CHAPTER VI
INSTITUTIONAL DEVELOPMENT

A.   IACHR structure and staff

1.   On August 17, 2017, the Inter-American Commission on Human Rights (IACHR) announced its new structure and institutional capacity building. On July 26, 2017, the Secretary General of the OAS signed Executive Order 17-06, which expands the administrative structure of the IACHR Executive Secretariat and secures new positions so that the Commission can continue carrying out its functions and meeting the objectives laid out in the IACHR Strategic Plan 2017-2021. The OAS Secretary General authorized it for administrative and financial purposes and published the Executive Order for immediate implementation.

2.   The new organizational chart of the IACHR Executive Secretariat is based on the Strategic Plan, which established, under Program 17, a "review of the administrative structure that reflects a more comprehensive and horizontal design." The new IAHCR structure stipulates that the Executive Secretariat shall be supported by two specific Assistant Executive Secretariats to carry out the essential functions of human rights protection, monitoring, and technical cooperation in the Americas.

3.   The new administrative structure is divided into three major areas:

I.   The Assistant Executive Secretariat for Cases, Petitions, and Precautionary Measures focuses on prioritizing the system of petitions, cases, and precautionary measures. It is comprised of the following sections:

   o   Registry Section
   o   Admissibility Section
   o   Cases Section
   o   Friendly Settlement Section
   o   Precautionary Measures Section
   o   Processing Unit

II.   The Assistant Executive Secretariat for Monitoring, Promotion, and Technical Cooperation on Human Rights, which shall integrate activities to monitor priority issues with the monitoring of countries and cross-cutting themes of the Strategic Plan. It is comprised of the following sections:

   o   Monitoring Section I
   o   Monitoring Section II
   o   Monitoring Section III
   o   Technical Cooperation and Public Policy Section
   o   Recommendations Monitoring Section
   o   Promotion and Training Section
   o   Processing and Support unit

III.   The Executive Secretary's Office carries out functions related to direction, coordination, advisory support, and administration. It is comprised of the following areas:

   o   Chief of the Executive Secretary's Office, who is responsible for all actions to coordinate the Commission's work internally; for the policy of transparency, management, and access to information; for the press and communications office; and for special projects, including the

Rapid and Integrated Response Coordination Unit (*Sala de Coordinación y Respuesta Oportuna e Integrada—SACROI*).

- o Office of Specialized Advisors is responsible for relations with civil society, national human rights institutions, other international human rights agencies and systems, and with the political bodies of the OAS.

- o Office of press and communication.

- o The Office of Management, Planning, and Finance is comprised of the following areas:

    - o Section of Planning and Projects
    - o Administration Management Section
    - o Technology and Systems Unit
    - o Customer Service Central Unit

4.   The new structure of the IACHR is possible only because of the OAS General Assembly's decision to double the portion of the OAS Regular Fund allocated to the Inter-American Human Rights System over the next three years. The budget increase shall ensure that the IACHR can have a minimum number of permanent staff needed to fulfill the comprehensive mandate of the Inter-American Commission on Human Rights and overcome the instability and uncertainty that characterized its financial crisis in 2016.

5.   The mandate of the Special Rapporteurship for Freedom of Expression is aimed at promoting freedom of expression by drafting annual reports, engaging in dissemination activities, transmitting alerts, examining standards and practices that are contrary to international standards in this field, and supporting the preparation of reports on contentious cases and on precautionary measures associated with this issue.

6.   The Special Rapporteurship on Economic, Social, Cultural, and Environmental Rights (ESCER) has started its operations in 2017. It cooperates in the review and evaluation of the situation of these rights in the Americas, advises the IACHR in processing individual petitions, cases, and requests for precautionary and provisional measures that address these rights, visits the OAS member states, and prepares studies and publications, in particular on international standards. In 2017, the first Special Rapporteur on Economic, Social, Cultural, and Environmental Rights, Soledad García Muñoz, was appointed. She joined the Executive Secretariat's team in August.

7.   In 2017, the competitive application processes for the following positions were completed:

- o Two P04 positions, Human Rights Specialist
- o One P03 position, Human Rights Specialist
- o One P03 position, Administrative Officer
- o One P03 position, Section Head
- o One G06 position, Administrative Assistant
- o Two G05 positions, Administrative Assistant

8.   The Executive Secretariat has worked continuously to adjust its staff and resources to the reality of the IACHR's mandates. In that respect, at December 31, the IACHR Executive Secretariat is comprised of 86 employees (50 staff, 34 consultants, and 2 associate professionals). In addition, the IACHR has 11 fellowship beneficiaries. Although, at the cut-off date for this report, the period of internships had concluded, the IACHR has had the opportunity, throughout the year, to benefit from the work of 36 talented interns in each one of the three periods of the year (winter-spring, summer, and fall).

9.   The following table indicates the number of staff members and consultants by source of funding as of December 31, 2017.

