INTER-AMERICAN COMMISSION OF WOMEN

IAP +20

Evaluation and Implementation of the Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality

Contents

Prologue

Twenty years ago, one program marked the vision of the OAS; in 2000, the Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality (IAP) was launched, which to this day seeks systematically to integrate a gender perspective in all the organs, agencies, and entities of the inter-American system and to encourage every area of the Organization and member states to design public policies, strategies, and proposals aimed at promoting women's human rights and gender equality in all spheres of public and private life.

The IAP laid the groundwork for a sustained, constant, strategic Organization-wide effort, led politically by the OAS General Secretariat and technically and strategically by the Inter-American Commission of Women (CIM). The IAP has succeeded in mobilizing international cooperation and horizontal collaboration among member states and among the different areas of the OAS, as well as in strengthening partnerships with other regional and international bodies and with civil society organizations. This whole collective effort that I recognize today has borne fruit in terms of promoting the full and equal participation of women in all aspects of economic, social, political, and cultural development in a cross-cutting manner spanning each pillar of the OAS.

A long time has passed since then, and today, 20 years after its inception, we can say that as an Organization we have made significant and substantive strides in achieving those objectives. Gender equality has come, not only to be installed in the daily work of the OAS, but also to reinforce, sustain, and promote the pillars of the Organization and the sustainable development agenda. Undoubtedly, since the implementation of the IAP, institutional actions have had a more holistic and just vision, which aims at recognizing the specificities and differentiated impacts between men and women.

The IAP is a roadmap that encompasses every aspect of institutional life: the General Secretariat (GS), the Permanent Council, the General Assembly, and all areas of the OAS at the internal level. And at the external level, the CIM involves National Mechanisms for advancing women's rights and the highest national gender authorities in each country. In all these areas, the CIM has made efforts to generate knowledge, strengthen capacities, and create synergies to advance the commitment of the OAS to propel the women's agenda.

As OAS Secretary General, I reaffirm my commitment to gender equality, to strengthening the IAP, and to strengthening the CIM as the strategic entity behind this project. Let us see the IAP as a core instrument and a light for equality that illuminates from the new projects and normative instruments of the Organization, especially at a time when COVID-19 poses fresh challenges for the advancement of women's rights. We cannot afford any retreat from the spaces and leadership conquered by women, much less the achievements made in the implementation of the IAP.

Luis Almagro
Secretary General
Organization of American States (OAS)

1. Introduction

The gender perspective enables us to recognize the differentiated needs of men and women. To look through the gender lens is to adopt an analytical approach, invariably transforming and often mold-breaking. It is a tool that underpins the basic agreements on women's rights reached more than 25 years ago, which include the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979), the Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women (Convention of Belem do Pará, 1994), and the Declaration and Platform for Action of the Fourth World Conference on Women (1995).

As the first political forum for the recognition of women's rights in the Americas, in the course of its history the Inter-American Commission of Women (CIM) has helped to strengthen the legal framework for human rights, gender equality, and non-discrimination with a series of legal agreements and political commitments. In particular, 20 years ago it promoted the adoption of the Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality (IAP).

The IAP is committed to the gender perspective as a cross-cutting tool for addressing the identities of men and women and power relations and asymmetries found in that context, and which adversely impact access for women and girl to opportunities and rights.

The mandates for the OAS General Secretariat (GS/OAS) include the adoption, in coordination with the CIM, of "...measures necessary to integrate the gender perspective into the implementation of programs and activities by all organs, agencies, and entities of the OAS, and to promote mainstreaming of this perspective into the work of the agencies of the inter-American system."

Since the adoption of the IAP, the CIM has promoted multiple initiatives to institutionalize a gender, diversity and women's human rights perspective in the daily work of the OAS, including strengthening political commitments, transforming them into effective policies and practices at the institutional level, and building staff capacity.

At the thirty-eighth Assembly of Delegates of the CIM, held in May 2019, the member states asked the Executive Secretariat of the CIM for an evaluation document on the implementation of the IAP that would highlight milestones and challenges in the exercise of women's rights and the commitment of the OAS in time for the General Assembly in 2020 and the twentieth anniversary of the IAP. In keeping with that mandate, this document, in addition to presenting progress and challenges, comes in the context of the unprecedented global crisis wreaked by COVID-19.

As we have pointed out in the various documents produced by the CIM, COVID-19 has had a disproportionate impact on women's lives, is deepening existing gender inequalities, and has laid bare a risk of reversal of rights already achieved. In this context, this assessment prioritizes two aspects:

   a. To identify the substantive progress made within the GS/OAS, including good practices, as well as persistent challenges, both political and technical, to effectively mainstreaming the gender perspective in the work of the Organization; and
   b. To examine the implementation of the IAP in the context of the response to the COVID-19 pandemic, to identify the new patterns and new realities that become the focus of work for the CIM and, above all, to mobilize concrete and effective action to avoid any setback in the rights achieved by women as a result of the economic, social, and health crisis.

Twenty years after the implementation of the IAP, we take stock of the results of the political commitment of the OAS to incorporating the women's agenda in all its areas and lines of work, which has manifested itself in the adoption of several instruments, such as the "Institutional Policy on Gender Equity and Equality, Diversity, and Human Rights in the General Secretariat of the OAS" (2016) and specific mandates on gender equality for the vast majority of programs and other initiatives of the OAS. However, there is still a lot of work to be done, so this report seeks to highlight the gaps that still exist, to institutionalize new lines of intervention, and continue to strengthen the CIM in order to achieve those objectives.

Alejandra Mora
Executive Secretary
Inter-American Commission of Women
Organization of American States

Background

In accordance with the mandate contained in resolution AG/RES. 1625 (XXIX-O/99), "Status of Women in the Americas and Strengthening and Modernization of the Inter-American Commission of Women," a meeting of ministers or the highest-ranking authorities responsible for policies for the advancement of women in the member states was convened in April 2000. At that meeting, coordinated by the Inter-American Commission of Women (CIM), the ministers adopted the "Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality" (IAP) [1].The Program was subsequently adopted by the OAS General Assembly in Windsor, Canada, in June 2000, by resolution AG/RES. 1732 (XXX-O/00), "Approval and Implementation of the Inter-American Program on the Promotion of Women's Rights and Gender Equity and Equality," wherein the Secretary General is asked to submit annual reports to the General Assembly on fulfillment thereof.

This report, prepared by the Executive Secretariat of the CIM with input from different areas of the OAS General Secretariat and from specialized and autonomous agencies in the context of the twentieth anniversary of the IAP, seeks to provide a historical analysis of the Program's implementation and propose a path forward to strengthen it and the agencies responsible for carrying it out.

Since its adoption, the IAP has been supported by other commitments, including declarations adopted by the CIM Assembly of Delegates, resolutions of the OAS General Assembly reaffirming the commitment of member states to the implementation of the IAP and the strengthening of the CIM,[2] as well as commitments, plans of action, and other mandates adopted by the Summit of the Americas.[3]In addition to reiterating and strengthening the commitment to the IAP, these agreements have served to catalyze the activities and follow-up of the IAP, intensify attention to specific issues, and introduce new concerns.

Internally, the IAP belongs to all the organs, agencies, and entities of the inter-American system, generating synergy and efforts to incorporate a gender perspective into all institutional activities, and sharing lessons learned and successful practices in the promotion and protection of women's human rights.

The CIM was tasked with implementation of the Program and was also recognized as the "main policy-generating forum for the promotion of women's rights and gender equality." In that regard, the objectives and lines of action of the IAP have informed the development of the strategic plans and work programs of the CIM.

At the external level, the CIM is responsible, in the exercise of its powers, for bringing it to the ministers for women's affairs and other government authorities, as well as to civil society, a process summarized each year in its annual report, reporting on progress and challenges.

