

## CHAPTER VI INSTITUTIONAL DEVELOPMENT

### A. Structure and staff of the IACHR

1. On July 26, 2017, the Secretary General of the OAS adopted a new organizational structure for the Inter-American Commission on Human Rights (IACHR) on the basis of Executive Order 17-06, which expands the administrative structure of the IACHR's Executive Secretariat and secures new posts for it to continue fulfilling the duties and goals of the IACHR Strategic Plan for 2017-2021.

2. The new organizational structure of the IACHR's Executive Secretariat responds to the Strategic Plan that established, in its Program 17, a "review of the administrative structure that reflects a more comprehensive and horizontal design." The new structure of the IACHR stipulates that the Executive Secretariat shall be supported by two specific Assistant Executive Secretariats to fulfill the essential duties of human rights protection, monitoring, and technical cooperation in the Americas. In Chapter I.B of the present report, the new structure was presented.

3. The Executive Secretariat has worked continuously to align its staff and resources with the reality emerging from the mandates given to the IACHR. In that respect, at December 31, the IACHR's Executive Secretariat is comprised of 113 staff (49 staff members, 60 consultants, and 4 associate professionals). In addition, the IACHR has 10 fellowship holders. Although, at the cutoff date of the present report, the internship period had concluded, throughout the year the IACHR had the great opportunity of benefiting from an average of 34 interns for each one of its three periods of the year (winter-spring, summer, and fall).

4. The following table highlights the distribution of the staff by funding source at December 31, 2018.

| Source of funding by group    |              |                |                         |            |
|-------------------------------|--------------|----------------|-------------------------|------------|
| Category                      | Regular Fund | Specific Funds | At no cost to the IACHR | Total      |
| Executive Secretary           | 1            | 0              | 0                       | 1          |
| Executive Secretariats        | 1            | 0              | 0                       | 1          |
| Special Rapporteurs           | 0            | 2              | 0                       | 2          |
| Professionals                 | 23           | 8              | 0                       | 31         |
| Administrative Staff          | 13           | 1              | 0                       | 14         |
| <b>Subtotal for Staff</b>     | <b>38</b>    | <b>11</b>      | <b>0</b>                | <b>49</b>  |
| Results-Based Contracts (RBC) | 12           | 48             | 0                       | 60         |
| Associate Staff               | 0            | 2              | 2                       | 4          |
| Fellowship Holders            | 0            | 4              | 6                       | 10         |
| <b>Total</b>                  | <b>50</b>    | <b>65</b>      | <b>41</b>               | <b>123</b> |

5. In addition to the staff mentioned in the table above, the IACHR also benefits from the following personnel to examine the human rights situation in Nicaragua on the basis of an Interdisciplinary Group of Independent Experts (Grupo Interdisciplinario de Expertos Independientes—GIEI) and the Special

Monitoring Mechanism for Nicaragua (Mecanismo Especial de Seguimiento para Nicaragua—MESENI). The following table shows the composition of this special group.

| Category                 | Regular Fund | Specific Funds | At no cost to the IACHR | Total     |
|--------------------------|--------------|----------------|-------------------------|-----------|
| GIEI Experts             | 0            | 4              | 0                       | 4         |
| GIEI Other Results-Based | 2            | 9              | 0                       | 11        |
| MESENI RBC outside       | 0            | 5              | 0                       | 5         |
| <b>Total</b>             | <b>2</b>     | <b>18</b>      | <b>0</b>                | <b>20</b> |

6. In terms of geographical representation and diversity, the 113 staff mentioned in paragraph 3 (staff members, consultants, and associate professionals) come from 22 different states, and 69% of the staff are women and 31% are men. The following table shows the distribution of staff by nationality type of contract.

| Type of contract   | Nationality when entering the GS/OAS | Current nationality |
|--------------------|--------------------------------------|---------------------|
| <b>Staff</b>       | Argentina                            | 5                   |
|                    | Barbados                             | 1                   |
|                    | Bolivia                              | 1                   |
|                    | Brazil                               | 4                   |
|                    | Chile                                | 1                   |
|                    | Colombia                             | 8                   |
|                    | Costa Rica                           | 1                   |
|                    | Guatemala                            | 2                   |
|                    | Mexico                               | 3                   |
|                    | Panama                               | 1                   |
|                    | Paraguay                             | 1                   |
|                    | Peru                                 | 7                   |
|                    | Uruguay                              | 3                   |
|                    | USA                                  | 9                   |
| Venezuela          | 2                                    |                     |
| <b>Staff Total</b> | <b>49</b>                            | <b>49</b>           |
| <b>CPR</b>         | Argentina                            | 6                   |
|                    | Bolivia                              | 3                   |
|                    | Brazil                               | 10                  |
|                    | Canada                               | 1                   |
|                    | Chile                                | 4                   |
|                    | Colombia                             | 6                   |
|                    | Costa Rica                           | 1                   |
|                    | Ecuador                              | 1                   |
|                    | El Salvador                          | 1                   |
|                    | Italia                               | 1                   |
|                    | Mexico                               | 9                   |
|                    | Panama                               | 1                   |
|                    | Peru                                 | 6                   |
|                    | Saint Lucia                          | 1                   |
|                    | Spain                                | 1                   |
|                    | Trinidad and Tobago                  | 1                   |
|                    | Uruguay                              | 1                   |
| USA                | 3                                    |                     |

|                              |           |            |            |
|------------------------------|-----------|------------|------------|
|                              | Venezuela | 3          | 3          |
| <b>CPR Total</b>             |           | <b>60</b>  | <b>60</b>  |
| <b>Associate Staff</b>       | Argentina | 1          | 1          |
|                              | Brazil    | 3          | 3          |
| <b>Associate Staff Total</b> |           | <b>4</b>   | <b>4</b>   |
| <b>Grand Total</b>           |           | <b>113</b> | <b>113</b> |

7. In 2018, merit-based recruitment was conducted to fill 11 new vacancies approved in the 2018 Program-Budget and incorporated into the Executive Secretariat's structure:

Merit-based recruitment finalized and staff appointments made:

- 1 Human Rights Specialist, grade P02, for the User Service Unit
- 1 Administrative Technician, grade G06, for the User Service Unit

Merit-based recruitment in final stage of securing authorization from the GS/OAS:

- 1 Project Officer, grade P03, for Coordination of the Planning and Projects Section
- 2 Human Rights Specialists, grade P02, for Executive Secretary Office and Processing Unit
- 1 Human Rights Specialist, grade P03, for Monitoring Section III
- 1 Human Rights Specialist, grade P03, for the Promotion and Training Section

Merit-based recruitment in the review stage by Selection Committees:

- 1 Human Rights Specialist, grade P01
- 1 Press and Communications Officer, grade P02
- 1 Human Rights Specialist, grade P03

At present, interviews are being conducted for the following recruitment:

- 1 Human Rights Specialist, grade P02, for the Office of the Executive Secretary

8. On the basis of these last interviews, all 11 vacancies created in 2018 will be filled.

9. In addition, in 2018, two vacancies that were previously held in the ES/IACHR structure also appeared. These vacancies were published to conduct the relevant merit-based recruitment:

- Senior Human Rights Specialist, grade P05. This recruitment is in the stage of scheduling the last interview.
- Human Rights Specialist, grade P04. This recruitment is in the interview scheduling stage.

10. It is deemed that these vacancies can be filled over the next four to six months after completing the recruitment processes in accordance with GS/OAS regulations.

11. For personnel costs, in the 2019 IACHR Program-Budget, seven new posts were authorized: one post at grade P04 and six posts at grade P02. It is estimated that these recruitment announcements shall be published in February.

