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**TRIENNIAL PROGRAM OF WORK OF THE
INTER-AMERICAN COMMISSION OF WOMEN (CIM) 2016-2019**

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1. Background

The Biennial Program of Work of the CIM for 2013-2015 enabled the Commission to move ahead with implementation of the *CIM Strategic Plan 2011-2016*,¹ adopted by the Delegates of the CIM in April 2011 and to pursue the priorities established by the XXXVI Assembly of Delegates of the CIM, held in San José, Costa Rica, on October 29th and 30th 2012.

These priorities stemmed from the CIM's mandates, including, in particular:

- The *Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women* (Convention of Belém do Pará, 1994);
- The *Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality* (IAP), adopted by the OAS General Assembly in 2000;
- Specific mandates from:
 - Resolutions and declarations of the Assembly of Delegates of the CIM,² the General Assembly of the OAS,³ and the Summits of the Americas
 - Agreements adopted at other major conferences (Regional Conference on Women in Latin America and the Caribbean, the Commission on the Status of Women, and so on)

In addition to these fundamental mandates of the CIM, both the Strategic Plan 2016-2021 and the Triennial Program of Work 2016-2019 are situated within the framework of commitments, programs of action and consensus adopted by other inter-governmental forums, in particular:

- The Declaration and Platform for Action of the Fourth World Conference on Women (Beijing, 1995);
- The Agreed Conclusions of the regular sessions of the United Nations Commission on the Status of Women (CSW);
- The Consensus adopted by the sessions of the Regional Conference on Women in Latin America and the Caribbean; and
- The 2030 Agenda for Sustainable Development.

The starting point of this Triennial Program of Work of the CIM is, on the one hand, an evaluation of the achievements and challenges identified in the implementation of the *CIM Strategic Plan 2011-2016* and the *Triennial Program of Work 2013-2015*, including the continuity of the objectives and goals that were not fulfilled as a result of the financial and human resource limitations of the Commission. On the other hand, this Triennial Program of Work departs from an evaluation of the operational and institutional

1. CIM/OAS. *Strategic Plan of the CIM 2011-2016*. Washington, D.C.: Inter-American Commission of Women, Organization of American States, 2011, Available at: <http://www.oas.org/en/cim/plan.asp>.

2. Particularly noteworthy are: i) the Declaration of the Inter-American Year of Women (CIM/DEC. 10 (XXXV-O/10)), adopted by the XXXV Assembly of Delegates of the CIM November 3-5, 2010) and ii) the Declaration of San José, adopted by the XXXVI Assembly of Delegates of the CIM (October 29 and 30, 2012).

3. The resolutions adopted in 2014 were:

- AG/RES. 2831 (XLIII-O/14), Promotion of Women's Human Rights and Gender Equity and Equality and Strengthening of the Inter-American Commission of Women
- AG/RES. 2832 (XLIII-O/14), Implementation of the Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women, "Convention of Belém do Pará"

No resolutions were adopted in 2015, but the General Assembly reaffirmed the validity of the 2014 resolutions.

context of the CIM within the framework of the OAS, and seeks to concretize the goals and objectives put forward in the *CIM Strategic Plan 2016-2021*:⁴

- i) To strengthen the position of the CIM as the hemispheric political forum and benchmark for forging full citizenship for women, from a human rights perspective;
- ii) To coordinate and harmonize the CIM's actions with those of the OAS; and
- iii) To institutionalize the gender equality and rights approach in all the activities of the Organization.

The Program is built around the achievement of specific objectives under the two strategic goals of the CIM: i) promoting gender equality and eliminating discrimination; and ii) preventing and punishing gender-based violence.

Both the *CIM Strategic Plan 2016-2021* and this *Triennial Program of Work 2016-2019* are guided by a rights and gender equality perspective that restores awareness of the specific nature of women's human rights in the broader framework opened up by international and inter-American legal and political agreements. It is those agreements that establish a benchmark for harmonizing domestic legislation on women's rights. This approach also has a core focus on the interrelationships between gender identity and expression, class, ethnic origins, age, geographical local, sexual orientation, physical capacity, and other factors that condition and shape people's possibilities and opportunities in the economic, social, political, and cultural spheres.