The IAP provides the framework for other commitments at the institutional level, particularly the *General Secretariat's Institutional Policy on Gender Equality, Diversity, and Human Rights* (Executive Order No. 16-03, March 7, 2016) and the Action Plan for its implementation (2017).[4]

1. Twenty years of the IAP: Progress and challenges

The IAP seeks to strengthen the work of the OAS and its member states from a gender perspective, which is why the implementation work has had internal components within the inter-American system, as well as external components with states. In practice, obviously the separation is not rigid and feedback occurs.

Figure 1. The IAP at the OAS and with member states
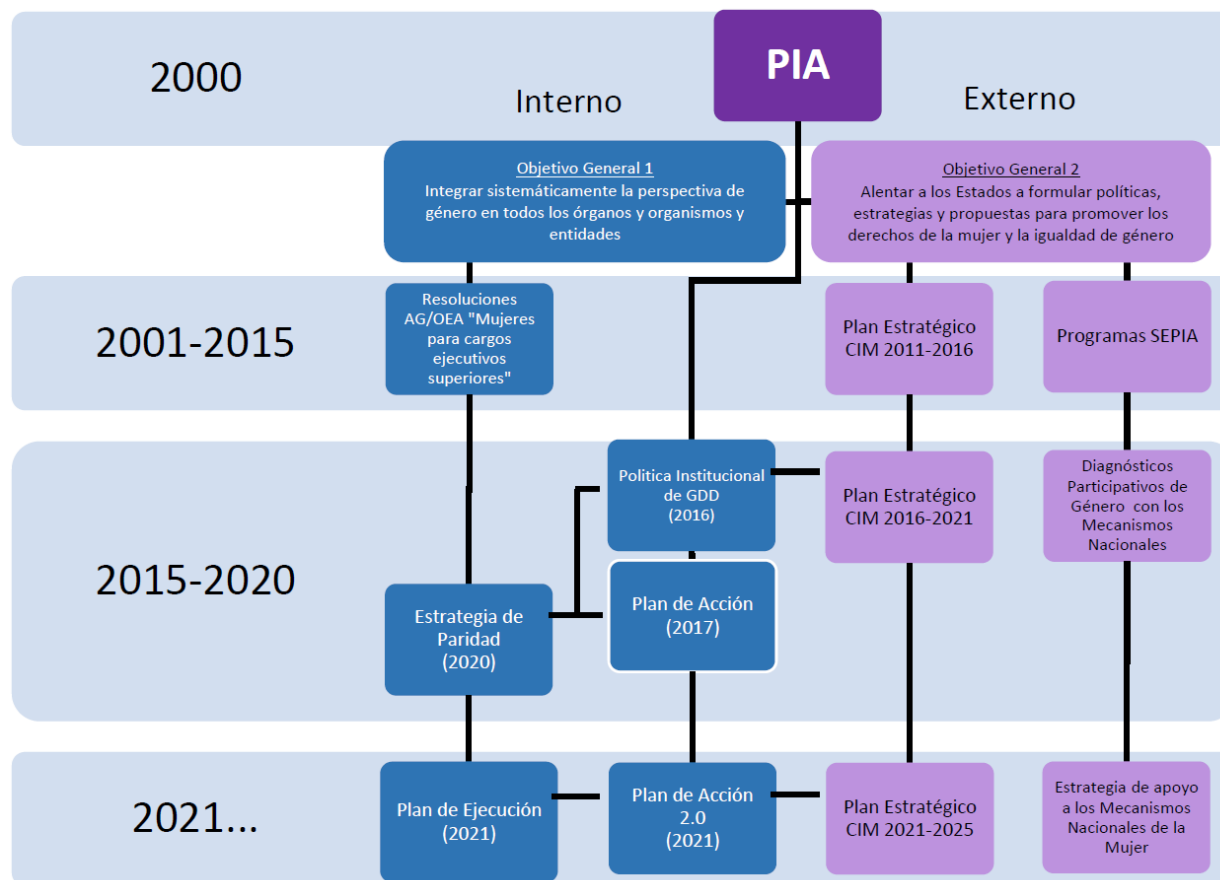
Over time, the IAP has evolved and translated the overall commitments into policies, plans, strategies, programs, projects, and other instruments that serve to ground the IAP in a management approach based on results and accountability, with specific targets, timelines, and responsibilities. The following sections analyze the main outcomes from the formulation and implementation of these instruments, as well as the challenges still facing the IAP in terms of its full and effective implementation.

1.1.   Initial steps: Political will, mandates, and technical capacity (2001-2009)

Among the initiatives promoted by the CIM to integrate the gender and rights approach into the work of the OAS, the IAP Follow-up Programs (SEPIA for the Spanish) are noteworthy.[5] From 2001 to 2004, under the coordination of the CIM and in collaboration with other pertinent areas of the OAS, the SEPIA programs placed gender and rights issues on the work agendas of committees and ministerial meetings in the region.

The SEPIA programs were implemented in four strategic areas, with the following results:
- **Gender and Labor**: A diagnostic assessment[6] and a series of concrete proposals[7] presented to the Inter-American Conference of Ministers of Labor (IACML) and a meeting of experts[8] to identify concrete entry points in the working agenda of that ministerial process.
- **Gender and Justice**: A meeting of experts[9] and a series of concrete recommendations[10] presented to the Meeting of Ministers of Justice or Other Ministers or Attorneys General of the Americas (REMJA).
- **Gender and Education**: A meeting of experts[11] and a series of concrete recommendations[12] presented to the Meeting of Ministers of Education.
- **Gender and Science and Technology**: A series of concrete recommendations[13] presented to the Meeting of Ministers and High Authorities on Science and Technology (REMYCyT).

The SEPIA Programs operated under a clear methodology that sought in each thematic area to: (i) increase political will to advance gender equality, and (ii) generate general and specific mandates on the integration of a gender perspective through ministerial processes and other OAS high-level meetings. This was complemented by a dedicated effort by the CIM to (iii) increase knowledge and strengthen the capacity of OAS staff and civil servants at the national level to embed these commitments at the technical level.
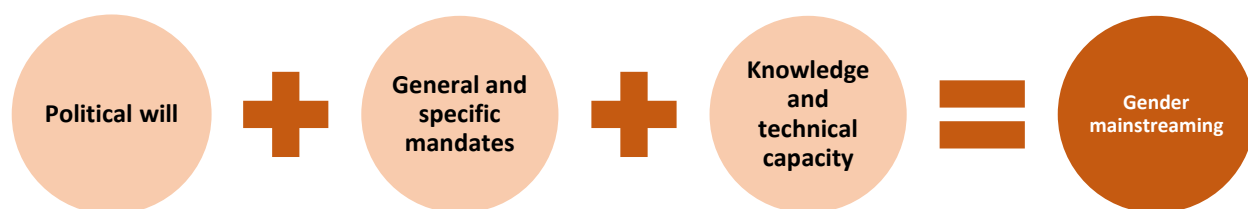
From 2004 to 2009, with a view to operationalizing the political commitments made at the ministerial meetings organized under the SEPIA programs and other initiatives, the CIM, with the support of the Government of Canada, conducted general and specific training sessions on a range of topics: gender in results-based management; gender-sensitive data collection; gender and conflict prevention; gender mainstreaming in disaster risk management; gender mainstreaming in human resources development; and gender mainstreaming in electoral reform, governance, and democratic development. Those training sessions served to initiate the development of the institutional capacity of the OAS to mainstream gender and rights in its daily work.

1.2.   Ten-year evaluation (2010)

In 2010, as part of the tenth anniversary of the IAP, a comprehensive evaluation of its implementation was conducted through:[14] (i) a general systematization of the annual implementation reports of the previous ten years; (ii) a series of interviews with OAS personnel, including that of the Executive Secretariat of the CIM, to obtain information about their knowledge, opinions, and perceptions of the IAP, its usefulness, implementation, monitoring and evaluation; and (iii) analysis of those inputs in order to generate a set of general considerations and possible scenarios to be taken into account.