Category	Regular Fund	Specific Funds	At no cost to the IACHR	Total
Executive Secretary	1	-		1
Assistant Executive Secretariats	2	-		2
Special Rapporteurs	-	2		2
Professionals	18	14		32
Administrative Staff	12	1		13
Subtotal Staff	**33**	**17**	**-**	**50**
Results-based Contracts (RBCs)	-	34	-	34
Associate staff	-	2	-	2
Subtotal Staff, RBCs, and Associate Staff	**33**	**53**	**-**	**86**
Fellowship beneficiaries	-	9	2	11
Interns and volunteers	-	-	36	36
Total	**33**	**62**	**38**	**133**

10.   In terms of geographic representation and diversity, the above-mentioned employees come from 18 different states; 70% of the employees are women and 30% are men. In the future, with the IACHR's internal Working Environment Committee, an evaluation will be conducted regarding what other kind of information on diversity must be collected and examined to ensure a gender equality, inclusion, and diversity policy for the staff.

States[1]	Nationality at start date	Current Nationality
Argentina	7	6
Barbados	1	1
Bolivia	3	2
Brazil	10	10
Chile	3	3
Colombia	13	12
Costa Rica	2	2
El Salvador	1	1
Guatemala	2	2
Italia	1	1
Mexico	6	6
Panama	1	1
Paraguay	1	1
Peru	11	7
Spain	3	3
Uruguay	3	3
USA	13	21
Venezuela	5	4
Total	**86**	**86**

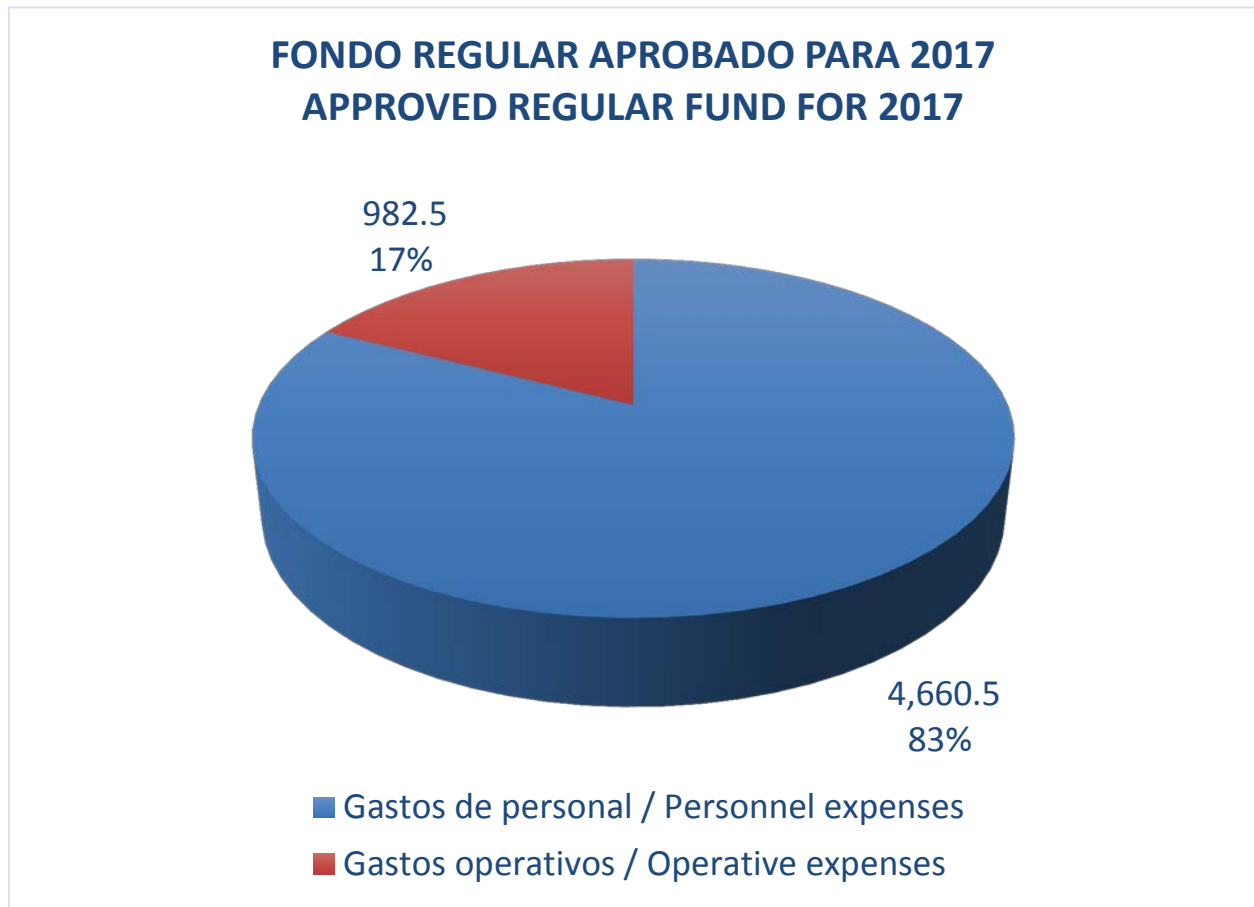[1] The nationality of the consultants does not necessarily correspond to the OAS Member States.