**Consultants, interns, fellows, and associate staff:**

12. In December, contracts were renewed for 31 consultants, and steps were taken to hire 6 new consultants who shall be incorporated into the staff the second week of January and the second week of February to strengthen the various areas of the ES/IACHR.

13. In 2018, on the basis of the three Internship Sessions that are coordinated in the Department of Human Resources of the GS/OAS, a total of 104 interns were incorporated into the Executive Secretariat of the IACHR.

| <b>2018 Session</b>  | <b>No. of Interns</b> | <b>Section</b>                                      |
|----------------------|-----------------------|---|
| <b>Winter/Spring</b> | 5                     | Registry  |
|                      | 7                     | Admissibility                                       |
|                      | 6                     | Cases   |
|                      | 4                     | Precautionary Measures                              |
|                      | 1                     | Friendly Settlements                                |
|                      | 1                     | Monitoring I  |
|                      | 1                     | Monitoring II                                       |
|                      | 1                     | Monitoring III                                      |
|                      | 1                     | Monitoring Recommendations                          |
|                      | 1                     | Technical Cooperation and Public Policies           |
|                      | 2                     | Press Office  |
|                      | 1                     | Office of the Executive Secretary                   |
|                      | 1                     | Planning and Projects                               |
|                      | 1                     | Technology  |
|                      | 1                     | Special Rapporteur for Freedom of Expression (RFOE) |
| <b>Total</b>         | <b>34</b>             |   |
| <b>Summer</b>        | 5                     | Registry  |
|                      | 7                     | Admissibility                                       |
|                      | 6                     | Cases   |
|                      | 4                     | Precautionary Measures                              |
|                      | 1                     | Friendly Settlements                                |
|                      | 1                     | Monitoring I  |
|                      | 1                     | Monitoring II                                       |
|                      | 1                     | Monitoring III                                      |
|                      | 1                     | Monitoring Recommendations                          |
|                      | 1                     | Technical Cooperation and Public Policies           |
|                      | 2                     | Press Office  |
|                      | 1                     | Office of the Executive Secretary                   |
|                      | 1                     | Planning and Projects                               |

|                   |  |  |
|-------------------|--|--|
|                   | 1  | Special Rapporteurship on economic, social, cultural, and environmental rights (ESCER) |
|                   | 1  | Special Rapporteur for Freedom of Expression (RFOE)                                    |
| <b>Total</b>      | <b>34</b>  |  |
| <b>Fall</b>       | 3  | Registry   |
|                   | 7  | Admissibility  |
|                   | 7  | Cases  |
|                   | 4  | Precautionary Measures   |
|                   | 2  | Friendly Settlements   |
|                   | 1  | Monitoring I   |
|                   | 1  | Monitoring III   |
|                   | 2  | Monitoring Recommendations   |
|                   | 2  | Technical Cooperation and Public Policies  |
|                   | 2  | Promotion and Training   |
|                   | 1  | Press Office   |
|                   | 1  | Planning and Projects  |
|                   | 1  | Technology   |
|                   | 1  | Special Rapporteur for Freedom of Expression (RFOE)                                    |
| 1                 | Special Rapporteurship on economic, social, cultural, and environmental rights (ESCER) |  |
| <b>Total</b>      | <b>36</b>  |  |
| <b>Total 2018</b> | <b>104</b>   |  |

14. On the basis of support from various institutions, the ES/IACHR also welcomed five fellowship beneficiaries during the year:

| No. | Nationality | FELLOWSHIP                   | Assignment  |
|-----|-------------|------------------------------|---|
| 1   | Guatemala   | IIRESODH                     | Initial study                                     |
| 2   | Colombia    | UCLA                         | Rapporteurship on Monitoring Afro-descendants III |
| 3   | El Salvador | LGBTI                        | LGBTI Monitoring II                               |
| 4   | USA         | Univ. Texas                  | Initial study                                     |
| 5   | Argentina   | Save the Children / REDLAMYC | Rapporteurship on Monitoring Children II          |

15. Furthermore, thanks to support from the following institutions, in 2018 the ES/IACHR welcomed seven of its staff as associate staff:

| No. | Institution   | Assignment   |
|-----|---|--|
| 1   | Public Defense Ministry of the Autonomous City of Buenos Aires                    | Monitoring I   |
| 2   | Office of the Public Human Rights Ombudsperson of União Recife/PE of Brazil (DPU) | Monitoring II  |
| 3   | Office of the Public Human Rights Ombudsperson of Oaxaca                          | Monitoring III   |
| 4   | Office of the Public Human Rights Ombudsperson of União Recife/PE of Brazil (DPU) | Special Rapporteurship on economic, social, cultural, and environmental rights (ESCER) |
| 5   | Public Ministry of Labor of Brazil  | Special Rapporteurship on economic, social, cultural, and environmental rights (ESCER) |
| 6   | Office of the Public Human Rights Ombudsperson of Oaxaca                          | Precautionary Measures   |
| 7   | Office of the Public Human Rights Ombudsperson of Oaxaca                          | Press  |

