

CHAPTER VI

Institutional Development



CHAPTER VI: INSTITUTIONAL DEVELOPMENT

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CHAPTER VI

INSTITUTIONAL DEVELOPMENT

A. Structure and personnel of the Executive Secretariat of the IACHR

1. As of December 31, 2023, the personnel of the Executive Secretariat of the IACHR is made up of 144 people (74 staff members, 59 consultants, and 6 associate professionals). In addition, the ES/IACHR has 5 fellows.

2. The following table shows the distribution of personnel by funding source, as of December 31, 2023.

Fuerza Laboral por Fuente de Financiamiento/ Workforce by Source of Funding						
Categoría/Category	Fondo Regular/ Regular Fund	Fondos Específicos/ Specific Funds	Fondo ICR/ICR Fund	Sin Costo para la CIDH /No Cost to the IACHR	Fondos Específicos Trust/ Specific Funds Trust	Total
Secretaria Ejecutiva /Executive Secretary	1	0	0	0	0	1
Secretaria/o Ejecutiva/o Adjunta/o / Assistant Executive Secretaries	2	0	0	0	0	2
Relatores/as Especiales / Special Rapporteurs	0	2	0	0	0	2
Profesionales/Professionals	31	23	0	0	0	54
Personal Administrativo/Administrative personnel	9	5	1	0	0	15
Subtotal Personal/Personnel	43	30	1	0	0	74
Consultorías en Derechos Humanos/ Human Rights Consultants	4	25	0	0	3	32
Consultorías Administrativas / Administrative Consultants	7	8	0	0	0	15
Consultorías en Otras Profesiones / Consultants on Other Professions	7	5	0	0	0	12
Subtotal Consultorías/Consultants	18	38	0	0	3	59
Personal Asociado/ Associate Staff	0	0	0	6	0	6
Subtotal	61	68	1	6	3	139
Personas becarias / Fellows	0	3	0	2	0	5
Gran Total	61	71	1	8	3	144

3. In terms of geographic representation and diversity, the 144 staff members mentioned in paragraph 1 (staff members, consultants, and associate professionals) come from 23 different States, 66% of

the staff members are women and 34% are men. The following table shows the distribution of personnel by nationality and type of relationship.

Type of Room	Country	Nationality upon entering the OAS	Current Nationality
Staff	Antigua and Barbuda	1	1
	Argentina	6	5
	Barbados	1	1
	Bolivia	1	0
	Brazil	9	8
	Canada	1	1
	Chile	3	3
	Colombia	13	11
	Costa Rica	2	2
	Dominican Republic	1	1
	El Salvador	3	2
	Guatemala	1	1
	Mexico	7	7
	Panama	1	0
	Paraguay	1	1
	Peru	7	5
	Uruguay	2	2
	United States	11	21
Venezuela	4	3	
Total Staff		74	74
CPR	Argentina	2	2
	Bolivia	3	3
	Brazil	8	8
	Colombia	12	12
	Costa Rica	1	1
	Ecuador	3	3
	El Salvador	2	2
	Guatemala	1	1
	Honduras	1	1
	Mexico	7	7
	Panama	2	2
	Peru	3	3
	Spain	2	2
	Trinidad and Tobago	1	1
	Uruguay	4	4
	United States	2	2
Venezuela	5	5	
CPR Total		59	59
Associate Staff	Brazil	6	6
Associate Staff Total		6	6
Grand Total		139	139

4. During 2023, we continued to hold public competitions to fill 26 vacant positions: 9 financed by regular funds and 17 by specific funds.

5. On February 17, 2023, the advertisement for the P05 position financed by specific funds for the Office of the Special Rapporteur on Economic, Social, Cultural and Environmental Rights (REDESCA) was published. The competition closed on April 17, 2023. The process of the competition to elect the head of REDESCA was governed by the OAS regulations, the IACHR rules of procedure, and takes into account gender parity and representation from the different regions of the Americas. A total of 114 applications were received.

6. In an internal session on June 6, 2023, the IACHR selected 10 finalists. In compliance with the provisions of Article 15.4 of its Rules of Procedure, the consultation was opened for one month to receive comments from OAS Member States and civil society. A total of 739 letters were received. On July 11, the IACHR selected the five finalists to participate in the round of interviews held within the framework of the 187th Period of Sessions.

7. On July 21, the IACHR selected Javier Palummo for the position of Special Rapporteur on Economic, Social, Cultural and Environmental Rights and forwarded the decision to the Secretary General of the Organization of American States (OAS). Mr. Palummo took office on September 1, 2023.