The IAP+10 evaluation report concluded that the IAP had served to place "the 'issue' of women on the working agendas of various OAS organs and agencies and member states. It became the 'cornerstone' of the process to generate awareness of the meaning of the concept of gender and its implications for the formulation and implementation of programs and projects." This opened up an avenue for the gender

issue and, with it, women and discrimination and violence became increasingly visible in every project that was implemented, and therefore their eradication became part of the strategic objectives.[15]

The report also concluded:
- that the IAP had "lived on during the past ten years despite many deficiencies in dissemination, programming, implementation, monitoring, and evaluation, as well as major inadequacies in the allocation of technical, human, and financial resources within the budget of the Organization" and
- that the training offered by the CIM was considered fundamental as a starting point. However, the training proved insufficient in that it was overly specific, lacked follow-up, and was not supported with enough financial or human resources to make it continuously available.

1.3.   Going deeper: Results-based management and specialization (2011-2015)

In response to some of the issues highlighted in the IAP+10 report, and to build on the progress made, in 2010 the CIM initiated the development and adoption of a five-year Strategic Plan with a view to finalizing specifics of the Program's implementation and placing it into a results-based management framework.[16] At the conclusion of the implementation of that first plan, another Strategic Plan was devised for the 2016-2021 period within the same results-based management framework.[17]

Those processes made it possible to respond to the problem of the generality of the IAP, while helping to focus and deepen the CIM's technical assistance within the OAS. During this time, the OAS has adopted a slew of other inter-American programs and work plans that have further advanced the issue of gender and rights within its approach, for example, to the issues of migration (2005 and 2016),[18] civil registration (2008),[19] public information (2016),[20] and sustainable development (2016),[21] among others.

Furthermore, in view of the lack of concrete data on the impact of the implementation of the IAP, in 2010, the CIM highlighted the need to generate data and began circulating an annual questionnaire on its implementation to all GS/OAS areas, autonomous and decentralized agencies, and GS/OAS offices in member states. Each year, the questionnaire has used the same set of indicators to assess the presence of the issue of gender in the work of those bodies, as well as their technical capacity to carry out that work.

Table 1. Integration of the gender perspective in OAS bodies and areas (2010 and 2018)

Indicator	2010	2019
Number of questionnaires sent (to GS/OAS areas and to autonomous and decentralized agencies)	38	48
Number of responses received	30 (79%)	35 (73%)
Has specific mandate(s), in addition to the IAP, to advance the integration of a gender and rights approach in its work	13 (42%)	19 (54%)
Act as Technical or Executive Secretariat of inter-American commissions or committees and/or ministerial meetings	18 (47%)	19 (54%)
The issue of gender equality and women's rights is present in the work of these bodies	17 (94%)	16 (84%)
They have a strategy for integrating the gender and rights perspective into their activities	23 (60%)	27 (77%)

They have policy(ies), program(s) and/or project(s) that promote gender equality and women's rights	20 (52%)	30 (86%)
They have the technical capacity to implement the gender and rights perspective in their work	21 (55%)	21 (60%)
Staff have participated in a course or workshop on the gender and rights perspective	--	19 (54%)
They would like to continue to count on collaboration, technical support, and/or training from the CIM to advance implementation of the IAP	38 (100%)	48 (100%)

From 2011 to 2015, likewise with the support of the Government of Canada, the CIM also worked to establish training as a permanent aspect of its work, to support it with more technical assistance, and to introduce specialization in order to advance those initial efforts in specific sectors and on specific issues. It should be noted that over time, while all bodies have continued to value the collaboration, technical support, and/or training provided by the CIM, the nature of the support requested has become more specialized. While in 2010 general training on gender was still requested, over time demand has been refined toward technical assistance for the process of formulating projects and other documents, as well as specialized training on specific topics or particular sectors.

1.4. Going deeper: Institutionalization (2016-2019)

1.4.1. Institutional Policy on Gender Equality, Diversity, and Human Rights of the OAS General Secretariat

In view of the clear progress made in implementing the IAP, as well as the appreciation of the need for greater institutionalization of the gender mainstreaming process within the OAS and within the CIM, in 2016 the OAS Secretary General adopted, by Executive Order No. 16-03,[22] the Institutional Policy on Gender Equality, Diversity, and Human Rights of the OAS General Secretariat. The Institutional Policy seeks to advance equality in the exercise of rights, equal opportunity, and equal treatment in all the work of the General Secretariat of the OAS by strengthening its management, culture, and institutional capacities,

Given the need to translate the commitments of the Institutional Policy into concrete objectives, goals, deadlines, and responsibilities, an *Action Plan for the Implementation of the Institutional Policy* (2017) was adopted in 2017,[23] which includes five strategic lines of action:
1. Strengthen the institutionalization and mainstreaming of the Policy on Gender Equality, Diversity, and Human Rights of the General Secretariat of the OAS.
2. Strengthen the capacities of GS/OAS personnel in matters of gender, diversity and rights, in order to consolidate the integration of a gender perspective in their daily work.
3. Mainstream a gender, diversity, and rights approach in GS/OAS programs and projects.
4. The OAS projects an image that is committed to equality of opportunity and rights for more people.
5. Integrate an inclusive and equal-opportunity approach into the GS/OAS's human resources policy and organizational culture.

As part of the implementation of the Action Plan, executive orders and guidelines were issued in 2018, with a view to strengthening the institutional framework of the OAS in terms of gender equality, respect for human rights, and diversity. Some of the regulations adopted are as follows:

- Executive Order 18-01, "Gender Equity and Equality in the General Secretariat,"[24] which addresses three main issues: (1) to emphasize gender equity and equality at all stages of the selection process; (2) to adopt the necessary measures to ensure a working environment that promotes and respects gender equity and equality and that the decisions of the heads of each area take into account the principle of gender equity and equality; and (3) to instruct the different areas so that committees/working groups are formed taking the principle of gender equity and equality into account;
- Directive 02-18, "Progressiveness and Non-regression of the Right to Equality and Non-discrimination"[25] which reaffirms the work of the OAS on "more rights for more people" and the progress made in human rights and the equality agenda;
- Directive 01/19, "Conduct Guidelines for Activities Organized by the General Secretariat of the Organization of American States (GS/OAS): Support of a Harassment-Free Workplace."[26] This directive introduces a code of conduct for OAS meetings and activities that promotes a respectful and harassment-free environment.

In the area of human resources, the CIM, in collaboration with the Department of Human Resources, has conducted a study on women's placement in the organizational structure of the OAS, with a view to achieving the objectives and actions outlined in the Action Plan for the implementation of the Institutional Policy on Gender Equality, Diversity, and Human Rights of the OAS General Secretariat with regard to specific actions related to the Organization's human resources management. This consultancy reviewed the institutional regulations of the GS/OAS and other international organizations on human resources management and their implementation from a gender, rights, and diversity perspective; identified gaps in those regulations or in their implementation (as appropriate) within the GS/OAS from a gender, rights, and diversity perspective; and analyzed a number of specific topics included in the Action Plan with regard to staff selection, promotion, and training, and work-life balance.

The study presents a series of specific recommendations on the regulations on human resources and the institutional culture of the OAS, grouped into four main areas: political will, organizational culture, technical capacity, and accountability.[27]

With the support of the Department of Press and Communication and input from the Department of Social Inclusion, the CIM has led the preparation of an OAS Guide to Inclusive Communication, which seeks to guide both external and internal communication with a view to institutionalizing the use of inclusive and non-sexist language, images, and other forms of communication. Once the guide is completed, training sessions will be provided to all GS/OAS communications personnel in its use.

1.4.2. Other institutional initiatives

Among the actions taken by the GS/OAS to strengthen its institutional capacity, it is important to note the creation of the Office of the Ombudsperson in the Organization and the adoption of Executive Order 15-02, titled "Policy and Conflict Resolution System for Prevention and Elimination of All Forms of Workplace Harassment," issued on October 15, 2015, which adopted Staff Rule 101.8, "Prohibition Against Workplace Harassment," and the "Policy and Conflict Resolution System for Prevention and Elimination of All Forms of Workplace Harassment."

