

Chapter VI

Institutional Development

CHAPTER VI INSTITUTIONAL DEVELOPMENT

A. Structure and Personnel of the IACHR

1. In 2020, the Executive Secretariat continued to bring its staffing and resources into line with the mandates issued to the IACHR. Thus, as of December 31, 2020, the IACHR Executive Secretariat was composed of 140 members (54 regular staff, 83 consultants, and 3 associate professionals). The IACHR is further assisted by 7 fellows.

2. The table below indicates the distribution of staff by funding source as of December 31, 2020.

Source of funding by group				
Category	Regular Fund	Specific Fund	At no cost to the IACHR	Total
Acting Executive Secretary*	1	0	0	1
Assistant Executive Secretaries	1	0	0	1
Special Rapporteurs	0	2	0	2
Professionals	34	2	0	36
Administrative Staff	13	1	0	14
Subtotal for Staff	49	5	0	54
Human Rights Professionals – Consultants	5	42	0	47
Administrative Staff – Consultants	3	15	0	18
Other Professionals – Consultants	6	12	0	18
Subtotal Consultants	14	69	0	83
Associate Staff	0	2	1	3
Total Staff	63	76	1	140
Fellows	0	3	4	7
Total	63	79	5	147

**As of December 31, 2020, the Assistant Executive Secretary for Monitoring, Technical Cooperation, and Promotion has been serving as Acting Executive Secretary*

3. In terms of geographic representation and diversity, the 140 members mentioned in paragraph 1 (regular staff, consultants, and associate professionals), 61% of whom are women and 39% men, hail from 24 different States. The table below shows staff distribution by nationality and type of contract.

Type of contract	Country	Nationality on joining the OAS	Current nationality
Staff	Antigua and Barbuda	1	1
	Argentina	3	2
	Barbados	1	1
	Bolivia	1	0
	Brazil	7	6
	Chile	2	2
	Colombia	7	5
	Guatemala	1	1
	Mexico	3	3
	Panama	1	1
	Paraguay	2	2
	Peru	7	3
	Uruguay	4	3
	United States	11	22
	Venezuela	2	1
Staff Total		54	54
RBC	Argentina	5	5
	Bolivia	4	4
	Brazil	11	11
	Canada	2	2
	Chile	3	3
	Colombia	14	14
	Costa Rica	2	2
	Ecuador	2	2
	El Salvador	3	2
	Guatemala	1	1
	Honduras	2	2

Mexico	6	6
Panama	1	1
Peru	6	6
Portugal	1	1
Saint Lucia	1	1
Spain	1	1
Trinidad and Tobago	1	1
Uruguay	5	5
USA	8	9
Venezuela	4	4
RBC Total	83	83
Associate Staff		
Argentina	1	1
Chile	1	1
Guatemala	1	1
Associate Staff	3	3
Grand Total	140	140

4. The Inter-American Commission on Human Rights (IACHR) held its first internal session of the year on January 8 and 9. On that occasion, it distributed thematic and country reports, renewed the mandate of its Executive Secretary, and decided to hold a competition to select the individual to head its Special Rapporteurship for Freedom of Expression.

5. During the first quarter of 2020, it published a call for candidates for the position of Special Rapporteur for Freedom of Expression. On September 15, the IACHR selected Pedro José Vaca Villarreal for the position of Special Rapporteur for Freedom of Expression. The Commission forwarded the name of that individual to the Secretary General of the Organization of American States (OAS), who agreed to the appointment. Pursuant to Article 15 of the IACHR Rules of Procedure, Pedro Vaca was appointed for a three-year term, renewable once, and commenced his duties on October 6, 2020.

6. The IACHR also decided to renew the mandate of the Special Rapporteur on Economic Social, Cultural, and Environmental Rights (DESCA), Soledad García Muñoz, from August 28, 2020 to August 28, 2023.

7. At the beginning of the year, the Department of Human Resources of the GS/OAS was asked to publish competitions for three vacant posts at the P02 level and one at the G05 level under the regular fund. In addition, in April it was sent a proposal to convert one vacant post at the P03 level to lower-level posts. Due to over a 12-month delay by the GS/OAS in issuing a decision on the competition for the P05 post of Principal Specialist in Human Rights, it was requested to convert this position to lower-level positions. During the course of the year, despite its repeated requests, the ES/IACHR received no response from the GS/OAS. In October, with the approval of the Program-Budget for 2021, the ES/IACHR saw its budget reduced by US\$546,000. The IACHR decided to offset this budget cut with funds from vacant posts to avoid terminating the contract of any staff member.

8. On August 15, 2020, the last day of Executive Secretary Paulo Abrão's contract, the OAS General Secretariat communicated to the IACHR its decision to abstain from moving forward with the naming of the IACHR Executive Secretary, which in practice was a refusal to extend his contract – a requirement for administrative continuity of the Executive Secretary's mandate.

9. On September 17, 2020, the IACHR announced its decision to hold a competition to select the person who would take the helm of its Executive Secretariat, having failed to secure an extension of Executive Secretary Paulo Abrão's contract. The IACHR appointed Assistant Executive Secretary for Monitoring, Technical Cooperation María Claudia Pulido to serve as Acting Executive Secretary until the selection and appointment of the head of the new Executive Secretariat.

10. On September 25, the call for candidates for the post of Executive Secretary was published, following the procedures stipulated in Article 11 of the IACHR Rules of Procedure. The deadline for the submission of candidacies was November 19. On December 14, 2020, the IACHR selected a group of ten (10) finalists. On December 15, 2020, the names and curricula vitae of the candidates selected as finalists for the post were published on the IACHR website so that the OAS member states and civil society could comment on the candidates. Once the comments have been received, five (5) finalists will be interviewed in person by the Commission's plenary in February 2021 at a location and on a date to be determined, as the public health situation permits. The IACHR will select the most qualified candidate and forward his or her name to the Secretary General, proposing a four-year term, renewable once, pursuant to Art. 21 of its Statute and Art. 11 of its Rules of Procedure.

11. Concerning the request to the Department of Human Resources for post reclassifications in September 2019 and January 2020, the required post audits were performed in March and April. All the requests are currently pending approval by the GS/OAS.