8. The competition for 3 positions financed by regular funds has ended. Two of them are for Human Rights Specialists, one assigned to the Office of the Executive Secretary and the second to the Coordination of the Monitoring Section III. Position G06 Assistant to the Executive Secretary of the IACHR.

9. As for the competitions financed by specific funds, 8 competitions were completed for 12 positions to strengthen the planning and projects team, precautionary measures, monitoring, follow-up of recommendations, administrative management, and institutional affairs.

10. By the beginning of the year 2024, the IACHR expects to finalize the competitions that are currently underway and financed by regular funds: 3 positions at the P03 level to Coordinate Case Sections, one P02 position in the Information Systems and Technology Section, and one G06 position for the Customer Service and Information Management Section.

11. As for the competitions underway financed by specific funds, they are expected to be finalized in the coming months: four P02 positions for Human Rights Specialists, one assigned to the Office of the Executive Secretary, two in the Case Sections and one in the Monitoring Section III.

12. During 2023, the ES/IACHR took the necessary steps to reclassify two positions to the Coordination level: Initial Study and Admissibility and Precautionary Measures. Notification of the results of the audits recently conducted by a United Nations expert classifier is expected in early 2023.

13. In July, the first local staff was hired from the GS/OAS *Service Hub* in Costa Rica to fill a P02 position assigned to the Administrative Management Section.

14. During 2023, the ES/IACHR staff continued to work in person on Tuesdays at the Washington, DC offices in accordance with the GS/OAS Policy on Telework and Other Alternative Work Arrangements.

1. Consultants, Interns, Fellows, and Associate Staff

15. During 2023, four calls for resumes processes were managed to select consultants in the Technology and Systems Section for the programming services of the GAIA system of the ES/IACHR, two consultancies for advisory services in the Office of the Executive Secretary and for the selection of a company that provides services on methodologies for risk analysis and early warnings.

16. During the period, consultants were hired to provide services to the different sections of the ES/IACHR. As of December 31, 2023, the ES/IACHR has 59 consultants.

17. In addition, three distance internship sessions were held, coordinated by the GS/OAS Department of Human Resources, in which a total of 79 interns joined the IACHR Executive Secretariat.

18. Through the support of different institutions, the ES/IACHR received 7 new fellowship recipients during the year:

No.	Nationality	Fellowship	Assignment
1	Colombia	Follow-up of Recommendations	Follow-up of Recommendations and Impact Section
2	Peru	UNAM	Cases Section
3	México	UNAM	Cases Section
4	United States	Rapporteurship on the Rights of Afro-descendants and against Racial Discrimination	Monitoring Section II
5	México	Relatoría sobre los Derechos de las Personas LGBTI	Monitoring Section II
6	St. Vincent and the Grenadines/Saint Vincent and the Grenadines	Caribbean	Monitoring Section III
7	Costa Rica	Both Ends Believing (BEB) y la Comisión Interamericana de Derechos Humanos	Monitoring Section III

19. In addition, thanks to the support of the following institutions, in 2023 the ES/IACHR received six of its staff members as associate staff:

No.	Institution	Assignment
1	Defensoría Pública del Estado de Rio de Janeiro	Precautionary and Provisional Measures Section
2	Ministerio Público del Estado de Sao Paulo	Precautionary and Provisional Measures Section
3	Ministerio Público de Trabajo de Brasil	Special Rapporteurship on Economic, Social, Cultural and Environmental Rights
4	Defensoría Pública da União do Brasil	Cases Section
5	Ministério Público do Distrito Federal e Territórios	Monitoring Section II
6	Ministerio Público Federal de Brasil	Special Rapporteurship for Freedom of Expression

2. Implementation under way of the collectively developed work environment improvement plan

20. Based on the work plan for the first of the three years of the Co-Labora Program, *Let's Build our Space*, during the months of February and March 2023, participatory consultation sessions were held in

order to listen to staff proposals for building actions to improve the work environment and change the organizational culture. Forty people participated at headquarters and locally.

21. In April 2023, alignment sessions were held with the expanded management team of the ES/IACHR. In these sessions, the vision of the new organizational culture was defined, and actions and commitments were established.

22. During the month of June 2023, the nomination process for the Fellowship for National Institutions and Regional Mechanisms of the Office of the United Nations High Commissioner for Human Rights was carried out. A staff member of the ES/IACHR had the opportunity to work for three weeks from Geneva in a process of exchange of good practices in the universal system for the protection of human rights.