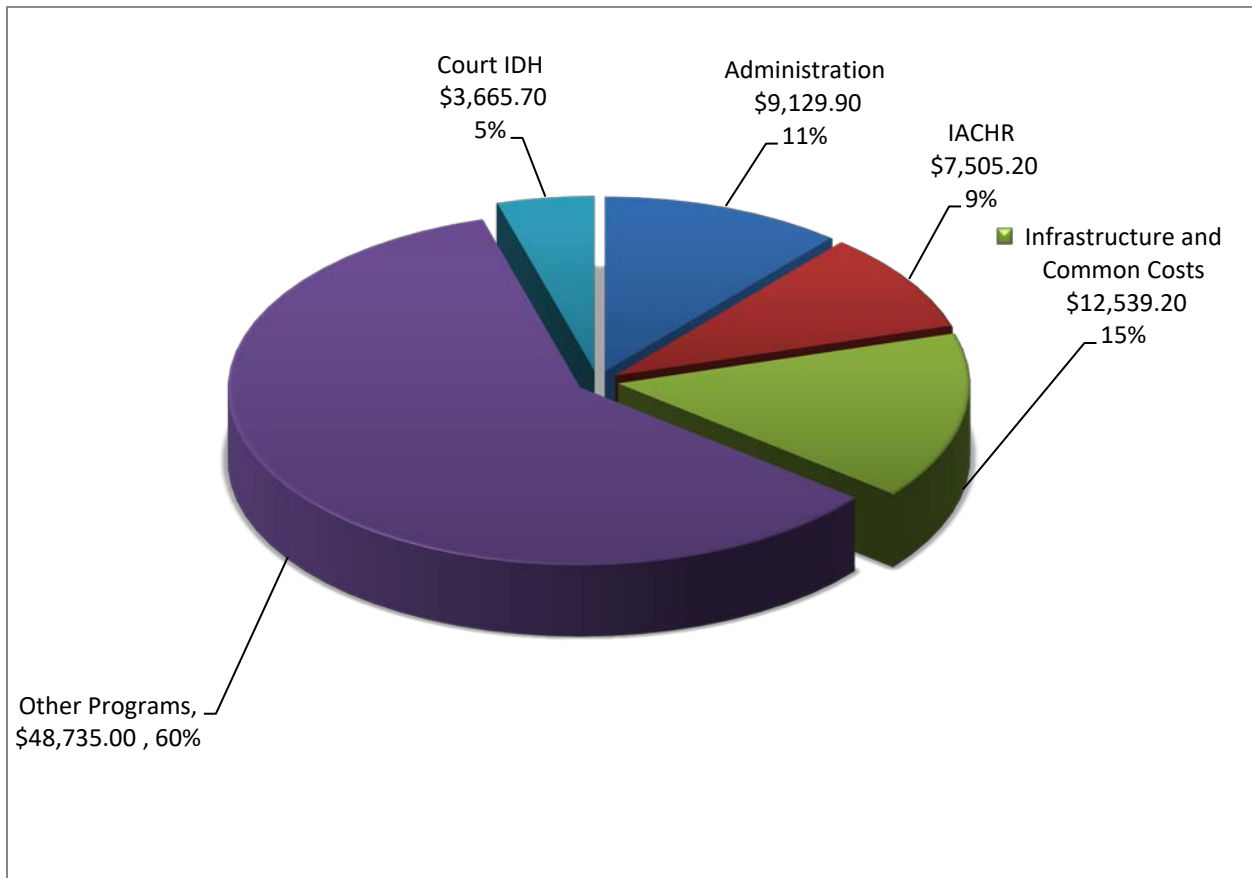
## B. Staff training

16. A specific course was developed to handle stress and trauma aimed at 32 members of the technical staff of the Executive Secretariat of the IACHR who were visiting Nicaragua, Brazil, and Honduras and taking testimony about serious incidents of violence and gross human rights violations. The course was conducted by specialists from George Washington University on December 14, 2018 at IACHR headquarters.

## C. Financial resources and budget implementation

17. For 2018, the General Assembly approved a budget for the IACHR in the amount of \$7,505,200, of which \$6,212,200 were for staff expenditures and \$1,293,000 for operating expenses. The budget adopted for 2018 showed a 33% rise compared to the preceding year, 2017. The year 2018 was the first year for duplicating the budget allocated to the IACHR, an increase that shall take place over a three-year period.

**Figure 1. Distribution of Approved Budget from the OAS Regular Fund in 2018  
(thousand U.S. dollars)**



**Total \$81,575.00**

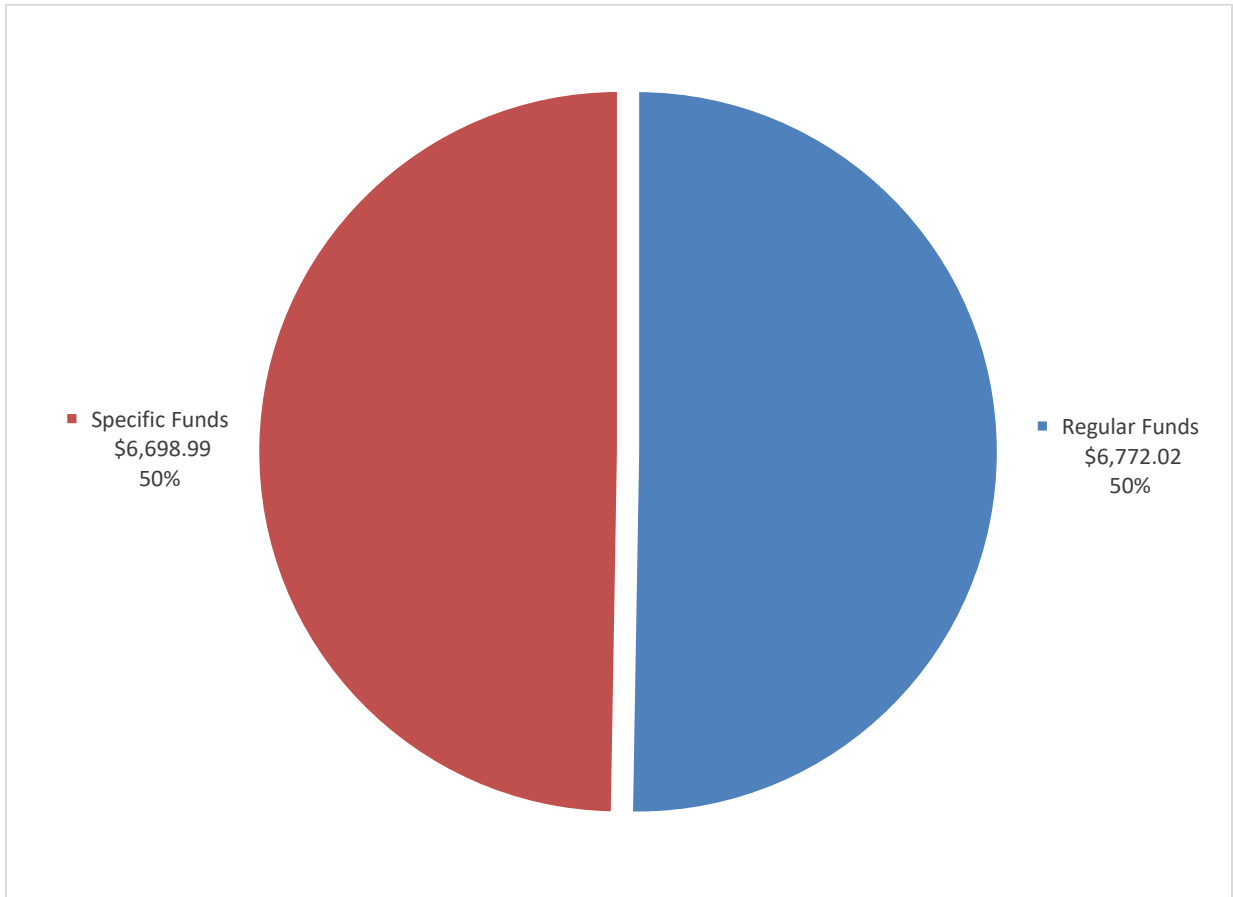
**Notes:**

- The figures show the distribution of the Program-Budget approved on November 10, 2017 by AG/RES. 1 (LII-E/17) rev. 1) for the period from January 1 to December 31, 2018

18. On December 31, 2018, the original Regular Fund budget was changed to a total of \$6,772,025, whose distribution is as follows: \$4,295,715 for staff expenses and \$2,476,310 for non-staff expenses. The part corresponding to staff expenses was under-implemented because, in 2018, several posts were still in process of being recruited and filled.

19. With respect to securing specific funds, as a result of its activities, the IACHR has managed, in 2018, to increase the amount of specific funds received, reaching the highest amount ever in its history, at US\$6,698,994. The following chart shows the distribution of funds received by the IACHR by source of funding.

**Figure 2. Funding received by the IACHR in 2018 by source of funding  
(Preliminary and unaudited. Figures in thousand US\$)**



**Total: \$13,471.02**

20. In 2018, the IACHR managed to diversify sources of specific funds and increased the number of donors to 28. Among these donors, the IACHR highlights the renewal of confidence from member states and observers, with the reinstatement of support after several years from member countries such as Ecuador and the Dominican Republic and observer states such as Germany, Italy, and Luxembourg.

21. IACHR highlights the financial contributions from Colombia (USD 338,867) and the Dominican Republic (USD 362,933) that made possible the celebration of the 167<sup>th</sup> and the 168<sup>th</sup> period of sessions. As well as the invitation and in kind contribution from the University of Colorado Boulder to host the 169<sup>th</sup> period of sessions.



