



# chapter

# VI

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## Institutional Development

## CHAPTER VI

### INSTITUTIONAL DEVELOPMENT

#### A. Structure and Staff of the IACHR

1. In 2021, the Executive Secretariat continued to make progress in bringing its staffing and resources into line with the mandates issued to the IACHR. Thus, The Executive Secretariat of the IACHR, as of December 31, 2021, comprised 145 people (63 regular staff, 79 consultants, and 3 associate professionals). The IACHR is also assisted by 7 fellows.

2. The following table shows the distribution of personnel by funding source as of December 31, 2021.

Source of funding by group				
Category	Regular Fund	Specific Funds	At no cost to the IACHR	Total
Executive Secretary	1	0	0	1
Assistant Executive Secretaries	2	0	0	2
Special Rapporteurs	0	2	0	2
Professionals	32	12	0	44
Administrative Staff	12	2	0	14
<b>Subtotal Personnel</b>	<b>47</b>	<b>16</b>	<b>0</b>	<b>63</b>
Human Right Professionals-Consultants	11	32	0	43
Administrative Personnel-Consultants	13	5	0	18
Other Professionals-Consultants	11	7	0	18
<b>Subtotal Consultants</b>	<b>35</b>	<b>44</b>	<b>0</b>	<b>79</b>
Associate Staff	0	2	1	3
<b>Total Personnel</b>	<b>82</b>	<b>62</b>	<b>1</b>	<b>145</b>
Fellows	0	5	5	10
<b>Gran Total</b>	<b>82</b>	<b>67</b>	<b>6</b>	<b>155</b>

3. In terms of geographic representation and diversity, the 145 people mentioned in paragraph 1 (regular staff, consultants, and associate professionals) come from 24 States; 66% of the staff are women and 34% are men. The table below shows the distribution of staff 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	8	6
	El Salvador	1	1
	Guatemala	1	1
	Mexico	4	4
	Panama	1	0
	Paraguay	2	2
	Peru	8	5
	Uruguay	3	3
	United States	12	22
	Venezuela	2	1
<b>Staff Total</b>		<b>63</b>	<b>63</b>
<b>RBC</b>	Argentina	4	4
	Bolivia	5	5
	Brazil	8	8
	Chile	2	2
	Colombia	13	13
	Costa Rica	2	2
	Dominican Republic	2	2
	Ecuador	3	3
	El Salvador	3	2
	Guatemala	1	1
	Honduras	1	1
	Mexico	11	11
	Panama	2	2
	Peru	3	3
	Portugal	1	1
	Saint Lucia	1	1
	Spain	1	1
	Trinidad and Tobago	1	1
	Uruguay	5	5
	United States	6	7
Venezuela	4	4	
<b>RBC Total</b>		<b>79</b>	<b>79</b>
<b>Associate Staff</b>	Argentina	1	1
	Chile	1	1
	Guatemala	1	1
<b>Associate Staff Total</b>		<b>3</b>	<b>3</b>
<b>Grand Total</b>		<b>145</b>	<b>145</b>

4. During the first half of 2021, the selection process for the position of Executive Secretary continued under the procedures in Article 11 of the Rules of Procedure of the IACHR. On May 4, the IACHR selected Tania Reneaum Panszi and forwarded her name to the Secretary General of the Organization of American States (OAS), Luis Almagro, proposing her appointment for a four-year term. Tania Reneaum Panszi began her duties as Executive Secretary on June 1, 2021.

5. The competitive selection process was completed for three positions financed with Specific Funds at the P02 level, in the Initial Study Section – Admissibility, in the Monitoring II Section, a Gender Specialist, and in the Monitoring III Section, a Human Rights Specialist for the Rapporteurship on the Rights of the Child.

6. Competitions for staff positions were announced for 11 positions financed with Specific Funds to strengthen the team of the petition and case system, precautionary measures, monitoring, promotion, and technical cooperation, press and communication, processing, and administrative management.

7. Information sheets have been prepared for each of these competitive processes financed with Specific Funds to make the selection criteria more transparent. These sheets are shared with all ES/IACHR staff. Written evaluations are also carried out when required. The technical area receives the documents without the finalists' names and then invites the top evaluated candidates to panel interviews.

8. Candidates were also invited to apply for 5 positions financed by the Regular Fund: one position at the P03 level (Project Officer), the selection process for which was completed in October. Recruitment is underway for these positions under the General Standards of the GS/OAS: two P02 level positions (Human Rights Specialist for the Precautionary Measures Section and Monitoring II, respectively). The selection processes were completed for the Chief of Staff position and the Principal Human Rights Specialist, in charge of the Assistant Executive Secretariat for the Cases and Petitions System, both at the P05 level. Final approval of the appointments is expected by the Secretary General of the OAS.

9. Between 2020 and 2021, recruitment was conducted to fill 20 staff positions—an unprecedented number—to strengthen the work of the ES/IACHR and to address the findings of the diagnostic assessment of the workplace environment in the ES/IACHR presented to the IACHR in the first quarter of 2021.

10. In the first half of the year, the ES/IACHR was notified of the results of the reclassification requests for eight coordination positions that had been pending since the beginning of 2020.

11. Due to the pandemic, the GS/OAS has announced that the return to the offices has been postponed until further notice. All staff continue to work from home, and some are going to the office voluntarily, subject to the health requirements put in place by the GS/OAS for accessing the buildings.