23. From May to August 2023, the Leadership and Personnel Management Development Program was carried out for the Management Team and Coordinators (23 people) with an investment of more than 40 hours in order to strengthen basic and essential personnel management skills. Seven modules on the following skills were implemented: Interpersonal communication, Team management, Planning, Decision making, Difficult conversations, Conflict resolution, Feedback. In addition, six individual Executive Coaching sessions were provided to each participant to accompany their development program.

24. In October 2023, the first training session was held for 13 people from the ES/IACHR selected by the staff as Agents of Change. These people will be accompanying and supporting the initiatives of the Co-Labora Program from their teams.

25. In addition, an internal communication plan was implemented through quarterly newsletters and meetings with all personnel to inform them of current events, the development of competitions and to listen to proposals and/or requests from personnel. Biweekly meetings with the management team, periodic meetings with the coordination team and a virtual suggestion box open to all interested parties were established.

26. The "Open Door Policy" continued, under which personnel have the opportunity to meet with the executive secretary to raise issues of interest to them.

27. During 2024, a survey will be conducted for all personnel to participate in the change of organizational culture and work environment.

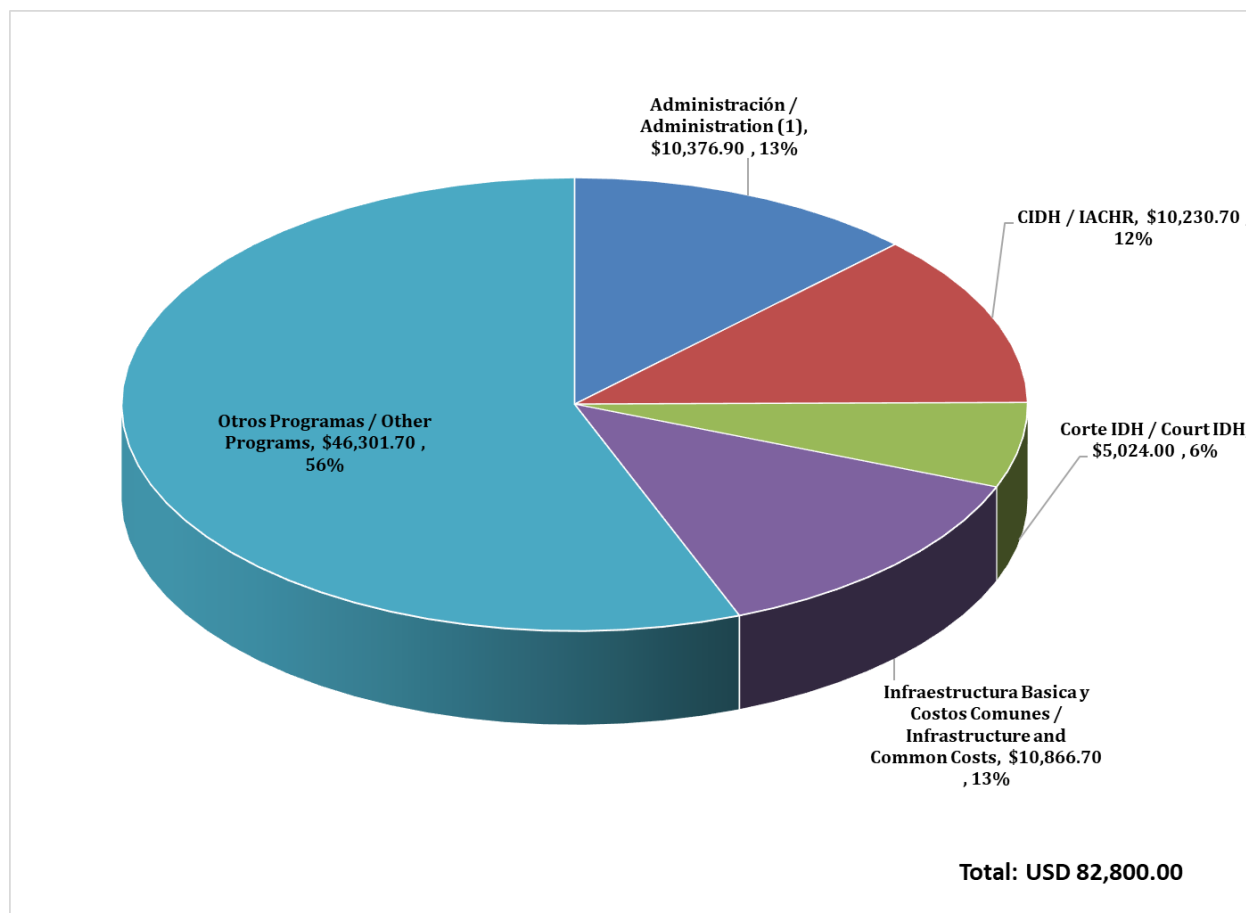
B. Financial resources and budget execution

28. In October 2022, the General Assembly, during its 52nd Regular Session, approved a regular fund budget for the IACHR of \$10,230,700 for the year 2023, of which \$7,393,200 is for personnel expenses and \$2,837,500 for operating expenses.