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

**Table 1. Contributions of Funds Received by the IACHR in 2018  
(Preliminary and unaudited. Figures in US\$)**

| Source of Funding                             | ES/IACHR          | RELE           | REDESCA       | GIEI             | Total             | %              |
|---|-------------------|----------------|---------------|------------------|-------------------|----------------|
| <b>Regular Funds</b>                          | <b>6,572,025</b>  |                |               | <b>200,000</b>   | <b>6,772,025</b>  | <b>50.27%</b>  |
| <b>Specific Funds</b>                         |                   |                |               |                  |                   |                |
| <b>Member States</b>                          |                   |                |               |                  |                   |                |
| Argentina                                     | 33,750            |                |               | 3,750            | 37,500            | 0.28%          |
| Canada  | 632,275           |                |               |                  | 632,275           | 4.69%          |
| Chile   | 60,000            |                |               | 15,000           | 75,000            | 0.56%          |
| Colombia                                      | 338,867           |                |               |                  | 338,867           | 2.52%          |
| Costa Rica                                    | 10,265            | 3,068          |               |                  | 13,333            | 0.10%          |
| Dominican Republic                            | 362,933           |                |               |                  | 362,933           | 2.69%          |
| Ecuador                                       | 49,138            | 152,973        |               |                  | 202,111           | 1.50%          |
| Mexico  | 950,000           |                |               |                  | 950,000           | 7.05%          |
| Panama  | 49,985            |                |               |                  | 49,985            | 0.37%          |
| Peru  | 39,297            |                |               |                  | 39,297            | 0.29%          |
| Uruguay                                       |                   | 7,000          | 2,000         |                  | 9,000             | 0.07%          |
|   | <b>2,526,510</b>  | <b>163,041</b> | <b>2,000</b>  | <b>18,750</b>    | <b>2,710,301</b>  | <b>20.12%</b>  |
| <b>Permanent Observers</b>                    |                   |                |               |                  |                   |                |
| European Commission                           | 763,251           |                |               |                  | 763,251           | 5.67%          |
| France  | 31,008            | 10,174         | 7,752         |                  | 48,933            | 0.36%          |
| Germany                                       |                   |                |               | 232,214          | 232,214           | 1.72%          |
| Ireland                                       | 56,125            |                |               |                  | 56,125            | 0.42%          |
| Italy   |                   |                |               | 80,000           | 80,000            | 0.59%          |
| Luxemburg                                     | 113,930           |                |               |                  | 113,930           | 0.85%          |
| Netherlands                                   |                   |                |               | 56,798           | 56,798            | 0.42%          |
| Spain   | 278,972           |                | 84,402        | 81,312           | 444,686           | 3.30%          |
| Sweden  |                   | 308,863        |               |                  | 308,863           | 2.29%          |
| Switzerland                                   | 739,950           | 39,975         |               | 159,975          | 939,900           | 6.98%          |
|   | <b>1,983,236</b>  | <b>359,011</b> | <b>92,154</b> | <b>610,299</b>   | <b>3,044,701</b>  | <b>22.60%</b>  |
| <b>Institutions and Others</b>                |                   |                |               |                  |                   |                |
| ARCUS Foundation                              | 50,000            |                |               |                  | 50,000            | 0.37%          |
| Freedom House                                 |                   |                |               | 192,553          | 192,553           | 1.43%          |
| Google  |                   | 110,000        |               |                  | 110,000           | 0.82%          |
| Pan American Development Foundation           | 455,422           |                |               |                  | 455,422           | 3.38%          |
| SOS Children's Villages                       | 5,000             |                |               |                  | 5,000             | 0.04%          |
| The Ford Foundation                           |                   | 16,860         |               |                  | 16,860            | 0.13%          |
| United Nations High Commissioner for Refugees | 114,158           |                |               |                  | 114,158           | 0.85%          |
|   | <b>624,580</b>    | <b>126,860</b> | <b>-</b>      | <b>192,553</b>   | <b>943,993</b>    | <b>7.01%</b>   |
| <b>Total Specific Funds</b>                   | <b>5,134,326</b>  | <b>648,912</b> | <b>94,154</b> | <b>821,602</b>   | <b>6,698,995</b>  | <b>49.73%</b>  |
| <b>Gran Total</b>                             | <b>11,706,351</b> | <b>648,912</b> | <b>94,154</b> | <b>1,021,602</b> | <b>13,471,020</b> | <b>100.00%</b> |

23. The following table provides the report of variations in the balance of funding for projects paid from specific funds of the IACHR at December 31, 2018.

**Table 2. Report of Variations in the Balance of Funding for Projects Paid from Specific Funds of the IACHR Information at December 31, 2018<sup>1 2</sup> (Preliminary unaudited figures in US\$)**