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

12. During 2021, contracts were renewed with existing consultants, and new consultants were hired to strengthen the different sections of the ES/IACHR. As of December 31, 2021, the ES/IACHR has 79 consultants working on medium-term projects and has processed 477 contracts for individuals with a start date between January 1 and December 31, 2021.

13. In July, an evaluation form was introduced for consulting contracts, which provides information on each consultant's individual contribution to the ES/IACHR.

14. Three remote internship sessions were held in 2021, coordinated by the GS/OAS Department of Human Resources, and 83 interns worked at the IACHR Executive Secretariat.

15. Through the support of different institutions, the ES/IACHR welcomed 16 new fellowship recipients who have worked remotely during the year:

No.	Nationality	Fellowship	Assignment
1	Peru	PUCP	Cases
2	Dominican Republic	LGBTI-ARCUS	Monitoring II
3	Peru	PUCP	Cases
4	Peru	Orlando Sierra	Special Rapporteur for Freedom of Expression (RFOE)
5	El Salvador	Orlando Sierra	Special Rapporteur for Freedom of Expression (RFOE)
6	Brazil	Orlando Sierra	Special Rapporteur for Freedom of Expression (RFOE)
7	Peru	PUCP	Cases
8	United States	Caribe	Monitoring III
9	United States	Yale Law School	Monitoring II
10	Peru	PUCP	Cases
11	Mexico	UNAM	Cases
12	Mexico	Universidad de Monterrey	Special Rapporteurship on Economic, Social, Cultural, and Environmental Rights (REDESCA/ESCER)
13	Venezuela	Save The Children	Monitoring III
14	Costa Rica	LGBTI - ARCUS	Monitoring II
15	Peru	PUCP	Cases
16	Peru	PUCP	Cases

16. In addition, thanks to the support of the following institutions, in 2021 the ES/IACHR welcomed five of its staff members as associate personnel:

No.	Institution	Assignment
1	The Trust for the Americas	Special Rapporteur for Freedom of Expression (RFOE)
2	The Trust for the Americas	Monitoring II
3	Office of the Labor Public Prosecutor of Brazil	Special Rapporteurship on Economic, Social, Cultural, and Environmental Rights (REDESCA/ESCER)
4	Justice Rapid Response (JRR)	GIEI Bolivia
5	Chilean Public Defender’s Office	Cases

**2. Jointly drafted workplace environment plan in the process of implementation**

17. In the first quarter of 2021, the results of the ES/IACHR workplace environment diagnostic assessment were received. The expert consulting firm hired to conduct the assessment presented its findings, recommendations, and proposed actions to the IACHR and to all staff.

18. As an initiative of the ES/IACHR’s Workplace Environment Committee, the entire staff was surveyed for their opinions on the proposals presented by the consulting firm. With the results of this consultation and the report of the consulting firm, options have been explored for consulting firms with expertise in human resources and organizational development to work on a strategy to improve the working environment. A bidding process will be carried out for the selection and contracting of the consulting firm. Its work is expected to begin in mid 2022.

19. For the people who were part of the mission to Colombia in June, emotional support sessions were offered. Those interested were provided with eight sessions in which they received practical tools to help them manage their emotions.

20. In early 2022, executive coaching sessions will be offered to all interested persons in charge of staff to support them and strengthen their supervisory and leadership skills.

21. The “Open Door Policy” continued, where staff can meet with the Executive Secretary to raise issues of interest to them.

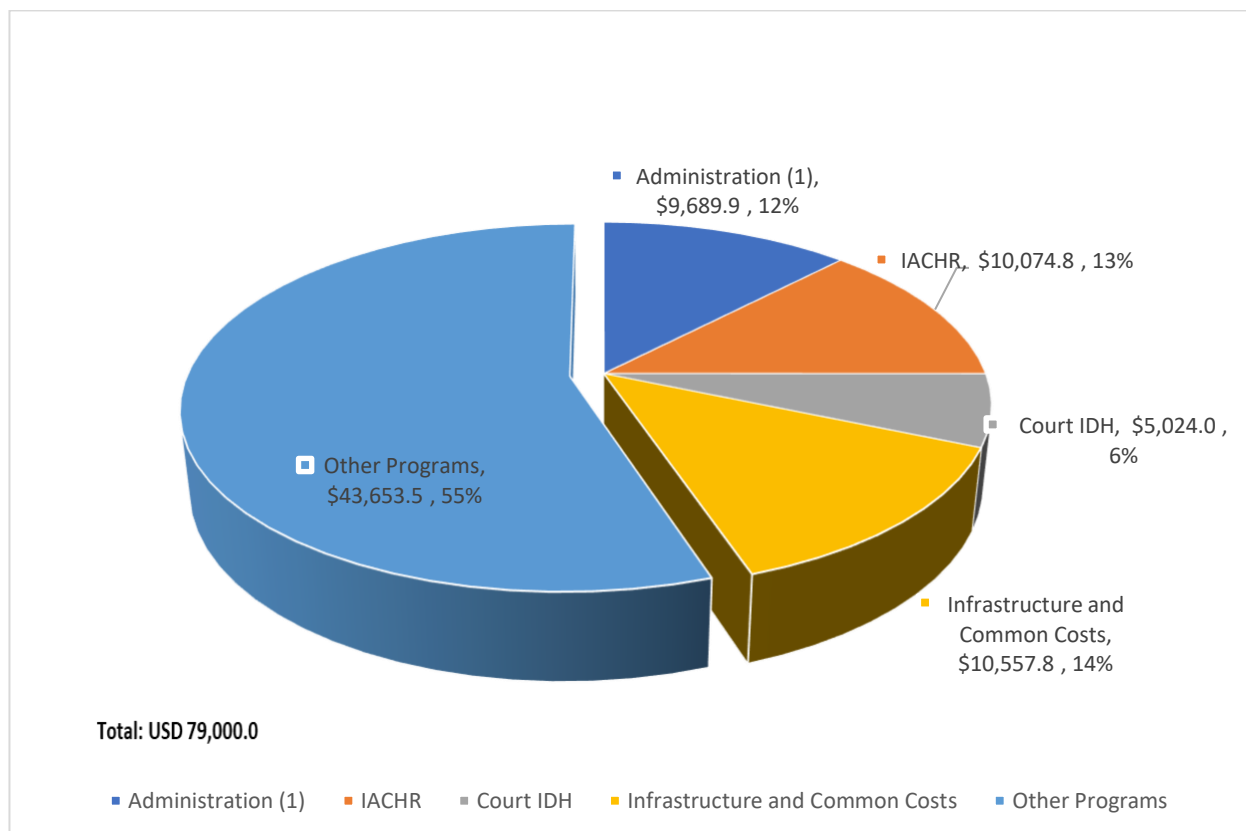
22. The Executive Secretary has held periodic meetings with staff to report on current events and the status of competitive hiring processes, and to listen to proposals and/or requests from staff.