B. **Personnel Training**

11. A specific training was developed for the IACHR on financial resilience and tackling the challenges of sustainability, building leadership, and teamwork dynamics for collective action and impact to improve the Executive Secretariat's internal capacities. It was aimed at the coordinators and staff who are implementing projects in the IACHR. In addition, two workshops were held: from October 10 to 13 and on December 19 and 20, 2017, focusing on the issues of institutional management, leadership building, and team management, in addition to examining, more in depth, financial sustainability issues dealt with in the previous workshop. This training is in line with the commitments made by the IACHR Executive Secretariat in the Plan to Improve the Working Environment, the Financial Sustainability Plan, and the cooperation it has with UNHCR.

C. **Financial resources and budget implementation**

1. **Regular Fund**

12. For 2017, the General Assembly approved a budget for the IACHR in the amount of $5,643,000, of which $4,660,500 are for staff expenditures and $982,500 for operational expenditures. Although this budget accounted for a marginal increase of $8,700 compared to 2016, the budget approved for 2018 by the General Assembly accounts for a substantial increase and reflects the commitment made to the

FONDO REGULAR APROBADO PARA 2017
APPROVED REGULAR FUND FOR 2017

982.5
17%

4,660.5
83%

■ Gastos de personal / Personnel expenses
■ Gastos operativos / Operative expenses

Inter-American Human Rights System.

13. As for staff matters, in the year 2017, there were various positions still involving competitive application processes, and additional vacancies were created over the year because of staff promotions. Because of the above, taking into consideration the factor of vacant positions, the amount allocated to the IAHCR at December 31, 2017 for staff expenditures is substantially lower than what was approved, amounting to a difference of $738,700.

14. As for 2018, it is of the utmost importance to stress that, once again, despite drastic cuts made across the board in the organization, the OAS General Assembly agreed to strengthen the Regular Fund to the IACHR Executive Secretariat, doubling its budget for three years (2018–2020). This means that, for 2018, the IACHR shall have $7,505,200.

15. Regarding implementation of its allocations from the Regular Fund for 2017, at December 31, 2017, the IACHR had implemented 97.6%, with an outstanding balance amounting to $118,000, for which there were already obligations in its entirety.
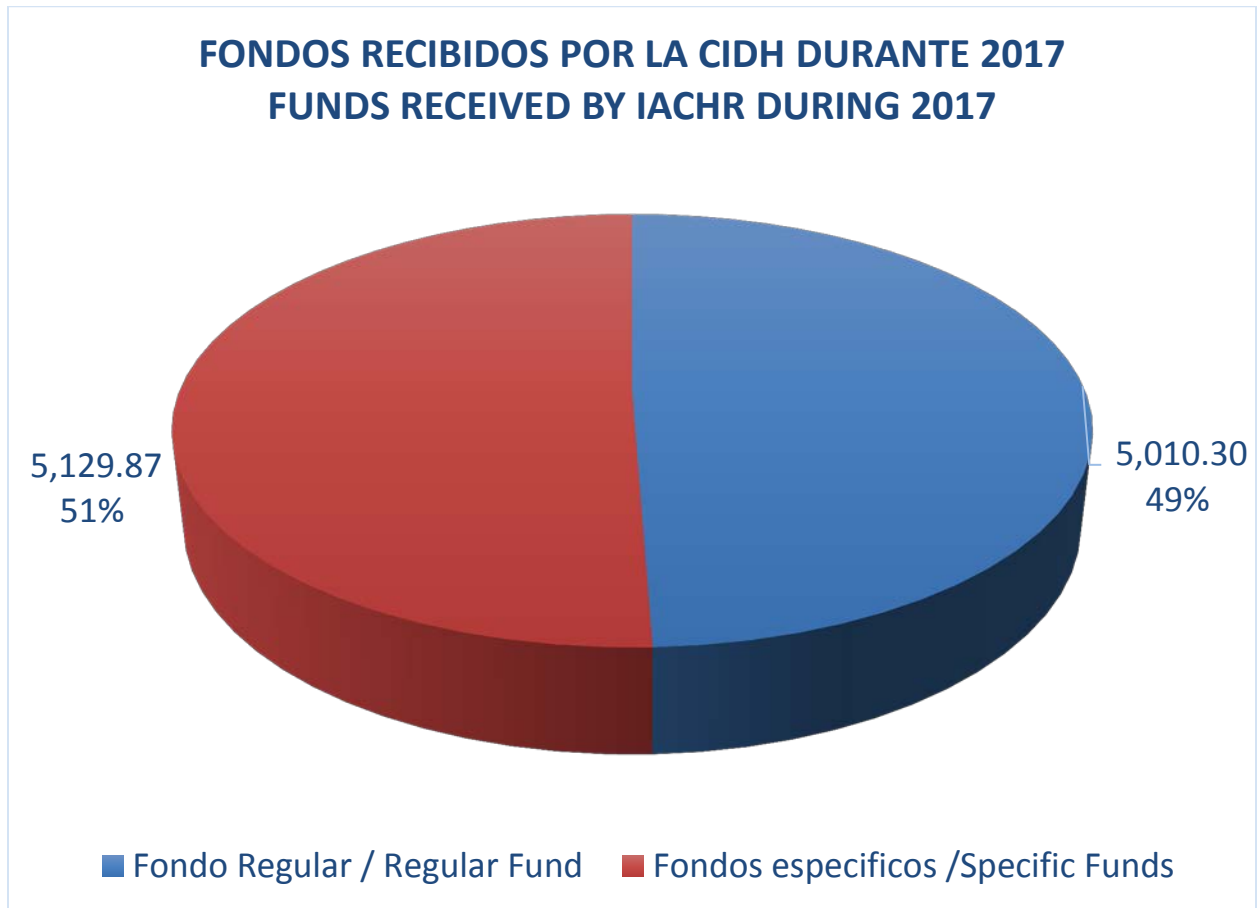
2. Specific Funds