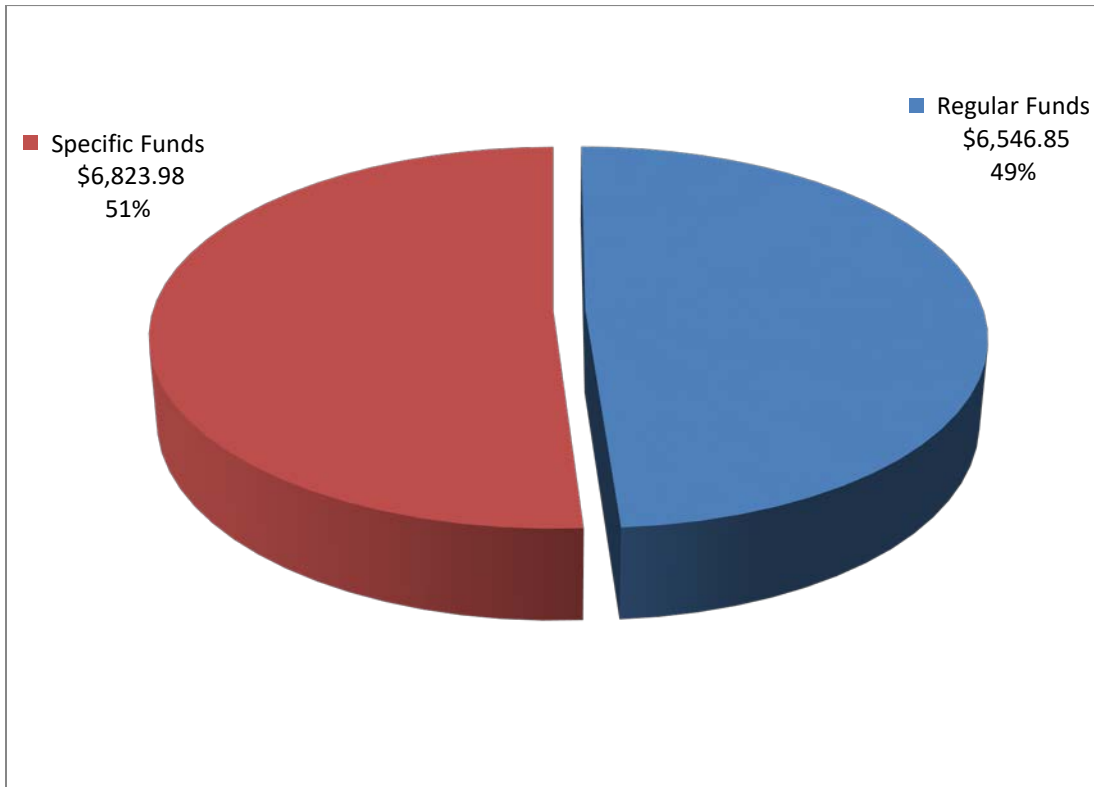
| Project Name/ Nombre de Proyecto                           | Beginning Balance Saldo Inicial | Contributions Contribuciones | Transfers Transferencias | Interests Intereses | Returns & Other Income Retornos y Devoluciones | Expenditures Gastos | Net Change Cambio Neto | Obligations Obligaciones | Fund Balance Saldo Final |
|--|---------------------------------|------------------------------|--------------------------|---------------------|--|---------------------|------------------------|--------------------------|--------------------------|
| Freedom of Expression 2015-17                              | 389,297                         | 57,752                       | (18,617)                 | -                   | (11,830)                                       | 395,160             | (367,855)              | 4,425                    | 17,017                   |
| Freedom of Expression 2018-2021                            | -                               | 591,161                      | 38,895                   | -                   | -  | 200,164             | 429,891                | 41,529                   | 388,363                  |
| Friendly Settlement II                                     | 12,107                          | -                            | (107)                    | -                   | -  | 12,000              | (12,107)               | -                        | -                        |
| GIEI Nicaragua   | -                               | 736,540                      | 33,449                   | -                   | -  | 620,849             | 149,140                | 74,711                   | 74,429                   |
| H.R. Protection and Promotion in Haiti (2008-09)           | 544                             | -                            | (544)                    | -                   | -  | -                   | (544)                  | -                        | -                        |
| I-A Commission on Human Rights                             | -                               | -                            | 3,474                    | -                   | (3,474)  | -                   | -                      | -                        | -                        |
| Inc. Effic. IACHR 2018-2020 (2)                            | -                               | -                            | -                        | -                   | -  | 1,266,800           | (1,266,800)            | 880,615                  | (2,147,415)              |
| Legal Assistance Fund I-A Humam Rights System              | 5,917                           | -                            | -                        | -                   | -  | 5,782               | (5,782)                | -                        | 135                      |
| Stra. Plan 2017-2021-Obj 1. Promote justice                | -                               | 56,125                       | -                        | -                   | -  | -                   | 56,125                 | -                        | 56,125                   |
| Stra. Plan 2017-2021-Obj 2. Monitoring Capacity            | -                               | 288,006                      | 54,700                   | -                   | -  | 236,349             | 106,357                | 39,584                   | 66,773                   |
| Stra. Plan 2017-2021-Obj 3. Defense and Prot. Capab.       | -                               | 59,600                       | 29,725                   | -                   | -  | 50,789              | 38,536                 | 23,504                   | 15,032                   |
| Stra. Plan 2017-2021-Obj 4. Strenghten Coop. ISHR          | -                               | 125,509                      | -                        | -                   | -  | -                   | 125,509                | 85,250                   | 40,259                   |
| Stra. Plan 2017-2021-Obj 5. Inst. Mngt. IACHR              | -                               | 846,483                      | 192,640                  | -                   | (45,698)                                       | 804,326             | 189,099                | 125,722                  | 63,376                   |
| Stra. Plan 2017-2021-Obj 6 - Recommendations IACHR         | -                               | 1,006,627                    | 99,634                   | -                   | -  | 234,985             | 871,276                | 216,239                  | 655,037                  |
| Stra. Plan 2011-2015-Program 1 - Direction in Law          | 122,389                         | -                            | 26,809                   | -                   | -  | 149,043             | (122,234)              | 145                      | 9                        |
| Stra. Plan 2011-2015-Program 2 - Individual Petition Syst. | 106,243                         | 100,018                      | 14,569                   | -                   | (855)  | 198,532             | (84,800)               | 9,600                    | 11,842                   |
| Stra. Plan 2011-2015-Program 3 - Monitoring Country        | 51,375                          | -                            | 29,113                   | -                   | (4,490)  | 74,839              | (50,216)               | -                        | 1,159                    |
| Stra. Plan 2011-2015-Program 4 - 4.2 Women                 | 8,093                           | -                            | 15,200                   | -                   | (1,293)  | 11,000              | 2,907                  | 5,500                    | 5,500                    |
| Stra. Plan 2011-2015-Program 4 - 4.3 Afro-Descendents      | 19,319                          | -                            | -                        | -                   | -  | 13,973              | (13,973)               | 5,347                    | -                        |
| Stra. Plan 2011-2015-Program 4 - 4.4 Indigenous            | 13,372                          | -                            | 17,600                   | -                   | -  | 30,972              | (13,372)               | -                        | -                        |
| Stra. Plan 2011-2015-Program 4 - 4.5 Migrants              | 41,985                          | 82,548                       | 23,659                   | -                   | 3,200  | 135,066             | (25,659)               | 4,250                    | 12,076                   |
| Stra. Plan 2011-2015-Program 4 - 4.6 Child                 | 10,207                          | -                            | 27,500                   | -                   | -  | 26,207              | 1,293                  | 11,500                   | -                        |
| Stra. Plan 2011-2015-Program 4 - 4.7 Deprived of Liberty   | 40,665                          | -                            | 18,100                   | -                   | -  | 56,927              | (38,827)               | -                        | 1,839                    |
| Stra. Plan 2011-2015-Program 4 - 4.8 LGTBI                 | 28,090                          | 50,000                       | 11,247                   | -                   | -  | 63,776              | (2,529)                | 4,586                    | 20,975                   |
| Stra. Plan 2011-2015-Program 4 - Thematic Areas            | 16,500                          | -                            | 22,000                   | -                   | -  | 38,500              | (16,500)               | -                        | -                        |
| Stra. Plan 2011-2015-Program 6 - Other Activities          | 43,889                          | -                            | (101)                    | -                   | -  | 43,788              | (43,889)               | -                        | 0                        |
| Prom. Protec DESC in IHRS - I                              | 273,583                         | -                            | 92,191                   | -                   | (7,808)  | 260,895             | (176,511)              | 44,420                   | 52,652                   |
| Promote & Protect Human Rights                             | 5                               | -                            | (5)                      | -                   | -  | -                   | (5)                    | -                        | -                        |
| Rapport Rights Indigenous People                           | 637                             | -                            | (637)                    | -                   | -  | -                   | (637)                  | -                        | -                        |
| Rapporteur on Freedom Expression                           | 482                             | -                            | (50)                     | -                   | -  | -                   | (50)                   | -                        | 432                      |
| Rights of women and girls (2)                              | (28,250)                        | 632,275                      | -                        | -                   | 3,121  | 592,709             | 42,687                 | 109,228                  | (94,791)                 |
| Special Mecanism MC-409-14                                 | 101,696                         | 550,000                      | -                        | -                   | -  | 520,108             | 29,892                 | 34,133                   | 97,455                   |
| Str. combat. racial discrim.                               | -                               | -                            | 197,660                  | -                   | -  | 129,238             | 68,422                 | 31,219                   | 37,203                   |
| Str. IAHR Triangle/Nicaragua                               | 32,290                          | 455,422                      | -                        | -                   | -  | 349,726             | 105,696                | 71,046                   | 66,940                   |
| Strategic Plan - General Funds                             | 352,185                         | 594,170                      | (516,112)                | -                   | -  | 160,972             | (82,914)               | -                        | 269,271                  |
| Supplement & Strengthen the Work of IHRS                   | 11,338                          | -                            | (10,935)                 | -                   | -  | -                   | (10,935)               | -                        | 403                      |
| Support IACHR capacity                                     | 139,014                         | -                            | -                        | -                   | 1,492  | 140,505             | (139,014)              | -                        | 0                        |
| <b>Grand Total</b>   | <b>1,792,971</b>                | <b>6,232,236</b>             | <b>401,058</b>           | <b>-</b>            | <b>(67,636)</b>                                | <b>6,823,980</b>    | <b>(258,322)</b>       | <b>1,822,552</b>         | <b>(287,903)</b>         |

<sup>1</sup> This table is a summary of the "Report of Funding Variations in the Balance of Specific Funds" published by the Department of Financial Services of the GS/OAS.

<sup>2</sup> This project line shows final negative balances because the disbursement modality of the donors is on the basis of implementation.