**B. Financial Resources and Budget Execution**

23. In 2021, the General Assembly approved a budget for the IACHR of \$10,081,900, of which \$6,960,100 is for personnel costs and \$3,121,800 for operating expenses. Despite a reduction in the

Organization’s regular fund budget for 2021 compared to the previous year, the share approved for the IACHR remained at 13%.

**Figure 1. Distribution of the Approved Budget from the OAS Regular Fund for 2021 (in thousands of US\$)<sup>1</sup>**



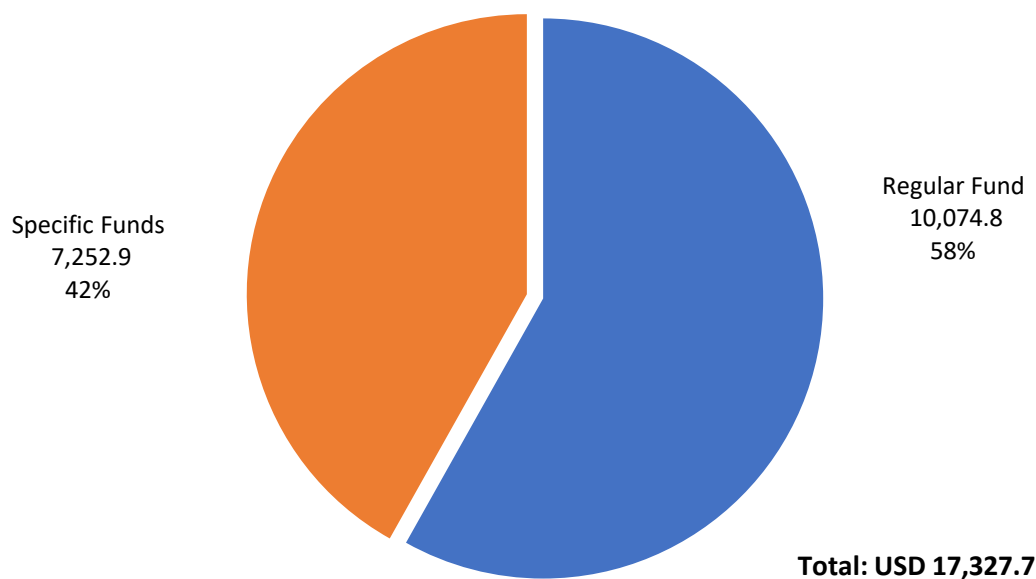
24. As of December 31, 2021, the original regular fund budget appropriation was changed to \$10,074,837.7, with a distribution of \$6,916,787.7 for personnel costs and \$3,158,050.00 for non-personnel costs. The portion corresponding to personnel costs is under-executed because, during 2021, the ES/IACHR had vacant positions for part of the year, which are still in the process of being filled.

25. With regard to securing specific funds, US\$7,252,911.5 has been raised as of December 31, 2021, as a result of the resource mobilization strategy and thanks to the trust placed in the IACHR. The following chart shows the distribution of funds received by the IACHR by source of funding.

<sup>1</sup> The distribution of the program budget was approved by the General Assembly at its 50th regular session in October 2020 through AG/RES.2957 (L-O/20) for the period from January 1 to December 31, 2021. The figures show the modified budget as of December 31, 2021.

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

**Figure 2. Funding received by the IACHR as of December 31, 2021, by source of funding (preliminary and unaudited figures in thousands of US\$)**



26. The table below shows the contributions of funds received by the IACHR by source of funding.

**Table 1. Contributions of Funds Received by the IACHR as of December 31, 2021  
By source of funding and special theme  
(preliminary and unaudited figures in US\$)<sup>2,3</sup>**

<sup>2</sup> The IACHR entered into an assistance agreement with the United States in the amount of US\$14.2 million for the period 2018-2022 and another agreement for USD 4.9 million for the period 2021 – 2023. Both agreements are implemented under the modality of disbursements against the financial execution of the project. The Special Rapporteurship for Freedom of Expression has been allocated US\$1.2 million (direct costs) under the first agreement and USD 0.4 million (direct costs) under the second agreement.

