

The background features a large, stylized number '6' composed of multiple parallel lines. The top portion of the '6' is rendered in a light green color, while the bottom portion, including the vertical stem and the bottom loop, is rendered in a vibrant blue color. The lines are closely spaced, creating a sense of depth and movement.

## CHAPTER VI

# Institutional Development

**ANNUAL REPORT OF THE INTER-AMERICAN  
COMMISSION ON HUMAN RIGHTS  
2022**

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## CHAPTER VI

## INSTITUTIONAL DEVELOPMENT

## A. Structure and personnel of the IACHR

1. In all, 153 persons are working with the Executive Secretariat of the Inter-American Commission on Human Rights (ES/IACHR) (64 staff, 79 consultants, and one associated professional). In addition, the IACHR has nine fellows.

2. The following table shows the distribution of personnel by source of financing as of December 31, 2022.

Workforce by Source of Funding					
Category	Regular Fund	Specific Funds	ICR Fund	No Cost to the IACHR	Total
Executive Secretary	1	0	0	0	1
Assistant Executive Secretaries	2	0	0	0	2
Special Rapporteurs	0	2	0	0	2
Professionals	30	14	0	0	44
Administrative personnel	11	3	1	0	15
<b>Subtotal Personnel</b>	<b>44</b>	<b>19</b>	<b>1</b>	<b>0</b>	<b>64</b>
Human Rights Consultants	11	30	0	0	41
Administrative Consultants	9	9	0	0	18
Consultants in Other Professions	16	4	0	0	20
<b>Subtotal Consultants</b>	<b>36</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>79</b>
Associate Staff	0	0	1	0	1
<b>Subtotal</b>	<b>80</b>	<b>62</b>	<b>1</b>	<b>1</b>	<b>144</b>
Fellows	0	5	0	4	9
<b>Grand Total</b>	<b>80</b>	<b>67</b>	<b>1</b>	<b>5</b>	<b>153</b>

3. In terms of geographic representation and diversity, the 153 members of the personnel mentioned in paragraph 1 (staff, consultants, and associated professionals) are from 22 different countries; 69% of the personnel are women and 31% men. The following table shows the distribution of personnel by nationality and type of contract.

Type of contract	Country	Nationality when entering the GS/OAS	Current nationality
<b>Staff</b>	Antigua and Barbuda	1	1
	Argentina	6	5
	Barbados	1	1
	Bolivia	1	0
	Brazil	9	8
	Chile	3	3
	Colombia	9	7
	El Salvador	3	2
	Guatemala	1	1
	Mexico	5	5
	Panama	1	0
	Paraguay	2	2
	Peru	8	5
	Uruguay	1	1
	United States	11	22
	Venezuela	3	2
<b>Staff Total</b>		<b>64</b>	<b>64</b>
<b>CPR</b>	Argentina	4	4
	Bolivia	4	4
	Brazil/Brasil	10	10
	Colombia	18	18
	Costa Rica	3	3
	Dominican Republic	2	2
	Ecuador	3	3
	El Salvador	2	2
	Guatemala	1	1
	Honduras	1	1
	Mexico	8	8
	Panama	2	2
	Peru	3	3
	Portugal	1	1
	Spain	3	3
	Uruguay	5	5
	United States	4	4
	Venezuela	4	4
<b>CPR Total</b>		<b>79</b>	<b>79</b>
<b>Associate Staff</b>	Brazil	1	1
<b>Staff Asociado</b>		<b>1</b>	<b>1</b>
<b>Total</b>		<b>144</b>	<b>144</b>
<b>Grand Total</b>		<b>144</b>	<b>144</b>

4. Selection processes were concluded in two competitive hirings for Senior Officer, P05, financed by the Regular Fund. The hiring processes were carried out in keeping with Article 44 of the General Standards and Directive D-01/00. The SG/OAS approved the appointment of Mr. Jorge Meza for the position of Principal Specialist in Human Rights in charge of the Office of the Assistant Executive Secretary for the System of Cases and Petitions; he assumed the position on May 1, 2022. Mr. Meza has more than 14 years of professional experience in human rights and in-depth knowledge of the mechanisms of the inter-American system.

5. In addition, the SG/OAS approved the appointment of Ms. Patricia Colchero as Chief of Staff; she assumed the position on November 15, 2022. Ms. Colchero has had an extensive professional career including positions of great responsibility in several institutions in her country. She has more than 27 years' experience working in human rights.

6. In addition, the competitive hiring processes were concluded for three positions financed by the Regular Fund: one G05 position in the Processing Section and two P02 positions as Specialist in Human Rights for the Precautionary Measures Section and Monitoring II respectively.

7. As regards the competitive hirings financed by specific funds, four competitive hiring processes were concluded for positions intended to strengthen the teams that work on precautionary measures, press and communication, and processing.

8. In 2022 new vacancies opened up, one position financed by the Regular Fund and six financed by specific funds, to strengthen the following teams: planning and projects, monitoring, precautionary measures, and the Office of the Executive Secretary. It is considered that these processes will conclude during the first quarter of 2023.

9. It is estimated that at least 15 additional vacancies will be published in 2023, with financing by both the Regular Fund and specific funds. Among the positions is the P05 position to serve as Special Rapporteur on Economic, Social, Cultural, and Environmental Rights, as Ms. Soledad García Muñoz will wind up her term in August 2023.

10. In 2022, the ES/IACHR was notified of the outcomes of requests for reclassification for three Coordinator positions that were pending since 2021. It is expected that an additional Coordinator position will be announced in early 2023; it was recently audited by a classification expert from the United Nations.

11. In late May the GS/OAS offered voluntary separation packages to the staff who hold positions financed by the Regular Fund, since the increase in inflation in 2022 had an impact on the budget of the organization for 2023. Two staff members of the ES/IACHR decided to take the package, leaving two G06 positions vacant.

12. In May, based on the plan of the GS/OAS for consolidating office space in Washington, D.C., all the staff members of the ES/IACHR were assigned to a new space on the seventh floor of the General Services Building. Accordingly, all the staff can now work on the same floor.

13. As of July 6, the GS/OAS resumed in-person work at the offices in Washington, DC for those persons who are completely vaccinated. In addition, the Telework and Alternative Work Arrangements Policy of the GS/OAS was published, giving way to a hybrid work format for staff. Tuesday was designated as the principal day for all staff to work in person at the offices of the ES/IACHR.