16. At December 31, 2017, an amount of $6,386,790 was received as a result of contributions made by the following member states: Argentina, Canada, Chile, Costa Rica, Mexico, Panama, Paraguay, Peru, United States of America, and Uruguay; by the following permanent observers: Spain, Ireland, the Netherlands, Sweden, Switzerland and the European Union; and by non-member states and others: UNHCR, Avina/Camina, Arcus Foundation, Pan American Development Foundation, Google, University of Notre Dame, Stanford University, and others. The following table shows the contributions made to the IACHR from January 1 to December 31, 2017. Specific funds consist of donations other than the regular contributions made by the member states to the Organization; they focus specifically on certain purposes, themes, or projects.

CONTRIBUTIONS TO THE INTER-AMERICAN COMMISSION ON HUMAN RIGHTS - 2017

(in thousands of USD)

Source of funding	ES/IACHR	SRFE	SRESCER	Total	%
Regular Fund	**5,010.3**	**-**	**-**	**5,010.3**	**44%**
Specific Funds					
Member States					
Argentina	223.8	-	33.2	257.0	2%
Canada	472.6	-	-	472.6	4%
Chile	120.0	15.0	-	135.0	1%
Costa Rica	31.4	2.9	-	34.3	0%
Mexico	695.1	-	-	695.1	6%
Panama	150.0	-	-	150.0	1%
Paraguay	-	-	10.0	10.0	0%
Peru	173.0	-	-	173.0	2%
Uruguay	108.9	7.0	2.0	117.9	1%
United States	2,200.0	500.1	-	2,700.1	24%
	4,174.8	**525.0**	**45.2**	**4,744.9**	**42%**
Permanent Observers					
European Union	76.1	-	-	76.1	1%
Ireland	51.7	-	-	51.7	0%
Netherlands	532.5	27.5	-	560.0	5%
Spain	-	-	313.4	313.4	3%
Sweden	-	244.9	-	244.9	2%
Switzerland	-	46.3	15.0	61.2	1%
	660.2	**318.7**	**328.3**	**1,307.2**	**11%**
Non Member States and Others					
Arcus Foundation	50.0	-	-	50.0	0%
Avina/Camina	50.0	-	-	50.0	0%
Google	10.2	39.8	-	50.0	0%
Others	0.2	-	-	0.2	0%
Pan American Development Foundation	117.9	-	-	117.9	1%
Stanford University	17.0	-	-	17.0	0%
University of Notre Dame	12.8	-	-	12.8	0%
United Nations High Commissioner for Refugees	36.8	-	-	36.8	0%
	294.9	**39.8**	**-**	**334.6**	**3%**
Total Specific Funds	**5,129.9**	**883.4**	**373.5**	**6,386.8**	**56%**
Grand Total	**10,140.2**	**883.4**	**373.5**	**11,397.1**	**100%**

17.	According to the above figures, the Regular Fund represents 44% and the specific contributions represent 56% of the funds received by the SE / IACHR. It should be noted that, together with the resources transferred from the OAS regular fund (44%) and the specific contributions from the Member States (42%), member states contributed in 2017 to the equivalent of 86% of the IACHR's funds, which reflects the member states' commitment to provide the IACHR with financial resources for its operation.