12. In August, three vacant posts at the P02 level financed by Specific Funds were advertised, to be filled competitively. The appointments of the individuals selected are expected to take place in early 2021.

Consultants, Interns, Fellows, and Associate staff

13. In 2020, the renewal of consultant contracts continued and new consultants were hired, strengthening the different sections of the ES/IACHR. As of December 31, 2020, the ES/IACHR has 83 consultants.

14. Due to the COVID-19 pandemic, in 2020, through two Remote Internship Cycles coordinated by the GS/OAS Department of Human Resources, a total of 47 interns joined the IACHR Executive Secretariat.

15. Thanks to the support of several institutions, the ES/IACHR received nine new fellows, who have been working remotely during the year:

No.	Nationality	Fellowship	Assignment
1	Venezuela	Save the Children	Monitoring III
2	Argentina	Orlando Sierra	RELE/Freedom of Expression
3	Colombia	UCLA	REDESCA/ESCER
4	Bolivia	Follow-up of Recommendations	Follow-up of Recommendations
5	Costa Rica	ARCUS	LGBTI Rapporteurship
6	Mexico	UNAM	Cases
7	Mexico/USA.	Universidad de Monterrey	REDESCA/ESCER
8	Peru	Pontificia Universidad Católica del Perú	Cases
9	Peru	Pontificia Universidad Católica del Perú	Cases

16. In addition, thanks to the support of the following institutions, the ES/IACHR welcomed three members of their staff as associate staff in 2020:

No.	Institution	Assignment
1	The Trust for the Americas	RELE
2	The Trust for the Americas	Monitoring II
3	Criminal Public Defender's Office of Chile	Admissibility

4	Criminal Public Defender's Office of Chile	Cases
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Staff training

17. Over the course of the year, the online version of Module #1 of the Leadership School was offered and made available to all personnel. Additionally, in December, a virtual workshop was held for all ES/ IACHR personnel on promoting diversity and preventing discrimination in the workplace.

18. The COVID-19 crisis made it necessary to reprogram the following courses, in coordination with the SG/OAS Department of Human Resources:

- a. Leadership School - Module #2 Inspiring Others. For individuals who manage and coordinate teams.
- b. Resilience Course for all ES/IACHR staff.
- c. Workplace Harassment and Sexual Harassment Policy Course for all ES/IACHR staff.
- d. Code of Ethics Course for all ES/IACHR staff.

Jointly drafted workplace environment plan in the process of implementation

19. Based on the ES/IACHR initiative under its Care by Caring Program, in May, the Department of Human Resources launched the Employee Assistance Program (EAP). All OAS personnel, including consultants, fellows, interns and members of their households will have access to EAP services.

20. The Open-Door Policy continued, giving personnel the opportunity to meet with the Executive Secretary and now, the Acting Executive Secretary, to discuss issues of concern to them.

21. In October, the meetings of the Workplace Environment Committee resumed. This committee, comprised of IACHR Executive Secretariat staff and consultants, works on initiatives to improve the ES/IACHR workplace environment.

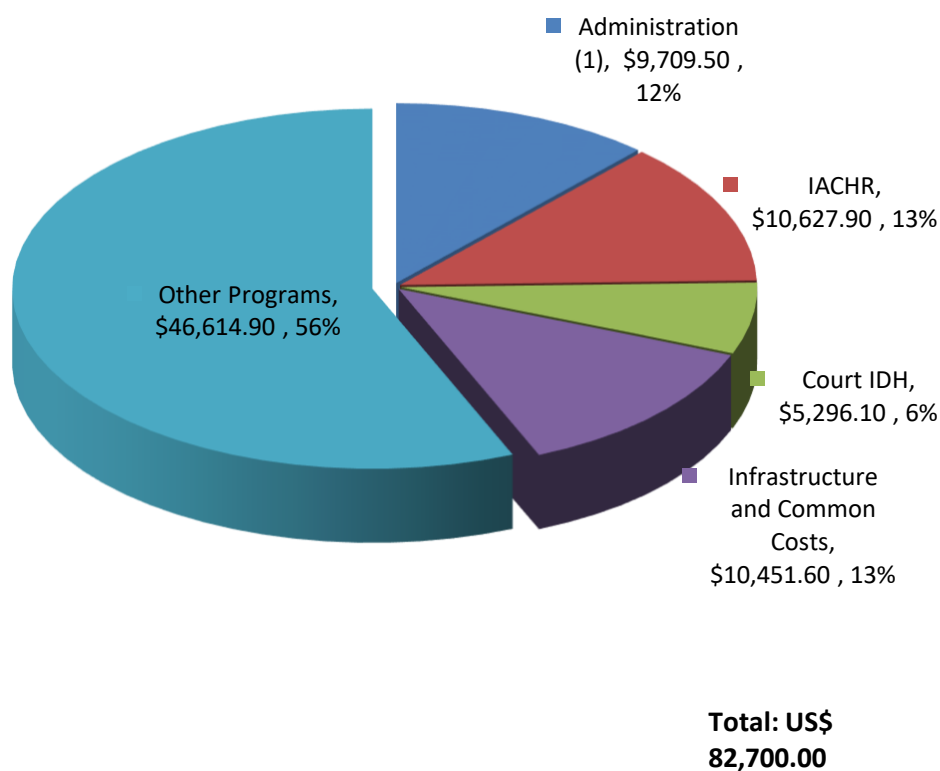
22. The Subcommittee on Diversity, under the ES/IACHR Workplace Environment Committee, made progress in December, holding its first workshop on the promotion of diversity and the prevention of workplace discrimination. The Subcommittee will continue to work on the deployment of a questionnaire on self-definition and the design of an inclusion and diversity policy for the ES/IACHR.

23. As part of the IACHR's plan to improve the workplace environment, efforts will be made to learn about the current work climate in the ES/IACHR so that joint action can be taken to achieve a healthy, safe, participatory, and transparent workplace environment for all. At the IACHR's request, a consulting firm specializing in the workplace environment was hired. This firm began working in November, meeting with the management team of the Executive Secretariat and the Ombudsperson. A virtual event was held with all ES/IACHR personnel informing them about the study's objective and the use of different methodologies and measurement tools. The consulting firm will also hold a meeting with the members of the Workplace Environment Committee. A diagnostic report with recommendations is expected to be ready by the end of January 2021.