**1. Consultants, Interns, Fellows, and Associate Staff**

14. In 2022, with the support of the Technology and Systems Section, the data base of CVs with self-identifying information was developed to have a single platform for receiving and managing applications from persons interested in consulting opportunities with the ES/IACHR.

15. In 2022 consultants continued to be hired to provide services in different sections of the ES/IACHR. As of December 31, 2022, the ES/IACHR has 130 consultants.

16. In 2022, three distance Internship Sessions were held, coordinated by the Human Resources Department of the GS/OAS; in all, 81 interns worked with the Executive Secretariat of the IACHR.

17. Through the support of various institutions, the ES/IACHR received 14 new fellows who have worked remotely during the year:

No.	Nationality	Fellowship	Assignment
1	Peru	PUCP	Cases
2	Peru	PUCP	Cases
3	Peru	PUCP	Cases
4	Peru	PUCP	Cases
5	Peru	PUCP	Cases
6	St. Vincent and the Grenadines	LGBTI-ARCUS	Monitoring II
7	Guatemala	Orlando Sierra	RELE
8	Brazil	Tech4Rights	RELE
9	Venezuela	Tech4Rights	RELE
10	Trinidad and Tobago	Caribbean	Monitoring III
11	Ecuador	Both Ends Believing	Monitoring III
12	Paraguay	Yale Law School	Follow-up on Recommendations and Impact
13	Switzerland	REDESCA	REDESCA
14	Mexico	Universidad de Monterrey	REDESCA

18. In addition, thanks to the support of the following institutions, in 2022 the ES/IACHR received *three* of its staff in the modality of associate staff:

No.	Institution	Assignment
1	Office of Human Rights Ombudsperson for the State of Rio de Janeiro	Precautionary and Provisional Measures
2	Justice Rapid Response (JRR)	Mechanism to Monitor GIEI Recommendations for Bolivia (MESEG Bolivia)

3	Justice Rapid Response (JRR)	MESEG Bolivia
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**2. Workplace environment plan, prepared collectively, is in the process of being implemented**

19. In May 2022 the call for bids was published seeking consulting firms with expertise on human resources and organizational development issues to work on a strategy for transforming the organizational culture and improving the workplace environment over three years. The call for bids closed in October and the winning firm, *Código Genético Empresarial*, began its contract on November 8, 2022, for one year. The firm has wide-ranging experience working with the ES/IACHR, for it made the labor environment assessment in late 2020 and early 2021.

20. In September, after an agreement with the Observer Mission of France to the OAS, funding was provided for 13 persons to receive French classes at the Alliance Française. These classes, specifically geared to the ES/IACHR, are a useful tool for those whose work requires fluency in French because of monitoring or working with cases from French-speaking countries.

21. In December presentations were made to the Working Group of the IACHR on the workplace environment, in the plenary of the IACHR, and to all the staff of the ES/IACHR, on the work plan, the communications plan, and the activities that *Código Genético* intends to carry out in 2023. This project has been named “Co-Labora, Construyamos nuestro espacio” (“Working Together, Building our Own Space”). It is unprecedented since financing had never been obtained for a project dedicated to changing the organizational culture and improving the workplace environment. The project is also an integral part of the IACHR’s new 2023-2027 Strategic Plan when it comes to improving the organizational culture with a human rights perspective.

22. In the first half of 2022 two webinars were carried out to strengthen management and leadership capabilities. Later, 22 persons with supervisory functions received six sessions of executive coaching. In addition, the consultant delivered an assessment with specific recommendations on the areas of opportunity detected regarding the top-level officers in the ES/IACHR.

23. After the death of our colleague Mario López-Garelli two events were held to pay tribute to his long period of service to the ES/IACHR. The first was with all the personnel of the ES/IACHR, and the second with the plenary of the IACHR, the Secretary General of the OAS, representatives of the OAS member states, and representatives of civil society. Sessions on grieving were offered for those persons of the ES/IACHR who were interested in participating.

24. The “Open Door” policy continued, according to which members of the personnel have the opportunity to meet with the Executive Secretary to raise any concerns they may have.

25. The Executive Secretary has held periodic meetings with the personnel to report on the latest events and progress in the hiring processes, and also to hear proposals by and/or requests from the personnel.

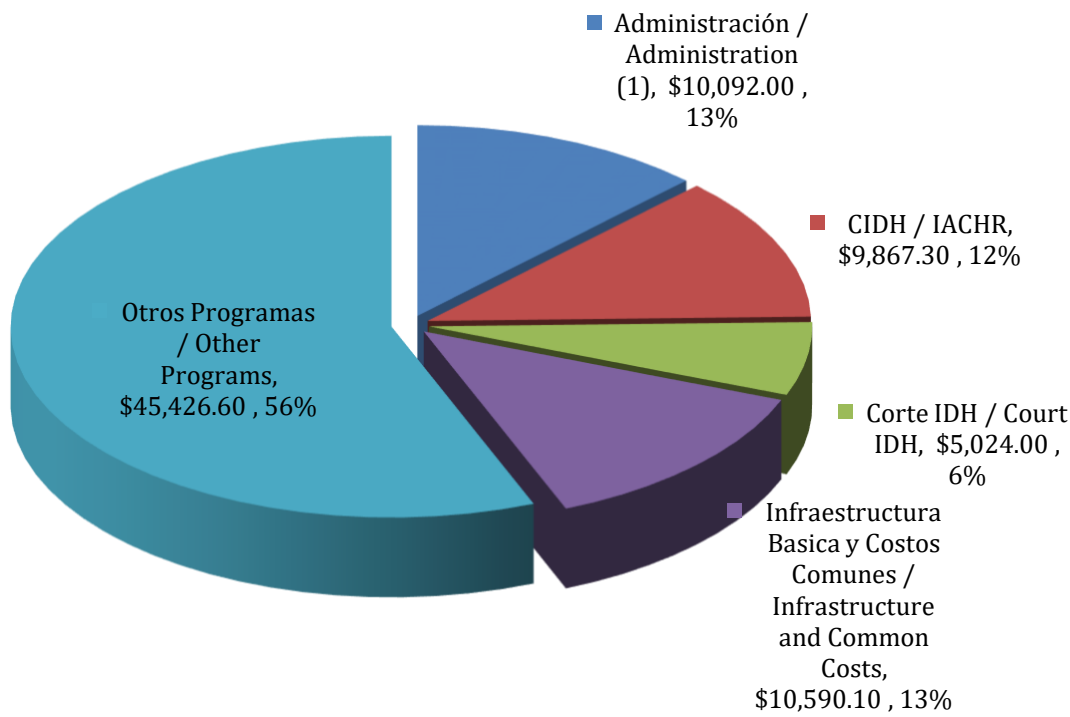
**B. Financial resources and budget execution**

26. In November 2021 the General Assembly approved a 2022 budget for the IACHR from the Regular Fund of \$10,256,800, \$7,177,000 for personnel expenditures and \$3,079,800 for operating expenses.

