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**MANAGEMENT RESPONSE  
TO THE RECOMMENDATIONS MADE ON THE  
EXTERNAL EVALUATION REPORT**

SEPTEMBER 28, 2023

**SECRETARIAT:** INTER-AMERICAN COMMISSION ON HUMAN RIGHTS

**DEPARTMENT:** OFFICE OF INSTITUTIONAL AND ADMINISTRATIVE AFFAIRS / PLANNING AND PROJECTS

**SIGNED BY:** Tania Reneaum, Executive Secretary

**NAME OF THE EVALUATION:** EXTERNAL FINAL EVALUATION OF THE PROJECT TITLED "INCREASING THE EFFECTIVENESS OF THE INTER-AMERICAN COMMISSION ON HUMAN RIGHTS DURING 2018-2023.

**PERIOD OF EVALUATION:** FROM DECEMBER 2022 TO MARCH 2023

**EVALUATED PROJECTS:**

"Increasing the effectiveness of the Inter-American Commission on Human Rights during 2018-2023" (Name) (CDH1802)

**NAME OF THE EVALUATOR:** DR. ACHIM ENGELHARDT, LOTUS M&E GROUP

The main objective of this document is to identify the necessary actions that need to be implemented by the executing agency to respond to the recommendations made in the external evaluation. The area should state whether they accept or not such recommendations and provide an explanation on how they will be responded or incorporate them in the future. The Department of Procurement Services and Management Oversight (DPMO) will follow-up on the implementation of the recommendations based on the actions identified.

The IACHR has reviewed, analyzed and accepted the recommendations issued by the evaluator. Additionally, some of the actions are aligned with the IACHR Strategic Plan 2023-2027. Furthermore, the actions identified are dependent upon the IACHR regular funds, or the need for additional funding, as well as the IACHR Composition and/or current regional context, beyond IACHR control.

## RECOMMENDATIONS AND MANAGEMENT RESPONSE

Recommendation 3: Project team and Commissioners	Accepted	Not accepted
Continue the work of the IACHR impact observatory and add elements of quantification of beneficiaries in impact reports. This approach could provide elements for future analysis of benefits and costs, including for evaluation purposes and to communicate results to Member States and donors. <b>Prioritization: high.</b> Next 3-6 months	X	
<b>Response:</b> Within the P8 of the IACHR Strategic Plan 2023-2027, the Impact Observatory will continue its work. Nonetheless, the IACHR acknowledges the difficulties of quantifying beneficiaries, and it will depend on the information received. As the first step, the IACHR will define the concept, and adapt accordingly based on its needs. In this sense, impact analysis implies not only a quantitative but also a qualitative assessment. Nevertheless, quantitative data can be collected and provided on measures implemented by the OAS member States to comply with the IACHR's recommendations considering that they could have a positive impact on the human rights situation in the region.		
Key Actions		
Description	Date of implementation	
<b>1.1</b> Review portfolio and systemize direct beneficiaries in published merits reports 2020-2023	<b>2023</b>	
<b>1.2</b> Requesting quantitative information to States on the number of measures implemented by the States to make progress in complying with recommendations that could have a positive impact on the human rights situation in the region.	<b>Q2 2024</b>	
<b>1.3</b> Continue with the implementation of the Impact Observatory roadmap.	<b>2023-2027</b>	

  

Recommendation 4: Project team and Commissioners	Accepted	Not accepted
Take the following opportunities as part of implementing the Strategic Plan 2023-2027: <b>Internal processes</b> <ol style="list-style-type: none"> <li>Transparent prioritization process for topics and cases</li> <li>Better systematization and optimization of internal processes and coordination between teams</li> <li>Standard Operating Procedures for work protocols</li> <li>Unlock better IT potential:               <ul style="list-style-type: none"> <li>o Amplify the use of IT systems: e.g., more paid licenses for Airtable</li> <li>o Enhance process methodologies: definitions and automated processes</li> </ul> </li> <li>Commissioners are invited to discuss any disagreements outside the public space to reestablish their unity and the Commission's credibility.</li> </ol>	X	