29. The General Assembly also approved a budget for the Indirect Cost Recovery (ICR) fund for the IACHR of \$117,000 for the year 2023, of which \$76,800 corresponds to personnel expenses and \$40,200 to operating expenses.

30. The following figure shows the distribution of the approved regular fund budget within the OAS for 2023. The IACHR was approved for 12% of the annual amount.

**Figure 1. Distribution of the Modified Budget of the OAS Regular Fund for the year 2023
(Amounts in thousands of US dollars)¹**



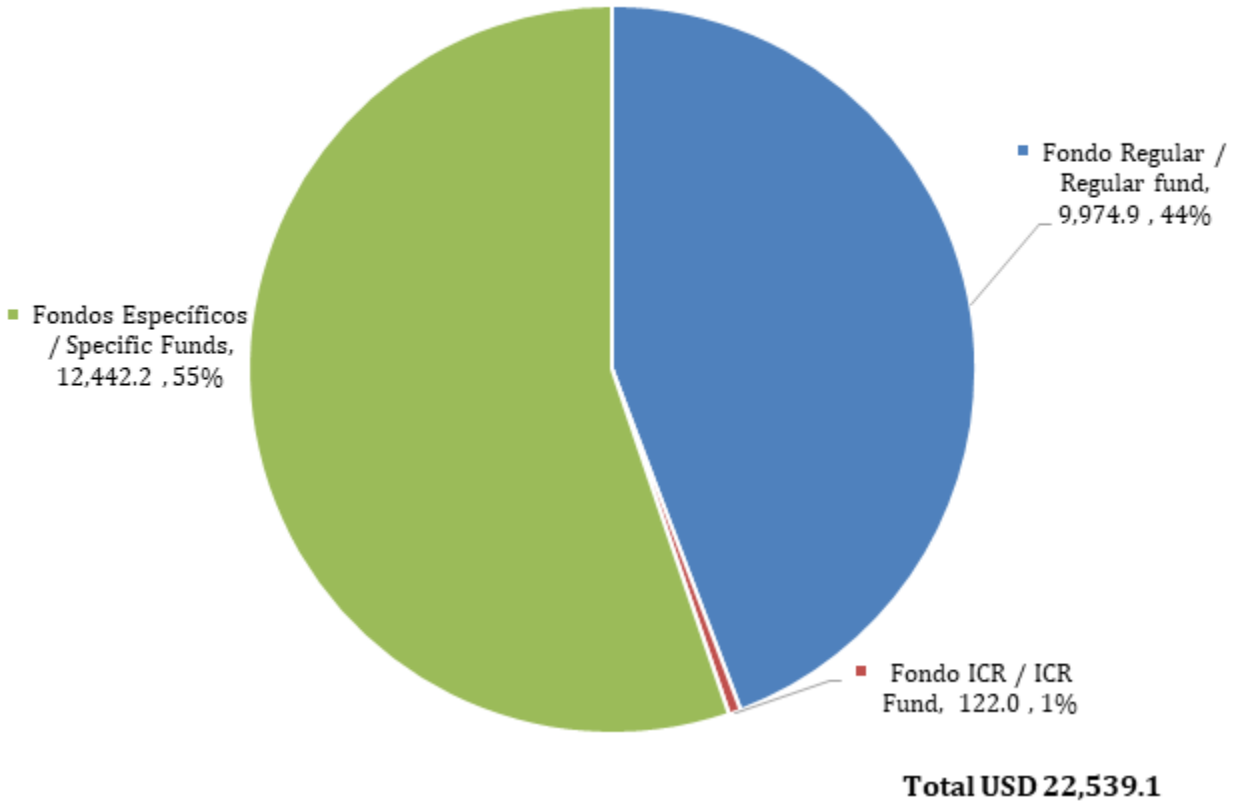
31. As of December 31, 2023, the amended appropriation from the original regular fund budget was \$ 9,974,900, distributed between \$ 6,429,500 for personnel expenses and \$3,545,400 for non-personnel expenses. The portion corresponding to personnel expenses appears to be under-executed due to the fact that, in 2023, in the ES/IACHR there were several vacancies for which competitions are still under way. In addition, the portion corresponding to operational expenses is shown for a higher amount and that approved because the General Secretariat approved transfers (known as reinforcements) from the personnel expenses item to the operational expenses item due to the vacancies.