27. The General Assembly also approved, for 2022, budgetary resources for the IACHR from the Indirect Cost Recovery fund (ICR) in the amount of \$90,900, \$77,900 of which corresponds to personnel costs and \$13,000 to operating expenses.

28. The next figure shows the distribution of the modified Regular Fund budget for 2022, as of December 31. The amounts differ from the budget approved after reprogramming of personnel spending within the IACHR and to other areas in the General Secretariat of the OAS.

**Figure 1. Distribution of the Modified Budget from the Regular Fund of the OAS for 2022 (in thousands of US DOLLARS)<sup>1</sup>**



**Total: USD 81,000.00**

29. As of December 31, 2022, the modified appropriation of the original Regular Fund budget was \$9,867,300, with \$6,415,500 for personnel expenditures and \$3,451,800 for non-personnel expenditures. The part corresponding to personnel expenditures appears under-executed since in 2022 the ES/IACHR had vacant positions for part of the year with respect to which the competitive hiring processes have yet to conclude. At the same time, the part corresponding to operating expenses appears over-executed, since the General

<sup>1</sup> The distribution of the program budget was approved by the General Assembly at the 51<sup>st</sup> regular session in November 2021 by AG/RES.2971 (LI-O/21) for the period of January 1 to December 31, 2022. The figures that are shown correspond to the modified budget as of December 31, 2022.

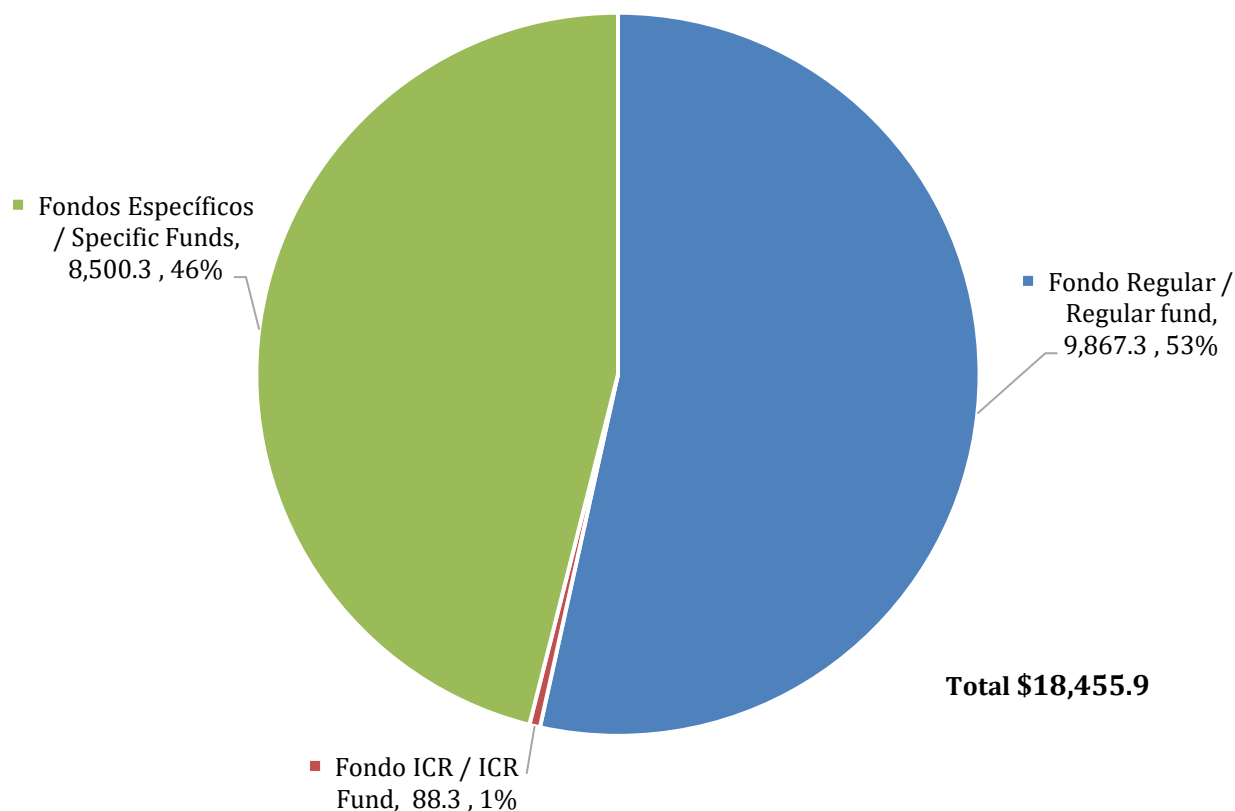
The value indicated under Administration corresponds to the Secretariat for Administration and Finance (Chapter 11).



Secretariat approved transfers (known as reinforcements) from the budget for personnel expenditures to operating expenses.

30. With respect to obtaining specific funds as a result of the fundraising strategy and thanks to the confidence deposited in the IACHR, it has been possible to raise US\$8,500.269 as of December 31, 2022. The following graph shows the distribution of funds received by the IACHR by funding source.