Likewise, it is important to recognize the adoption of the Comprehensive Strategic Plan of the Organization [AG/RES. 1 (LI-E/16)], in the framework of the fifty-first special session of the General Assembly, in which gender equality and equity is a crosscutting issue. Also noteworthy is Executive Order

16-05, issued on August 4, 2016, which mandated the mainstreaming of the principles, policies, and strategies of the 2030 Agenda and Sustainable Development Goals (SDGs) within the General Secretariat for all initiatives, programs, and projects, as well as for partnership initiatives with other agencies working on the 2030 Agenda and SDGs.

The adoption of the "Alternative Work Arrangements Policy" through Executive Order No. 16-08, effective from February 1, 2017, is also an important step in the advancement of gender equality within the OAS. This policy seeks to support staff by making their work hours more flexible, increasing job satisfaction, and strengthening their commitment to the General Secretariat's mission. The work of the Staff Association in this effort was notable.

Finally, a fundamental component of the IAP was the commitment to "implement measures to ensure full and equal access by men and women to all categories of posts in the OAS system, particularly in decision-making positions" [AG/RES. 1627 (XXIX/O-99)]. Between 1999 and 2008, the OAS General Assembly adopted a series of resolutions on the "Appointment of Women to Senior Management Positions at the Organization of American States."[28]

Table 2. Percentage of women by grade in the professional category[29]

	2015	2016	2017	2018	2019	2020
D2	18%	13%	25%	22%	22%	22%
D1	50%	40%	38%	29%	33%	33%
P5	39%	35%	48%	44%	45%	44%
P4	48%	42%	42%	45%	49%	45%
P3	52%	50%	50%	46%	48%	52%
P2	65%	64%	59%	64%	67%	66%
P1	67%	69%	68%	69%	66%	73%

There has been a little progress but the imbalance between men and women in decision-making and executive positions within the GS/OAS persists. Although the GS/OAS has a majority of women as staff members (as of June 30, 2020, 57 percent of staff members are women and 43 percent are men), an examination of the distribution of grades by gender reveals that women are under-represented in the upper grades, while far outnumbering men in the lower grades. In the professional category, as of June 30, 2020, men occupy 78 percent of positions at D2 level, 67 percent of positions at D1 level, and 56 percent of positions at P5 level. This trend is inverted at the lower levels: 27% of positions at P1 level and 34% of the positions at P2 level are held by men.[30] It should be noted that this breakdown does not include all personnel in the Organization; it omits those hired on performance contracts (CPRs) as well as associate personnel, fellows, volunteers and interns.

The situation is similar for grades in the general services category. As of June 30, 2020, 70 percent of those in the general services category were women.[31] This indicates that it is women who are assigned assistant functions, administrative duties, and technical support roles at lower pay and decision-making levels, positions that are traditionally "feminized." This trend is vertically segmented by gender, with the result that men are more represented in positions that are better paid and closer to decision-making tiers in the Organization.

2. Results

2.1. Successful and promising practices

In the annual reports on the implementation of the IAP, the CIM has been highlighting initiatives by almost all OAS areas, including secretariats, departments, and autonomous and decentralized agencies, to integrate the gender and human rights perspective.

In that regard, some of these initiatives are highlighted in the following list, which is by no means exhaustive:[32]

Inter-American Award for Innovation in Effective Public Management
Secretariat for Hemispheric Affairs (SHA)
Department for Effective Public Management (DEPM)

In 2016, the DEPM established the category "Promoting a Gender Equality, Diversity, and Human Rights Approach" with the aim of drawing attention to the efforts of States to advance the participation of women in policy design, high quality in the provision of services to women, prevention and attention to violence against women, and digital inclusion.

Gender equality within a decent work framework
Executive Secretariat for Integral Development (SEDI)
Department of Human Development, Education and Employment (DDHEE)

Starting with the SEPIA Program in 2001, the Inter-American Conference of Ministers of Labor (IACML) has been exemplary in integrating a gender and rights perspective in its work. The adoption in 2005 of the "Strategic Guidelines of the XV IACML for Advancing Gender Equality and Non-discrimination within a Decent Work framework" was a milestone in terms of placing the issue of gender on the political agendas of the OAS and gave rise to a long track record of collaboration between the CIM and the DDHEE:
- In 2007, the "Proposals for mainstreaming gender into labor and employment policies within the framework of the IACML" proposed the creation of gender units within ministries of labor;
- Between 2011 and 2013, a joint project between the CIM, DDHEE, and the Inter-American Network for Labor Administration (RIAL), with support from the Government of Canada, carried out gender audits in the ministries of labor of Barbados, El Salvador, and Peru;
- The same project provided training in Strategic Planning with a Gender Perspective for all the labor ministries and national women's advancement mechanisms in the region;
- The Gender Perspective in Ministries of Labor became a central axis of the IACML 2018-2020 Work Plan, with an update of the above study and a hemispheric workshop.

Model laws
Secretariat for Legal Affairs (SAJ)
Department of International Law (DIL)

In the development process, DIL carried out an extensive consultation process for including the gender perspective in the
- Model Inter-American Law on Secured Transactions; and
- a revision (2.0) of the Model Inter-American Law on Access to Public Information and Implementation Guide. Version 2.0 of the Model Law proposes important issues for the empowerment of women, such as collection, production, and dissemination of disaggregated information and statistics.

In addition, for the Model Law on Access to Information, the DIL organized the workshop "The Gender Perspective in the Model Law on Access to Public Information." Also, in 2018 it organized a series of workshops in the Caribbean, the Andean region, and Central America on secured transactions and invited a CIM specialist to present a gender perspective model.

Electoral observations with a gender perspective
Secretariat for Strengthening Democracy (SSD/OAS)
Department of Electoral Cooperation and Observation (DECO)

In 2010, DECO began the participatory development of a "Manual for Incorporating a Gender Perspective into OAS Electoral Observation Missions (OAS/EOMs)" with support from the CIM:
- The manual has since been used in OAS EOMs, which have produced more than 100 substantive recommendations for strengthening electoral processes from a gender perspective and for guaranteeing women's political and electoral rights;
- The average proportion of women international observers in the EOMs increased from 46 percent to 51 percent and there was a significant increase in the leadership of women in the EOMs;
- A gender specialist, often a CIM staffer, participates in all the EOMs deployed by the OAS and makes contact with relevant actors at the national level, including the national advancement mechanism and civil society organizations;
- Since 2014, DECO has produced a series of manuals on Political-Electoral Financing Systems, Electoral Participation of Indigenous Peoples and Afro-descendants, Electoral Justice Systems, and the organization of Elections during a Pandemic all from a gender perspective.

Office of the Rapporteur on the Rights of Women
Inter-American Commission on Human Rights (IACHR/OAS)

Established in 1994, the Rapporteurship has published myriad thematic reports on different aspects of protecting and ensuring women's rights, including: Violence and discrimination, Women journalists and freedom of expression, Children and adolescents, Indigenous Women, Access to information, violence against women and administration of justice, Legal standards: gender equality and women's rights, Access to justice for women victims of sexual violence: Education and health, LGBTI people, and Political participation, among other issues. These reports provide a situation analysis and specific recommendations for States to support compliance with their obligations in relation to equality and non-discrimination. The Office of the Rapporteur also:
- incorporates the gender perspective into the planning and implementation of public policies and decision-making in all member states based on its recommendations.
- supports the formulation of new case law within the system of individual petitions and cases; and
- researches issues affecting women's rights in specific countries in the region, through country visits and country reports.