2. Hemispheric context of the Triennial Program of Work 2016-2018

The legal and political framework surrounding women's rights in the Americas is the most robust in the world after Western Europe's.⁵ Legally speaking, women enjoy a broad array of rights on equal terms with men. However, as UN Women points out, “[i]n all societies, women are less powerful than men and the two areas in which women’s rights are least protected, where the rule of law is weakest and men’s privilege is often most entrenched, are first, women’s rights in the private and domestic sphere, including their rights to live free from violence and to make decisions about their sexuality, on marriage, divorce and sexual and reproductive health; and second, women’s economic rights, including the right to decent work and the right to inherit and control land and other productive resources.”⁶

Gender inequalities, together with economic, social and political inequalities, are the result of the historical persistence of systems and factors of structural discrimination and exclusion of the majority of the population from the opportunities and benefits of development. Historically, women have been excluded from the modern experience as a result of preexisting gender hierarchies and the public-private dichotomy, as well as prevailing criteria for inclusion and exclusion in the enjoyment of rights.⁷ An analysis at the regional level of progress in the implementation of the Beijing Platform for Action and the Millennium Development Goals shows significant advances, but also persistent gaps – and an overall

4. CIM/doc.8/16

5. OECD. *Atlas of gender and development: How social norms affect gender equality in non-OECD countries*. Paris: Organization for Economic Cooperation and Development, 2010, p. 92, http://www.oecd.org/document/50/0,3746,en_2649_33935_44810034_1_1_1_1,00.html

6. UN Women. *Progress of the World's Women 2011-2012: In Pursuit of Justice*. New York: United Nations Entity for Gender Equality and the Empowerment of Women, p. 11.

<http://www.unwomen.org/~media/headquarters/attachments/sections/library/publications/2011/progressoftheworldswomen-2011-en.pdf>.

7. CIM e IDEA. *La ciudadanía de las mujeres en las democracias de las Américas*. Washington, DC: Comisión Interamericana de Mujeres, Organización de los Estados Americanos e Instituto Internacional para la Democracia y la Asistencia Electoral, 2013, p. 37,

<http://www.oas.org/es/cim/docs/CiudadaniaMujeresDemocracia-Web.pdf>

level of progress that is uneven among women – who after all are not a homogenous group.

ECLAC notes that although the impact of the 2008-2009 financial and economic crisis was less dramatic than expected for the region, economic and social inequality grew and a large number of people slid into extreme poverty, including a majority of women.⁸ Inequality of income and opportunities also grew, coexisting with fiscal systems that have done little in terms of redistribution, denoting the limited capacity of states to collect taxes and transfer income to the poorest households. According to a recent ECLAC report, one in every three women has no income of her own, compared to one in 10 men.⁹ That difference is exacerbated in rural areas, where the percentage of women without income of their own is far higher.

Nevertheless, women do not derive same benefits all the same autonomy or financial independence from their participation in productive employment as men, which is a—or perhaps the—basic precondition of social inclusion. One of the principal underlying factors of gender inequality in the job market is the high concentration of women in the informal economy. Women tend to find work in the informal sector because it affords them greater flexibility to combine their productive activities with their domestic and caregiving responsibilities. The sexual division of labor as a structural reality is one of the most important economic inequalities and injustices which affect women within the spheres of the family, labor, politics and community affairs.¹⁰

As regards the operational framework for these rights, all the region's countries have established within their domestic legal systems a government authority responsible for women's rights and gender equality – known as the National Machineries for the Advancement of Women (NMAW). The extent of these entities' authority and technical capacity varies greatly from one country to the next but in most cases they still have the least financial and human resources, the least influence over the political agenda, and the least authority to undertake inter-sectoral work, although, in some countries, this situation is beginning to change.¹¹

A review of the overall picture shows major imbalances in actual exercise of women's rights in the region. On one hand, the legal framework for women's rights is very strong; on the other hand, however, gender inequality and the non-application, or discrimination in the application, of this legal framework results in the persistence of major gaps.