**Response:**

1. The prioritization process in the petitions and cases has been included as part of the IACHR Strategic Plan 2023-2027 under P3 "Prioritization of petitions and cases to ensure timely justice and the development of standards with a structural impact on the protection of human rights." To ensure transparency, the IACHR will provide a series of spaces for analyzing, exchanging ideas, and reflecting on experiences, practices, and contributions that help make the petition and case system more efficient. As part of the process, the IACHR will invite academia, donors, specialists, States, national human rights institutions, international organizations, human rights organizations, civil society organizations, and users, in general, to respond to the questionnaire on "Access to Inter-American Justice at the IACHR." All the pertaining information will be available online: [OAS :: IACHR :: Inter-American Justice Events](#).
2. As part of the Strategic Plan, the IACHR is implementing P28 "Implementation of knowledge management in the IACHR mechanisms." As such, with the implementation of the knowledge management, the IACHR will seek to organize, record, and systematize its concepts, criteria, mechanisms, and practices of selected IACHR areas/mechanisms.
3. As part of the Strategic Plan, the IACHR is implementing P27 Improvement of IACHR processes, mechanisms and tools with a gender, intersectional and results-based management approach." As part of the program, the IACHR processes and protocols will be reviewed, modernized, compiled, documented, and disseminated to make them more flexible and efficient, standardize, as well as incorporate a gender perspective and intersectional approach. To that end, it will define and clarify the processes and protocol to benefit the coordination and communication flows among thematic and country rapporteurships, the functional/operational areas, and the special rapporteurships. The IACHR will disseminate the information among its personnel.
4. As part of P33 "Innovation, modernization and continuous technology enhancement at the IACHR," the IACHR will promote a plan for digital transformation, with easy-to-use processes, in its different areas.
  - o The IACHR will continue implementing the collaborative digital information tool that yielded the development of strategies for the centralization of information and the necessary integrations for the interconnection with the different internal work groups. Nonetheless, licenses and technological innovation depend upon financial (regular fund) and human resources.
  - o Refining the transparency of process methodologies by conducting a thorough analysis and implementing automated documentation. This strategic approach aims to not only streamline processes, but also achieve efficiency gains through targeted automation solutions, particularly tailored to the intricate context of human rights investigations, and legal proceedings.
5. The Executive Secretary will hold bilateral meetings with Commissioners to build consensus among the IACHR Composition. The Executive Secretariat will also draft documents that seek to showcase a unified position on certain topics. Nonetheless, it is important to note that Commissioners are individuals with their own views and actions. Furthermore, IACHR rules of Procedure, Commissioners may submit dissenting votes, which become public.



Key Actions	
Description	Date of implementation
<b>1.1</b> Carry out a consultation process (dialogues, questionnaire, etc.)	<b>Q3 – Q4 2023</b>
<b>1.2.</b> Create and publicize a policy of prioritization of petitions and cases that allows for more timely justice.	<b>December 2023</b>
<b>1.3</b> Classify the portfolio of petitions and cases to improve their categorization into themes that offer predictability and certainty in terms of their prioritization and allow for the systematization of cases.	<b>Q1 2024</b>
<b>1.4</b> Draft merits reports based on the prioritization criteria.	<b>Q1 2024</b>
<b>2.1</b> Prepare and implement knowledge management workplan.	<b>Q4 2023 – 2027</b>
<b>2.2</b> Update protocols and update flows within the protocols. Particularly on revisions and harmonizations of documents.	<b>Q2 2024</b>
<b>2.3</b> Creation of the Executive Secretariat intranet, where all protocols will be accessible to the entire IACHR, independent of the areas.	<b>Q1 – Q2 2024</b>
<b>2.4</b> Disseminate documents internally to IACHR personnel.	<b>Q2 2024</b>
<b>3.1</b> Map existing protocols, procedures and process handbooks and documents and identify needs.	<b>Q2 2024</b>
<b>3.2</b> Update internal operating procedures and their corresponding handbooks.	<b>Q3 2024</b>
<b>3.3</b> Develop formats, as needed.	<b>Q3 – Q4 2024</b>
<b>3.4</b> Disseminate documents internally to IACHR personnel.	<b>Q3 – Q4 2024</b>
<b>4.1</b> Continuity in the consolidation and centralization of information in a collaborative manner.	<b>2023 – 2027 (on-going)</b>
<b>4.2</b> Structuring and systematization of shared data in a simplified way.	<b>2023 – 2027 (on-going)</b>
<b>4.3</b> Obtain more Airtable licenses, based on financial resources, to provide the interconnection of all internal staff through the tool with the various collaborative works.	<b>2023 – 2027 (on-going)</b>
<b>4.4</b> Explore and deploy intelligent automation solutions tailored to the unique needs of the IACHR, such as automation of case management and document analysis. Continuing with the development of the new central system as long as the required budget is available.	<b>2023 – 2027 (on-going)</b>
<b>4.5</b> Identify specific legal and administrative tasks within the IACHR that can benefit from automation, emphasizing the importance of maintaining the highest standards of accuracy and integrity.	<b>2023 – 2027 (on-going)</b>
<b>4.6</b> Establish a continuous improvement framework, leveraging analytics from intelligent automation to enhance the efficiency and effectiveness of IACHR processes while respecting the sensitivity and gravity of human rights matters.	<b>2023 – 2027 (on-going)</b>
<b>4.7</b> Develop and implement GAIA (petition and cases system) phase 2.	<b>2024 – 2025 (on-going)</b>
<b>4.8</b> Develop and implement the information management system on democratic institutionalality.	<b>2023 – 2027 (on-going)</b>
<b>5.1</b> Carry out bilateral meetings with the Commissioners.	<b>2023 – 2027 (on-going)</b>
<b>5.2</b> Draft documents to ensure a unified view and position, as needed	<b>2023 – 2027 (on-going)</b>