Integrating the gender perspective in the work of the OAS
Strategic Counsel for Organizational Development and Management for Results (SCODMR)
Department of Planning and Evaluation and Organizational Development Section

Since its inception in 2015, the SCODMR has established and strengthened several spaces for integrating the gender and rights perspective in the work of the OAS:
- As part of the OAS project approval process, the Department of Planning and Evaluation provides an important space for the CIM to provide technical support in the development of projects from a gender perspective; and
- The Organizational Development Section included gender—with assistance from the CIM— as a crosscutting theme in the methodology for the development of OAS Integrated Programs, in recognition of the key importance of gender equality to all aspects of the Organization's work.
- Similarly, as a result of a competency mapping exercise carried out by the General Secretariat, the Organizational Development Section has included gender as a competency to be strengthened at all levels of the GS/OAS.

Working Group on the Protocol of San Salvador (WGPSS)
Secretariat for Access to Rights and Equity (SARE)
Department of Social Inclusion (DSI)

The WGPSS was established in 2010 to guide and analyze national reporting under the Protocol. The Group developed a series of progress indicators on the rights recognized in the Protocol that allow for reporting of progress on issues such as:
- recognition of contribution time for women with children;
- special reparation measures for victims of violent crime and their families;
- extension of maternity leave and maternity allowance, as well as the implementation of parental allowances;
- the incorporation of women into social security, both for the formalization of their employment relationship and for the effective exercise of the protection that social security entails.

Cyberwomen Challenge
Secretariat for Multidimensional Security (SMS)
Inter-American Committee against Terrorism (CICTE)

The CICTE Cybersecurity Program has organized several forums on gender and cybersecurity since 2017. In 2018 it launched Cyberwomen Challenge, which seeks to promote awareness and training in technology and cybersecurity, an industry that faces a shortage of specialized talent worldwide:
- In 2018, 13 activities were carried out in 10 countries that were attended by 2,795 women hoping to pursue a career in the industry;
- In 2019, women from 11 countries in the region came together to develop their skills in defending a company against a potential cyber attack; and
- The 2020 edition will be held in September under the same terms and conditions.

Mission to Support the Peace Process in Colombia (MAPP/OAS)

Since 2004, the MAPP has included an emphasis on gender mainstreaming and women's leadership in its operating model. This perspective helps to draw attention to the discrimination and violence to which Colombian women have been subjected in the context of the internal armed conflict and highlights their role as protagonists in different public peace-building scenarios:

- The "Internal Guide on Analysis with a Gender Perspective" was approved in 2012, as was the "Argument for Differential Approaches" in 2015. The two instruments have helped to ensure that the collection, systematization, and interpretation of information resulting from monitoring and accompaniment is carried out in a way that takes into account the gender perspective, thus generating recommendations and differential proposals;
- With support from the Swedish Embassy, in 2019 MAPP started the "Support strategy for the agenda of gender and women's human rights in territorial peace," the aim of which is to open up political advocacy channels for women through six innovative lines of action: Women in the community, Humanitarian initiatives, Network of Women Mayors for Democracy and Peace, Organizations of the women's and human rights movement, New organized and non-organized women's collectives, and Women deprived of their liberty because of their membership of the ELN;
- With this initiative, the MAPP has linked more than 8,000 women from 272 municipalities, including young people and women leaders of various ethnic backgrounds, political ideologies, occupations, ages, forms and spaces of leadership, and locations;
- A process has also begun to build the capacity of women electoral candidates in areas of high conflict for the 2019-2022 term through: (i) the "*Nosotras Ahora*" Advocacy Network; (ii) the "*Policarpa Salavarrieta*" electoral candidate course (Colombia edition) in collaboration with the CIM and the OAS School of Governance; and (iii) the Women's Campaign Schools of the Network of Women Mayors for Democracy and Peace.

Inter-American Institute for Cooperation on Agriculture (IICA)

The IICA strategy on "Gender and rural women in agricultural development and rural territories seeks to position women in rural territories from a multidimensional perspective and, in particular, their role in agriculture, as a key way to promote equality as well as food security and sovereignty. In that context, they have produced:

- A book entitled "*Warriors*" that seeks to make the voices and issues of rural women heard and included on the political agenda;
- A virtual forum to promote and advance dialogue among strategic actors on rural women's empowerment and leadership;
- Specific projects to empower rural women and open up markets for their products; and
- A Hemispheric Forum and a series of regional forums in Mesoamerica, the Southern Cone, the Andean Region, and the Caribbean on rural women and equity amid the COVID-19 pandemic.

Americas Competitiveness Exchange (ACE)
Executive Secretariat for Integral Development (SEDI)
Department of Economic Development (DDE)

The ACE Program was established in 2014 and since then there have been twelve one-week programs and multiple other initiatives to encourage exchange between countries in terms of centers of innovation and technology, public-private partnerships, and investment. At the beginning of the program the gender imbalance was significant, so the Program implemented specific measures to redress the balance, including:

- Inclusion of a higher percentage of women leaders; of the 494 participants in the Program, 42 percent have been women;
- Increased project funding to support the participation of women leaders: for the first time, at an exchange in 2018, the representation of women leaders was greater than that of men, a situation replicated at another exchange in 2019;
- Increase in the presence of women as keynote speakers and not only as moderators;
- The positive influence of the measures that have been incorporated into the ACE Program have also brought important results in the generation of projects and initiatives in the countries by actors and beneficiaries who have participated in the program.

2.2. Future opportunities and challenges

In January 2020, the CIM sent a questionnaire to all areas of the GS/OAS in order to:[33] (i) identify the main opportunities and challenges that they have faced in implementing the IAP and the Institutional Policy; (ii) highlight those inputs and good practices at the fiftieth regular session of the OAS General Assembly; and (iii) compile inputs to guide the work on generating knowledge, technical assistance, and training for

the CIM, with a view to better responding to persistent gaps in implementing the IAP and the needs of OAS personnel in that regard.

In addition to the experiences shared above, the areas shared other gender equality initiatives that covered a wide range of issues:

Strengthening regulatory frameworks and instruments
- To determine how a legal instrument, such as a model law, can have an impact in terms of improving the social and economic situation of women (SLA/DIL)
- Incorporation of recommendations from MACCIH on gender issues into the Organic Law of the National Police (Decree 18-2017) and the Police Career Law (Decree 69-2017) of Honduras (MACCIH)
- The systematic integration of the gender perspective into the Universal Civil Identity Program in the Americas, with the understanding that access to real, formal, legal equality for women starts with birth registration and the issuance of identification documents (SHA/DGPE).
- Integration of the gender issue in the process of follow-up and implementation of the Lima Commitment (Eighth Summit of the Americas) (SHH/SAS)

Knowledge generation and training
- The preparation of personnel reports with information disaggregated by gender and geographical representation to support recruitment efforts in each area of the OAS (SAF/DHR).
- Specialized training in the use of ICTs for women entrepreneurs (SEDI/DDE).
  Efforts to promote the participation of women in scientific research in Latin America (SEDI/DDE).
- Addressing key issues for women's political participation during the Annual Meeting of Electoral Authorities (SSD/DECO).
- Preservation of the institutional memory, good practices, and lessons learned at the OAS in the area of peace and conflict resolution, highlighting the rates of women's representation in decision-making and their role in these processes (SSD/DPP).
- Inclusion of the gender perspective in reports on drug programs and policies of the seventh review round of the Multilateral Evaluation Mechanism (SMS/CICAD).
- Gender perspective approach in the identification and analysis of evidence-based alternatives to incarceration for drug-related offences (SMS/CICAD).
- Publication of the "Inter-American Guide to Strategies for Reducing Educational Inequality" with a view to providing practices, policies, programs, and initiatives that have been effective in improving educational outcomes for low-income and/or vulnerable children and youth (SARE/DSI).
- Training of over 150 GS/OAS staff in mainstreaming the LGBTI perspective into programs and projects (CIM, IACHR, and SARE/DSI).
- In the framework of the Committee to Follow up on the Inter-American Convention on the Elimination of All Forms of Discrimination against Persons with Disabilities (CIADDIS), specific actions to prevent and punish all forms of violence occurring in the public or private sphere against persons with disabilities, particularly obstetric violence against women with disabilities (SARE/DSI).