24. The following figure shows the distribution of IACHR spending by source of funding at December 31, 2018. Expenditures paid from specific funds account for 51% and from the Regular Fund, 49%.

**Figure 3. Distribution of IACHR Spending by Source of Funding in 2018  
(Preliminary unaudited figures in thousand US\$)**



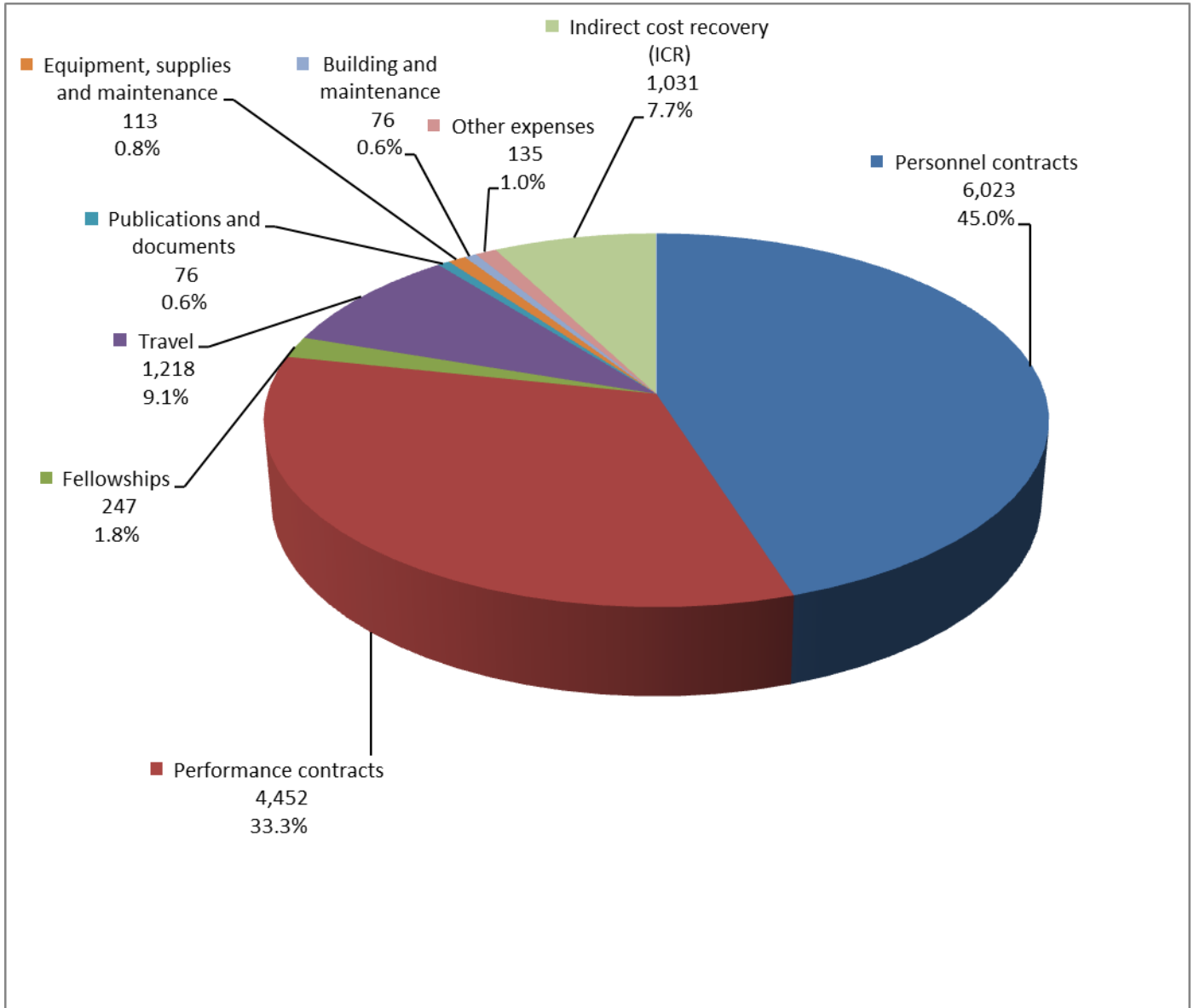
**Total: \$13,370.83**

25. The following table shows the distribution of IACHR spending by source of funding and expense item.

**Table 3. Distribution of IACHR Spending by Source of Funding in 2018 and Expense Item (Preliminary unaudited figures in US\$)**

| <b>Expense item</b>                   | <b>Regular Fund</b> | <b>Specific Funds</b> | <b>Total</b>      |
|---------------------------------------|---------------------|-----------------------|-------------------|
| <b>Salaries</b>                       | 4,281,737           | 1,741,394             | 6,023,131         |
| <b>Results-Based Contracts</b>        | 1,518,516           | 2,933,241             | 4,451,756         |
| <b>Fellowships</b>                    | 45,183              | 201,637               | 246,820           |
| <b>Travel</b>                         | 392,271             | 825,826               | 1,218,097         |
| <b>Documents</b>                      | 38,381              | 37,709                | 76,090            |
| <b>Equipment and Supplies</b>         | 90,666              | 22,725                | 113,392           |
| <b>Building Lease and Maintenance</b> | 65,818              | 9,989                 | 75,806            |
| <b>Other Costs</b>                    | 114,282             | 20,726                | 135,008           |
| <b>Indirect Cost Recovery (ICR)</b>   | -                   | 1,030,733             | 1,030,733         |
| <b>Total</b>                          | <b>6,546,853</b>    | <b>6,823,980</b>      | <b>13,370,833</b> |

**Figure 4. Distribution of IACHR Spending by Source of Funding in 2018 and Expense Item (Preliminary unaudited figures in US\$)**



**Notes:**

1. The distribution includes only spending for 2018 funded from contributions received in 2018 and previous years (in the case of specific funds).
2. Staff costs are included under salaries.
3. Under results-based contracts, the following are included: conference services, professional fees, special services of commissioners, interpreting, translation, administrative and professional support, and consultants.
4. Other costs include rental of offices and equipment, payment of courier services, other conference services, local area network (LAN), telephone, transportation, and office expenses.

## D. Planning, resource mobilization, and project administration

### 1. Financial planning of the IACHR

26. The Executive Secretariat moved forward with the annual financial planning for 2019 on the basis of sources from the Regular Fund (total \$9.3 million) and specific funds (estimated \$5.6 millions) for a total amount of \$14.9 million. To this end, the implementation status of current projects, the forecast for possible income on the basis of multi-year projects, and negotiations under way were revised. A negotiating strategy with the OAS was planned to use funds (boost from the Regular Fund) that would not be implemented for the amount of time required (at least six months) to conduct the merit-based recruitment to incorporate new staff into the regular permanent staff.

### 2. Strategic Plans of Action

27. The Executive Secretary completed the preparation of the Plans of Action relative to Strategic Objectives 1 and 2 of the Strategic Plan for 2017-2021. Thus, all documents relative to the Plans of Action of the five Strategic Objectives and the Special Program have been approved by the OAS Project Evaluation Committee (CEP).

28. The first partial report on implementation of the Strategic Plan was prepared and widely disseminated. This report was submitted to member countries and observer countries, as well as in the Permanent Council.