From the lack of knowledge of their rights and/or existing judicial mechanisms to the prejudices and lack of capacity and/or resources of justice administrators, women continue to face significant barriers to their access to effective justice. In addition, women are under-represented at all levels of the justice sector

8. ECLAC *Time for Equality: Closing Gaps, Opening Trails*. Santiago, Chile, Economic Commission for Latin America and the Caribbean, 2010.

http://www.eclac.cl/publicaciones/xml/1/39711/100604_2010-115-SES-33-3-Time_for_equality_doc_completo.pdf

9. ECLAC *Informe regional sobre el examen y la evaluación de la Declaración y la Plataforma de Acción de Beijing y el documento final del vigesimotercer período extraordinario de sesiones de la Asamblea General (2000) en los países de América Latina y el Caribe*. [Regional report on the review and evaluation of the Beijing Declaration and Platform for Action and the final document of the twenty-third special session of the General Assembly (2000) in the countries of Latin America and the Caribbean. Santiago, Chile, Economic Commission for Latin America and the Caribbean, 2015 Available at: http://repositorio.cepal.org/bitstream/handle/11362/37718/S1421043_es.pdf?sequence=1.

10. Ibid. (paragraph 12)

11. ECLAC *Políticas públicas e institucionalidad de género en América Latina (1985-2010)*. [Public policies and gender mainstreaming in Latin America (1985-2010)] Santiago, Chile, Economic Commission for Latin America and the Caribbean, 2012, p.16 http://repositorio.cepal.org/bitstream/handle/11362/5847/S1200803_es.pdf?sequence=1

(police, prosecutors, public defenders, the judiciary) – the presence of women in high levels courts in Latin America was only 29.1% in 2015¹² - despite evidence that the presence of women in the police and other instances increases the probability that women will lodge complaints of rape, domestic violence and other gender-based crimes.

Gender-based violence continues to manifest itself in almost all spheres of a woman's life and especially the home. The year 2014 marked the 20th anniversary of the adoption of the Convention of Belém do Pará. Since 1994, its 32 States Party have made considerable efforts to build a fairer, more equitable and egalitarian world for women. However, despite the efforts of the States Party to the Convention to reflect the seriousness of the problem, the high rates of violence and the myriad ways in which it manifests against women and girls of all ages are clear evidence that those efforts need to be intensified.

Similarly, despite the many commitments adopted regarding women's political rights in the region, efforts to put them into practice remain limited and women continue to face major hurdles, such as access to funding for political activities and quantity and quality of media coverage. In recent years, there has been a rethinking of democracy from the point of view of parity as a general democratic principle.¹³ Democracy needs to generate the conditions for the full inclusion of women and their specific interests in political and State institutions, guaranteeing the substantive exercise of their rights on an equal footing. Correcting the democratic anomaly whereby half the population is not adequately represented poses a crucial challenge for consolidating governance and raising the quality of democratic systems in the region.

3. Institutional context of the Triennial Program of Work 2016-2018

In recent years, the OAS has undergone a political and strategic realignment and budgetary adjustment process. The Organization is facing a hefty budget deficit that entails significant funding restrictions for CIM plans, programs, and projects, and well as curtailment of the human and financial resources available for its Executive Secretariat, including the Technical Secretariat of the MESECVI.

Full implementation of this Triennial Work Program will depend, to a large extent, on success in obtaining specific funds, which means that the CIM will have to step up its efforts to raise the funding it needs. Those efforts will require the active and resolute support of the OAS member states and Permanent Observers, as well as closer ties with other potential donors.

With that situation in mind, the following section distinguishes between those activities that can be carried out with the CIM's current human and financial resources (regular funds) and those that will require additional financing and human resources (specific funds).

Likewise, the section includes, in each program area, and as one of the CIM's regular and permanent activities, the efforts needed to raise the aforementioned funding, including the preparation and distribution of project or program documents, the forging of partnerships with strategic partners within and outside the OAS, and stepped-up emphasis on disseminating the results of the CIM's work and its image and prominence as a hemispheric political forum for women's rights and gender equality.

12. ECLAC (2016). Observatorio de Igualdad de Género de América Latina y el Caribe: Poder judicial (porcentaje de mujeres ministras en el máximo tribunal de justicia o corte suprema), <http://www.cepal.org/oig/ws/getRegionalIndicator.asp?page=07&language=spanish> (consultada 05/01/16)

13. CIM and IDEA, 2013, op. cit., p.138

Institutionalization of a gender equality and rights approach in the work of the OAS

Within the OAS, 15 years of work on gender mainstreaming -- in the IAP framework -- have produced some significant outcomes. There is a general awareness within the Organization of the importance of gender equality and women's rights, as well as increasingly greater institutional awareness and capacity. However, some confusion persists as to the purpose of gender mainstreaming, how it is done, and who is responsible for doing it, as a result which efforts to take gender equality and women's rights into account remain sporadic and rely to a large extent on the goodwill and commitment of the Organization's staff. The institutionalization of a gender and rights-based approach goes beyond these efforts and focuses on building the capacity of an institution to respond to the rights and demands of women of the Americas.