**Figure 2. Funds received by the IACHR as of December 31, 2022, by funding source (in thousands of US dollars, preliminary and unaudited)**



31. The following table shows the contributions of funds received by the IACHR by funding source.

**Table 1. Contributions of Funds Received by the IACHR as of December 31, 2022**  
**By funding source and special issue**  
**(in US dollars, preliminary and unaudited)<sup>2 3</sup>**

Source of Funding / Fuente de Financiamiento	IACHR /CIDH	RELE	REDESCA	Total	%
	Received / Recibido	Received / Recibido	Received / Recibido		
<b>Regular Fund / Fondo Regular</b>	9,867,300.0	-	-	9,867,300.0	53.5%
<b>ICR Fund / Fondo ICR</b>	88,300.0	-	-	88,300.0	0.5%
<b>Specific Funds / Fondos Específicos</b>					
<b>Member States / Estados Miembros</b>					
Canada / Canadá	106,859.1	-	-	106,859.1	0.6%
Chile	60,000.0	16,954.0	-	76,954.0	0.4%
Costa Rica	9,827.7	3,046.3	-	12,874.0	0.1%
Mexico / México	242,850.0	-	-	242,850.0	1.3%
Panama / Panamá	20,000.0	-	-	20,000.0	0.1%
Peru / Perú	33,918.2	-	-	33,918.2	0.2%
United States / Estados Unidos	4,638,608.5	-	-	4,638,608.5	25.1%
	<b>5,112,063.4</b>	<b>20,000.3</b>	<b>-</b>	<b>5,132,063.7</b>	<b>27.8%</b>
<b>Permanent Observers / Observadores Permanentes</b>					
France / Francia	29,278.4	-	-	29,278.4	0.2%
Ireland / Irlanda	50,895.0	-	-	50,895.0	0.3%
Italy / Italia	51,241.5	-	-	51,241.5	0.3%
Monaco / Mónaco	2,500.0	-	-	2,500.0	0.0%
Netherlands / Países Bajos	300,000.0	-	-	300,000.0	1.6%
Norway / Noruega	-	-	348,783.8	348,783.8	1.9%
Spain / España	246,204.6	-	233,746.8	479,951.4	2.6%
Switzerland / Suiza	699,975.0	59,975.0	-	759,950.0	4.1%
	<b>1,380,094.5</b>	<b>59,975.0</b>	<b>582,530.6</b>	<b>2,022,600.1</b>	<b>11.0%</b>
<b>Institutions and Others / Instituciones y Otros</b>					
Arcus Foundation / Fundación Arcus	50,000.0	-	-	50,000.0	0.3%
Facebook	-	120,000.0	-	120,000.0	0.7%
Ford Foundation / Fundación Ford	328,850.0	-	-	328,850.0	1.8%
Google Inc.	-	60,023.0	-	60,023.0	0.3%
Georgetown University / Universidad Georgetown	-	-	200,000.0	200,000.0	1.1%
Pan American Development Foundation (PADF) / Fundación Panamericana para el Desarrollo (PADF)	513,254.0	-	-	513,254.0	2.8%
United Nations High Commissioner for Refugees (UNHCR) / Oficina del Alto Comisionado de las Naciones Unidas (ACNUR)	73,479.0	-	-	73,479.0	0.4%
	<b>965,583.0</b>	<b>180,023.0</b>	<b>200,000.0</b>	<b>1,345,606.0</b>	<b>7.3%</b>
<b>Total Specific Funds / Fondos Específicos</b>	<b>7,457,740.9</b>	<b>259,998.3</b>	<b>782,530.6</b>	<b>8,500,269.8</b>	<b>46.1%</b>
<b>Gran Total</b>	<b>17,413,340.9</b>	<b>259,998.3</b>	<b>782,530.6</b>	<b>18,455,869.8</b>	<b>100.0%</b>

<sup>2</sup> The IACHR signed an assistance agreement with the United States in the amount of US\$14.2 million for the period from 2018 to 2023, and another agreement for US\$9.8 million for 2021 to 2024. Both agreements are implemented under the modality of sending disbursements against the financial performance of the project.

The Office of the Special Rapporteur for Freedom of Expression has an allocation of US\$1.3 million (direct costs) as part of the first agreement and US\$792,000 (direct costs) in the second. The values of the allocations do not include costs to audit or evaluate the project.

<sup>3</sup> This report is by source of financing and by Special Rapporteurships / sections within the IACHR. The information reported corresponds to the preliminary and unaudited of 2022 financial information.

32. The following table shows the change in the fund balances of projects financed by specific funds of the IACHR as of December 31, 2022.

**Table 2. Report of changes in the balance of the Specific Funds by project. Information as of December 31, 2022<sup>4, 5 6 7</sup>**  
**(in US dollars, preliminary and unaudited)**