### 3. Projects implemented in 2018

29. In 2018, the Executive Secretariat of the IACHR drafted and submitted 25 mid-term or final narrative reports pertaining to 19 projects. A list of projects implemented and being implemented in 2018, along with their respective donors, is presented below:

|   | Project   | Donor                    | Reports submitted             |
|---|---|--------------------------|-------------------------------|
| 1 | "Fellowship on international protection and internal displacement and support for institutional capacity-building"  | UNHCR                    | Final report                  |
| 2 | "Implementation of the Interdisciplinary Group of Independent Experts in Nicaragua (GIEI)"  | Germany                  | Mid-term report               |
| 3 | "Promoting the rights of migrants and their families, especially access to justice for migrants"  | Avina/Camina             | Mid-term and final reports    |
| 4 | "Promoting compliance with recommendations and decisions on the rights of women and children issued by the IACHR in the member states of Latin America and the Caribbean" | Canada                   | Half-yearly and yearly report |
| 5 | "Supplementary contribution to the Inter-American Commission on Human Rights for its strategic planning" 2017   | United States of America | Final report                  |
| 6 | "Capacity building of the IACHR to promote and defend human rights in the Hemisphere" 2017  | United States of America | Final report                  |
| 7 | "Increasing the effectiveness of the IACHR's work in 2018-2020"   | United States of America | Quarterly report              |

|    |   |                 |                              |
|----|---|-----------------|------------------------------|
| 8  | “Promoting and protecting economic, social, and cultural rights in the inter-American human rights system - Phase I (emphasis on the issue of human rights and business)” | Spanish Fund    | Mid-term and final report    |
| 9  | “Promoting the use of the friendly settlements mechanism with the IACHR to protect human rights in the Americas –Phase II”  | Spanish Fund    | Final report                 |
| 10 | “Toward reducing racial discrimination in the police system of the Americas”  | France          | Final report                 |
| 11 | “Toward the gradual abolition of death penalty in the Americas”   | France          | Final report                 |
| 12 | “Supporting the IACHR in implementing its Strategic Plan for 2017-2020”   | The Netherlands | Annual report                |
| 13 | “Access to international justice by processing petitions submitted to the IACHR for persons discriminated against in the Hemisphere”                                      | Ireland         | Final report                 |
| 14 | “Implementing the Monitoring Mechanism for Ayotzinapa”  | Mexico          | Annual report                |
| 15 | “Promoting and protecting human rights in the Northern Triangle of Central America”   | PADF            | Quarterly and annual reports |
| 16 | “Workshop on national plans of action in business and human rights in the Americas”   | Switzerland     | Final report                 |
| 17 | “Strengthening governance and human rights in Central America”  | Switzerland     | Monthly report               |
| 18 | “Access to international justice for persons and groups living in situations of vulnerability in Mexico by processing petitions filed with the IACHR”                     | European Union  | Final report                 |
| 19 | “National human rights promotion and protection systems in the Americas with special emphasis on the local level”   | World Vision    | Final report                 |

#### 4. Proposed funding projects

30. In 2018, the Executive Secretariat of IACHR drafted 22 project funding concept notes and proposals for submittal to donors. Most proposals were approved.

- a. Drafting and submitting the technical proposal to Wellspring through the Trust for The Americas to support the Project to Support the IACHR Rapporteurship on the Rights of LGBTI Persons – Phase II in the amount of \$250,000. The proposal was approved and the project is being implemented.
- b. Preparing the proposal to support the LGBTI Rapporteurship to USAID through the PADF on local capacity building to monitor violence and promote the investigation of hate crimes against LGBTI persons.
- c. Preparing the proposal to support the LGBTI Rapporteurship with the OAS Secretariat on Access to Rights to promote social inclusion of LGBTI persons and non-discrimination.
- d. Preparing and submitting a concept note, in an open bidding process, to the United Kingdom to provide technical assistance, in the amount of \$170,000, to the Colombian government for the implementation of recommendations and decisions issued by the IACHR.

- e. Preparing and submitting a proposal to the U.S. State Department for the project “Boosting the effectiveness of IACHR’s work in 2018-2020.” The project was approved and its implementation started in July 2018.
- f. Drafting and submitting the concept note to the Swiss Government for the project “Onsite Visit to Honduras” in the amount of \$64,000. The project was approved and implemented in 2018.
- g. Drafting and submitting the proposal to the UNHCR for the project “Support for the Implementation of the Working Group on the Implementation of Human Rights Policies in the Dominican Republic” in the amount of \$31,600. The proposal was approved and the project was implemented in the second semester of 2018.
- h. Drafting and submitting the proposal to the Swiss Development Cooperation Agency in Central America (SDC) for the project to develop the “Regional Human Rights and Democracy Program in Central America” in the amount of \$1,207,500. The proposal was approved and the project started implementation in October 2018.
- i. Drafting of the concept note and project paper on the implementation of the Interdisciplinary Group of Independent Experts (GIEI) in Nicaragua, on the basis of which funding was sought, which led to an offer of contributions and projects in the amount of \$964,400 from various donors. With the project’s approval, wide-ranging proposals were drafted for Switzerland, Germany, Freedom House, and Spain aimed at developing specific components. Likewise, general contributions were made by Italy, Spain, and Argentina for the initiative’s development. The projects are being implemented since the second semester of 2018.
- j. Preparing the concept note with a proposal for the Implementation of the Monitoring Mechanism for the Visit to Nicaragua (MESENI), on the basis of which steps were taken to secure funding in the amount of \$1,406,699 from various donors. General contributions were announced and made by Luxembourg, Spain, Switzerland, and Argentina for the initiative’s development.
- k. On the basis of the concept note, the proposal was drafted for the development of the specific component of MESENI and submitted to the U.S. State Department in the amount of \$300,000. The project was approved and shall begin implementation in January 2019.
- l. Drafting and submitting the project document to the European Commission for the “Human rights protection and defense in Nicaragua,” which includes the components of the GIEI (\$300,000) and MESENI (\$565,000). The project was approved and started being implemented in November 2018. The GIEI component that was not implemented shall be rescheduled for monitoring of the GIEI Report by MESENI.
- m. Drafting and submitting the proposal to the Government of the Autonomous Community of the Balearic Islands on a project to strengthen the capacities of Human Rights Defenders in the Americas. The project was approved and shall begin implementation in February 2019.
- n. Drafting and submitting the proposal for the technical cooperation project with the Human Rights Ministry of Brazil in public policymaking for the promotion and protection and human rights defenders in Brazil.
- o. Drafting and submitting the proposal to the Spanish Fund for the project “Promoting and protecting economic, social, cultural, and environmental rights in the inter-American human rights system (Phase II).” The project was approved and started implementation in April 2019.



- p. Drafting and submitting the proposal to the Spanish Fund for the project “Strengthening promotion and protection actions for human rights operators and judicial operators in Latin America.” The project was approved and shall start implementation in April 2019.
- q. Drafting and submitting the proposal to the Government of Ireland for the project “Access to international justice by processing petitions filed with the IACHR whose admissibility review is pending” in the amount of 50,000 euros. The project was approved and shall start implementation in April 2019.
- r. Drafting the proposal for the project “Protecting the human rights of persons in a situation of human mobility” for UNHCR in the amount of \$100,000. The proposal shall be submitted to UNHCR in January 2019.
- s. Drafting the proposal for the project “Promoting the protection of the rights of older persons in the region.”
- t. Drafting a proposal for the project “Boosting the capacity of human rights defenders and organizations in Cuba to protect and defend human rights” for PADF in the amount of \$202,000.
- u. Drafting the component “Boosting human rights protection of Venezuelan persons who have been forced to migrate” for the project “Capacity building of the response of OAS member states to the humanitarian crisis in Venezuela and the needs of Venezuelan migrants and refugees” for the U.S. State Department in the amount of \$250,000.
- v. Drafting the concept note “Meetings to promote and disseminate the report on indigenous women (IACHR)” in the amount of \$12,000 (in kind).