Thanks to the support of the Government of Canada, the CIM has made significant progress in terms of filling these gaps in knowledge and capacity identified in the institution through awareness-raising/training workshops on gender analysis and its incorporation in OAS projects and programs, including development of a handbook,¹⁴ and an online course "Gender Equality and Rights-based approach to Policies, Programs and Projects."¹⁵ An OAS Gender Community of Practice has also been established, made up of a group of OAS staff and consultants that have taken the above-mentioned course, and the development of the *Institutional Policy on Gender Equity and Equality, Diversity and Human Rights in the General Secretariat of the OAS*, which was launched by the Secretary General on March 7th 2016.

4. Strategic goals and activities by outcome

4.1. Promoting gender equality and eliminating discrimination

4.1.1. *Institutionalization of the Rights and Gender Equality Approach in the Work of the OAS*

- a. *Implement the Institutional Policy on Gender Equity and Equality, Diversity and Human Rights in the General Secretariat of the OAS in the OAS, its Secretariats and Human Resources:*
 1. Conduct a Participatory Gender Assessment of the OAS General Secretariat (specific funds);
 2. Develop an Action Plan for the Implementation of the Institutional Gender Policy (regular funds); and
 3. Monitor and evaluate the implementation of the Policy and Action Plan (regular funds).
- b. *Conduct continuous follow-up of the OAS Gender program:*
 1. Work with the OAS Department of Planning and Evaluation to ensure the incorporation of the women's rights and gender equality dimensions in all projects executed by the Organization (regular funds);
 2. Provide specific and ongoing assistance and technical advice to the departments and other bodies in the OAS General Secretariat to support the inclusion of the women's

14. Available at: http://www.oas.org/en/cim/docs/Handbook_Gender_Mainstreaming_Project.pdf

15. <http://www.educoas.org/default2.aspx?q=enfoque-de-derechos-y-de-igualdad-de-genero-en-politicas-programas-y-proyectos>

- rights and gender equality dimensions in the Organization's projects, programs, forums, and other activities (regular funds);
3. Provide on-line training on gender matters for OAS staff (regular funds) and other interested partners in the region (specific funds);
 4. Continue and strengthen the OAS Community of Practice on Gender (regular and specific funds).
- c. *Methodological transfer to carry out Participatory Gender Assessments conducted with the National Women's Machineries:*
1. Development of a manual with the PGA methodology (specific funds);
 2. Systematization and publication of the experiences from the pilot project (specific funds);
 3. Identification of potential donors for the replication of the pilot project in other countries and/or other Ministries of the pilot countries (regular funds);
 4. Project replicated in other countries and/or other Ministries of the pilot countries (specific funds).

4.1.2. Comprehensive monitoring of women's human rights

- a. *Adopt a women's human rights approach in political dialogue processes in the Hemisphere and in inter-American case law*
1. Based on the Integrated System of Indicators of Women's Human Rights (SISDEHM), once it has been made known to the Member States, conduct hemispheric analyses of the status of the actual exercise of women's rights in different areas (economic and political rights, the rights to education and health, sexual and reproductive rights, the right to work and social security and access to justice) from a perspective of diversity and inter-culturalism and with attention to the specific vulnerabilities of certain population groups (specific funds);
 2. Convene a hemispheric debate on the legislative and public policy implications of the status of the exercise of women's rights and of access to justice in order to guide efforts to conduct research and compile data, to have an impact on legislation and develop capacities (specific funds);
 3. Continue building the capacity of National Mechanisms for the Advancement of Women and other relevant actors, that so request it, in the use of the SISDEHM, as well as its incorporation into national policy formulation, planning, resource allocation, monitoring, and evaluation processes (specific funds);
 4. Design an on-line course on this subject in the OAS Educational Portal and in collaboration with the Inter-American Institute of Human Rights (IIHR) (specific funds);
 5. Within the political forum of the CIM, organize a debate on inter-culturalism and women's rights (specific funds).