<sup>3</sup> The Interdisciplinary Group of Independent Experts (GIEI) Bolivia received financial support from the United States in the amount of US \$180,000 in 2021. These funds are also disbursed as the project budget is executed.



Source of Funding	ES/IACHR	RELE	REDESCA	Total	%
<b>Regular Fund</b>	10,074,837.7	-	-	10,074,837.7	58.1%
<b>Specific Funds</b>					
<b>Member States</b>					
Canada	217,716.0	2,537.9	2,000.0	222,253.9	1.3%
Costa Rica	9,945.9	3,083.0	-	13,029.0	0.1%
Mexico	735,000.0	-	-	735,000.0	4.2%
Panama	20,000.0	-	-	20,000.0	0.1%
United States	2,577,294.7	-	-	2,577,294.7	14.9%
	<b>3,559,956.7</b>	<b>5,620.9</b>	<b>2,000.0</b>	<b>3,567,577.6</b>	<b>20.6%</b>
<b>Permanent Observers</b>					
European Union	309,182.8	-	-	309,182.8	1.8%
France	24,257.1	-	-	24,257.1	0.1%
Netherlands	108,480.0	-	-	108,480.0	0.6%
Ireland	59,055.0	-	-	59,055.0	0.3%
Norway	-	-	380,794.8	380,794.8	2.2%
Spain	293,681.5	-	38,957.8	332,639.3	1.9%
Sweden	-	467,607.4	-	467,607.4	2.7%
Switzerland	892,370.0	59,975.0	-	952,345.0	5.5%
	<b>1,687,026.4</b>	<b>527,582.4</b>	<b>419,752.6</b>	<b>2,634,361.4</b>	<b>15.2%</b>
<b>Institutions and Others</b>					
ARCUS Foundation	50,000.0	-	-	50,000.0	0.3%
Google	-	60,000.0	-	60,000.0	0.3%
OSI Development Foundation	-	6,224.7	-	6,224.7	0.0%
Pan American Development Foundation (PADF)	622,997.9	-	-	622,997.9	3.6%
The Ford Foundation	100,000.0	131,750.0	-	231,750.0	1.3%
United Nations High Commissioner for Refugees (UNHCR)	80,000.0	-	-	80,000.0	0.5%
	<b>852,997.9</b>	<b>197,974.7</b>	<b>-</b>	<b>1,050,972.6</b>	<b>6.1%</b>
<b>Total Specific Funds</b>	<b>6,099,980.9</b>	<b>731,178.1</b>	<b>421,752.6</b>	<b>7,252,911.5</b>	<b>41.9%</b>
<b>Gran Total</b>	<b>16,174,818.6</b>	<b>731,178.1</b>	<b>421,752.6</b>	<b>17,327,749.2</b>	<b>100.0%</b>

27. The table below shows the statement of changes in fund balance of projects financed with specific funds of the IACHR as of December 31, 2021.

**Table 2. Statement of Changes in Fund Balance of Specific Funds by Projects.**  
**Information as of December 31, 2021<sup>4, 5, 6, 7</sup>**  
**(preliminary and unaudited figures in US\$)**

