc enhances its expenditure's control and rationalization.

RISK 2 – The sustainability crisis in the progressist field of the Brazilian civil society powers is worsened due to the financial crisis, the gradual dilution of the non-governmental organizations’ identity and the social movement’s criminalization process.

MANAGEMENT / RISK REDUCTION INDICATORS - Inesc participates in and contributes to the debates on the NGOs identity, institutional development and the Parliamentarian Inquiry on NGOs at the Federal Senate.

RISK 3 – The new strategies and the political context wherein the international cooperation agencies are inserted bring about a gradual loss in the political sense of both cooperation agencies and the international solidarity.

MANAGEMENT / RISK REDUCTION INDICATORS – Inesc contributes to the debate on the building of a new agreement between the cooperation and solidarity agencies and their partners in developing countries.

RISK 4 – The implementation of the triennial plan will be during the second term of President Lula. Therefore the risk of “blending” the frontiers between government and the civil society, hindering the maintenance of a more autonomous policy of the civil society in relation to the government.

MANAGEMENT / RISK REDUCTION INDICATORS – Inesc should guide its actions, including the articulation with networks and forums, on a posture of reaffirming its autonomy in relation to the government.