B. Financial Resources and Budget Execution

24. The General Assembly approved an IACHR budget for 2020 in the amount of \$10,627,900, \$7,741,200 of which was for staff expenses and \$2,886,700 for operating expenses. The increase in the budget for 2020 marks the culmination of the final phase of the doubling of the regular budget allocated following the Cancún Agreement of 2017.

Figure 1. Distribution of the Approved Budget from the OAS Regular Fund as of December 31, 2020 (in thousands of US\$)¹

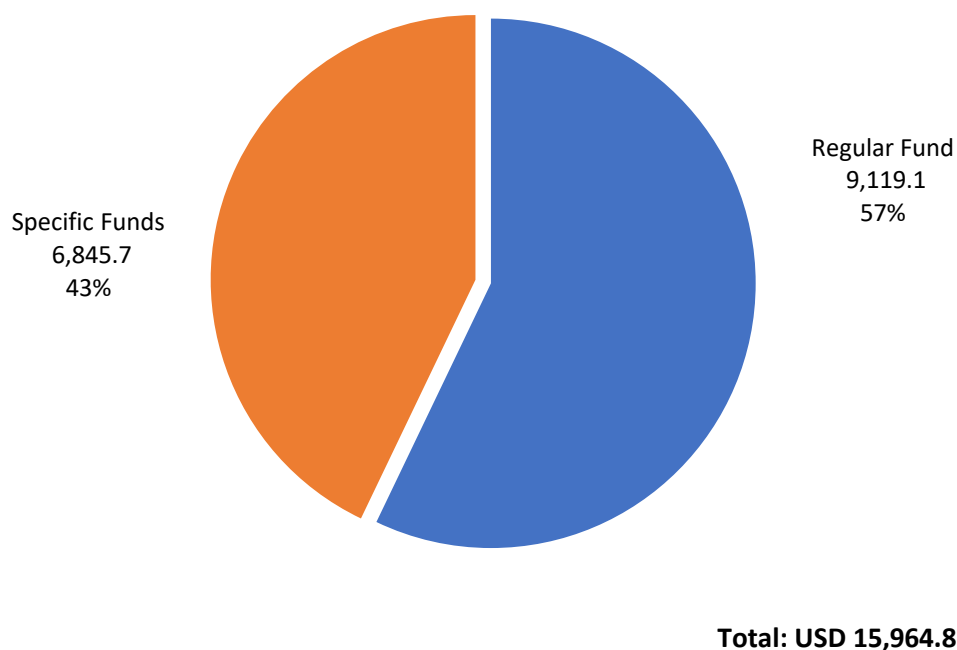


25. As of December 31, 2020, the original Regular Fund budget was modified to a total of \$9,119,129 distributed as follows: \$6,223,100 for staff expenses and \$2,896,029 for non-staff expenses. The staff expense portion was underexecuted because in 2020, the ES/IACHR failed to receive approval from the GS/OAS to launch a competition for vacant posts. In light of this, the IACHR Executive Secretariat submitted several requests to the GS/OAS Secretariat for Administration and Finance for greater availability of funds in the budget line for non-staff expenses. Unfortunately, these requests for additional funding were denied.

¹ The figures show the distribution of the program budget approved on June 27, 2019 through AG/RES. 2940 (XLIX-O/19) for the period January 1 through December 31, 2020. The figure under Administration corresponds to the Secretariat for Administration and Finance (Chapter 11).

26. Concerning fundraising for specific funds, thanks to the confidence vested in the IACHR, we have managed to raise USD \$6,845,659 in 2020 through the resource mobilization strategy. The chart below shows the distribution of funds received by the IACHR, by source of funding.

Figure 2. Funding received by the IACHR in 2020 by source of funding (preliminary and unaudited figures in thousands of US\$)



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

Table 1. Contributions of Funds Received by the IACHR in 2020
By source of funding and special theme
(Preliminary and unaudited figures in US\$)²

Source of Funding	ES/IACHR	RELE	REDESCA	Total	%
Regular Fund	9,119,129	-	-	9,119,129	57.1%
Specific Funds					
Member States					
Brazil	10,000	-	-	10,000	0.1%
Canada	509,641	-	-	509,641	3.2%
Chile	20,000	-	-	20,000	0.1%
Costa Rica	13,966	3,343	-	17,309	0.1%
Dominican Republic	21,813	-	-	21,813	0.1%
Mexico	200,000	-	-	200,000	1.3%
Panama	50,070	-	-	50,070	0.3%
Peru	8,807	-	-	8,807	0.1%
United States	3,231,602	-	-	3,231,602	20.2%
	4,065,899	3,343	-	4,069,242	25.5%
Permanent Observers					
European Union	355,925	-	-	355,925	2.2%
France	21,692	-	-	21,692	0.1%
Ireland	60,425	-	-	60,425	0.4%
Netherlands	397,870	20,000	-	417,870	2.6%
Norway	-	-	185,878	185,878	1.2%
Spain	53,827	-	39,503	93,330	0.6%
Switzerland	879,975	6,589	-	886,564	5.6%
	1,769,714	26,589	225,381	2,021,684	12.7%
Institutions and Others					
ARCUS Fundation	50,000	-	-	50,000	0.3%
Center for Economic and Social Rights (CESR)	-	-	20,000	20,000	0.1%
Justice Studies Center of the Americas (CEJA)	-	-	6,000	6,000	0.0%
Google	-	60,000	-	60,000	0.4%
Open Society Foundation	-	-	25,000	25,000	0.2%
Pan American Development Foundation (PADF)	227,722	-	-	227,722	1.4%
The Ford Foundation	175,000	118,250	-	293,250	1.8%
United Nations High Commissioner for Refuge	72,761	-	-	72,761	0.5%
	525,483	178,250	51,000	754,733	4.7%
Total Specific Funds	6,361,096	208,182	276,381	6,845,659	42.9%
Gran Total	15,480,225	208,182	276,381	15,964,788	100.0%

²The IACHR entered into an assistance agreement with the United States in the amount of US\$14.2 million for the period 2018-2022. Under this agreement, funds are disbursed as the project budget is executed. The Special Rapporteurship for Freedom of Expression has been allocated US\$1.2 million under this agreement.