Project Name/Nombre de Proyecto	Beginning	Contributions/ Contribuciones	Transfers/ Transferencias	Sum of Interest	Sum of Returns & Other Income	Expenditures/ Gastos	Net Change/ Cambio Neto	End of Cash	Obligations/ Obligaciones	Fund Balance/
	Balance/ Saldo Inicial							Balance/ en Cash		Saldo Final
Freedom of Expression 2018-2021	217,535.1	731,178.1	-	-	(3,955.8)	396,535.1	330,687.2	548,222.3	132,320.0	415,902.3
GIEI Bolivia	-	58,400.0	-	-	-	193,012.4	(134,612.4)	(134,612.4)	-	(134,612.4)
GIEI Mexico-Phase II	269,897.6	-	146,214.0	-	(19,007.8)	317,485.1	(190,278.9)	79,618.8	51,342.1	28,276.7
GIEI Nicaragua	3,686.0	-	-	-	-	-	-	3,686.0	-	3,686.0
Inc. Effic. IACHR 2018-2020	(973,936.9)	2,553,894.7	-	-	-	3,294,315.3	(740,420.5)	(1,714,357.5)	1,435,594.6	(3,149,952.0)
Inc. Prom. Def. IACHR 2021-2023	-	-	-	-	-	641,875.0	(641,875.0)	(641,875.0)	317,600.0	(959,475.0)
Legal Assistance Fund I-A Humam Rights System	134.7	-	-	-	-	-	-	134.7	-	134.7
MESENI Monitoring	-	-	83,909.0	-	-	24,608.2	59,300.8	59,300.8	13,050.0	46,250.8
Obj 1. Promote justice	616,935.9	468,237.8	31,852.5	-	-	754,779.5	(254,689.2)	362,246.7	103,804.1	258,442.6
Obj 2. Monitoring Capacity	328,293.1	886,289.0	22,400.0	-	(13,741.0)	731,512.2	163,435.8	491,728.9	197,226.4	294,502.5
Obj 3. Defense and Prot. Capab.	7,059.9	65,000.0	-	-	-	-	65,000.0	72,059.9	-	72,059.9
Obj 4. Strengthen Coop. ISHR	101,439.5	102,278.1	45,600.0	-	-	128,268.2	19,610.0	121,049.4	45,300.0	75,749.4
Obj 5. Inst. Mngt. IACHR	136,798.1	258,500.0	-	-	9,715.0	205,162.3	63,052.7	199,850.8	74,833.8	125,017.1
Obj 6 - Recommendations IACHR	767,835.4	653,187.9	(45,787.7)	-	14,102.4	540,362.9	81,139.7	848,975.0	287,430.0	561,545.0
Oliver Jackman Fund - CIDH	81,034.3	-	-	249.3	-	-	249.3	81,283.6	-	81,283.6
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	-	-	38,957.8	-	-	38,667.2	290.6	290.6	-	290.6
Prom. Protec ESCER in IHRS-II	6.4	-	(6.4)	-	-	-	(6.4)	-	-	-
Protection of Defenders	21,745.1	-	-	-	-	5,900.0	(5,900.0)	15,845.1	-	15,845.1
Racial Discrimination-Phase II	-	-	209,772.5	-	-	61,270.4	148,502.1	148,502.1	42,550.0	105,952.1
Rights of women and girls	87,725.3	217,716.0	-	-	-	412,218.2	(194,502.2)	(106,776.9)	-	(106,776.9)
Special Mecanism MC-409-14	286,354.9	-	(146,214.0)	-	19,007.8	79,092.5	(206,298.6)	80,056.2	38,000.0	42,056.2
Str. IAHSR Triangle/Nicaragua	154,789.4	320,390.9	-	-	-	420,452.1	(100,061.3)	54,728.1	-	54,728.1
Strategic Plan - General Funds	71,125.5	605,199.8	(54,252.5)	-	215.8	166,943.2	384,220.0	455,345.5	-	455,345.5
<b>Grand Total</b>	<b>2,181,983.0</b>	<b>6,920,272.2</b>	<b>332,445.2</b>	<b>249.3</b>	<b>6,336.4</b>	<b>8,412,459.5</b>	<b>(1,153,156.5)</b>	<b>1,028,826.6</b>	<b>2,739,195.9</b>	<b>(1,710,369.4)</b>

28. The figure below shows the distribution of IACHR spending by source of funding as of December 31, 2021. 48% percent of expenditures were financed from Specific Funds and 52% from the Regular Fund.

<sup>4</sup> This table is a summary of the report "Statement of Changes in Fund Balance" by activity and donor, published by the GS/OAS Department of Financial Services as of December 31, 2021.

<sup>5</sup> The final negative balances are presented since some agreements are implemented under the modality of disbursing the funds as the project budget is executed.

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

<sup>7</sup> The difference in the amount of \$-194.13 between the "Statement of Changes in Fund Balance of Specific Funds by Project" and Table 1 of Contributions of Funds Received by the ES/IACHR is presented since said amount was returned to the donor's unscheduled account.

**Figure 3. Distribution of IACHR Spending by Source of Funding as of December 31, 2021  
(Preliminary and unaudited figures in thousands of US\$)**