Recommendation 4: Project team and Commissioners	Accepted	Not accepted
<p>Take the following opportunities as part of implementing the Strategic Plan 2023-2027:</p> <p><b>Communication strategies</b></p> <ol style="list-style-type: none"> <li>1. Strengthened dialogue with State actors even in challenging contexts</li> <li>2. Learning from COVID-19: Hybrid model for audiences and working meetings to broaden access to justice and save costs</li> <li>3. Communication of the Commission's work and mechanisms (e.g., SIMORE), particularly on its impact</li> <li>4. Prioritize the promotion of friendly settlement mechanisms in Member States and as an opportunity of attracting additional donor funding.</li> </ol> <p><b>Prioritization:</b> medium. Next 24-48 months</p>	X	
<p><b>Response:</b></p> <ol style="list-style-type: none"> <li>1. In the framework of P9 “Multilevel dialogue and work agenda with states” of IACHR Strategic Plan, the IACHR will deepen the multilevel dialogue (bilateral, regional, and in thematic groups) to carry out an agenda that makes it possible to work with the states to improve prevention, protection, and the defense of human rights in the Hemisphere. This will imply interactions with the states through the permanent missions to the OAS, as well as with authorities and officials in the countries. <ul style="list-style-type: none"> <li>o To address critical matters effectively, the IACHR will establish an integrated and coordinated response by mobilizing various OAS stakeholders. This involves activating different actors within the organization to collaborate seamlessly and respond cohesively to emerging challenges. Concurrently, diplomatic initiatives play a pivotal role in enhancing comprehension of complex situations. The IACHR seeks to strategically schedule meetings with key Member States, fostering dialogue to promote a deeper understanding of uprising challenging circumstances.</li> <li>o RELE will continue to strengthen its dialogue with State actors through the promotion and support of the GALEP – Group of Friends of Freedom of Expression, led and comprised by some OAS Member States. In addition, the office will continue to request information from States for the Annual Report, fostering dialogue and their active participation.</li> <li>o In the Strategic Plan the P8 will strengthen the dialogues and spaces that help the different actors impact monitoring, such as the Inter-American SIMORE, the working groups and monitoring mechanisms and the observatory of impact.</li> </ul> </li> <li>2. The IACHR is already implementing hybrid modality to its Period of Sessions. Following the line of innovation in technology, a focus is maintained on logistics, implementation of tools/software and recommendations for virtualization and hybrid format of the sessions (PS), events and meetings. This has transcended in the scope of the PS while maintaining the IACHR commitment to technological innovation.</li> <li>3. Through different communication campaigns, priority will be given to disseminating the work of the Follow-up Section, specifically regarding the Inter-American SIMORE, the Special Follow-up Mechanisms and the Impact Observatory.</li> <li>4. Through the implementation of P25 “Friendly communication and dissemination, in a differential and inclusive manner,” the IACHR will continue prioritizing friendly settlements. The</li> </ol>		