28. The table below shows the statement of changes in the fund balance of projects financed with specific funds of the IACHR as of December 31, 2020.

Table 2. Report of Variations in the Balance of Funding for Projects Paid from Specific Funds of the IACHR
Information as of December 31, 2020^{3, 4}
(Preliminary unaudited figures in US\$)

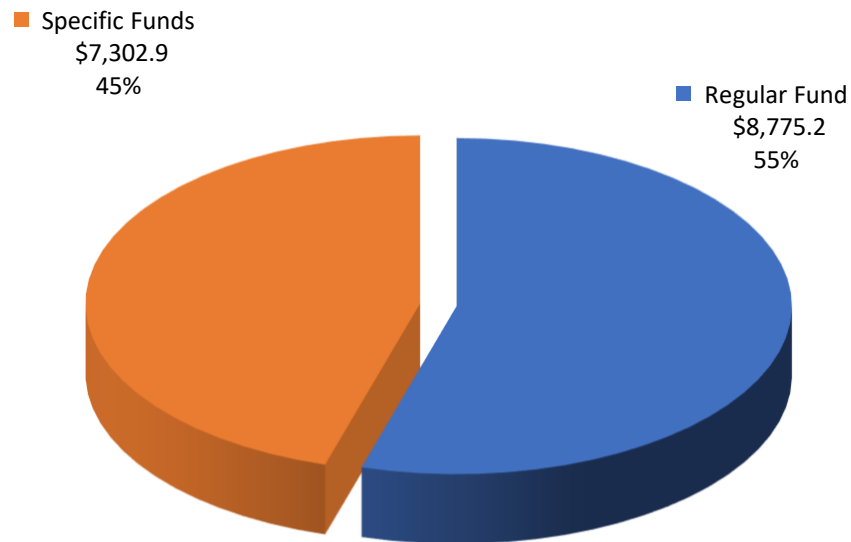
Project Name/Nombre de Proyecto	Beginning Balance/ Saldo Inicial	Contributions/ Contribuciones	Transfers/ Transferencias	Expenditures/ Gastos	Net Change/ Cambio Neto	End of Cash	Obligations/ Obligaciones	Fund Balance/ Saldo Final
						Balance/ Balance Final en Cash		
Freedom of Expression 2018-2021	\$ 321,495	\$ 208,182	\$ -	\$ 299,427	\$ (103,960)	\$ 217,535	\$ 69,504	\$ 148,032
GIEI Mexico-Phase II	\$ -	\$ -	\$ 454,418	\$ 164,446	\$ 269,898	\$ 269,898	\$ 68,011	\$ 201,887
GIEI Nicaragua	\$ 10,072	\$ -	\$ (6,386)	\$ -	\$ (6,386)	\$ 3,686	\$ -	\$ 3,686
Inc. Effic. IACHR 2018-2020	\$ (1,065,676)	\$ 3,041,283	\$ -	\$ 2,955,023	\$ 91,739	\$ (973,937)	\$ 1,117,339	\$ (2,091,276)
Legal Assistance Fund I-A Humam Rights System	\$ 135	\$ -	\$ -	\$ -	\$ -	\$ 135	\$ -	\$ 135
Obj 1. Promote justice	\$ 568,156	\$ 687,205	\$ 171,170	\$ 809,595	\$ 48,780	\$ 616,936	\$ 189,967	\$ 426,969
Obj 2. Monitoring Capacity	\$ 439,535	\$ 593,155	\$ 29,775	\$ 713,728	\$ (111,242)	\$ 328,293	\$ 114,980	\$ 213,313
Obj 3. Defense and Prot. Capab.	\$ 28,354	\$ -	\$ -	\$ 21,294	\$ (21,294)	\$ 7,060	\$ -	\$ 7,060
Obj 4. Strenghten Coop. ISHR	\$ 83,270	\$ 96,532	\$ 55,000	\$ 133,362	\$ 18,170	\$ 101,439	\$ 72,700	\$ 28,739
Obj 5. Inst. Mngt. IACHR	\$ 84,890	\$ 70,470	\$ 186,900	\$ 195,562	\$ 51,909	\$ 136,798	\$ 55,988	\$ 80,810
Obj 6 - Recommendations IACHR	\$ 509,101	\$ 908,663	\$ 225,249	\$ 875,178	\$ 258,734	\$ 767,835	\$ 130,550	\$ 637,285
Oliver Jackman Fund - CIDH	\$ 80,138	\$ -	\$ -	\$ -	\$ 577	\$ 80,715	\$ -	\$ 80,715
Program 1 - Direction in Law	\$ 145	\$ -	\$ -	\$ -	\$ -	\$ 145	\$ 145	\$ -
Program 2 - Individual Petition Syst.	\$ 2,896	\$ -	\$ -	\$ -	\$ -	\$ 2,896	\$ -	\$ 2,896
Program 4 - 4.3 Afro-Descendants	\$ 172	\$ -	\$ -	\$ -	\$ -	\$ 172	\$ -	\$ 172
Program 4 - 4.8 LGTBI	\$ 211	\$ -	\$ -	\$ -	\$ 100	\$ 311	\$ 100	\$ 211
Prom. Protec DESC in IHRS - I	\$ 621	\$ -	\$ (621)	\$ -	\$ (621)	\$ -	\$ -	\$ -
Prom. Protec ESCER in IHRS-II	\$ 3,784	\$ -	\$ 39,503	\$ 43,280	\$ (3,778)	\$ 6	\$ -	\$ 6
Protection of Defenders	\$ 75,606	\$ -	\$ 39,503	\$ 93,363	\$ (53,861)	\$ 21,745	\$ -	\$ 21,745
Rights of women and girls	\$ (58,302)	\$ 509,641	\$ -	\$ 364,167	\$ 145,814	\$ 87,512	\$ 139,832	\$ (52,320)
Special Mecanism MC-409-14	\$ 715,379	\$ 200,000	\$ (504,418)	\$ 144,680	\$ (429,024)	\$ 286,355	\$ 45,000	\$ 241,355
Str. combat. racial discrim.	\$ 54,783	\$ -	\$ (21,589)	\$ 33,194	\$ (54,783)	\$ -	\$ -	\$ -
Str. IAHRIS Triangle/Nicaragua	\$ 106,598	\$ 227,722	\$ -	\$ 179,531	\$ 48,191	\$ 154,789	\$ 56,225	\$ 98,564
Strategic Plan - General Funds	\$ 410,244	\$ 209,476	\$ (296,761)	\$ 277,120	\$ (339,118)	\$ 71,125	\$ -	\$ 71,125
Grand Total	\$ 2,371,606	\$ 6,752,329	\$ 371,740	\$ 7,302,950	\$ (190,156)	\$ 2,181,450	\$ 2,060,340	\$ 121,110