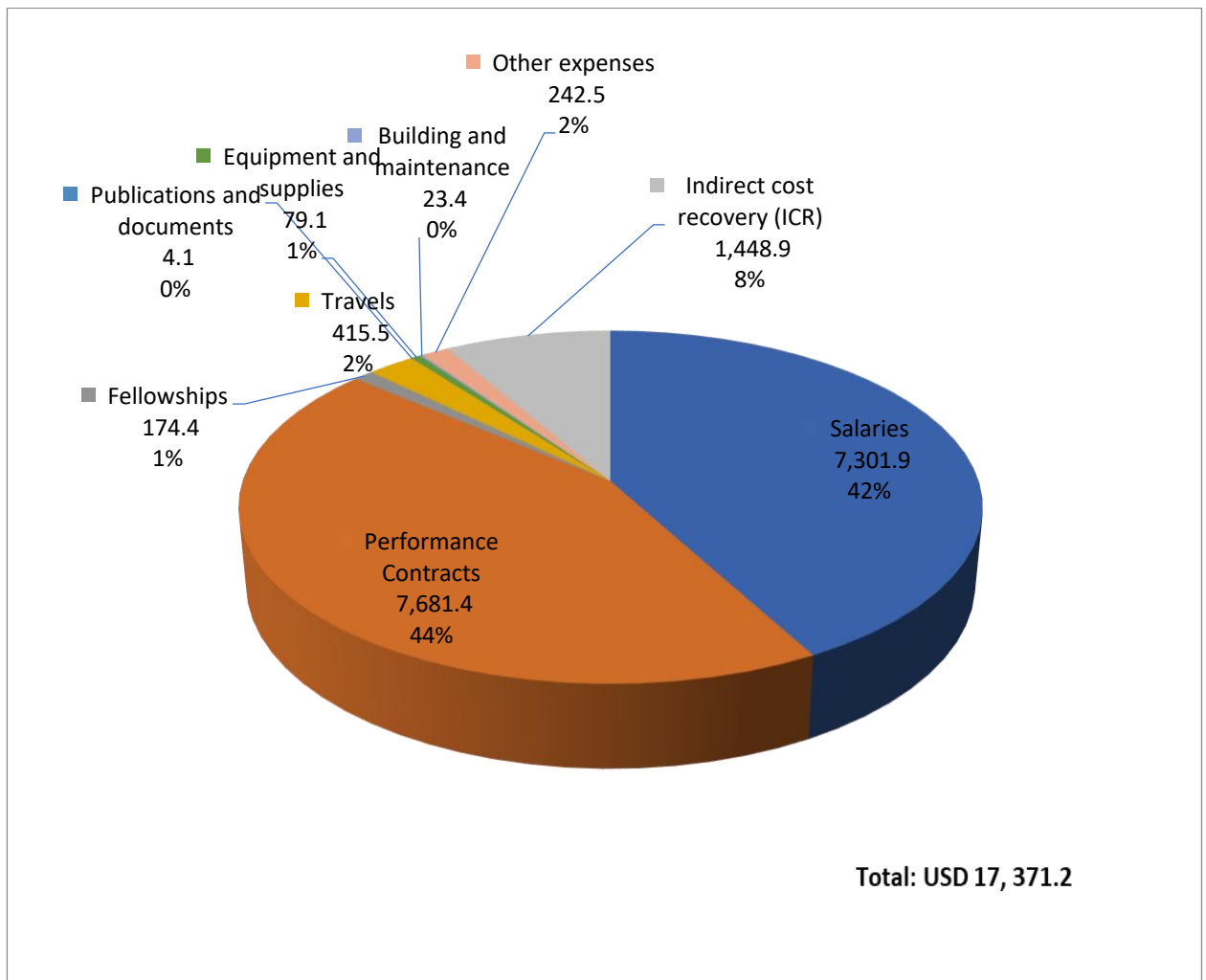
**Total: USD 17,371.2**

29. The following table and graph show the distribution of IACHR expenditures by source of funding and object of expenditure.

**Table 3. Distribution of IACHR Expenses by Source of Funding in 2020 and Object of Expenditure  
(preliminary unaudited figures in US\$, rounded) as of December 31, 2021**

Item of Expenditure	Regular Fund	Specific Funds	Total
Salaries	6,179,566.6	1,122,346.8	7,301,913.4
Result-Based Contracts	2,481,373.6	5,200,025.8	7,681,399.5
Fellowships	-	174,400.0	174,400.0
Travel	137,308.6	278,185.2	415,493.7
Documents	752.7	3,298.6	4,051.2
Equipment and supplies	62,002.2	17,146.0	79,148.2
Building Lease and Maintenance	-	23,445.3	23,445.3
Other Costs	97,777.9	144,725.1	242,503.0
Indirect cost recovery (ICR)	-	1,448,886.7	1,448,886.7
<b>Total</b>	<b>8,958,781.6</b>	<b>8,412,459.5</b>	<b>17,371,241.1</b>

**Figure 4. Distribution of IACHR Expenses by Object of Expenditure as of December 31, 2021 (Preliminary and unaudited figures in thousands of US\$)<sup>8,9,10,11</sup>**



**C. Planning, Resource Mobilization, and Project Administration**

**1. Financial Planning of the IACHR**

30. The Executive Secretariat moved forward with annual financial planning for 2022 based on funding sources from the regular fund (\$10.3 million) and specific funds (estimated \$8.1 million) for a total of

<sup>8</sup> The distribution includes only expenses as of December 31, 2020, which were financed with contributions received in 2020 and previous years (in the case of specific funds).

<sup>9</sup> Personnel/staff costs are included under Salaries.

<sup>10</sup> Results-based contracts include conference services, honoraria, special services of commissioners, interpretation, translation, administrative and professional support, and consultants.

<sup>11</sup> Other Expenses include office and equipment rental, courier fees, other conference services, local area network (LAN), telephones, transportation, and office expenses.

\$18.4 million. To this end, the execution status of current projects, the outlook for potential revenues based on multi-year projects, and ongoing negotiations were reviewed.

## 2. Projects Executed in 2021

31. In 2021, the IACHR Executive Secretariat drafted and submitted 37 mid-term or final narrative reports for 22 grant agreements to finance 18 projects. Below is a list of completed and ongoing projects in 2021 and their respective donors:

	Project	Total project amount	Donor	Reports submitted
1.	Strengthening international protection in the Americas	US\$80,000	UNHCR	Mid-term report 2021 Final report 2020
2.	Protection and promotion of the Rights of Lesbian, Gay, Bisexual, Trans and Intersex Persons (2021-2024)	US\$150,000	ARCUS	Ongoing
3.	Combating discrimination and violence against women and girls in Latin America and the Caribbean	Can \$2,988,609	Canada	Final report and half-yearly report
4.	Access to international justice through individual petitions submitted to the IACHR by alleged victims of human rights violations in the hemisphere	€1,000,000	European Commission	Annual
5.	Protecting and defending human rights in Nicaragua	€739,317	European Commission	Final report
6.	Increasing the effectiveness of the IACHR's work in 2018-2022	US\$14,263,887	United States	4 Quarterly reports
7.	Increasing the protection and defense of human rights in the Americas in 2021-2024	US\$4,937,500	United States	1 Quarterly report
8.	Support for the implementation of the GIEI Bolivia	US\$189,000	United States	2 Quarterly reports
9.	Monitoring the human rights situation in Nicaragua II	US\$119,870	Spanish Fund for the OAS	Ongoing
10.	Improving available tools to enhance protection of the right to life and humane treatment of human rights defenders in Latin America	US\$131,675	Spanish Fund for the OAS	Final report
11.	Strengthening legal standards and recommendations to combat structural racial discrimination in the Americas through the mechanisms of the IACHR - Phase II. CDH2004	US\$299,675	Spanish Fund for the OAS	Ongoing
12.	Supporting the Special Group for the Supervision of Precautionary Measures, SACROI COVID-19 and GIEI Bolivia	US\$450,000	Ford Foundation	Mid-term report
13.	Support for the work of the IACHR Rapporteurship on the Rights of Lesbian, Gay, Bisexual, Trans, and Intersex Persons (2020-2023)	US\$450,000	Foundation of the Americas	Final report (2018)