Project Name/Nombre de Proyecto	Beginning	Contributions	Transfers/	Interest	Returns & Other	Expenditures/ Gastos	Net Change/ Cambio Neto	End of Cash		Fund Balance/ Saldo Final
	Balance/ Saldo Inicial	/ Contribuciones	Transferencias	/ Intereses	/ Ingresos y Otros			Balance Final	Obligations/ Obligaciones	
Freedom of Expression 2018-2021	548,222.3	259,998.3	-	-	(16,462.0)	413,767.2	(170,231.0)	377,991.3	54,962.6	323,028.7
GIEI Bolivia	(134,612.4)	134,612.4	-	-	-	-	134,612.4	-	-	-
GIEI Mexico-Phase II	79,618.8	242,850.0	27,190.0	-	(3,534.7)	243,535.8	22,969.5	102,588.3	74,847.8	27,740.5
GIEI Nicaragua	3,686.0	-	-	-	-	-	-	3,686.0	-	3,686.0
Inc. Effic. IACHR 2018-2020	(1,714,357.5)	3,455,515.9	-	-	11,814.0	2,929,226.2	538,103.6	(1,176,253.8)	89,996.4	(1,266,250.2)
Inc. Prom. Def. IACHR 2021-2023	(641,875.0)	1,048,480.2	-	-	-	1,911,105.1	(862,624.9)	(1,504,499.9)	3,205,704.0	(4,710,203.9)
Increasing protection of HR	-	300,000.0	-	-	-	157,426.9	142,573.1	142,573.1	69,754.4	72,818.7
Legal Assistance Fund I-A Humam Rights Syst	134.7	-	-	-	-	-	-	134.7	-	134.7
Mec. Seg. Rec. GIEI Bolivia	-	120,341.1	-	-	-	74,876.5	45,464.6	45,464.6	25,294.5	20,170.1
MESENI Monitoring	59,300.8	-	35,961.0	-	-	30,208.1	5,752.9	65,053.8	-	65,053.8
Obj 1. Promote justice	362,246.7	334,213.3	127,506.1	-	-	435,676.1	26,043.3	388,290.0	211,044.4	177,245.7
Obj 2. Monitoring Capacity	491,728.1	1,258,938.6	79,123.5	-	(15,028.9)	1,077,071.4	245,961.8	737,689.9	278,918.3	458,771.6
Obj 3. Defense and Prot. Capab.	72,059.9	301,650.8	38,899.0	-	-	139,010.5	201,539.3	273,599.2	64,710.2	208,889.0
Obj 4. Strenghten Coop. ISHR	121,049.4	-	(74.6)	-	-	136,878.5	(136,953.1)	(15,903.7)	1,118.7	(17,022.3)
Obj 5. Inst. Mngt. IACHR	199,848.7	43,143.6	200,886.5	-	(399.0)	241,541.9	2,089.2	201,937.9	170,366.5	31,571.4
Obj 6 - Recommendations IACHR	848,975.0	75,167.5	(10,026.2)	-	(23,107.8)	694,273.1	(652,239.6)	196,735.5	12,315.6	184,419.9
Oliver Jackman Fund - CIDH	81,304.5	-	-	405.5	-	-	405.5	81,710.0	-	81,710.0
Program 1 - Direction in Law	145.0	-	-	-	-	-	-	145.0	-	145.0
Program 2 - Individual Petition Syst.	2,896.1	-	(2,896.1)	-	-	-	(2,896.1)	-	-	-
Program 4 - 4.3 Afro-Descendants	171.8	-	(171.8)	-	-	-	(171.8)	-	-	-
Program 4 - 4.8 LGTBI	310.8	-	(310.8)	-	-	-	(310.8)	-	-	-
Prom Protec ESCER in IHRS-III	290.6	-	233,746.8	-	-	192,947.9	40,798.9	41,089.6	35,875.0	5,214.6
Protection of Defenders	15,845.1	-	(15,845.1)	-	-	-	(15,845.1)	-	-	-
Racial Discrimination-Fase II	148,502.1	-	89,902.5	-	-	138,690.1	(48,787.6)	99,714.5	14,135.0	85,579.5
Rights of women and girls	(106,776.9)	106,859.1	(82.1)	-	-	0.1	106,776.9	-	-	-
Special Mecanism MC-409-14	80,056.2	-	(27,190.0)	-	3,534.7	55,250.9	(78,906.2)	1,150.0	-	1,150.0
Str. IAHR Triangle/Nicaragua	54,728.1	-	-	-	(54,728.1)	-	(54,728.1)	-	-	-
Strategic Plan - General Funds	455,345.5	130,038.8	(438,016.6)	-	-	191,564.4	(499,542.2)	(44,196.8)	-	(44,196.8)
Stre. Cap. of IACHR in region	-	328,850.0	-	-	-	42,750.5	286,099.5	286,099.5	151,667.0	134,432.5
<b>Grand Total</b>	<b>1,028,844.5</b>	<b>8,140,659.5</b>	<b>338,602.2</b>	<b>405.5</b>	<b>(97,911.9)</b>	<b>9,105,801.2</b>	<b>(724,045.9)</b>	<b>304,798.6</b>	<b>4,460,710.2</b>	<b>(4,155,911.6)</b>

33. The following figure shows the distribution of the IACHR's spending by funding source as of December 31, 2022. The expenditures financed through the specific funds are 50% from the Regular Fund budget, 49% from specific funds, and 1% from the ICR fund.

<sup>4</sup> This table is a summary of the report "Statements of Changes in the Fund Balances" ("Estados de Variación en el Saldo de los Fondos") by activity and donor, published by the Department of Financial Services of the GS/OAS as of December 31, 2022.

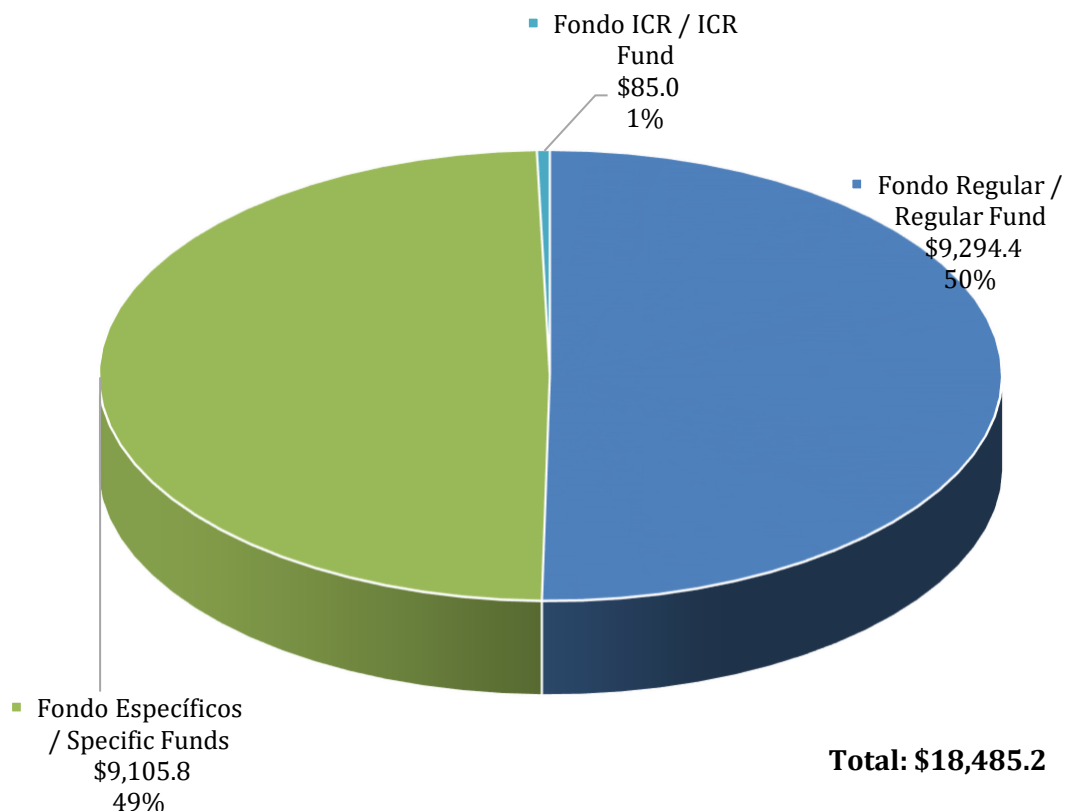
<sup>5</sup> The final negative balances occur because some agreements are implemented using the modality of making disbursements against the financial execution of the project.

<sup>6</sup> This table includes the Oliver Jackman Fund of the IACHR.

<sup>7</sup> The information reported corresponds to the preliminary and unaudited financial information published by the Department of Financial Services of the GS/OAS.