29. The figure below shows the distribution of IACHR expenditure by source of funding as of December 31, 2020. Expenses financed with specific funds account for 45% and with the regular fund, 55%.

³ This table summarizes the "Report of Changes in Fund Balance of Projects Financed by Specific Funds of the IACHR" by activity and donor, published by the GS/OAS Department of Financial Services on December 31, 2020.

⁴ The final negative balances are presented, since some agreements are implemented under the modality of disbursement against the financial execution of the project.

Figure 3. Distribution of IACHR Expenses by Source of Funding as of December 31, 2020
(preliminary and unaudited figures in thousands of US\$)



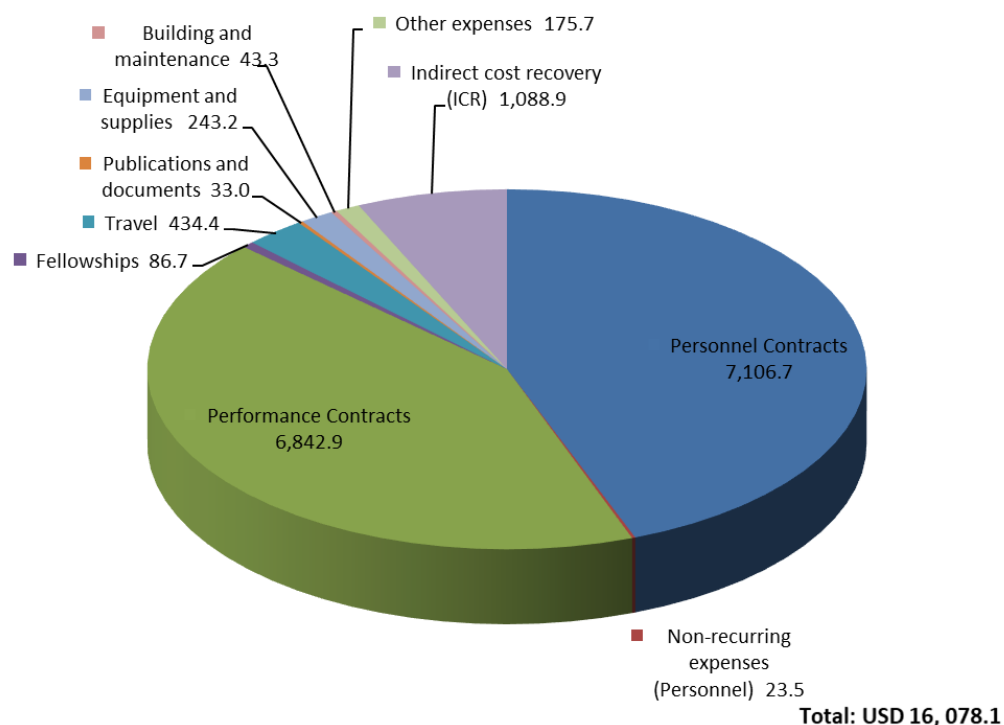
Total: US\$ 16,078.1

30. The table and figure below show the distribution of IACHR expenses by source of financing and object of expenditure.

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

Object of Expenditure	Regular Fund	Specific Funds	Total
Personnel Contracts	6,223,100.0	883,572.2	7,106,672.2
Non-recurring expenses (Personnel)	23,478.6	-	23,478.6
Performance Contract	1,991,747.0	4,851,115.0	6,842,862.0
Fellowships	-	86,676.0	86,676.0
Travel	202,520.8	231,840.1	434,360.9
Publications and Documents	24,106.0	8,899.8	33,005.8
Equipment and supplies	198,362.6	44,802.0	243,164.6
Building and maintenance	25,258.5	18,040.2	43,298.7
Other expenses	86,626.6	89,073.4	175,700.0
Indirect cost recovery (ICR)	-	1,088,931.2	1,088,931.2
Total	8,775,200.0	7,302,949.9	16,078,150.0

Figure 4. Distribution of IACHR Expenses by Object of Expenditure as of December 2020 (preliminary unaudited figure in thousands of US\$)⁵⁶⁷⁸



⁵ The distribution includes only expenses as of December 31, 2020, which were financed with contributions received in 2020 and previous years (in the case of specific funds).

⁶ Personnel/Staff expenses are included under Personnel Contracts.

⁷ Performance Contracts include conference services, fees, special services of the commissioners, interpretation, translation, administrative and professional support, and consultants.

⁸ Other Expenses include office and equipment rental, courier fees, other conference services, local area network (LAN), telephones, transportation, and office expenses.

C. Planning, Resource Mobilization, and Project Administration

1. Financial Planning of the IACHR

31. The Executive Secretariat moved forward with annual financial planning for 2021 based on funding sources from the Regular Fund (total of \$10 million) and specific funds (estimated at \$6.3 million), for a total of \$16.3 million. For this purpose, the execution status of ongoing projects, the projected potential income based on multi-year projects, and ongoing negotiations were reviewed.