14.	Supporting the IACHR in implementing its Strategic Plan 2017-2021	US\$1,120,000	The Netherlands	Annual
15.	MESEVE Venezuela	US\$29,410 US\$217,000	The Netherlands	Mid-term report
16.	MESENI - Nicaragua	US\$56,798	The Netherlands	Final report
17.	Access to international justice by processing petitions submitted to the IACHR for persons discriminated against in the Hemisphere	€50,000	Ireland	Final report
18.	Supporting the IACHR Petition and Case System – Backlog Program	€50,000	Ireland	Ongoing
19.	Promoting and protecting human rights in the Northern Triangle of Central America	US\$1,025,076	PADF	4 Quarterly reports
20.	Bases for Transitional Justice in Nicaragua	US\$260,875	PADF	4 Quarterly reports
21.	Labor rights in Cuba	US\$470,000	PADF	3 Quarterly reports
22.	Strengthening governance and human rights in Central America – Phase II	US\$2,600,000	Switzerland	Mid-term report 5 Bimonthly reports

### 3. Project Funding Proposals

32. In 2021, the IACHR Executive Secretariat drafted 12 project funding proposals for submission to donors. Most of the proposals were approved.

- a. Project proposal to UNHCR to support the activities of the Rapporteurship on the Rights of Migrants for \$80,000 (approved).
- b. Proposal for the extension of the project on Bases for Transitional Justice in Nicaragua - Phase II, funded by PADF for \$200,000 (approved).
- c. Proposal for the extension of the Democracy and Human Rights Program in Honduras, Guatemala, and El Salvador, Phase III, funded by PADF for \$250,000 (approved).
- d. Proposal to the Arcus Foundation to support the Professional Fellowship for the Rapporteurship on the Rights of LGBTI Persons, funded for \$150,000 (approved).
- e. Proposed activities and extension of the “Special Protection Monitoring Group” (GESp, Spanish acronym) project to support GIEI Bolivia for \$100,000 (approved).
- f. Proposal to the U.S. Permanent Mission to the OAS to support the completion of the GIEI Bolivia Report for \$180,000 (approved).
- g. Proposal submitted for Ireland to support the Petition and Case System (€50,000) (approved).
- h. Proposal to increase the protection and defense of human rights in the Americas, submitted to the United States (\$4,937,500) (approved).
- i. Proposal to strengthen the protection and guarantee of the human rights of other special groups in conditions of vulnerability in the Americas, submitted to the Netherlands (\$1,200,000) (under study).
- j. Concept Note for continued support for the petition and case system, submitted to the European Commission (€1 million).
- k. Concept Note for KAS to support Human Mobility Trainings (in-kind contribution equal to \$56,000) (under study).

- I. Concept Note for Open Society Foundations – preventing and combating racial profiling (US\$100,000) (under study).

#### **D. Technological Breakthroughs**

33. Given the specific situation of the COVID-19 pandemic and the need to create new working methodologies under special circumstances, the Commission will continue to focus on and prioritize continuity of remote work. The Technology and Systems Section (STS), acting as a catalyst to meet the new technological challenges, has concentrated on updating state-of-the-art tools and on analyzing, examining, applying, implementing, and starting up the technological advances used within the Commission and the Executive Secretariat.

34. Work continued in the area of technological innovation, given the constant growth of technology and its capacity, along with the need to reach more people who can exercise their human rights, and to continue to develop and facilitate communication for the Commission and the ES/IACHR during sessions. The STS worked on logistics, and offered advice and recommendations for making the different events and types of meetings virtual. Steps were taken to purchase and assess innovative tools for use during sessions that will facilitate multilingual transcriptions of virtual meetings, live subtitling, and the use of virtual documents. Since its implementation, the webinar broadcasting tool has expanded the reach of the 179th, 180th, and 181st sessions as never before. After performing tests, research, and analysis, and studying the advantages of features to increase the reach of transmissions, we achieved the first live broadcast of the virtual hearings through an additional social media platform (Twitter), maintaining the commitment to innovation by making it possible to engage with the Commission's work in real time. Work was also done to develop and implement an application that would enable timekeeping within webinars and virtual meetings, thus improving the allocation of time through an automated process. After its launch, new features and additions were studied to improve the quality of this tool during the meetings held with the States and civil society, which allowed for quick and agile use of the platform, as well as new designs that display the different functionalities offered by the tool.

35. Continuous support was provided in all the meetings held during this time to ensure the proper functioning and management of the platforms and to ensure that the live broadcasting was carried out properly, efficiently, and optimally. Technical tests were also performed, with support and assistance to ensure the proper use of technological resources in meetings with civil society and in advance of hearings. A vitally important webinar management group was maintained, with training and supervision by STS, to train to meeting managers and room administrators and new team members, while also ensuring the proper operation and management of the interconnection platforms. Similarly, support was provided to the Commission, the ES, and other members of the IACHR, who held bilateral or working meetings with a technological emphasis.