Figure 3. Distribution of the Expenditures of the IACHR by Funding Source as of December 31, 2022

(in thousands of US dollars, preliminary and unaudited)



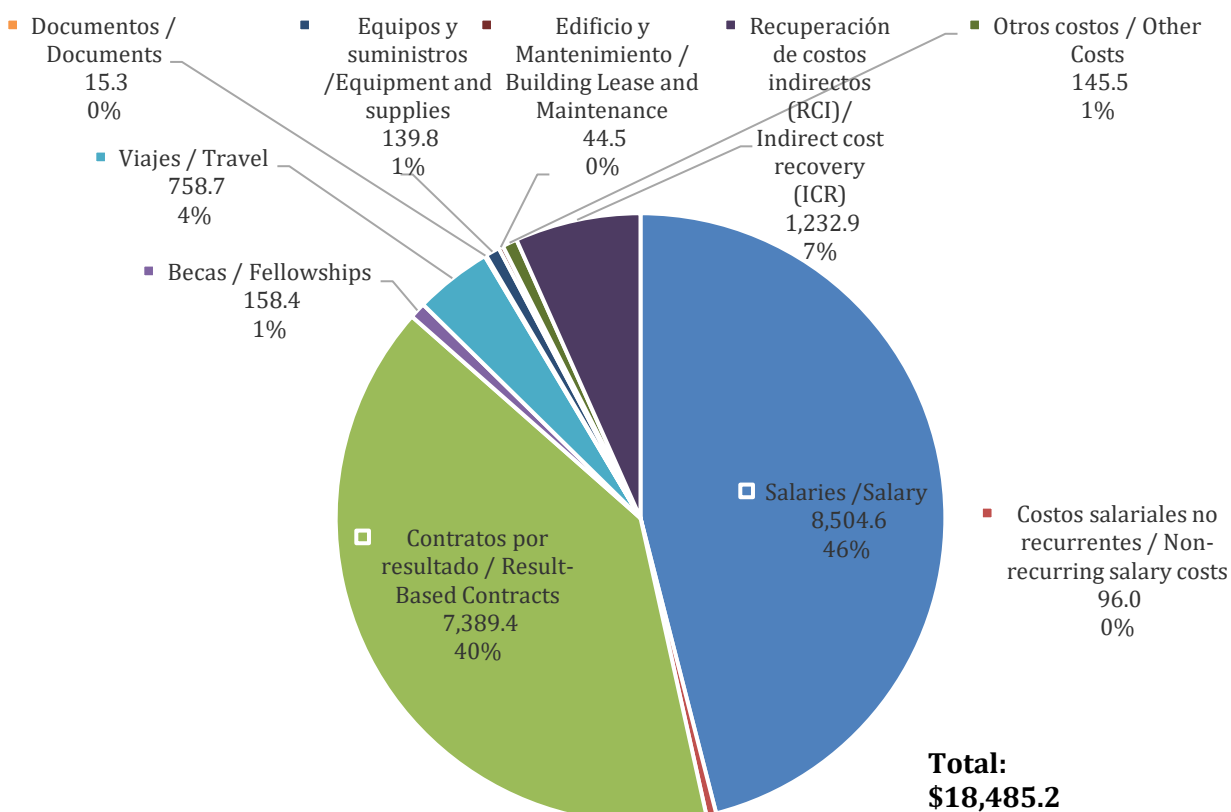
34. The following table and graph show the distribution of the IACHR’s spending by source of financing and object of expenditure.

Table 3. Distribution of the IACHR’s spending by source of financing and by Object of Expenditure (rounded to thousands of US dollars, preliminary and unaudited) as of December 31, 2022

Item of Expenditure	Regular Fund	Specific Funds	ICR Fund	Total (thousands)
Salary	6,164.7	2,264.6	75.3	8,504.6
Non-recurring salary costs	91.5	4.4		96.0
Result-Based Contracts	2,467.2	4,922.3		7,389.4

<b>Fellowships</b>	-	158.4		158.4
<b>Viajes / Travel</b>	341.9	416.8		758.7
<b>Documents</b>	10.4	4.9		15.3
<b>Equipment and supplies</b>	86.2	53.6		139.8
<b>Building Lease and Maintenance</b>	16.6	28.0		44.5
<b>Other Costs</b>	115.8	19.9	9.8	145.5
<b>Indirect cost recovery (ICR)</b>	-	1,232.9		1,232.9
<b>Total</b>	<b>9,294.4</b>	<b>9,105.8</b>	<b>85.0</b>	<b>18,485.2</b>

**Figure 4. Distribution of the IACHR’s Spending by Object of Expenditure as of December 31, 2022 (in thousands of US dollars, preliminary and unaudited)<sup>89</sup><sup>10</sup><sup>11</sup>**



**C. Planning, fundraising, and project management**

**1. Financial Planning of the IACHR**

35. The Executive Secretariat made progress in annual financial planning for 2023 with sources from the regular fund (total US\$10.26 million) and from specific funds (an estimated US\$7.79 million) for a total of US\$18.05 million. To do so a review was conducted of the status of execution of current projects, the projection of possible revenues based on the pluriannual projects, and negotiations under way.

<sup>8</sup> The distribution only includes expenditures as of December 31, 2022, which were financed by contributions received in 2022 and previous years (in the case of specific funds).

<sup>9</sup> Salaries includes costs of Personal/Staff.

<sup>10</sup> Performance contracts [CPRs] include conference services, honoraria, special services for the commissioners, interpretation, translation, administrative and professional support, and consultants.

<sup>11</sup> Other costs include office and equipment rentals, courier payments, other conference services, local area network (LAN), telephone, transportation, and office expenses.