Commission has deployed actions to identify funds for the expansion of the mechanism, including the Pilot Program established under CDH2101.	
Key Actions	
Description	Date of implementation
<b>1.</b> Create a third deputy executive secretariat for cooperation with States and submit a request to the OAS Secretary General to modify Executive Order 19/01.	<b>Q4 2023</b>
<b>1.1a</b> Strategically communicate timely updates to the Juridical Committee, the General Secretary, and any other relevant political bodies of the OAS, informing them of potential crises and providing a risk analysis.	<b>On-going (2023-2027)</b>
<b>1.2a</b> Arrange meetings with key Member States' Missions to provide briefings on potential crisis developments and their implications for human rights and democracy.	<b>On-going (2023-2027)</b>
<b>1.3a</b> Provide timely warnings about challenging situations that may impact human rights, democracy, and the rule of law.	<b>On-going (2023-2027)</b>
<b>1.1b</b> Continue to request and use information from member states as input for the Annual Reports.	<b>Immediate</b>
<b>1.3b</b> Provide support to the State sitting in the presidency of GALEP to set a calendar of activities during their Presidency period.	<b>Q1 2024</b>
<b>1.4b</b> Participate in at least 2 activities per year organized by GALEP	<b>Q2 2024</b>
<b>1.5b</b> Draft a proposal for technical assistance to States to offer to different States.	<b>Q2 2024</b>
<b>1.6b</b> Offer technical assistance to at least 2 States of the region.	<b>Q1 2025</b>
<b>2.1</b> Implementation of tools for video conferencing, webinars platforms, social media, broadcasting, digitized and telecommunications solutions of the IACHR's work, and make the hybrid format more agile.	<b>2023 – 2027 (on-going)</b>
<b>2.2</b> Research and testing of the advantages of technologies that can be used in hybrid formats.	<b>2023 – 2027 (on-going)</b>
<b>2.3</b> Incorporation of technology platforms to automatize processes according to their functionalities that can be integrated to improve work operations.	<b>2023 – 2027 (on-going)</b>
<b>2.4</b> Tools to support multilingual transcriptions, summarize texts, interpretation, allowing to easily communicate and enhance work with minutes.	<b>2023 – 2027 (on-going)</b>
<b>3.1</b> Development of a podcast to make visible the impact of the cases under follow-up and of the Special Follow-up Mechanisms.	<b>Q4 2025</b>
<b>3.2</b> Preparation of press releases on the actions implemented during the last months in terms of follow-up of recommendations and impact	<b>Q4 2025</b>
<b>3.3</b> Implement communication strategies to promote the creation of accounts and uploading of information to the Inter-American SIMORE.	<b>Q4 2025</b>
<b>3.4</b> Preparation and publication of testimonies taken from victims of human rights violations in the framework of cases under follow-up and	<b>Q4 2024</b>

in the framework of follow-up mechanisms, to make visible the impact of the IACHR in the region.		
<b>4.1</b> Include the Friendly Settlement Program in donors' roundtables and bilateral meetings to identify new funding opportunities.	<b>Q4 2024</b>	
<b>4.2</b> Prioritize the identification of funds to extend the program until December 2025.	<b>2024-2025</b>	
<b>4.3</b> Prioritize the search of additional funds to continue the expansion of the friendly settlement mechanism in the future.	<b>2023 – 2027 (on-going)</b>	
<b>4.4</b> Hold bilateral meetings with States that are users of the friendly settlement mechanism to identify new possible cases and opportunities for negotiations. During 2024, the Commission will hold these meetings with countries like Argentina, Bolivia, Colombia and Mexico.	<b>Q4 2024</b>	
<b>Recommendation 4: Project team and Commissioners</b>	<b>Accepted</b>	<b>Not accepted</b>
Take the following opportunities as part of implementing the Strategic Plan 2023-2027: <b>Technical assistance</b> 1. More support to a broader range of State actors, including Human Rights Commissions, Human Rights Ombudsmen, and Anti-torture organs, to overcome structural barriers to implementing recommendations 2. Include issues of the digital economy and misinformation under Freedom of Expression 3. IACHR to provide technical assistance (legal analysis and advice) and monitor countries' policy development and implementation concerning questions of memory, truth, and justice. Monitoring the political environment's attitude towards the topics of memory, truth, and justice can serve as an early warning mechanism for potential emerging hotspots for undermined democracies and human rights. At the same time, this early warning mechanism could allow the Commission to proactively deepen the dialogue with States "in peril" of cherishing their human rights obligations. <b>Prioritization:</b> medium. Next 24-48 months	X	
<b>Response:</b> 1. The IACHR will implement P23 "Expansion of links with national human rights institutions, civil society organizations, and other nonstate actors with an impact on the enjoyment of human rights" to promote compliance with the international human rights obligations of the states. Additionally, the IACHR will continue expanding, diversifying, and deepening civil society participation in its activities: <ul style="list-style-type: none"> <li>o The IACHR will continue with the implementation of reinforced strategies in the cases for compliance with recommendations. In this regard, it will prioritize technical to accompany States in the design of measures for compliance with such recommendations.</li> <li>o To address the recommendations, the Commission will continue to strengthen the link with National Human Rights Institutions, Ombudsperson's offices and other state human rights institutions, both at the national and sub-regional levels. It is also</li> </ul>		