4.1.3. Women's Substantive Political Citizenship for Democracy and Good Governance

- a. *Promote and integrate the political, economic, and social rights of women and the gender equality perspective into the latest generation of institutional, State modernization, and judicial reforms in a select number of countries:*

1. In collaboration with the Network of Women Parliamentarians of the Parliamentary Confederation of the Americas (COPA), the Inter-Parliamentary Union, the Women in Parliaments Global Forum, and other major partners, identify demands, tools, and joint actions and strategies to boost the capacity of parliamentary gender commissions and caucuses to influence the policy agenda and legislative processes from a women's right and gender equality perspective, as well as the fulfillment of their role in overseeing the budget and public policies for gender equality (regular funds);
 2. Strengthen the capacity of legislative bodies to harmonize domestic laws with binding international conventions and the commitments taken on by States with respect to women's human rights (specific funds);
 3. Strengthen the capacity of judicial institutions to incorporate the provisions of binding international conventions (CEDAW, Belém do Pará, and so on) and other commitments undertaken by States with respect to women's rights and non-discrimination into justice administration processes, taking intercultural aspects into account (specific funds);
 4. Promote the reforms of political-electoral laws and affirmative action measures needed to foster equal treatment of women and men in political representation positions, and advocate for laws and specific measures to ensure the removal of the obstacles that women face in political life, with special emphasis on the eradication of political violence against women, political parties, electoral campaigns, and access to public financing (specific funds);
 5. Based on existing experience in the region with the introduction of parity, identify best practices and draft legal and political Guidelines for promoting parity between men and women at all levels of the State (national, provincial, municipal), as well as in all democratic institutions (political parties, electoral organs, and so on), in collaboration with UN Women and IDEA International (specific funds); and
 6. Based on experience already acquired in the region, place the issue of political violence squarely on the hemispheric agenda and draft a model law on political violence against women and Guidelines for its implementation.
- b. *Improve the understanding among electoral bodies of women's political rights and of the problems implementing legislation currently in force regarding quotas and parity in a select number of countries and complying with the conventions of women's civil and political rights.*
1. Follow-up on the CIM's prior work to support implementation of quota and parity laws and other special measures in support of women's political rights and the achievement of parity and diversity in political representation, by strengthening the institutional capacities of electoral bodies in cooperation with IDEA International and with the OAS Department of Electoral Cooperation and Observation (specific funds); and
 2. Develop instruments to strengthen the ability of electoral bodies to respond to political violence against women in connection with their work with political parties (specific funds).

- c. *Strengthen the role of the CIM as a hemispheric forum for dialogue and for generating agendas on gender equality and women's rights in the forging of a democracy of citizenship in the region, as well as to forge bridges within the Hemisphere that create synergies and boost actions for change in the political sphere:*
 - 1. Prepare a project proposal to be presented to potential donors for financing the CIM's hemispheric forum on women, power, and politics (regular funds);
 - 2. Plan the third hemispheric forum in cooperation with UN Women, Idea International and other relevant partners on power and women's substantive political citizenship (specific funds);
 - 3. Organize meetings (round tables, seminars, etc.) on specific matters relating to the participation, representation, leadership, and impact of women in democratic institutions and processes (specific funds).

- d. *Institutionalize a rights-based and gender-equality approach in the most strategically important areas of the OAS Secretariat for Political Affairs:*
 - 1. Technical advice for the OAS Department of Electoral Cooperation and Observation (DECO) on implementing the gender methodology for EOMs and analysis of the outcomes, in cooperation with the electoral bodies in the member states, and with a view to identifying and disseminating already existing best practices (regular and specific funds).

4.1.4. *Women's Economic Citizenship for Integral Development*

- a. *Carry out monitoring of the exercise of women's economic rights:*
 - 1. Using the matrix of indicators of women's economic rights of the Integrated System of Indicators of Women's Human Rights (SISDEHM), once it has been made known to the Member States, compile information on the state of exercise of these rights (regular and specific funds);
 - 2. Prepare a hemispheric report on the exercise of women's economic rights, including concrete policy and programming recommendations to fill the gaps identified (regular and specific funds).