## 2. Projects executed in 2022

36. In 2022, the Executive Secretariat of the IACHR prepared and delivered 40 intermediate or final narrative reports, corresponding to 22 grant agreements that fund 18 projects. Following is a list of projects executed and being executed during 2022, and their respective donors:

	Project	Total project amount	Donor	Reports delivered
1.	Strengthening international protection in the Americas	US\$80,000	UNHCR	Intermediate report 2022 Final report 2021
2.	Protection and promotion of the Rights of Lesbian, Gay, Bisexual, Trans and Intersex Persons (2021-2024)	US\$150,000	ARCUS	Under way
3.	Access to international justice through individual petitions submitted to the IACHR by alleged victims of human rights violations in the hemisphere	1,000,000 euros	European Commission	Annual report
4.	Increasing the effectiveness of the work of the Inter-American Commission on Human Rights in the 2018-2022 period.	US\$14,263,887	United States	4 quarterly reports
5.	Increasing the protection and defense of human rights in the Americas in the 2021-2024 period	US\$9,875,000	United States	4 quarterly reports
6.	Support for implementing the Bolivia GIEI	US\$189,000	United States	Final report
7.	Monitoring the Human Rights Situation in Nicaragua II	US\$119,870	Spanish Fund for the OAS	One intermediate report
8.	Support for implementing the Bolivia GIEI	US\$120,000	Spanish Fund for the OAS	Intermediate report
9.	Strengthening legal standards and recommendations for fighting structural racial discrimination in the Americas from the mechanisms of the IACHR – Phase II. CDH2004	US\$299,675	Spanish Fund for the OAS	Two intermediate reports
10.	Support for the Special Group for supervising precautionary measures, COVID-19 SACROI, and Bolivia GIEI	US\$450,000	Ford Foundation	Final report

11.	Support for the Rapporteurship on the rights of Lesbian, Gay, Bisexual, Trans, and Intersex persons of the IACHR. (2020-2023)	US\$450,000	Pan American Development Foundation	Annual report
12.	Support for implementation of the IACHR's 2017-2021 Strategic Plan	US\$1,120,000	Netherlands	Final Report
13.	MESEVE Venezuela	US\$29,410 US\$217,000	Netherlands	Final Report
14.	Support for the activities of the Inter-American Commission on Human Rights	US\$24,257	France	Final Report
15.	Support for the System of Petitions and Cases of the IACHR	50,000 euros	Ireland	Final Report
16.	Support the System of Petitions and Cases of the IACHR. Program to address the backlog.	50,000 euros	Ireland	Under way
17.	Promote and protect human rights in the Northern Triangle of Central America (2017-2021)	US\$1,025,076	PADF	Final Report
18.	Bases for Transitional Justice in Nicaragua- phase II	US\$260,875	PADF	4 quarterly reports
19.	Labor rights in Cuba	US\$470,000	PADF	4 quarterly reports
20.	Promote and protect human rights in the Northern Triangle of Central America - phase II	US\$250,000	PADF	3 quarterly reports
21.	Strengthening Governance and Human Rights in Central America - Phase II	US\$2,600,000	Switzerland	Final report Intermediate reports 4 bi-monthly reports
22.	Strengthening protection of human rights with emphasis on the most	US\$1,700,000	Switzerland	Under way



vulnerable populations in Central America - Phase III			
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### 3. Project proposals

37. In 2022 the Executive Secretariat of the IACHR prepared 11 project proposals to present to donors. Most of the proposals were approved.

- a. Proposal for supporting the Mechanism to Monitor GIEI Recommendations for Bolivia (MESEG-Bolivia) submitted to the Spanish Fund for the OAS for 100,000 euros (approved).
- b. Project proposal to support the activities of the Rapporteurship on the Rights of Migrants submitted to the UNHCR for US\$80,000 (approved).
- c. Proposed Work Plan Year 2 of the Program for Strengthening Governance and Human Rights in the countries of the Northern Triangle and Nicaragua – phase II, submitted to Italy for 50,000 euros (approved).
- d. Proposal on Regional Program to strengthen protection for victims of human rights violations with emphasis on the most vulnerable populations in Central America—Phase III, submitted to Switzerland-SDC for US\$1.7 million (approved).
- e. Proposal on Work Plan year 3 of the Regional Program to strengthen protection for victims of human rights violations with an emphasis on the most vulnerable populations in Central America – Phase III submitted to Italy for 100,000 euros (under consideration).
- f. Concept note to support monitoring of the situation in Nicaragua, submitted to the Spanish Fund for the OAS for US\$200,000 (under consideration).
- g. Concept note to support monitoring of the situation in Bolivia, submitted to the Spanish Fund for the OAS for US\$200,000 (under consideration).
- h. Proposal to support the processing of decisions in the System of Petitions and Cases submitted to Ireland for 50,000 euros (approved).
- i. Proposal to increase the protection and defense of human rights in the Americas submitted to the United States for US\$4,937,500 (approved).
- j. Complete proposal to increase the protection and defense of human rights in the Americas (components for Petitions and Cases, MESEG, and RELE) submitted to the European Union for 1.75 million euros (approved).
- k. Complete proposal to increase the enjoyment of the human rights of women and girls in the Americas, to be submitted to Canada for US\$2.1 million (under consideration).

### D. Technological advances

38. Mindful of the key importance of technology in the digital age, along with the need to adapt swiftly to new times and situations, the technological priorities of the IACHR have included implementing cutting-edge tools to support the increased use of digital automation in the ES/IACHR.

39. The new application that will revolutionize the internal procedures of the ES/IACHR, in its first phase, is now a reality. It is the result of a project to redefine and redesign the core systems of the IACHR. At present a final version is being tested; it will soon be launched in the productive space so that the new automated procedures can take place in the context of bringing this new and improved system online as of early 2023. The focus of the first phase is to guarantee the operativity and analysis of the matters handled by the Executive Secretariat in a stable and modern virtual space. It will be accompanied by an improvement in internal procedures by automating tasks, eliminating duplicity, reducing the time required for consultations,

completely overhauling the user interface, and allowing for improvements in productivity, as well as new tools that facilitate day-to-day tasks such as the e-book with automatic serial numbering, pre-configured views, and redesign of access to the virtual record of petitions, cases, and precautionary measures in an integrated manner, all pulled together and centralized in one place. It is clearly a modern process built on a technological platform that will allow for greater mobility in external processes, agility in uploading and managing documents upon using the platform, security in terms of operational stability, improvements in the data provided, and management of correspondence, thus providing a timely response to each person who turns to the System of Petitions, Cases, and Precautionary Measures as an ally in the exercise of one's human rights. The startup of its operation will lay a foundation for the continuous improvement and modernization of the internal processes at the ES/IACHR, providing the support required to reduce the procedural backlog and bridge the digital divide.

40. Given the need to adapt to different scenarios in the current circumstances, the Commission, mindful of telework situations and hybrid meetings, implemented new strategies for the 183<sup>rd</sup>, 184<sup>th</sup>, and 185<sup>th</sup> periods of sessions, incorporating digitized and telecommunications solutions and providing constant access through various platforms. Test scenarios were developed, as well as specialized recommendations for the interaction, analysis, technical logistics, and relevant initiatives, facilitating their re-transmission, subtitled in real time, presenting audiovisual documents with an automated electronic feature for keeping time during the Commission's hearings and meetings.