36. Thanks to the state-of-the-art technologies implemented, the Commission has been able to broadcast its events, including 25 thematic webinars and its public hearings, through various technological platforms to reach a wider audience in its dissemination of information, allowing the IACHR to cover broad topics through different social networks and media outlets.

37. The Commission has kept itself up-to-date with technological innovations and research on functionalities that offer new features that can be integrated into its work advantageously and efficiently, in order to continue to promote and provide tools that facilitate the work mechanisms.

38. To consistently provide effective solutions, an internal virtual training project was developed at the Executive Secretariat on using the central systems of the IACHR. This project was designed and developed based on the e-learning methodology, promoting knowledge and performance at a distance to facilitate the training experience. After the success obtained through its implementation, this project continues to promote knowledge and performance, facilitating the distance learning and training experience with training modules for people working with the ES/IACHR. The digital and audiovisual training modules consist of subtitled videos

focused on the operation and proper use of the systems for the different roles that the user will play in the central systems of the ES/IACHR, while also strengthening and sharing knowledge with existing staff.

39. In addition, as technological innovations continue to evolve and new tools and functions are incorporated into the different platforms managed and implemented at the Commission and the ES/IACHR, training products and documents have been created, developed, and kept up to date to offer new advantages with the latest technological advances in the tools being used. In this way, support is provided for solving problems and planning the use of new technology applications that improve work performance. Research includes updates to platforms in use, configurations, and new features, as well as new applications that help us automate our processes.

40. Focusing on the advancement, development, continuity, and commitment to efficiently perform remote work, we have implemented a collaborative digital information tool, developing strategies for the centralization of information and the integrations needed for interconnection with the different internal work groups. Its advantages include the real-time synchronization of information, which ensures that the latest version is obtained when data is modified or updated. This tool has created advantages by improving work times, data structure and systematization, and shared planning. To date, 52 databases have been created and implemented for 15 areas of the ES/IACHR, thus simplifying, streamlining, and consolidating the information used by the different work teams of the Executive Secretariat.

41. The electronic voting system for queries to the IACHR, E-Vote, continues to be an indispensable and vital tool for the Commission's consultations and decision-making. There is constant support and updating of new features for the system, which are evaluated beforehand in the test environment. Improvements and upgrades have been implemented to enhance the effectiveness of use. With the improvement and evolution of procedures for this system, the Commission makes better use of technological solutions. The E-Vote system has automated and streamlined internal consultation communications based on its wide operational diversity.

42. Member States and civil society have at their constant disposal an automated technological tool developed for searching for and monitoring information. The Inter-American System for Monitoring Recommendations (SIMORE), within its functions and advantages of use, has played an important role in providing users with reliable and consistent information on compliance with recommendations.

43. Progress continues to be made in developing the project to redefine and redesign the central systems of the Commission and the ES/IACHR, with meetings being held with the different areas involved in the tasks and processes underway for the collection and organization of information. In addition, a test environment has been provided for the work teams, so they can engage with the system design, interact, test, and see the development of the first phase. Some advances include improvements and enhancements to various features such as the production of eBooks; improvements in the creation of new petition/case and precautionary measure registries; and multiple file upload functionality. New SIMORE fields have also been incorporated in PM, among others. The rebuilding and reconstruction of these systems to streamline information will automate and simplify the production and processes of the work performed by the ES/IACHR and reduce response times for the organization's users.

44. Continuing with the Commission's commitment, support, and assistance to those who use the Individual Petition System Portal (Portal), over 14,321 queries were answered in 2021 through the Portal's electronic mailbox, providing technical support and assistance, as well as help with the proper operation and digital management of the system. We currently have 4,159 subscribed accounts. In addition, 1,941 new accounts have been registered, including 12 new activations by States this year. In all, 44,645 additional information documents have been processed automatically through the Portal. 80 instructional videos have been created and shared on the Portal to support and maintain digital trainings with audiovisual material that provides immediate answers to frequently asked questions or concerns that users may have about the management and use of the platform.



45. To keep information centralized and automated, helping to improve the systematization of data and response times of the different areas of the ES/IACHR Secretariat, the following systems were put online for collaboration in the digital collection and retrieval of information, making it accessible and affordable:

- Requests for hearings and working meetings - 179th, 180th, 181st, and 182nd Virtual Periods of Sessions, in the four official languages.
- Call to participate in hearings requested by the IACHR in the 179th, 180th, 181st, and 182nd Virtual Periods of Sessions.
- Call to participate in hearings requested by the State in the 179th Virtual Period of Sessions.
- Registration forms for participation in meetings with civil society during the 179th, 180th, 181st, and 182nd Virtual Periods of Sessions, in English and Spanish.
- Registration form for comments on finalists for Executive Secretary of the IACHR.
- Questionnaire for States, Indigenous and tribal peoples and organizations, and civil society organizations.
- Fellowship for attorneys from CARICOM countries.
- Fellowship for the Rapporteurship on the Rights of Persons of African Descent and against Racial Discrimination.
- Registration for offering testimonies during the working visit to Colombia.
- Fellowship of the Rapporteurship on the Rights of LGBTI Persons for the 2021-2022 period.
- Form for the PADF Project on Labor Rights in Cuba.