Parity in access and equal conditions
- Adaptation of GS/OAS facilities to accommodate breastfeeding rooms and gender neutral bathrooms (SAF/DGS).
- Achievement of gender parity in the staff of the Honduran National Anti-Corruption System (MACCIH).

2.2.1. Challenges

In terms of challenges to full and effective implementation of the IAP, the areas shared different input, ranging from political issues to more structural and technical matters, such as the fact that the Inter-American Convention against Corruption does not address the issue of gender or under-representation of women in decision-making positions; staff shortages in the face of an increase in projects and initiatives; and the issue of the financial situation, the lack of funds, and the absence of a budget exclusively earmarked for the gender issue, beyond the funds allocated to the CIM.

The absence of specific measurement mechanisms was also noted, such as, for example, a matrix to measure the volume or percentage of OAS procurement contracts awarded to companies formed or led by women, or to monitor and evaluate the impact of gender mainstreaming on projects.

2.2.2. Opportunities

With regard to opportunities for full implementation of the IAP, the growing number of commitments and mandates on the subject of gender, as well as new GS/OAS administrative processes and tools that save time and allow for a focus on other issues, are noteworthy. Also noted was the opportunity for increased knowledge and technical capacity of OAS staff to address the issue, the current "popularity" or greater acceptance of the gender perspective, the increased interest of many donors in the issue of gender, the existence of more and more good practices, including initiatives from the OAS itself, and the use of technology and social networks to generate new opportunities.

Most areas value positively their ability to work on the gender issue with increasing technical knowledge in order to respond to demands, although almost all areas also noted the shortage of human and financial resources to be able to address the issue adequately. Many areas also valued their ability to be "pioneers" in carrying out their respective tasks with a gender perspective, particularly in the context of ministerial meetings. They also identified their own position within the Organization as an advantage, since, as in the case of the Department of Human Resources, they have access to a great deal of information that enables them to understand the situation at the OAS and identify concrete actions.

2.2.3. Strengthening implementation of the IAP and the technical capacity of the GS/OAS

The need universally identified by all areas in terms of strengthening implementation of the IAP was for financial and human resources. In addition, several areas highlighted the need to generate more specific mandates on gender and to increase capacity for advocacy and policy dialogue with sectoral authorities. Another need identified was for information and research on the gender dimensions of specific issues to generate knowledge and an evidence database. Several areas mentioned the need to clearly define the responsibilities of the GS/OAS areas with regard to the implementation of the IAP, as well as to develop monitoring and evaluation instruments. All areas agreed on the need for more training, although, as noted above, this should be increasingly specialized and specific. The areas also pointed out the need for continued assistance and monitoring in terms of the sustainability of gender mainstreaming, beyond one-off initiatives or sporadic efforts.

Similarly, the areas acknowledged the efforts of the CIM and suggested some strategies that the CIM could use to strengthen its support to OAS areas for promoting implementation of the IAP:
- Specialized training by specific departments or sections.

- Strengthen internal communication and disseminate the gender issue more widely within the Organization.
- Highlight more the work done by different departments in implementing the IAP (recognition and sharing of good practices).
- Strengthen efforts to ensure buy-in from all areas by emphasizing the opportunities that the gender perspective offers women and by highlighting the spaces and opportunities available.
- Continue to provide GS/OAS staff with ongoing training, in collaboration with other areas, on mainstreaming gender equality, the LGBTI perspective, and inclusion of the vulnerable-groups perspective under a gender-aware approach.

Some of these strategies were also highlighted in the process of formulating the Action Plan for the Implementation of the Institutional Policy, in particular the issue of specialized training, which already appears as one of the Plan's strategic lines of action.

In this regard, with the support of various partners, particularly the Government of Canada, the CIM has been strengthening what it offers in terms of training to GS/OAS personnel in response to the growing demand for specialized training and technical assistance. Building on the in-person courses offered between 2004 and 2011, the CIM has developed a series of virtual courses in collaboration with the Educational Portal of the Americas. These courses are available to OAS staff at no cost and to public-sector representatives of States at an affordable price:
- Two editions per year of the virtual course "A Rights and Gender Equality Perspective in Policies, Programs, and Projects,"[34] which has been attended by nearly 1,000 people in the Hemisphere, including OAS and public-sector personnel in the member states.
- Two editions per year of the virtual course "Strategic Planning with a Gender Focus,"[35] which has been taken by more than 300 people in the region to translate political commitments to gender equality into actions and goals.
- The Massive Open Online Course (MOOC) on Gender, Rights and Diversity at the OAS, which over 50 percent of the Organization's staff have taken.

The CIM is also working with the Portal to develop specialized virtual training modules on specific topics and sectors.

3. Today: The way forward

3.1. New approaches and contexts

While the IAP covered a wide range of areas of action, the political context and duration of the COVID-19 pandemic have presented new challenges and diverted attention to other issues. As the main drivers for the future, the CIM has identified five issues that require a strengthening of political commitment and an intensified effort in terms of knowledge generation and training:

- **Parity**, as a measure of justice that incorporates three dimensions: (i) equal participation for women and men (50/50) in decision-making positions in the public and private sectors, from the international to the local level; (ii) exercise of power in conditions of equality, i.e., free of gender- and/or sex-based discrimination and violence; and (iii) incorporation of the women's rights and gender equality agenda. "Women's full and equal participation in political life in their countries and in decision-making at all levels" is one of the specific objectives of the IAP, but just as several countries in the region have made the qualitative leap towards parity, that vision must be universally adopted as an essential precondition for the achievement of the other objectives set out in the IAP.

- **Care**, in particular the disconnect between the vision of care as a right and a collective issue and the reality of women, who spread their time and arms to attend simultaneously to multiple tasks and obligations, at the cost and sacrifice of their full participation and leadership in all areas of life.

- **The Digital Divide**, as an increasingly important obstacle to women's full participation in economic, political, and social life. Without affirmative action to increase women's access to and ability to use information and communication technologies, the digitization of the labor market and political life will leave many women behind, particularly the most vulnerable.

- **Migration** in all its forms (voluntary, forced, documented, or undocumented) as an increasingly common reality in the region and a fundamental survival strategy for many women and their families that requires a strong and coordinated response at the regional level based on a human rights approach.

- **Cultural Patterns and Gender Stereotypes:** While the "elimination of cultural patterns or stereotypes that denigrate the image of women, particularly in educational materials and those disseminated in the media" is one of the specific objectives of the IAP, it is an area where the Program has lagged significantly and one of the main barriers to gender equality that requires greater endeavor in terms of identifying good practices, evaluating impacts, and renewing efforts to identify and implement practices and methodologies that work.

## 3.2.	Deepening knowledge generation and strengthening the CIM

With the adoption of the Institutional Policy, the OAS ratified the IAP as an integral institutional commitment, as opposed to a sectoral responsibility, and reaffirmed the leading role of the CIM in generating knowledge, building capacity, and evaluating efforts; it also clarified the role of the other entities of the Organization in taking concrete steps to promote gender equality.

The COVID-19 crisis has had differentiated and disproportionate impacts on women, both in the public and private spheres. The COVID-19 pandemic has deepened pre-existing inequalities in all spheres, with women still being under-represented in decision-making spaces, including crisis cabinets, working groups, and other bodies set up to address the crisis and work toward recovery. Without immediate action from a gender perspective, the progress made on women's rights and equality is at serious risk of reversal.

This reality requires that the voices expressing women's differentiated needs be brought into decision-making spaces and that the gender approach be mainstreamed and become a central perspective of analysis and design of policies for mitigation and recovery from the crisis. Since the beginning of the COVID-19 crisis in March 2020, the CIM/OAS has analyzed and highlighted the gender dimensions of the pandemic with a view to encouraging governments and other actors to take into account the unique realities of women and girls in the formulation and implementation of more effective public policies.