32. With respect to the raising of specific funds as a result of the fundraising strategy and thanks to trust in the IACHR, as of December 31, 2023, US \$12,442,169 had been collected. The following chart shows the distribution of funds received by the IACHR by source of financing.

¹ The distribution of the program budget was approved by the General Assembly at its 52nd regular session in October 2022 through AG/RES.2985 (LI-O/22) for the period from January 1 to December 31, 2023.

The value indicated under Administration corresponds to the Secretary of Administration and Finance (Chapter 11).

**Figure 2. Funds received by the IACHR as of December 31, 2023, distributed by financing source
(Amounts in USD, preliminary, unaudited)**



33. The following table shows contributions received by the IACHR by source of financing.

**Table 1. Contributions of Funds Received by the IACHR as of December 31, 2023. By financing source and specific issue
(Amounts in USD, preliminary, unaudited)^{2 3}**

² The IACHR signed an assistance agreement with the United States in the amount of US\$14.2 million for the 2018-2023 period and another agreement in the amount of US\$14.8 million for the 2021-2025 period. Both agreements entail sending disbursements to cover financial execution of the project.

The Special Rapporteurship for Freedom of expression is allocated US\$1.3 million (direct costs) under the first agreement and US\$1.4 million under the second agreement. The allocation amounts do not include audit or project assessment costs.

³ The contribution from contribution (\$200.00) was received before December 31, 2022, was in process at the Department of Financial Services (DFS), for that reason was not included at the time of issuance of the 2022 report.

Source of Funding / Fuente de Financiamiento	ES/IACHR Received / Recibido	RELE Received / Recibido	REDESCA Received / Recibido	Total	%
Regular Fund / Fondo Regular	9,974,932.5	-	-	9,974,932.5	44.3%
ICR Fund / Fondo RCI	121,966.3	-	-	121,966.3	0.5%
Specific Funds / Fondos Específicos					
Member States / Estados Miembros					
Canada / Canadá	722,331.5	-	200.0	722,531.5	3.2%
Costa Rica	11,588.0	3,612.2	-	15,200.2	0.1%
Mexico / México	498,758.0	-	-	498,758.0	2.2%
Panama / Panamá	20,000.0	-	-	20,000.0	0.1%
Peru / Perú	15,189.4	-	-	15,189.4	0.1%
United States / Estados Unidos	7,371,945.9	-	-	7,371,945.9	32.7%
	8,639,812.7	3,612.2	200.0	8,643,625.0	38.3%
Permanent Observers / Observadores Permanentes					
European Union / Union Europea	618,204.8	-	-	618,204.8	2.7%
France/Francia	21,772.3	-	-	21,772.3	0.1%
Ireland / Irlanda	54,070.0	-	-	54,070.0	0.2%
Italy / Italia	373,596.0	-	-	373,596.0	1.7%
Monaco	5,252.0	-	-	5,252.0	0.0%
Netherlands / Países Bajos	300,000.0	-	-	300,000.0	1.3%
Norway / Noruega	-	-	314,769.0	314,769.0	1.4%
Spain / España	484,063.0	-	116,873.4	600,936.4	2.7%
Sweden / Suecia	-	229,444.1	-	229,444.1	1.0%
Switzerland / Suiza	479,950.0	59,975.0	-	539,925.0	2.4%
	2,336,908.1	289,419.1	431,642.4	3,057,969.6	13.6%
Institutions and Others / Instituciones y Otros					
Arcus Foundation / Fundación Arcus	50,000.0	-	-	50,000.0	0.2%
Ford Foundation / Fundación Ford	378,160.0	-	-	378,160.0	1.7%
Google	-	35,000.0	-	35,000.0	0.2%
Office of the High Commissioner for Human Rights / Oficina del Alto Comisionado de las Naciones Unidas para los Derechos Humanos	3,646.8	-	-	3,646.8	0.0%
Pan American Development Foundation (PADF) / Fundación Panamericana para el Desarrollo (PADF)	191,897.3	-	-	191,897.3	0.9%
United Nations Educational, Scientific and Cultural Organization (UNESCO) / Organización de las Naciones Unidas para la Educación, La Ciencia y la Cultura (UNESCO)	-	12,036.0	-	12,036.0	0.1%
United Nations High Commissioner for Refugees (UNHCR) / Oficina del Alto Comisionado de las Naciones Unidas (ACNUR)	69,834.0	-	-	69,834.0	0.3%
	693,538.1	47,036.0	-	740,574.1	3.3%
Total Especifico Funds / Total Fondos Específicos	11,670,258.9	340,067.3	431,842.4	12,442,168.7	55.2%
Grand Total / Gran Total	21,767,157.7	340,067.3	431,842.4	22,539,067.5	100.0%

34. The following table shows changes in the balance of funds for projects financed by specific funds of the IACHR as of December 31, 2023.