FONDOS RECIBIDOS POR LA CIDH DURANTE 2017
FUNDS RECEIVED BY IACHR DURING 2017

5,129.87
51%

5,010.30
49%

■ Fondo Regular / Regular Fund   ■ Fondos especificos /Specific Funds

### D.	Planning, Fundraising and Project Administration

18.	Review of IACHR's working processes and flows to modernize and enhance the efficiency of the institution for a results-based management.

o	In September, mapping of IACHR's information and process flows started, for which the IACHR hired an expert in the matter, who has been working with the project planning team and the teams of the various areas of the IACHR.

o	In 2017, progress was made in preparing the work plan, the data-gathering methodology, and the documentation of processes. Progress was also made in drawing up and designing the flowcharts of the following processes: 1) System of petitions and cases: Registry Processing, Admissibility Processing, Case Processing, Processing with the Inter-American Court of Human Rights, Precautionary Measures Processing, Friendly Settlement Processing, and Documentation

Processing; 2) Human Rights Monitoring, Promotion, and Technical Cooperation System: Drafting of Chapters IV B and V of the Annual Report, Drafting of the Thematic and Geographic Reports, Processing of letters on Articles 18 and 41, Onsite Visits, Working Visits, and Promotional Visits, and international and external training processes; 3) press releases; and 4) IACHR public hearings.

o In the first quarter of 2018, the phase of designing the flowcharts for mission processes shall conclude and documentation and approval of the Working Procedures shall proceed.

19. Financial Planning of the IACHR

o The Executive Secretariat has made progress in drafting the annual financial plan for 2018. To this end, the implementation status of current projects has been reviewed, as well as forecasting possible income on the basis of the multi-annual projects and negotiations under way. The recent decision of the OAS General Assembly to increase the Regular Fund has been incorporated into the planning. A strategy has also been drawn up to negotiate with the OAS the use of funds (boosting the Regular Fund) that would stop being implemented for the time it would take to conduct the competitive application processes to incorporate selected applicants into the permanent staff, that is, for at least six months.

o The IACHR Fundraising Committee has drafted a proposal for the Financial Sustainability Plan that is described below and a proposal of urgent actions for the management of fundraising. These actions include diplomatic dialogues to secure commitments to voluntary contributions for 2018 and anticipate some of them in order to guarantee the continuity of contracts. It also includes drafting new proposals, keeping current donors, and exploring new donors.

20. Strategic Action Plans

o With approval of the Strategic Plan 2017-2021, the Executive Secretariat started preparing the Action Plans relative to the Strategic Objectives. There were six projects relative to the actions plans of the Plan's five strategic objectives and Special Program 21. At the cut-off date for the present report, four documents had been submitted to the Project Evaluation Departments for review and subsequent referral to the Project Evaluation Committee (CEP) of the OAS. These documents were OE3, OE4, OE5, and P21. Approval has been secured for Strategic Objective 4 from the Project Evaluation Committee.

o The Action Plans relative to Strategic Objectives 1 and 2 are in the process of being revised by the respective areas of the IACHR.

o For the follow-up on the IACHR Strategic Plan 2017-2021, the Comprehensive Follow-up and Monitoring Plan was prepared. It is being revised by Coordination and must incorporate the indicators validated in the Action Plans in the process of being finalized by IACHR/ES.

21. Monitoring of projects being implemented by the IACHR

Country / cooperating agency	Project	Theme	Starting date	Ending date	Overall budget US$	Situation
MEXICO	Project for the follow-up mechanism on MC 409-14	Follow-up on report GIE MC-MX	Nov. 1, 2016	31/10/2017, extension to Dec. 31, 2017	524,794	Being implemented/monitoring. Extension requested to March 31, 2018

FRANCE	Police violence and racial discrimination – Afro-descendants	Afro-descendants	Oct. 26, 2015	Dec. 31, 2017	21,818	Being implemented / monitoring
FRANCE	Death penalty	Death penalty	Nov. 14, 2016	Dec. 31, 2017	7,6326	Project completed. / Report is being prepared
USA/Emergency/S trategic Plan	SE/IACHR/DIAA/039-16 – Support to management of the IACHR – drafting of the Strategic Plan	Strategic Plan, video, affirmative actions	Oct. 14, 2016	Dec. 31, 2017, extension to March 31, 2018	500,000	Being implemented / monitoring
WORLD VISION	Implementation of the National Rights Promotion and Protection Systems of the Americas in line with the IACHR Strategic Plan	Children	Dec. 31, 2012	Dec. 31, 2016, extension to April 30, 2017; second extension to Oct. 31, 2017; third extension to Dec. 31, 2017	205,000	Being implemented / monitoring
SPANISH FUND - 1	Promoting the implementation of measures to reduce the use of preventive detention in the Americas, in compliance with inter-American standards in the matter	Preventive detention	April 1, 2015	January 31, 2017, extension to Sept. 14, 2017	259,886	Project completed. Final Report submitted.
SPANISH FUND - 2	Promoting the use of the friendly settlement mechanism with the IACHR to protect human rights in the Americas – Phase II	Friendly settlements	March 1, 2016	Nov. 19, 2017, extension to March 31, 2018	235,906	Being implemented / monitoring
AVINA/CAMINA	Promoting the rights of migrants and their families, especially access to justice for migrants – Rapporteurship on the Rights of Migrants	Migrants	April 1, 2016	Dec. 31, 2017, extension to Sept. 30, 2017, extension to February 28, 2018	180,000	Being implemented / monitoring
ARCUS	Support IACHR Strategic Plan Global South Fellows	LGBTI	April 1, 2015	June 30, 2017	100,000	Finalized project submitted. Final report submitted.
Trust for the Americas	Support to the work of the LGBTI Rapporteurship, IACHR	LGBTI	Sept. 1, 2016	August 31, 2018	250,000	Being implemented / monitoring
IRELAND	Access to international justice through attention to petitions presented before the IACHR, for people discriminated against in the	System of petitions and cases	Jan. 1, 2017	Dec. 31, 2017 extension to February 28, 2018	51,675	Being implemented / monitoring