- b. *Promote and strengthen labor and competitiveness policies with a gender and rights perspective in selected countries in the Americas and in the framework of the Inter-American Conference of Ministers of Labor (IACML):*
 - 1. Working together with the Department of Human Development, Education and Employment of the OAS and the International Labour Organization (ILO), and based on the findings of the "Advancement of Gender Equality in the Context of Decent Work" study, formulate a project for providing technical assistance to States that request it to strengthen mainstreaming of the gender perspective in ministry of labor policies (regular funds);
 - 2. Establish a community of practice and apprenticeship on policies and strategies that make it possible to expedite the reduction of gender inequalities and to generate new decent work opportunities for women (specific funds);

- c. *Provide tools to States to foster co-responsibility between women, men, the State and the private sector for social reproduction, including care:*

1. Within the framework of the Declaration of San José, adopted by the XXXVI Assembly of Delegates of the CIM (October 29 and 30, 2012), and based on the findings of existing research, convene a political forum on integrated care-giving systems, their profitability as an investment, and ongoing gaps in terms of public policies on co-responsibility and the reconciliation of working and family lives (specific funds);
 2. Identify, systematize and disseminate good practices on public and private policies and programs to strengthen the care infrastructure and support work/life balance for men and women (specific funds);
 3. Promote the adoption and monitoring of policies and measures by the Member States to highlight unremunerated domestic work (specific funds).
- d. *Promote policies in selected countries in the Americas to provide comprehensive support and social protection from a gender and rights perspective to women engaged in economic activities in the informal sector:*
1. Review the literature on access by women engaged in productive activities in the informal sector to social protection services and provide a map of the social protection policies and services currently available in selected countries in the Americas, with a view to defining policies that ensure access or create such services where they do not already exist (specific funds);
 2. Consult with experts on social protection policies with a gender and rights perspective for women engaged in economic activities in the informal sector (specific funds);
 3. Provide technical assistance to selected countries in the region with a view to their adopting measures and pursuing strategies proposed by the group of experts and by subregional conferences (specific funds).
 4. Promote ratification of ILO Convention 189 concerning decent work for domestic workers by the member states that have not already ratified it, through actions undertaken with Gender Equality Committees in legislative bodies and with Ministries of Labor, and the broadening of their labor rights under domestic law, based on that Convention (specific funds).

4.1.5. A gendered approach to citizen security

- a. *Formulate an agenda on citizen security with a rights-based and gender-equality approach that takes into account the perspectives and experience of women:*
1. Draft an analytical document on citizen security from a rights and gender equality perspective that can help guide public policy debate on this subject and that reflects progress made in the framework of the Mechanism to Follow Up on Implementation of the Convention of Belém do Pará (MESECVI) (specific funds);
 2. Establish a high-level hemispheric political forum on citizen security from a rights and gender equality perspective, with the participation of national machineries for the advancement of women, the Mechanism to Follow Up on Implementation of the Convention of Belém do Pará (MESECVI), and representatives of the ministries responsible for public security, in order to foster discussion, the sharing of experiences, and public policy formulation in the Member States (specific funds);
- b. *Promote awareness of the need for public policy reform on women, drugs and incarceration, from a perspective of human rights:*

1. Follow up on the study entitled "Women and Drugs in the Americas: A policy working paper and on the project entitled "Women, drug policy, and incarceration: Promoting humane and effective policies and practices" in the states that request it, by promoting the gathering of data and information and the reform of laws and public policies based on existing best practices in the region (specific funds);
 2. Develop a study on women, human rights and incarceration to provide information and recommendations to protect and promote the human rights of women living through or affected by incarceration (regular and specific funds).
- c. Support women's participation at all levels of the security sector, especially in policy formulation and decision-making processes with respect to security:*
1. Convene a meeting of (national and local) women leaders from the security sector in the Americas on citizen security from a rights and gender equality perspective (specific funds);
 2. Prepare briefing, sensitization, and/or training materials to reinforce the impact of women leaders in security matters (negotiation, communication, relations with the media, political dialogue, etc.) (specific funds).