Table 2. Report on changes in the balance of Specific Funds, by project. Information on December 31, 2023 (Amounts in USD, preliminary, unaudited)^{4, 5 6 7}

Project Name/Nombre de Proyecto	Beginning Balance/Saldo Inicial	Contributions/Contribuciones	Transfers/Transferencias	Interest/Intereses	Returns & Other Income/Retornos y Otros Ingresos	Expenditures/Gastos	Net Change/Cambio Neto	End of Cash Balance/Balance Final en Caja	Obligations/Obligaciones	Fund Balance/Saldo Final
Fort.Prom. J.S. Evmmst,DESCA	-	-	163,994.6	-	-	21,319.3	142,675.3	142,675.3	-	142,675.3
Freedom of Expression 2018-2021	377,991.3	12,036.0	(56,901.3)	-	(24,845.2)	278,208.6	(347,919.1)	30,072.2	27,409.7	2,662.6
Freedom of Expression 23-26	-	328,031.3	56,901.3	-	-	90,539.1	294,393.5	294,393.5	14,389.1	280,004.3
GIEI Mexico-Phase II	102,588.3	148,758.0	(12,419.7)	-	-	238,926.6	(102,588.3)	(0.0)	-	(0.0)
GIEI Nicaragua	3,686.0	-	(3,686.0)	-	-	-	(3,686.0)	-	-	-
Human Rights Women Girls LAC	-	722,331.5	-	-	-	-	722,331.5	722,331.5	-	722,331.5
Inc. Effic. IACHR 2018-2020	(1,176,253.8)	2,310,818.4	-	-	210.0	1,170,534.3	1,140,494.1	(35,759.8)	-	(35,759.8)
Inc. Prom. Def. IACHR 2021-2023	(1,504,499.9)	5,061,127.5	-	-	-	5,400,982.4	(339,854.9)	(1,844,354.8)	3,760,289.6	(5,604,644.3)
Inc. Prot./Def. HR in Americas	-	618,204.8	-	-	-	170,769.3	447,435.6	447,435.6	285,402.3	162,033.2
Increasing protection of HR	142,573.1	305,252.0	-	5,490.3	-	326,130.6	(15,388.3)	127,184.8	119,400.0	7,784.8
Legal Assistance Fund 1-A Human Rights Systems	134.7	-	-	-	-	-	-	134.7	-	134.7
Mec. Sup. Rec. GIEI Bolivia	45,464.6	113,759.6	-	-	-	75,421.4	38,338.2	83,802.7	2,000.0	81,802.7
MESENI Monitoring	65,053.8	-	(629.5)	-	-	64,424.3	(65,053.8)	-	-	-
MESENI Monitoring 2023-2025	-	206,308.8	-	-	-	12,632.7	193,676.1	193,676.1	30,500.0	163,176.1
Obj 1. Promote justice	388,290.0	365,763.8	(36,135.5)	-	(16,797.5)	647,946.7	(335,115.8)	53,174.2	167,208.6	(114,034.4)
Obj 2. Monitoring Capacity	737,690.7	501,139.4	108,305.0	2,958.0	(4,918.6)	1,069,064.0	(461,580.2)	276,110.5	204,300.5	71,810.1
Obj 3. Defense and Prot. Capab.	273,599.2	158,477.9	(18,823.8)	-	11,783.4	359,431.2	(207,993.7)	65,605.5	95,498.3	(29,892.8)
Obj 4. Statehgt on Coop. ISHR	(15,903.7)	-	-	-	(604.7)	514.1	(1,118.8)	(17,022.4)	-	(17,022.4)
Obj 5. Inst. Mgnt. IACHR	201,937.9	290,272.3	(80,000.0)	-	(362.5)	336,662.4	(126,752.7)	75,185.2	68,918.9	6,266.3
Obj 6 - Recommendations IACHR	196,735.5	-	(3,199.4)	-	(104,688.6)	55,736.8	(163,544.7)	33,190.7	-	33,190.7
Oliver Jackman Fund - CIDH	82,228.7	-	-	2,240.7	-	-	2,240.7	84,469.4	-	84,469.4
Pillar 2 SP 2023-2027	-	500,083.5	12,499.7	-	-	55,649.1	456,854.1	456,854.1	39,919.7	416,934.4
Pillar 3 SP 2023-2027	-	18,836.2	-	-	-	3,548.7	15,287.5	15,287.5	2,072.7	13,214.8
Program 1 - Distinction in Law	145.0	-	(145.0)	-	-	-	(145.0)	-	-	-
Protoc. Protec. ESCER in IHR-S-III	41,089.6	-	79,274.5	-	-	120,364.0	(41,089.6)	0.0	-	0.0
Racial Discrimination Fase II	99,714.5	-	(4,013.6)	-	-	95,700.9	(99,714.5)	-	-	-
Special Mechanism MC-409-14	1,150.0	-	-	-	-	-	-	1,150.0	-	1,150.0
Strategic Plan - General Funds	(44,196.8)	121,939.7	-	-	44,196.8	150,536.5	15,600.0	(28,596.8)	-	(28,596.8)
Str. Cap. of IACHR in region	286,099.5	378,160.0	-	-	-	237,238.3	140,921.7	427,021.2	185,093.8	241,927.4
Grand Total	305,318.1	12,161,300.7	205,021.4	10,688.9	(96,027.0)	10,982,281.3	1,298,702.8	1,604,020.9	5,002,403.1	(3,398,382.2)