2. Projects Implemented in 2020

32. In 2020, the IACHR Executive Secretariat drafted and submitted 34 mid-term or final narrative reports for 21 projects. A list of completed and ongoing projects in 2020 and their respective donors appears below:

Nº	PROJECT	TOTAL PROJECT AMOUNT	DONOR	REPORTS SUBMITTED
2.	“Fellowship on international protection and internal displacement and support for institutional capacity-building 2019”	US\$141,650	UNHCR	Final Report
3.	“Strengthening the international protection of asylum seekers, refugees, stateless persons, internally displaced persons, as well as other persons and groups in situations of human mobility in countries of origin, transit, destination, and return in the Americas. UNHCR 2020”	US\$80,000	UNHCR	Mid-term Report
4.	Protection and promotion of the Rights of Lesbian, Gay, Bisexual, Trans, and Intersex Persons	US\$100,000	ARCUS	Final Report
5.	“Promoting compliance with recommendations and decisions on the rights of women and girls by the IACHR in the member states of Latin America and the Caribbean”	Can\$2,988,609	Canada	Annual Report and Semiannual Report
6.	Access to international justice through individual petitions submitted to the IACHR by alleged victims of human rights violations in the hemisphere	€1,000,000	European Commission	Annual Report
7.	Protecting and Defending Human Rights in Nicaragua	€739,317	European Commission	Interim Report
8.	Increasing the effectiveness of the IACHR’s work in 2018-2021.	US\$9,338,888	United States	4 Quarterly reports

		Additional US\$4,924,999		
9.	MESENI Nicaragua	US\$300,000	United States DOS-CSO	1 Quarterly Report Final Report
10.	Strengthening Legal Standards and Recommendations to Combat Structural Racial Discrimination in the Americas	US\$289,468	Spanish Fund for the OAS	Half-yearly Report Final Report
11.	MESENI Nicaragua (CDH1707)	US\$116,160	Spanish Fund for the OAS	Mid-term Report Final Report
12.	Improving available tools to enhance protection of the right to life and humane treatment of human rights defenders in Latin America	US\$131,675	Spanish Fund for the OAS	2 Mid-term Reports
13.	Promoting and protecting economic, social and cultural rights in the Inter-American human rights system (Phase II)	US\$131,675	Spanish Fund for the OAS	Mid-term Report and Final report
14.	Supporting the Special Group for the Supervision of Precautionary Measures, aimed at protecting social leaders and human rights defenders in Colombia, Brazil, Mexico, Guatemala, Haiti and Honduras and implementation of the SACROI COVID-19	US\$350,000	Ford Foundation	Mid-term Report
15.	Support for the work of the IACHR Rapporteurship on the Rights of Lesbian, Gay, Bisexual, Trans, and Intersex Persons (2018)	US\$250,000	Foundation of the Americas	Mid-term Report
16.	Support for the work of the IACHR Rapporteurship on the Rights of Lesbian, Gay, Bisexual, Trans, and Intersex Persons.	US\$450,000	Foundation of the Americas	Ongoing
17.	“Supporting the IACHR in implementing its Strategic Plan 2017-2021”	US\$1,120,000	Netherlands	Mid-term Report
18.	MESEVE Venezuela	US\$29,410 Additional US\$108,500	Netherlands	Mid-term Report
19.	“Access to international justice by processing petitions submitted to the IACHR for persons discriminated against in the Hemisphere”	€50,000	Ireland	Interim Report Final report

20.	MESENI- Nicaragua	US\$80,000	Italy	Final Report
21.	“Promoting and protecting human rights in the Northern Triangle of Central America”	US\$835,976	PADF	4 Quarterly Reports
22.	Bases for Transitional Justice in Nicaragua	US\$260,875	PADF	Quarterly Report
23.	“Strengthening governance and human rights in Central America” Phase II	US\$2,600,000	Switzerland	Bimonthly Reports Mid-term Report

3. Project Funding Proposals

33. In 2020, the IACHR Executive Secretariat drafted 16 project funding proposals for submission to donors. Most of the proposals were approved.

- a. Reformulation and submission of the project proposal “Promoting and Training on the Inter-American Human Rights System and Public Policy Making with a human rights approach in the Americas” to the Autonomous Community of the Balearic Islands. The project has been postponed due to the COVID-19 pandemic.
- b. Drafting and submission of a proposal to Canada containing a logical framework and indicator monitoring plan for a one-year extension of the project to combat violence and discrimination against women and girls in Latin America and the Caribbean – an additional CAN\$1,000,000. The request was approved and the project is under way.
- c. Drafting and submission of the proposal on the MESEVE Mechanism to Canada and other donors. The project is in the process of mobilizing funds and has been submitted to the donor roundtable.
- d. Drafting and submission of a proposal for launching the GIEI Bolivia. The proposal is being disseminated to mobilize funds. First donor roundtable has been held.
- e. Drafting and submission of a proposal to the Government of Canada for strengthening IACHR capacities in the protection of human rights in during crises. In the review and redefinition process.
- f. Drafting and submission of a project on COVID-19 and human rights for submission to the donor roundtable. The proposal is being distributed to mobilize funds.
- g. Drafting and submission of the Project to Strengthen the Rapporteurship on the Rights of LGBTI Persons for Wellspring.
- h. Drafting and submission of a Project to Strengthen International Protection for Migrants, Displaced Persons, and Refugees in Countries of Origin, Destination, and Return in the Americas for UNHCR. The \$80,000 project completed its execution.
- i. Drafting and submission of a project for the Kingdom of the Netherlands for additional funds in the amount of \$108,500 for the Special Follow-up Mechanism for Venezuela (MESEVE).

- j. Drafting and submission of a project proposal to the Government of Spain for the Special Follow-up Mechanism for Nicaragua – Phase II. The project for \$119,870 was approved and will commence in 2021.
- k. Drafting and submission a project proposal to the Government of Spain for Strengthening Legal Standards and Recommendations to Combat Structural Racial Discrimination in the Americas – Phase II. The project in the amount of \$299,675.00 was approved and will commence in 2021.
- l. Drafting and submission of the Concept Note “Worker’s Rights in Cuba” for the submission of a joint proposal with PADF. The proposal in the amount of \$470,000 was approved.
- m. Drafting and submission of a proposal to the United States Department of State for an additional \$4,924,999 for the project “Boosting the Effectiveness of the IACHR’s Work in 2018-2020”. The project was approved and is under way.
- n. Drafting and submission to PADF of Proposed Activities and Addition to the Project for Strengthening Democracy and Human Rights in the Northern Triangle.” The proposal was approved and is under way.
- o. Drafting and submission of the proposal to the Government of Ireland for the project “Access to International Justice through Processing of Petitions Filed with the IACHR whose Admissibility Review is Pending” in the amount of €150,000. The project, in the amount of €50,000, was approved for one year, with implementation beginning on December 1, 2020.
- p. Drafting and submission of the joint ILO, FAO, IOM initiative with IACHR assistance to promote the rights of migrants impacted by COVID-19. The proposal is currently under review.