	Hemisphere.					
EU MEXICO	Access to international justice, through attention to petitions filed with the IACHR, for persons and groups living in conditions of vulnerability in Mexico.	System of petitions and cases	Jan. 20, 2017	Jan. 31, 2018	EUR 49,950	Being implemented / monitoring
THE NETHERLANDS	Contribution is to support IACHR with the implementation of its Strategic Plan 2017-2020	Groups in conditions of vulnerability, women, LGTBI persons, migrants, journalist and human rights defenders	Jan. 1, 2017	Dec. 31, 2020	1.120.000	Being implemented / monitoring
PAN AMERICAN DEVELOPMENT FOUNDATION (PADF)	Regional Human Rights and Democracy Activity - Promoting and protecting human rights in Central America's Northern Triangle	Migrants, DESC, Discriminatio n	Jan. 15, 2017 Signed March 1, 2017	May 14, 2021	822,960	Being implemented / monitoring.
USA 2017	Boosting IACHR's capacity to fulfill its mandate	Rapporteursh ips, petitions, and cases, promotion, geographical monitoring, friendly settlements, DIAA	Feb. 1, 2017	Dec. 31, 2017 Extension to March 31, 2018	2,100,000	Being implemented / monitoring
SPANISH FUND - DESCA	Promotion and protection of economic, social, and cultural rights in the Inter-American Human Rights System – Phase I (emphasis on the issue of human rights and corporations)	ESCR	April 26, 2017	July 31, 2018	313,350	Being implemented / monitoring
ARCUS 2017-2019	Protection and promotion of the Rights of Lesbian, Gay, Bisexual, Trans, and Intersex Persons	LGBTI	July 1, 2017	June 30, 2019	100,000	Being implemented / monitoring
UNCHR FELLOWSHIP	Fellowship on international protection and internal displacement and institutional sustainability	Migrants	July 1, 2017	Dec. 31, 2017	65,121	Being implemented / monitoring
CANADA	Combating discrimination and	Women and girls	June 21, 2017	Feb. 14, 2020	CAD 1,988.609	Being implemented /

	violence against women and girls in Latina America and the Caribbean					monitoring
IWGIA	Facilitation of the negotiation of a friendly settlement agreement in a matter regarding indigenous peoples and their group living in voluntary isolation	Friendly settlements	Oct. 13, 2017	Dec. 31, 2017	8,000	Being implemented / monitoring
Sweden	Freedom of Expression in the Americas 2015-2018	Support for the development of OSR activities	15-Nov-2015	31-Dec-2017, extension until 30-June-2018	$596,321	In execution / monitoring
Switzerland	Freedom of Expression in the Americas 2015-2018	Access to public information	1-Marzo-2015	31-Dec-2016, extension until 31-March-2017	$97,744	Project Finalized
United States/ Judges Project	Freedom of Expression in the Americas 2015-2018	Training and capacity building workshops for Judges	20-Sept-2016	30-Sept-2017, 2017extension until 31-May-2018	$250,000	In execution / monitoring
United States	Freedom of Expression in the Americas 2015-2018	Support for the development of OSR activities	21-Jan-2017	31-Dec-2017extension until 1-april-2018	$500,100	In execution / monitoring
GOOGLE	Freedom of Expression in the Americas 2015-2018	Internet and Human Rights	1-Jan-2017	31-Dec-2017	$39,770	Project Finalized
Trust for the Americas/ National Endowment for Democracy (NED)	Freedom of Expression in the Americas 2015-2018	Advocating for Legislative Implementation of Inter-American Freedom of Expression Standards in the Americas	1-Jul-2016	30-Jul-2017	$105,007	Project Finalized
Trust for the Americas/ National Endowment for Democracy (NED)	Freedom of Expression in the Americas 2015-2018	Advocating for Legislative Implementation of Inter-American Freedom of Expression Standards in the Americas	1-Jul-2017	30-June-2018	$124,936	In execution / monitoring
Trust for the Americas/ Open Society	Freedom of Expression in the Americas 2015-2018	Fostering effective implementation of Inter-American standards	1-May-2015	7-Nov-2017	$293,123	Project Finalized