- expected to make progress in cooperation with the commissions and committees against torture.
- The office [RELE] has relied on Ombudspersons in past visits to Chile, Peru and Guatemala. These bodies provide information onsite, support, and are relevant partnerships for following up on urgent cases. The Office will include meetings with the Ombudsperson prior and during visits to States and open dialogues to support them in the work.
2. RELE is already working on matters on the Internet and misinformation and involving Member States in the regional and international forums to increase their capacities.
  3. To address this recommendation, the IACHR will aim to implement early alerts. In the area of cooperation, it is expected to contribute to the project through the support of universities. Likewise, it is willing to implement technical cooperation based on a catalog of specific modalities that can be adapted.

Key Actions	
Description	Date of implementation
1.1 Conduct working meetings on cases to provide technical assistance to the States in complying with the recommendations.	Q4 2024
1.2 Collaborate with Human Rights Commissions so that through SIMORE information on the measures implemented and pending measures.	Q4 2025
1.3 Promote the uploading of information in SIMORE by NHRIs on recommendations with structural scope prioritized in different countries.	Q4 2025
1.4 Seek collaboration with autonomous state agencies to see how they can contribute to the implementation of recommendations with a structural scope.	Q4 2025
1.5 Contact the Human Rights Ombudsperson prior to visit to States.	Q2 2024
1.6 Have meetings with Ombudspersons during visits to States.	Q2 2024
1.7 Follow-up to the declaration of commitment to NHRIs and points of contact	Q1 2024 – Q3 2027
1.8 Approach commissions and/or committees against torture. For example, the Chilean	Q2 - Q3 2024
2.1 Include the topic of internet and human rights in meetings with States at the political level.	Q1 2024
2.2 Develop a line for technical assistance focused on internet.	Q1 2025
3.1 Implementation of the early alerts project with emphasis on the creation of an academic cooperation network on democratic institutionalism and rule of law	Q4 2024
3.2 Implementation of the catalog of technical cooperation modalities approved by the IACHR.	Q1 2024 – Q3 2027