41. The speed of digital communications continues to improve, bringing change. This is why the IACHR has implemented a new and updated system for requesting hearings and working meetings, using a novel collaborative tool. An analysis was undertaken of platforms and work teams with the aim of obtaining and showing the great impact these can have improving the efficiency of operational and managerial processes in data management; access to information provided in real time by the states, users and autonomous organizations; historic storage; centralized information management; and improved coordination of internal processes and greater efficiency in the correct use of the system for those who wish to apply for hearings or working meetings.

42. The processes of technological planning, logistics, coordination, management, and technical training were all implemented to successfully carry out the 2022 periods of sessions in virtual formats for its hearings and in hybrid formats for its sessions. The necessary measures were taken to ensure precision in the face of variable living conditions in these times, always with a commitment to maintain and strengthen the re-transmission of hearings in full, using indicators of success to measure their implementation and outcome publicly and internally, adapted to the quality standards that the IACHR embraces and is committed to upholding during each period of sessions, providing state-of-the-art technologies and close accompaniment, offering the opportunity to uphold the human rights of each person who wishes to participate in the activities of the Commission, with improved opportunities for appearing by digital means.

43. Technology continues evolving constantly, resulting in the ever-present need to innovate, understanding innovation as a crucial and driving element for maintaining high technological standards in a changing world. Through research on cutting-edge technologies, extensive analyses, and field tests, new, creative, and efficient functionalities have been shared from various tools that are used continuously for operativity, managing activities and processes of the Executive Secretariat, connecting systems that break communication barriers, and bridging the digital divide. Taking into account that digital security is fundamental for the organization, key research was undertaken that made it possible to make reliable use of the platforms in a protected environment and with all personnel having a solid grasp of the tools used. Using the technological systems as a vehicle, adding characteristics essential for inclusivity, data were distributed that integrate everyone and show that anyone access the data through our platforms.

44. Twenty-two internal learning modules were shared in a novel manner, with audiovisual materials on how to use the core systems of the ES/IACHR. The purpose is to continuously promote teaching

and expand knowledge of the systems while also facilitating access to information following up on the success of the E-Learning virtual training projects. This experience has made it possible to develop skills as well as to pursue a new style of remote training and teaching for the personnel who joined the work force this year and for personnel who need to reinforce their knowledge. Along the same lines, audiovisual handbooks were prepared and published by users of the Portal of the Individual Petitions System (“the Portal”) to train and improve knowledge on remote use of the platform, providing clear information when making proper use the IACHR’s system. The Commission, with the hard work, commitment, and sense of duty of all the personnel, reports the following statistics regarding the use of the Portal: in 2022, the more than 9,327 consultations that came into the electronic window for technical assistance have been answered, providing the users attention and support, as well as assuring the electronic operation and management of the system. At present we have 3,737 accounts subscribed. In addition, 2,011 new accounts have been registered, including five new activations by states in the course of this year. Moreover, 71,191 documents seeking additional information have been processed automatically through the Portal.

45. To ensure that the technology used is cutting edge and capable of addressing the operational demands, which are growing every day, and to be able to efficiently, swiftly, competently, and pragmatically manage the demand for consultations with the ES/IACHR with a type of management focused on internal requests, analyses were done of data processing based on the results of continuous testing and software configurations, which represented the organizational parameters, so as to then implement a management tool that answers to all the technological requirements of the Executive Secretariat. This application is creative and novel, focusing on automated handling of difficulties, reports from core systems, technological initiatives, and applications, expediting, combining, and diminishing response times with the objective of facilitating and simplifying recurrent efforts, causing an immediate positive effect on the activities and work of the organization. In all, 842 requests were handled directed at 26 areas of the IACHR in the first nine months since it was implemented.

46. In the digital environment that is essential for optimizing and moving through the phases of transformation, tapping into the full potential of the new technologies, progress was made organizing, planning, and making projections for the procurement, changes, and renewal of IT equipment through the project for updating so as to procure new computer equipment at the ES/IACHR. The Commission continues to be committed to carrying out a digital transformation. The logistics and disposition have remained in place, along with the security guidelines, which are key in these processes of updating, supporting essential operational demands that maintain the productivity of all persons who work in the Secretariat, reflecting once again that connectivity is increasingly seen as a human right.

47. In addition, with the mission of continuously contributing to effective solutions, the use of collaborative tools for digital information has yielded great benefits in the organization, better unifying multiple registries, optimizing tasks, programming, and shared work. Successful results came in the wake of implementing and administering these platforms, including guaranteeing a secure experience distributing information. Several data bases have been created, standardizing the information used by the different internal working groups.

48. The Inter-American Recommendations Monitoring System (SIMORE), through its various mechanisms, continues to serve as a repository of information on compliance with and monitoring of recommendations. New requirements were analyzed for updating and modernizing the SIMORE, maintaining its evolution and quality so as to bring about a qualitative increase in its performance that is permanent, renewed, and modernized for all users of the system.

49. In order to provide centralized and automated information, which helps improve systematization of the information and response times for the different areas of the Secretariat, the following

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electronic systems were brought online to obtain data electronically, yielding centralized results for the different public announcements, calls, or convenings:

- a. Requests for hearings and working meetings (virtual) in the 183<sup>rd</sup>, 184<sup>th</sup>, and 185<sup>th</sup> periods of sessions, in the 4 official languages; registration forms for participating in the meetings (virtual) with civil society in the context of the 183<sup>rd</sup> to 185<sup>th</sup> periods of sessions, in English and Spanish; requests for participating in hearings called by the Commission (virtual) in the 184<sup>th</sup> and 185<sup>th</sup> periods of sessions, in English and Spanish; requests to participate in a hearing requested by a state, in the 183<sup>rd</sup> period of sessions.
- b. Calls for fellowships on the Caribbean, Rapporteurship on the Rights of LGBTI Persons, Section on Follow-up of Recommendations and Impact, Rapporteurship on the Rights of the Child – Both Ends Believing (BEB)/IACHR Fellowship; and the Specialized Academic Network for Technical Cooperation.
- c. Consultations on human rights standards and public policies for persons with disabilities in the region; form for registering testimony before the MESEVE; civil society organizations for media outlets and journalists; national human rights institutions (NHRIs); United Nations Country Teams (UNCTs); member states evaluated in the context of the UPR.