35. The following figure shows the distribution of IACHR expenditure by financing source as of December 31, 2023. Expenses financed through the regular fund account for 53%, those financed by specific funds account for 46%, and ICR for 1%.

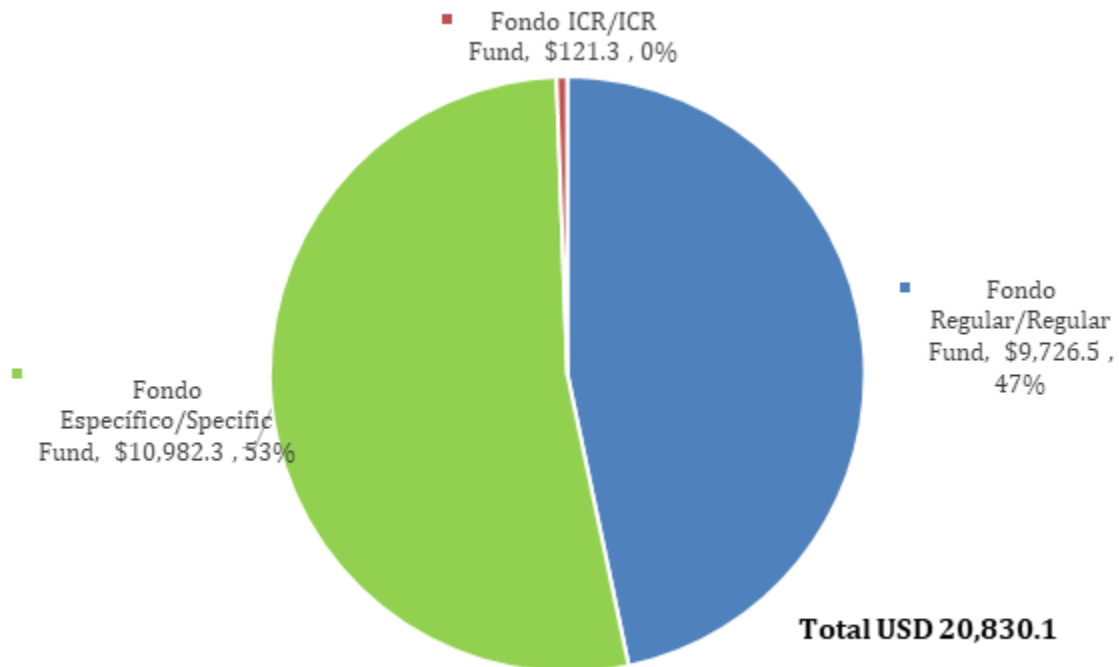
⁴ This table summarizes the Report entitled "Changes in the Balance of Funds" by activity and donor, published by the Department of Financial Services of the GS/OAS at December 31, 2023.

⁵ Negative end-balances appear because some agreements are implemented via disbursements against financial execution of the project.

⁶ This table includes the Oliver Jackman Fund of the IACHR.

⁷ The information reported corresponds to preliminary, unaudited financial information published by the Department of Financial Services of the GS/OAS.