In April 2020, the CIM published four documents dealing with COVID-19 and the impacts on women's lives, which analyze the issues of leadership and discrimination in decision-making related to the crisis, with particular emphasis on the role of national mechanisms for the advancement of women; the care emergency, the upsurge of gender-based violence—including femicide/feminicide—as a result of lockdown measures, and women in rural areas.

The intersection of gender with other conditions of vulnerability exacerbates the adverse impact of the crisis on women's lives, which is why it is a matter of priority to pay attention to the most vulnerable groups, such as migrant women, domestic workers, women in informal jobs, women in prison, women heads of household, LGBTI women, and the most disadvantaged women in rural areas.

Within this framework described by the CIM, there is a greater than ever need for international and regional organizations such as the OAS, as well as its member states, to strengthen the gender perspective in their analyses and decisions; to strengthen their spaces for attention and defense of women's rights, such as the CIM and national mechanisms for the advancement of women; and to ensure the equal participation of women in the cabinets for managing and responding to the crisis.

The challenge for governments and international organizations to implement policies that aim for equality in the mitigation of and recovery from this crisis could provide an opportunity for those policies to be appropriate and effective, to the extent that they respond to the needs of the entire population, including women. The region has the opportunity for new pacts, new alliances, and new views to compensate for the certainties that are falling by advancing with the paradigm of equality.

Achieving the goals set forth in the IAP and the Gender Policy, as well as the needs and suggestions identified by OAS personnel, will inevitably involve strengthening the CIM, which, according to the IAP, is the body that should "[p]lay a pivotal role, as the principal forum for generating hemispheric policy to advance women's human rights and gender equality in carrying out the Inter-American Program."

That strengthening will entail an investment in human resources and budget; however, the CIM continues to be one of the OAS bodies with the least financial and human resources, even in the current context where the importance, acceptance, and demand for integration of the gender and rights perspective have increased.

TABLE 3. Financial and human resources situation of the OAS and the CIM (2010-2020)

Year	OAS Regular Fund	CIM Regular Fund	%	CIM non-personnel funds	OAS Personnel	CIM Personnel	%
2000	$78,000,000	$931,400	1.19%	$450,800	587	6	1.02%
2001	$76,000,000	$936,500	1.23%	$455,900	582	6	1.03%
2002	$76,000,000	$879,600	1.16%	$366,100	582	6	1.03%
2003	$76,000,000	$912,500	1.20%	$365,900	582	6	1.03%
2004	$76,600,000	$893,000	1.17%	$276,100	552	6	1.09%
2005	$76,275,500	$816,400	1.07%	$198,500	522	6	1.15%
2006	$76,275,500	$794,100	1.04%	$143,200	506	6	1.19%
2007	$81,500,000	$880,200	1.08%	$236,400	522	6	1.15%
2008	$87,500,000	$961,500	1.10%	$251,600	539	6	1.11%
2009	$90,125,000	$1,136,700	1.26%	$255,100	547	7	1.28%
2010	$90,125,000	$1,262,600	1.40%	$255,100	534	8	1.50%
2011	$85,349,800	$1,119,400	1.31%	$237,000	489	7	1.43%
2012	$85,350,800	$1,254,000	1.47%	$237,000	464	6	1.29%
2013	$83,870,500	$1,295,100	1.54%	$237,000	431	8	1.86%
2014	$82,978,100	$1,355,400	1.63%	$223,500	435	8	1.84%

Year	OAS Regular Fund	CIM Regular Fund	%	CIM non-personnel funds	OAS Personnel	CIM Personnel	%
2015	$84,324,100	$1,353,600	1.61%	$223,500	405	8	1.98%
2016	$84,300,000	$1,413,600	1.68%	$285,500	389	8	2.06%
2017	$73,500,100	$1,261,600	1.72%	$218,500	412	7	1.70%
2018	$81,575,000	$1,726,800	2.12%	$410,800	412	9	2.18%
2019	$82,700,000	$1,726,800	2.09%	$381,100	400	9	2.25%
2020	$82,700,000	$1,659,000	2.00%	$258,100	375	9	2.00%

3.3. *More women, more democracy: Institutionalizing internal parity*

Since the States have undertaken to implement all the commitments they have adopted in the area of women's rights and gender equality, parity is therefore also a commitment, both for the OAS at the internal level, and for States in their own countries.

In March 2020, the OAS Permanent Council adopted resolution CP/RES. 1149/20, "Women's Representation and Participation in the OAS,"[36] which, among other commitments, requested "that the General Secretariat (i) progressively increase women's participation and representation in decision-making positions within the Organization, as well as in all the commissions, missions, panels, and collegiate groups, including electoral observation missions, with the aim of attaining parity, the latter being understood as the equal and active participation of women in their leadership and composition; and (ii) devise a plan to achieve that goal, which should be submitted to the Permanent Council no later than November 2020."

Following-up on that commitment, the CIM is preparing a draft of the requested Plan, which will be widely consulted within the OAS before it is submitted to the Permanent Council in November 2020.

4. Recommendations: Concrete actions and changes

4.1. *New approaches and challenges*

1. Analyze the differentiated impacts of COVID-19 on women's autonomy and economic and political participation, and on gender violence, and identify the policy and programmatic measures needed to ensure that those impacts do not become permanent reverses in the implementation of the IAP and the advancement of women's rights.

2. Identify new and emerging issues that require a more in-depth approach from a gender and rights perspective to avoid the persistence and widening of inequality gaps.

3. Strengthen the role of the CIM in generating knowledge, creating opportunities for dialogue and exchange, and building capacity to identify and effectively address these issues in collaboration with the relevant OAS bodies.

4.2. Deepening gender mainstreaming

4. Urge the countries that cooperate with the OAS to support the strengthening of the capacities of the GS/OAS—including the CIM—to continue to advance the implementation of the IAP, particularly in light of the differentiated impacts of COVID-19.

5. Ensure the necessary human, material, and financial resources and support the measures required so that all bodies of the Organization of American States (secretariats, commissions, committees, autonomous and specialized agencies, and other pertinent entities) can strengthen integration of the gender equality and women's rights perspective in all their activities.

6. Support the efforts of the GS/OAS to continue providing training and building the capacity of staff to effectively incorporate the gender perspective into OAS projects and programs and into all institutional work.

7. Urge the various bodies of the GS/OAS to explicitly integrate a gender and rights perspective into their annual Operational Goals to be approved for their department/unit/agency, as well as in the Strategic Plan of the GS/OAS.

8. Ensure the human, material, and financial resources required to strengthen the technical capacities of the CIM Executive Secretariat to carry out the functions that the IAP and Institutional Policy entrust to it, including, as recommended in the Plan of Action, the creation of two technical positions in the CIM dedicated to this work.

9. Support the efforts of the CIM and other relevant OAS bodies to continue strengthening the national mechanisms for the advancement of women, as leaders of national policies on equality/gender.

10. Ensure that, in the Organization's reports and publications, as well as in its communication, dissemination, and information outreach activities, priority is given to the rights of women and gender equality in order to raise the profile of these issues in the Organization's work.

11. Within the GS/OAS, draw attention to the Organization's commitment to the IAP and the integration of the gender and rights perspective through concrete outreach efforts.

4.3. Institutionalizing internal parity

12. Identify concrete opportunities to promote the participation of women in senior management positions in the Organization, especially at P-4 level and above, as a follow-up to commitments made in that regard.

13. Implement, as appropriate, the recommendations contained in the study conducted on human resources management and gender equality, rights, and diversity, within the implementation framework of the Institutional Policy Action Plan, with a view to modernizing GS/OAS human resources management from the perspective of gender equality, rights and diversity.