## **E. Technological breakthroughs**

31. Technological breakthroughs are very important for the Commission in order to back up the work of the many users of the system of individual petitions and the access to information for both petitioners and states. With the strategic use of limited special funds and with the support of its Technology and Systems Section (STS), the Commission has been able to take major strides to ensure that the system of individual cases is more efficient and receptive for its users. This Section shall support the interests of the Executive Secretariat by recommending, drafting, enhancing, and implementing methods and procedures to comply with the instructions of the Commission, including the growing automation of IACHR’s current work processes with the application of technology-based solutions.

32. For the first time, an innovative period of sessions was conducted with digitized documents at the 167 period of sessions in order to improve the flow of electronic information for the Commission. The meetings benefited from the ease of having all the digital information concerning the hearings and sessions on portable devices, whereas in the past large amounts of paper and office supplies were required, and much time was spent in terms of the staff’s manual labor.

33. The following automated systems were uploaded online to collaborate with the digital gathering of information, free of charge and easy-to-access for users, thereby helping us to enhance the systematization of data and response times of the various areas of the Executive Secretariat of the IACHR:

- a. Requests for Hearing / Working Meeting – 167, 168, 169, 170, and 171 periods of sessions in the four official languages.
- b. Fellowship on the Rights of LGBTI Persons.
- c. Invitation to participate in the public consultation of the Unit on the Rights of Persons with Disabilities.

- d. Fellowship on International Protection and Internal Displacement 2018.
- e. Fellowship on Monitoring IACHR Recommendations for 2019.
- f. Regional Consultation about the fight against racism, racial discrimination, xenophobia and other related forms of intolerance in the Americas.

34. In order to ensure better use of information and communication technology solutions to boost productivity and reduce the costs of manual labor and staff time spent on manual labor, in addition to promoting sustainability and support for the subjects of the Commission, the Technology and Systems Section is working on examining the technical requirements and providing technological advisory services to study the prompt implementation of a Recommendation Monitoring System (SIMORE) in the IACHR. The above is aimed at achieving an integration of working processes at the strategic, tactical, and operation levels that would make it possible for people resorting to the IACHR to use this tool, which shall bring with it major advantages for monitoring the recommendations of the inter-American human rights system. In follow-up on the implementation of the Recommendations Monitoring System (SIMORE), work was conducted closely with the technical team of Paraguay, in order to ensure that this system meets the needs and requirements of the IACHR in terms of contents and processes of information about the monitoring of recommendations for our users of the inter-American human rights system. Work was also done with the Department of Information and Technology Services (DSIT) and the Press and Communications Department (DPC) of the OAS in order to ensure that this automated tool is certified by both departments for their future implementation and conformance with the Organization's guidelines. In short, work is being done so as to comply with the technical and data security structures regulating the governance of digital information inside the OAS, as well as the legal guidelines established by the IACHR to monitor the recommendations in the cases.

35. Work was done in information gathering, functional analyses, and designing an electronic voting system to make it easier for the Commission and the Executive Secretariat to optimize the activities of debating and taking decisions in the consultations made to the IACHR. Jointly with the DSIT, a prototype of the management information system was designed in order to highlight the system's potential advantages, scope, functionalities, and operational effectiveness. Observations from the Commission and the necessary resources are expected in order to begin the development and subsequent implementation of this tool, which shall facilitate debates and decision making for the staff of the IACHR.

36. The Comprehensive Digital Restructuring Plan was designed so that the spaces for electronic information storage and information systems could be updated and compatible with the IACHR's new organizational structure. The document management system (DMS), the petition and case management system (PCMS), the digital information storage systems (G drive, I drive, and Public Folder), and institutional email boxes for contact and exchange of information with IACHR users were updated. Work was done on digitally transferring the folders of cases in our systems into 35,756 transferred documents, so that our legal and administrative assistance staff can work in line with the implementation of the new institutional organizational structure.

37. Steps were taken to install the two additional tools for videoconferencing contact collaboration. On the basis of this type of technological platform, we can ensure a wider range of possibilities to hold virtual meetings between the various parts of the Executive Secretariat of the IACHR and with whomever it is necessary to establish contact in real time and remotely.

38. There were 342 model letters in our PCMS system that were updated, each with a new IACHR letterhead in line with the institutional image for the creation of model letters in the system.

39. Work is being done on implementing a new module in the portal of the Individual Petition System that is specific to requesting precautionary measures. We continue to make progress in development and evidence, and we expect to have it ready before the end of 2019.

40. Work has been done, on an ongoing basis, on supporting the DSIT in monitoring drawbacks in order to solve problems in our centralized systems and in terms of technology services, testing, and implementing new functionalities in our management systems and personalized reports.

41. A change in the principal viewing of pending cases in the DMS system was implemented in order to facilitate, for those using this system, better visualization of pending issues and their related documents in one single viewing, which helps speed up the process of reviewing correspondence and instructions in the system. Two new proceedings were created in the PCMS system so that, in the Portal, the letters of inadmissibility can be visible to the petitioners. Four other new proceedings were established in the PCMS for precautionary measures, offering the facility of applying Resolution 3/18 regarding the withdrawal of precautionary measures.

42. Regarding the feedback from users of the portal of the System of Individual Petitions, Member States, and Civil Society, functionalities have been implemented making it possible to see, in chronological order, the procedural status and proceedings of the cases. In addition, when a user enters the portal, the most recent proceeding shall be automatically displayed with letters related to the proceeding and the attachments which shall be displayed only for the most recent proceeding. Appearing alongside each letter there shall also be the identification of the person to whom the letter is addressed, whether to the petitioner or the state. Finally, the users shall be able to find a help message describing the changes in order to guide persons who enter the system with respect to the new functionalities described above.

43. Our systems crashed in October 2018, which prevented us from gaining access to the information and from doing our daily work on the petitions, cases, precautionary measures, provisional measures, and court cases for almost five days. We have been encountering the following performance problems with respect to our central systems, namely the Document Management System (DMS) and the Petition and Case Management System (PCMS), as reported by the OAS Department of Information and Technology Services (DSIT):

- a. Lags in scrolling down information referring to the documents of petitions and cases and precautionary measures.
- b. Lags in processing work flows of documents pending referring to the processing of outgoing and incoming correspondence.
- c. The DMS application server uses a data container version that no longer has any technical support from the company that implemented it, because it is an 11-year-old version.
- d. The new version's required updates have not been made because of the lack of budget resources, which are being requested by the IACHR since 2015 for this purpose.
- e. The DMS server is constantly having performance issues, stemming from the failure to provide a comprehensive redesign of the IACHR's core systems: PCMS and DMS, because the way the IACHR is working at present, as well as the new hierarchical structure with regard to the assignment of cases pending, is different from what it was when the DMS was implemented in May 2010.

44. Regarding the project of modernizing IACHR's technology equipment, in keeping with the OAS modernization plan, it was possible to move forward with updating and replacing all the obsolete computer equipment. New equipment grew by 56%. And 13 pieces of new computer equipment were purchased and installed for the new staff being mainstreamed into the work of the IACHR's Executive Secretary, thus amounting to a total of 165 computers in IACHR's Executive Secretariat for use by staff in their daily activities.

45. The Technology and Systems Section (STS) also coordinated and implemented 16 training sessions on the various systems of the IACHR and technological resources that are installed in the organization for 139 users, including permanent staff, consultants, fellowship beneficiaries, and interns. In these training course, in addition to training and presentation materials, the trainees were provided with additional documentation on protocols and handbooks for using the systems.