<b>Recommendation 4: Project team and CommissionersAA</b>		<b>Accepted</b>	<b>Not accepted</b>
<p>Take the following opportunities as part of implementing the Strategic Plan 2023-2027:</p> <p><b>Caribbean</b></p> <ul style="list-style-type: none"> <li>• Keep increasing staff from the Caribbean to get better access to the region</li> <li>• Confidence building with Caribbean States, promotional visits around specific topics as an entry point for work visits which require official State invitation</li> <li>• Capacity building and remote engagement to get on IACHR on the State's agenda</li> </ul> <p><b>Prioritization:</b> medium. Next 24-48 months</p>		X	
<p><b>Response:</b></p> <p>The IACHR will continue applying an affirmative policy on the recruitment of Caribbean staff. Furthermore, the IACHR will continue to prioritize links with Caribbean states under P17 "Priority attention to the Caribbean". To that end the IACHR will create and implement a strategy, in accordance with budgetary availability.</p> <ul style="list-style-type: none"> <li>○ To address the recommendation, the IACHR will continue to strengthen ties with academic institutions in order to promote students and new professionals from the Caribbean for fellowships and internships at the Commission. The Commission will also continue to conduct cooperation and promotional visits to the Caribbean countries to promote the accession of the countries to international treaties, the use of the Inter-American human rights system and its standards.</li> <li>○ Lastly, the IACHR will boost communication with the focal points of the Caribbean states through an office specialized in the region, develop cooperation links with subregional organizations such as the Caribbean Court of Justice, Caricom and the Caribbean Association of Ombudsperson.</li> </ul>			
<b>Key Actions</b>			
<b>Description</b>		<b>Date of implementation</b>	
<b>1.1</b> Draft and implement strategy for strengthening with the Caribbean		<b>2023 – 2027</b>	
<b>1.2</b> Promote the fellowship and internship program with Caribbean universities. For example, University of Guyana and University of the West Indies.		<b>Q1 2024 – Q4 2026</b>	
<b>1.3</b> Carry out at least two cooperation and promotional visits to the Caribbean countries per year.		<b>Q1 2024 – Q4 2026</b>	
<b>1.4</b> Consolidate the operation of the focal points of contact with the Caribbean states to meet their cooperation demands and specific needs.		<b>Q4 2024</b>	
<b>1.5</b> Consolidate the relationship and cooperation with the Caribbean Court of Justice, Caricom and the Caribbean Association of Ombudsperson.		<b>Q4 2024</b>	
<b>Recommendation 4: Project team and Commissioners</b>		<b>Accepted</b>	<b>Not accepted</b>
<p>Take the following opportunities as part of implementing the Strategic Plan 2023-2027:</p> <p><b>OAS coordination</b></p>		x	

<ul style="list-style-type: none"> <li>• Dialogue, stock taking, and assessment of coordination opportunities between IACHR, Pan American Development Foundations' portfolio on rights and justice (OAS), and Media Integrity Centre in OAS</li> </ul> <p><b>Prioritization:</b> medium. Next 24-48 months</p>		
<p><b>Response:</b> IACHR will continue communicating with its partner and donors to try to create synergy and seek/identify opportunities in the region. Further, the IACHR will aim to identify new partners in the region for additional coordination opportunities. The Special Rapporteur [RELE] is part of the Advisory Board of the Center for Media Integrity, so he is in permanent contact with Amb Feeley. In past weeks, the Office coordinated with the Center for the participation of journalists for the events around the 25yrs of the Office. The Office looks forward to continued coordination.</p>		
Key Actions		
Description	Date of implementation	
1.1 RELE will convene a meeting with the CMI to share calendars and coordinate activities throughout the year.	Q1 2024	
1.2 Map stakeholders in the region to identify coordination opportunities.	Q2 2024	
1.3 Carry out periodic meetings with these strategic partners to identify coordination opportunities.	On-going	

Recommendation 5: Project team and Commissioners	Accepted	Not accepted
Monitor the implementation of the IACHR-OHCHR's Joint Action Framework jointly with the OHCHR and take corrective action, as required, based on monitoring data. <b>Prioritization: medium. Next 12-18 months</b>	X	
<p><b>Response:</b> The Office [RELE] will monitor the implementation of the plan and the planned joint actions and strategies with UN Special Rapporteur on the rights to freedom of peaceful assembly and of association. The <a href="#">Joint Action Framework</a> led by the UN Special Rapporteur on Freedom of Peaceful Assembly and of Association seeks to shape cooperation between international and regional human rights mechanisms, including the IACHR. It is not a framework with the entire OHCHR. The IACHR will also work together with OHCHR to identify opportunities and synergies beyond the current activities being carried out.</p>		
Key Actions		
Description	Date of implementation	
1.1 Participate in the setting of the calendar of activities at the beginning of the year.	Q1 2024	
1.2 Join activities including the development of statements, press releases, guidelines, and joint visits.	2024-2025	
1.3 Hold meeting with UN counterparts to discuss possible other forms of joint efforts for 2024 besides the joint press releases.	Q1 – Q2 2024	
1.4 Hold bilateral meetings with national offices to work on specific actions for protection at country level – updating action plans.	Q1 – Q2 2024	