Notes

1. OAS (2020), Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality [AG/RES. 1732 (XXX-O/00)], https://www.oas.org/en/CIM/docs/PIA[EN].pdf

2. AG/RES. 1451 (XXVII-O/97), AG/RES. 1592 (XXVIII-O/98), AG/RES. 1625 (XXIX-O/99), AG/RES. 1777 (XXXI-O/01), AG/RES. 1941 (XXXIII-O/03), AG/RES. 2021 (XXXIV-O/04), AG/RES. 2124 (XXXV-O/05), AG/RES. 2161 (XXXVI-O/06), AG/RES. 2323 (XXXVIIO/07), AG/RES. 2441 (XXXIX-O/09), AG/RES. 2560 (XL-O/10), AG/RES. 2685 (XLI-O/11), AG/RES. 2710 (XLII-O/12), AG/RES. 2770 (XLIII-O/13), AG/RES. 2831 (XLIV-O/14), AG/RES. 2887 (XLVI-O/16), AG/RES. 2908 (XLVII-O/17, Section xviii), AG/RES. 2928 (XLVIII-O/18, Section xiv), and AG/RES. 2941 (XLIX-O/19, Section xvi)

3. With regard to the Summits of the Americas, worth noting is the Plan of Action of the Third Summit (Quebec City, 2001), which reaffirmed the role of the CIM in leading the integration of a gender perspective into the work of all the organs, agencies, and entities of the inter-American system, http://www.summit-americas.org/iii_summit/iii_summit_poa_sp.pdf

4. CIM (2017). Gender, Rights and Diversity in the General Secretariat of the OAS, http://www.oas.org/en/cim/docs/GPAP-EN.pdf

5. For more information about the SEPIA programs or to see the specific recommendations in the areas of labor, justice, education, and science and technology, visit http://www.oas.org/en/cim/sepia.asp

6. CIM (2001), *Gender Mainstreaming in the Programs and Policies of Labor Ministries (Reference Document)*, http://www.oas.org/en/cim/docs/SEPIA[Labour]-Reference[EN].pdf

7. CIM (2001), *Incorporation of the Gender Perspective in Regional Labor Policies. Progress and Proposals*, http://www.oas.org/en/cim/docs/SEPIA[Labour]-Report[EN].pdf

8 CIM (2001), *Follow-up Meeting on the Inter-American Program: Gender and Labor. Final Report*, http://www.oas.org/es/cim/docs/SEPIA[Labour]-Recommendations[ES].doc

9. CIM (2002), *Meeting of Experts on Gender and Justice. Final Report*, http://www.oas.org/es/cim/docs/SEPIA[Justice]-Recommendations[ES].doc

10. CIM (2002), *Mainstreaming a Gender Perspective into the Programs and Policies of Ministries of Justice or Offices of Attorneys General* http://www.oas.org/en/cim/docs/SEPIA[Justice]-REMJA[EN].pdf

11. CIM (2004), *Meeting of Experts on Gender and Education. Final Report*, http://www.oas.org/en/cim/docs/SEPIA[Education]-Resolution[EN].pdf

12. CIM (2004), Proposals for Integrating a Gender Perspective in Education presented to the III Meeting of Ministers of Education, http://www.oas.org/en/cim/docs/SEPIA[Education]-Proposals[EN].pdf

13. CIM (2004), Proposals for Integrating a Gender Perspective in Education Presented to the III Meeting of Ministers of Education, http://www.oas.org/en/cim/docs/SEPIA[Education]-Proposals[EN].pdf

14. CIM (2010), Evaluation of the Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality (CIM/CD/INF. 10/10), http://www.oas.org/es/cim/comite.asp

15. Idem.

16. CIM (2010), Strategic Plan 2011-2016 of the Inter-American Commission of Women, https://www.oas.org/en/cim/docs/CIM-StrategicPlan2011-2016-ENweb.pdf

17. CIM (2016), Strategic Plan 2016-2021 of the Inter-American Commission of Women, https://www.oas.org/en/cim/docs/CIM-StrategicPlan2016-2021-EN.pdf

18. OAS (2005), Inter-American Program for the Promotion and Protection of the Human Rights of Migrants, Including Migrant Workers and their Families, https://www.oas.org/dil/migrant_workers_inter_american_program.htm#:~:text=Program%20Objectives%3A%20The%20primary%20objectives,work%20of%20organs%2C%20organisms%2C%20and

19. OAS (2008), Inter-American Program for Universal Civil Registration, http://www.oas.org/sap/docs/puica/RES_2362_ProgramaInteramericano_s.pdf

20. OAS (2016), Inter-American Program on Access to Public Information http://www.oas.org/en/sla/dil/docs/access_to_information_Inter-American_Program.pdf

21. OAS (2016), Inter-American Program for Sustainable Development
http://www.oas.org/en/sedi/pub/pids_2017.pdf
22. OAS (2016), Executive Order No. 16-03, http://www.oas.org/legal/english/gensec/EXOR1603.pdf
23. CIM (2017). Gender, Diversity and Rights in the OAS General Secretariat,
http://www.oas.org/en/cim/docs/GPAP-EN.pdf
24. Executive Order 18-01, http://www.oas.org/legal/spanish/gensec/EXOR1801.pdf
25. Directive 02-18, http://www.oas.org/legal/spanish/Directivas/SG062218.pdf
26. Directive 01-19, http://www.oas.org/legal/english/Directives/SG031119_guidelines.pdf
27. For more information on the implementation of the Gender Policy and its Action Plan, see the CIM annual
reports at http://www.oas.org/es/cim/informes.asp
28. AG/RES. 1627 (XXIX-O/99), AG/RES. 1790 (XXXI-O/01), AG/RES. 1872 (XXXII-O/02), AG/RES. 1954 (XXXIII-O/03),
AG/RES. 1977 (XXXIV-O/04), AG/RES. 2096 (XXXV-O/05), AG/RES. 2191 (XXXVI-O/06), AG/RES. 2335 (XXXVII-O/07),
and AG/RES. 2427 (XXXVIII-O/08)
29. The data in this graph were taken from the Register of Staff Members as of December 31 each year (from 2015
to 2019). The data for 2020 are from the Register of Staff Members as of June 30, 2020.
30. Data taken from the Register of Staff Members as of June 30, 2020. This document is prepared by the Department
of Human Resources of the OAS General Secretariat every quarter.
31Data taken from the Register of Staff Members as of June 30, 2020.
32. For a full list of good institutional practices shared with the CIM, see the annual reports on IAP implementation
at http://www.oas.org/en/cim/reports.asp
33. The CIM received responses to the questionnaire from 17 OAS areas:
   - Secretariat for Strengthening Democracy (4): Department of Electoral Cooperation and Observation,
     Department for the Promotion of Peace, Mission to Support the Peace Process in Colombia, Mission to
     Support the Fight against Corruption and Impunity in Honduras
   - Executive Secretariat for Integral Development (1): Department of Economic Development
   - Secretariat for Multidimensional Security (2): Inter-American Drug Abuse Control Commission,
     Department against Transnational Organized Crime
   - Secretariat for Administration and Finance (5): Department of Human Resources, Department of Financial
     Services, Department of General Services, Department of Procurement, Department of Information and
     Technology Services
   - Secretariat for Legal Affairs (2): Department of International Law, Department of Legal Cooperation
   - Secretariat for Hemispheric Affairs (2): Department for Effective Public Management, Summits Secretariat
   - Secretariat for Access to Rights and Equity (1): Department of Social Inclusion
34. For more information, see https://portal.portaleducoas.org/es/cursos/enfoque-derechos-igualdad-g-nero-en-
pol-ticas-programas-proyectos?lang=en
35. For more information, see https://portal.portaleducoas.org/es/cursos/planificaci-n-estrat-gica-enfoque-g-
nero?lang=en
36. See http://scm.oas.org/doc_public/english/hist_20/cp42142e03.docx for the full text of the resolution.