		regarding freedom of expression: protest, violence against journalists and Internet				
Trust for the Americas/ Open Society	Freedom of Expression in the Americas 2015-2018	Protest and Human Rights	28-Nov-2016	31-Dec-2017	$25,078	Thematic report on protest – draft versión has not been approved.
Trust for the Americas/ Open Society	Freedom of Expression in the Americas	Fostering effective implementation of Inter-American standards regarding freedom of expression: protest, violence against journalists and Internet	1-Jul-2017	30-June-2019	$167,046	In execution / monitoring

22.   Concept notes and project approved.

o   In 2017, various multi-annual proposals for the development of the Strategic Plan were prepared.

a.   Project to combat discrimination and violence against women and girls in Latin America and the Caribbean, through IACHR protection mechanisms in the amount financed by Global Affairs Canada for a period of 2.5 years. The project started its activities on June 21, 2017.
b.   Project for ARCUS to support the Rapporteurship on the rights of LGTBI persons for two years, which started on July 1, 2017.
c.   Project "Access to international justice through individual petitions presented to the IACHR by alleged victims of human rights violations in the hemisphere" to tackle the backlog in admissibility proceedings in the amount of 1 million euros to be funded by the European Commission for three years (2018-2020). In process of approval.
d.   Project profile to "Promote actions by the IACHR to combat structural racial discrimination" for the Spanish Fund.

23.   In 2017, the following donor reports were prepared:

a.   Final Report of the Project "Regional Human Rights Program in Central America—Proderechos" funded by Denmark, which concluded in December 2016.
b.   Final Report of the European Commission Project "Supporting and strengthening the work of the Inter-American Human Rights System through the promotion and protection of the rights of the most vulnerable and excluded groups and communities in the Americas" (EIDHR/2013/327-031), which concluded in December 2016.
c.   Final Report of the Project "Strengthening the protection of the rights of human rights defenders phase II," funded by the Government of Finland.

d. Final Report of the Project "Support to the IACHR's Strategic Plan 2011-2015" funded by The Netherlands in 2016.
e. First narrative report and annual report of the Regional Project for Human Rights and Democracy in the Northern Triangle for the Pan American Development Foundation (PADF), as well as the work plan for year 2.
f. Mid-term Report for the Project funded with a contribution from the United States of America to the IACHR for 2017 (US$2.1 million), which concluded on January 31, 2017.
g. Mid-term Report for the Project "Promoting the Rights of Migrants and their Families, Especially Access to Justice for Migrants". Second Narrative Report. Avina Foundation / CAMMINA.
h. Final Report for the Project on "Development of legal standards relative to the rights of migrants, asylum seekers, refugees, petitioners for and beneficiaries of additional protection, stateless persons, and internally displaced persons in the Inter-American Human Rights System," with UNHCR in 2016.
i. Final Report for Project "IACHR1404 – Promoting the Implementation of Measures making it possible to reduce the use of preventive detention in the Americas, in compliance with inter-American standards in this matter" with the Spanish Fund.
j. Mid-term Report for the Project with Trust for the Americas and Well Spring on "Support to the work of the LGBTI Rapporteurship, IACHR."
k. Final Report for the Project with ARCUS 2015-2017 to support fellowships for the Rapporteurship on LGBTI persons, which concluded on June 30, 2017.
l. Annual Work Plan and half-yearly report for Canada's Project to "Combat discrimination and violence against women and girls in Latin America and the Caribbean."
m. Mid-term Report on the Project "Support of the Petition and Case System of the IACHR," funded by Ireland in 2017.
n. Follow-up on the external evaluations carried out for the human rights projects implemented by the IACHR in a partnership with the Spanish Fund.

24. Financial Sustainability Plan

o In the period, the IACHR Executive Secretariat prepared an assessment to contribute to the program for the Financial Sustainability Plan, and prepared a document with prospects for diversifying funding sources.

o On the basis of these inputs, the Fundraising Committee has made progress in preparing and discussing the Financial Sustainability Plan which was validated and approved by the IACHR Executive Secretariat. The Plan contains the guiding principles and policy for fundraising, in addition to objectives and four strategic results, with the detailed actions that shall be carried out, those in charge, and the time-table to reach the objectives and the indicators to measure them. The actions are scheduled to be implemented up to the year 2020.

E.   Technological Advances

25.   Technological advances are very important to the Commission in order to support the work of many users of the individual petition system and access to information for both petitioners and states. Through the strategic use of limited special funds and with the of our Technology and Systems Unit (UTS), the Commission has been able to take important steps in making the individual case system more efficient, effective and responsive to its users. This Unit supports the interests of the Executive Secretariat in recommending, formulating, improving and implementing methods and procedures to carry out the directives of the Commission, including the increasing automation of the IACHR's current work processes through the application of technology-based solutions.