D. Technological Breakthroughs

34. In view of the COVID-19 pandemic, one of the Commission’s main objectives has been to maintain and develop new tools for optimal interconnection, with the aid of cutting-edge technologies, to enable Executive Secretariat members and staff to work without interruption and maintain direct contact with those who rely on and reach out to the Inter-American System of Human Rights System (IASHR). The continuity of remote work has been maintained thanks to the leadership of the Executive Secretariat (Technology and Systems Section) in its role as innovator and its capacity to adapt to the new work modality, providing the necessary supervision and assistance to improve and maintain constantly evolving virtual work processes. To transformatively and efficiently hold distance meetings and seminars, the TSS has provided the necessary support for research, evidence, and the creation of real scenarios via different platforms and configurations, functions, and uses for the Commission’s entire series of internal and external webinars during these pandemic times for both the SACROID COVID-19 and other matters requiring distance meetings, training, and seminars. It has provided assistance to more than 140 panelists specializing in human rights in 23 virtual thematic seminars attended by more than 1 million participants. All this has been made possible by the use of technologies and methodologies, accompanied by ceaseless research and recommendations concerning the functions that can be integrated into videoconferencing technology platforms.

35. This was the first time that that so many telecommunications technologies had been combined in the Commission, serving as pilot projects such as working meetings by videoconference, which clearly represent progress that provides great experience for tackling the problems of today. Technology has played a significant role in many activities during the pandemic, helping to secure many benefits. Among the processes in which technology has helped

us advance, we can cite: • optimum processes; • higher productivity; • lowering of communication barriers; • competitiveness in the work performed; and • improved decision-making.

36. Connectivity is essential and must be properly utilized to improve digital skills. We have been learning a great deal more about what we call “remote work,” as it is not only an effective solution in our day-to-day work but critical in pandemics. Digital transformation implies the development of internal organizational capacity leveraged with the use of new technologies to meet the needs of users currently working in a digital environment, whose numbers have risen as a result of the confinement caused by the pandemic – a situation that involves much nimbler information processing. COVID-19 has produced a marked acceleration in the use of organizational management tools, demonstrating once again that information technology is more than a basic element but a key strategic area that serves as the foundation for the execution of work and administrative processes. The immediacy facilitated by the speed of technology has enabled our IASHR users from different sectors to follow the Commission’s activities in record time.

37. The Commission has constantly sought to promote technological innovation in the special circumstances in which we find ourselves today. It has searched for the most secure and best performing technology platforms to use in our virtual meetings and seminars. It has also integrated functions to hold efficient videoconferences with the necessary tools to support them. To ensure the availability of more functions and constant innovation, it has updated the subscription and procurement of our virtual videoconferencing services. This has allowed for more planning and holding of side meetings, during which staff from the Executive Secretariat have capitalized on to program different virtual meetings and/or seminars.

38. The 176th, 177th, and 178th Periods of Sessions have been historic and unprecedented events with all processes virtualized, with its distance sessions and hearings representing a special moment for the Commission. To ensure proper execution of the Periods of Sessions, numerous tests of the videoconferencing platforms were run to tailor work methodologies to our practices. For the first time, virtual hearings were held, marking a before and after with respect to the modalities and versatility offered by the Commission to continue meeting the expectations of our IASHR users. Efforts were made to ensure that the hearings had the right configuration for the interpretation of several languages and live subtitles and that the live transmission was well and efficiently executed simultaneously on several platforms to guarantee greater outreach to our users. Thanks to the virtual implementation, 46 hearings were seen by 202,024 people during the Period of Sessions.

39. Implementation of the live subtitles function was used for the participation of persons with disabilities, giving our online seminars and hearings greater reach and accessibility for people who connect to monitor compliance with our mandates. This function was implemented simultaneously in several languages for all hearings of the 178th Period of Sessions, constituting an unprecedented moment on the very day of the observance of International Day of Persons with Disabilities. A digital timer was created and used to keep track of the time allotted by the Commission to the parties during the hearings. It should be noted that during the 178th Period of Sessions, an interpretation channel for the indigenous Nahuatl language was created for the hearing on Case 13.425 - Ernestina Ascencio Rosario et al. v. Mexico, providing live interpretation of a hearing in this language for the first time and permitting greater outreach to people from this community through this medium. The creation and configuration of this interpretation channel will facilitate its use in future hearings or meeting where this native language is needed, thus improving access.

40. Continuing this line of technological innovation, a system was procured that facilitates data utilization and management with different types of classifications, filters, and reports. This tool helps Executive Secretariat teams to work more seamlessly and efficiently with new technologies. One of the most outstanding benefits of this tool is its platform for collaboration, where inputs in multimedia format, texts, data files and different types of information, photos, etc. can be shared. The Executive Secretariat's staff were trained in the use of this collaborative tool.

41. The electronic voting system (E-Vote) was successfully launched for Executive Secretariat queries to the Commission. Through E-Vote, we have automated communication for our members' queries and decision-making, further increasing its efficiency. Prior to the advent of the system, voting was done through the exchange of multiple e-mails, and the votes were recorded and monitored manually. This required care and attention by the individuals responsible to guarantee that the information reached election participants, as well as reminders to complete voting processes that remained open or pending. The results of the vote were not entered in a centralized system. Likewise, each question by each commissioner in each e-mail had to be translated into several languages. The system now offers automatic translation of the participants' questions and comments. The system even has automatic vote counting on consultations, deadline monitoring and alerts, automatic notifications, advanced searches, and electronic generation of smart reports, resulting in greater transparency and efficiency for the Commission. With the introduction of this automated system, the Commission is making better use of information technology solutions and boosting productivity and efficiency in vote monitoring.