4.2. Preventing and punishing gender-based violence

- a. Support the full implementation of the Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women (Convention of Belém do Pará)"*
1. Carry out the function of the Technical Secretariat of the Follow-up Mechanism to the Belém do Pará Convention (MESECVI) in support of the implementation of its Strategic Plan 2014-2017 (regular and specific funds);
 2. Foster the support of the Member States, Observers and other possible contributors to strengthening the MESECVI Solidarity Fund, as well as fostering the support of the OAS General Secretariat for obtaining qualified human resources for the Technical Secretariat of the Mechanism (regular funds);
 3. Permanently update the MESECVI Website (<http://www.oas.org/en/mesecvi>) (regular funds);
 4. Carry out activities and initiatives to ensure the visibility and positioning of the work of the MESECVI, as well as the continuous dissemination of information and promotion of its activities (regular and specific funds);
 5. Administer regular and specific funds of the MESECVI and prepare narrative and financial reports in accordance with requests from the General Assembly and specific donors (regular funds);
 6. Organize hemispheric, regional, and national forums to debate, evaluate, and line up strategies for combating violence against women and ensuring their access to justice in the region, with a view to strengthening assessment of the impact of existing initiatives and identifying and disseminating best practices and lessons learned (specific funds);
 7. Post on the www.belemdopara.org platform: i) the findings of the Third Multilateral Evaluation Round; ii) best practices in implementing the Belem do Para Convention; and iii) virtual seminars/Webinars on key issues (progress and challenges with implementing the Convention (regular and specific funds).

4.3. Operational continuity and strengthening of the Inter-American Commission of Women

- a. *Ensure the operational continuity of the CIM through its Executive Secretariat:*
1. Provide technical, logistical, and administrative support for the work of the President of the CIM in the performance of her functions (regular funds);
 2. Prepare the preliminary draft work program of the CIM (regular funds);
 3. Permanently provide assistance, information, and responses to the various interlocutors and bodies involved (Principal Delegates of the CIM, Permanent Missions to the OAS (of member and observer countries), OAS General Assembly, Summit Implementation Review Group, etc.) (regular funds).
 4. Organize the 38th Assembly of Delegates (2019) and the meetings of the Executive Committee of the CIM for 2016-2019 (preparation and distribution of notices, reports, minutes, documents, and translations, etc.) (regular funds).
 5. Represent the CIM and the OAS whenever needed or as requested by the President and prepare the respective presentations or documents (regular funds);
 6. Update the CIM's website (<http://www.oas.org/en/cim/default.asp>) on an ongoing basis
 7. Pursue activities and initiatives to ensure that the work of the CIM is well known and well positioned and that there is continuous dissemination of information and promotion of its activities (regular and specific funds);
 8. Administer the regular and specific funds of the CIM, and prepare financial reports as requested by the General Assembly and specific donors (regular funds).
- b. *Prepare project/program proposals for securing specific funds:*
1. In each thematic area, prepare program and project proposals for distribution to the Executive Committee and, subsequently, to specific donors, in collaboration with the relevant OAS Secretariat and other international, governmental, and civil society partners (regular funds);
 2. With the support of OAS member states and in collaboration with members of the Executive Committee of the CIM 2016-2018, organize a meeting of CIM donors with a view to raising the funds needed to implement the aforementioned programs (specific funds).
- c. *Strengthen coordination between the CIM and stakeholders in member states, civil society, the academic sector, the international community, and the private sector through cooperation agreements:*
1. Activate the "Strategy to Strengthen Coordination between the CIM and Civil Society" CIM/CD/doc.6/13 rev.3) in forums and meetings regarded as priorities for the CIM through specific cooperation agreements and joint actions (regular funds);
 2. Encourage civil society organizations to register with the OAS in order to be able to participate in forums coordinated by the Organization and in CIM priority meetings (regular and specific funds).

5. Implementation strategy

Both conceptually and methodologically, the focus of this Triennial Work Program is full exercise of human rights, the promotion of gender equality, and the eradication of discrimination and violence.

This approach will also take into account the interrelationships between gender and social class, ethnicity, age, geographical location, sexual identity, physical capacity, and numerous other factors that affect women's ability to exercise their rights and their vulnerability to threats such as those posed by lack of security and by violence.