26.   It was reviewed, designed, developed, installed automated systems online, and created management reports for the following systems that collaborated in improving the response time of various areas of the IACHR Executive Secretariat:

1. Requests for IACHR Hearings and Working Meetings for all the periods of sessions that were held this year, from the 161 to the 166 period of sessions, each one in the four official languages.
2. Invitation to attend the hearings requested by the states and IACHR for the periods of sessions that were held from the 161 to the 165 period of sessions.
3. Strategic Plan consultation – Washington, D.C.
4. Strategic Plan consultation – Honduras
5. Strategic Plan consultation – Peru
6. Strategic Plan consultation – Jamaica
7. Invitation Rapporteur on ESCE Rights
8. Remarks on Finalists, Special Rapporteur on ESCE Rights
9. Fellowship on the rights of LGBTI persons.
10. Fellowship on Follow-up on Recommendations.
11. Invitation for the Forum on the Inter-American Human Rights System

27.   To prepare for the periods of session, logistics were coordinated in terms of information technology, multimedia, and telecommunications to plan and manage the resources needed to ensure the successful conduct of meetings, sessions, hearings, and workplaces both inside and outside headquarters in the framework of the periods of sessions.

28.   Advance has been attained with the work of documenting and analyzing functionally the information, objectives, outputs, macro actions, and resources needed to establish new automated managerial systems in coordination with all the areas of the IACHR Executive Secretariat, which shall be the results of the new IACHR Strategic Plan, where foreseen a Program of Technological Innovation Applied to Human Rights.

29.   Parallel to this, work has been done to meet the requirements of the project to redesign the systems of the IACHR (DMS and PCMS), which is a large-scale project envisaging improvements and innovation for the work of the Executive Secretariat in the automated management of documents and petitions, cases, precautionary measures, and court cases.

30.   The UTS was requested by the Executive Secretariat to plan and implement an Integral Digital Restructuring Plan that would be compatible with the IACHR's organizational structure in terms of its information and digital storage systems. After an initial assessment, it was stipulated that there must be updates and changes to the document management system (DMS), petition and case management system (PCMS), digital information storage systems (G drive, I drive, and Public Folder), and institutional email addresses for sending information to users of the IACHR. These updating and improvement projects to safely share internal information in the IACHR, in line with the current organizational structure, were implemented satisfactorily.

31.   The activities that were carried out and implemented for the Integral Digital Restructuring Plan are as follows:

o   A plan was scheduled based on the organizational restructuring to be in line with our IACHR digital systems.
o   An inventory and mapping were carried out for the cases and actions that were pending according to the area of work and the users in charge.
o   The working methodologies to continue operating with the PCMS and DMS systems were reviewed, so as to continue using the systems even when the functionalities were not designed using the criteria of the new organizational structure. This was for redesigning the systems so as to adjust the functionalities and operations of the changes in the processes stemming from the IACHR's organizational restructuring.

o   Processes of adjustments and updates to access, responsibilities, and pending matters in the systems for users.
o   Requests were made for new generic email addresses pertaining to the new names of the areas allocated to the users in charge of these email addresses, respectively.
o   For the digital information storage systems, an assessment was conducted to map the situation of the space, use, and organization of information. As a result, it was found that we already did not have enough space to store electronic information.
o   With the areas, a review was conducted to ensure that information shared on these spaces would be dynamic information.
o   The new structure was established at the level of these storage systems to facilitate location of the information, to have the dynamic information to be shared available, and to adjust access to the information in line with the organizational structure currently in force.

32.   A proposal was made to improve and update the digitization program that is currently used to convert hard-copy documentation into electronic documentation. The IACHR undertook the analysis, research, and comparison of the proposed product, along with the drafting of a document consisting of an executive summary, as well as the advantages of obtaining a more up-to-date and improved software for digitizing documents.

33.   As for improving our systems, a new procedure was created in our systems that would make it possible for the Registry group to reiterate the request for information to the petitioner in the Reject Petition proceedings stage. There is another new procedure that makes it possible to implement Resolution 1/16 electronically. These new procedures are working successfully. A couple of letters in the system were also updated so that the text would stay updated and in line with current working dynamics. Our systems were updated with the incorporation of the following units: Memory, Truth, and Justice; Older Persons; and Persons with Disabilities so that petitions, cases, and precautionary measures can have these categories in the PCMS.

34.   The project of modernizing the IACHR's technological equipment consistent with the OAS modernization plan achieved substantial results, by replacing all the equipment that had an XP operating system, which was even more than obsolete. In 2012, we had 88 computers, many of which were 10 years old or older. Now, in 2017, we have a total of 156 computers with current operating systems and elements that make it possible to work more efficiently. Equipment and technology modernization is a project that has no expiration date, because technology is making large strides forward and we are doing our best to keep up with it.