42. The Inter-American System for Monitoring Recommendations (SIMORE), was also launched this year and is fully operational for all our users, member States, and civil society. The system offers recommendations through its various mechanisms such as friendly settlement agreements, Chapter IV.B of the Mid-term Report, Published Merits Reports, Country Reports, and Resolutions. Users can search for the desired information and download it in different formats. Furthermore, the creation of Member State and civil society accounts permits greater participation by remitting information linked with the monitoring of the Commission's recommendations. SIMORE's implementation was therefore essential for simplifying the organization of recommendations to the States through merits and thematic reports, period of session's hearings, press releases, etc. These recommendations used to be communicated through different channels and were not classified or systematized, making them unavailable to users wishing to search for and monitor them. This new tool makes it possible to monitor Commission decisions and recommendations to boost IASHR effectiveness. Once SIMORE was fully implemented, training was provided to the member States and civil society, describing the system's information security, creating and activating accounts, and issuing important recommendations about the use, advantages, and functions of the system. This project is truly a milestone in the history of the Commission and offers real assistance to all of our users, member States, and civil society.

43. Analysis continued for the implementation of the Integrated Information Analysis and Management Platform (IIAMP). The definition of the scope of the project has been furthered, as well as the analysis regarding the registration, management and production of the information within the platform. Additionally, the goals and objectives of the platform and its technological requirements were reviewed. The proposed logical framework for the project has been developed thanks to the joint participation and collaboration between the different areas of the ES/IACHR involved.

44. We also completed the modernization of the Executive Secretariat's technology, installing 69 new computers. The modernization of equipment and technology is essential for ongoing technological improvement and staying on top of trends that will help the Executive Secretariat to innovate and keep up to date.

45. We continued to move forward with the project to revamp the Commission's main systems. Progress was made in the collection, analysis, and consolidation of information. With the information obtained, we continued working on the diagramming of inputs and advancing in the design and development of the system. The project will offer staff a better experience when they interact with the system and enable them to process information more quickly. It will streamline the processing of information for internal use and for our external users, the main purpose being to stabilize and improve automated work.

46. Five training events on the Commission's main systems and technology resources were held for 65 users, including regular staff, consultants, fellows, and interns. These events also provided training and presentation materials and additional documentation on protocols and user's manuals.

47. In 2020, 4,355 new accounts in the Individual Petition System Portal were created, 2,308 of which are active. Furthermore, the IACHR replied to more than 5,000 user queries submitted to the mailbox of the system's Portal this year. Replying to our users is essential, and we are continuing this effort to provide technical assistance and monitoring of Portal operations and use. We also supported the campaign to promote use of the Portal, especially in today's circumstances, automating more processes to provide our users with a rapid and effective response. We added two new States, Panama and the Dominican Republic, representing one more achievement for direct automated communication between States, Petitioners, and the Commission.

48. The following automated systems were brought online to aid in free, easy-to-access digital information gathering for our users. This has been helping us improve data management and response times in the different areas of the IACHR Executive Secretariat:

49. Requests for Hearings/Working Meetings – 175th PS, in the four official languages. The system was designed to receive requests for hearings and/or working meetings during the 175th Period of Sessions. The information was organized, and a report was prepared to select the hearings and working meetings to be held during this Period of Sessions, which was held in Haiti.

50. Call to participate in hearings requested by the State – 175th PS. This system issued a call to civil society organizations wishing to participate in the hearing held in the 175th PS on: Human Rights Violations during the Elections in Bolivia.

51. Requests for Hearings/Working Meetings – 176th, 177th, and 178th virtual PS's in the four official languages. Given the COVID-19 pandemic, the 176th PS's request-for-hearing system was opened in two stages. The second stage was reopened only for working meetings, since this Period of Sessions was switched to the virtual mode. The report of the 176th PS was prepared, and the requests received in the first and second stage were considered for the reports. Reports were subsequently prepared with the information obtained on the requests for the 177th and 178th virtual PS's, facilitating the IACHR's decision-making in the selection of the hearings and working meetings to be held during these Periods of Sessions.

52. Application form in English and Spanish for participation in the meetings with civil society during the Commission's 176th, 177th, and 178th Period of Sessions. This system called on civil society organizations in the Americas to participate in the meetings held during the 176th, 177th, and 178th Period of Sessions, which were held virtually. Final reports were also prepared in which the information from interested organizations was included and organized, thereby facilitating notices to participants on how to connect to the meetings.

53. Comments on the Finalists for Special Rapporteur for Freedom of Expression (RELE). Through this system, the Commission received comments regarding the finalists in the competition for the position of Special Rapporteur for Freedom of Express. These comments were received and retained until the preparation of the final report that organizes the information and contributes to more efficient delivery of this input to the Commission for decision-making.

54. IACHR Recommendation Monitoring Fellowship. This system offered the option of applying for a fellowship to join the team for Monitoring Recommendations and Impact, where the awardee will support the work of the Executive Secretariat under the supervision of experts during the fellowship period. Through this system, applicants sent the required information, enabling the IACHR to receive it strategically and accessibly to decide on and select the individual to be awarded the fellowship.

55. Rights of LGBTI Persons Fellowship. With this automated tool, users could submit an application to join the IACHR Rapporteurship on the Rights of Lesbian, Gay, Bisexual, Trans, and Intersex (LGBTI) Persons, putting the option to apply for this fellowship online and making it accessible to many people interested in this issue. We compiled the information from the applicants and shared it with the team of the Rapporteurship on the Rights of LGBTI Persons in a report containing all the information received electronically to facilitate the awarding of the fellowship to the right person, thanks to the summarized information received.

56. Call to participate in a hearing officially requested by the Commission in the 177th PS. Through this online application, the Commission issued a call to civil society organizations interested in participating in the following hearing, to be held during the 177th Period of Sessions: The Overall Human Rights Situation in Bolivia.

57. Comments on Finalists for the position of IACHR Executive Secretary. Through this system, the Commission will receive comments on the finalists in the competition for the position of Executive Secretary. The comments will be received and organized for the preparation of the final report that will support the Commission in its decision-making.