The Program will accord priority to four different but inter-related strategies:

- i) **Research and the participatory management of knowledge** - the gathering and/or systematization of the information needed to guide political dialogue and build capacity is an essential first step to ensure that the CIM's work is rooted in evidence, best practices, and lessons learned throughout the region. This strategy will include diagnostic studies, situational analyses, consultations, and the establishment of strategic partnerships within and beyond the OAS with a view to maximizing the impact of the CIM's work.
- ii) **Political dialogue and advocacy** - the purpose of this strategy is to validate the information gathered with a broad and diverse group of stakeholders and to identify concrete public policy measures that will help close the gap between commitments undertaken and the OAS member states and the full exercise of women's rights in those states. Face-to-face political dialogues will be conducted in the form of conferences, seminars and other meetings, as well as on-line dialogues in forums and stakeholder communities.
- iii) **Capacity-building** - based on the findings of research and the outcomes of the political dialogues, capacity-building activities will be carried out with specific stakeholders to ensure that the necessary and sufficient training is provided for those responsible for formulating and implementing public policy on women's rights and gender equality. Within that group, priority will be given to the national machineries for the advancement of women in the countries of the region.
- iv) **Networking and the dissemination of information/communication** with a view to raising the profile and importance of the CIM as the principal hemispheric forum for the advancement of women's rights and gender equality, as well as generating strategic partnerships that can maximize the impact of the CIM's work and that of civil society organizations on behalf of women's rights and gender equality.

6. Partners

The CIM works in constant cooperation and coordination with a series of institutional, international, governmental, and civil society partners. In particular, through this Triennial Work Program, the CIM will seek to strengthen its partnerships as appropriate, with: i) other OAS secretariats, departments, and autonomous and decentralized organs; ii) other international organizations active in the area of women's rights and gender equality; iii) relevant ministries or government offices in the OAS member states; iv) women's organizations and networks active in the region; v) academics and think-tanks; and vi) foundations.

7. Budgetary and human resources situation of the Executive Secretariat of the CIM.

Table 1

Evolution of the human and financial resources situation of the Executive Secretariat of the CIM

	2012	2013	2014	2015	2016
OAS Regular Budget	\$85,350,800	\$83,870,500	\$82,978,100	\$84,324,100	\$84,300,000
CIM Regular Budget	\$1,254,000 (1.5%)	\$1,295,100 (1.5%)	\$1,355,400 (1.6%)	\$1,353,600 (1.6%)	\$1,413,600 (1.7%)
	\$237,000 (Non-personnel)	\$237,000 (Non-personnel)	\$223,500 (Non-personnel)	\$223,500 (Non-personnel)	\$285,500 (Non-personnel)
OAS Staff (regular budget)	464	431	435	405	389
CIM Staff (regular budget)	6 (1.3%)	8 (1.9%)	8 (1.8%)	8 (2.0%)	8 (2.0%)

Table 2

Evolution of the specific funds of the Executive Secretariat of the CIM

	2012	2013	2014	2015	2016
OAS Specific funds	\$77,815,621	\$79,338,917	\$84,454,396	\$82,930,757	\$78,374,693
CIM Specific funds	\$746,203 (0.96%)	\$433,427 (0.55%)	\$558,119 (0.66%)	\$638,505 (0.77%)	\$225,937 (%0.28)

For 2016-2019, the CIM Secretariat's estimated budget is US\$1,134,0000 (or US\$283,500/year), which has to cover the following:

Activity	Unit cost	Total
Mandatory institutional meetings in accordance with the CIM Statute:		
• Regular sessions of the CIM Executive Committee 2016-2016 (two per year)	\$30,000	\$210,000
• Preparatory meetings of the 38 th Assembly of Delegates of the CIM (average of 5)	\$1,500	\$7,500
• 38 th Assembly of Delegates of the CIM (2019) (independently of the contribution from the host country)	\$30,000	\$30,000
• Other meetings to be determined ¹⁶	\$6,500	\$52,000
Travel by the President and CIM staff to official meetings	\$25,000/yr	\$100,000

16. The organization of meetings involves the following expenses: the preparation, translation, and printing of documents in four languages; simultaneous interpretation in four languages; conference services (room attendants, electronic equipment, videoconferencing services, webcasting, video and audio recording, accommodation) and other specific expenses (preparation of reports, presentations by experts, etc.)

Consultant/provider contracts for the performance of specific functions (logistical support, information gathering, document preparation, etc.)	\$57,570	\$230,280
Preparation and dissemination of information (design and printing of documents)	\$33,200	\$132,800
Administrative costs (telephone, photocopies, disposable materials, equipment, etc.)	\$26,400	\$105,600
TOTAL:	\$180,170	\$750,680

The CIM Secretariat currently comprises: an Executive Secretary, five professional staff and two administrative staff. In addition, the Secretariat employs a variable number of consultants, depending on the specific funds available for project implementation, as well as interns provided under the OAS Internship Program.