**Figure 3. Distribution of IACHR Expenditure by Financing Source on December 31, 2023
(Amounts in USD, preliminary, unaudited)**



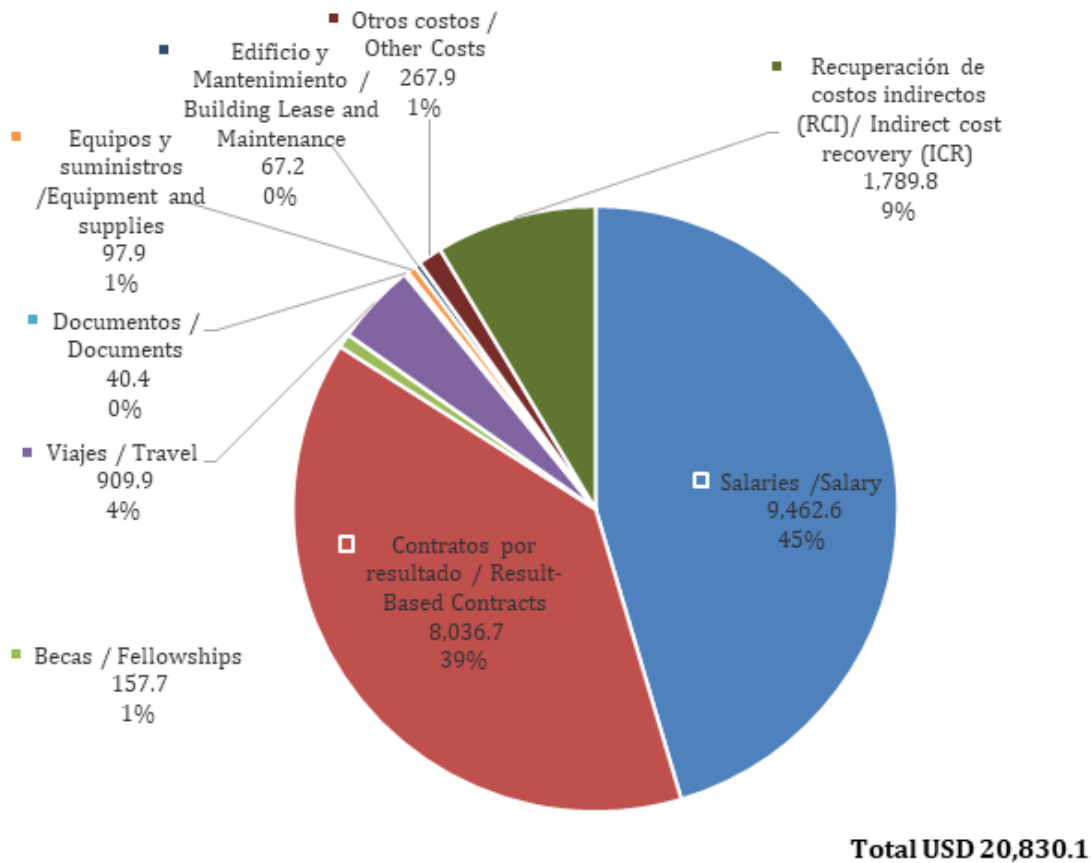
36. The following table and figure show the distribution of IACHR expenditure by source of financial and item of expenditure.

**Table 3. Distribution of expenditure of the IACHR by source of financing and items of expenditure on December 31, 2023
(Amounts rounded off, in USD thousands, preliminary, unaudited)**

Objeto de Gasto / Item of Expenditure	Fondo Regular / Regular Fund	Fondos específicos / Specific Funds	Fondo ICR / ICR Fund	Total (thousands/Miles)
Salarios/Salaries	6,308.0	3,072.8	81.8	9,462.6
Costos salariales no recurrentes/ Non-recurring salary costs	-	-	-	-
Contratos por resultado / Result-Based Contracts	2,905.3	5,099.5	31.9	8,036.7
Becas/ Fellowships	-	157.7	-	157.7
Viajes / Travel	286.2	623.7	-	909.9
Documentos / Documents	21.1	18.5	0.8	40.4
Equipos y suministros / Equipment and supplies	73.3	18.8	5.9	97.9
Edificio y Mantenimiento / Building Lease and Maintenance	20.3	46.9	-	67.2

Otros costos / Other Costs	112.3	154.7	0.9	267.9
Recuperación de costos indirectos (RCI) / Indirect cost recovery (ICR) /	-	1,789.8	-	1,789.8
Total	9,726.5	10,982.3	121.3	20,830.1

Figure 4. Distribution of expenditure of the IACHR by item of expenditure on December 31, 2023 (Amounts in thousands of USD, preliminary, unaudited) ⁸⁹¹⁰¹¹



⁸ The distribution includes only expenditure as of December 31, 2023, financed with contributions received in 2023 and prior years (in the case of specific funds).

⁹ Salaries include personnel/staff costs.

¹⁰ Performance contracts include conference services, fees, special services provided by Commissions, interpretation, translation, administrative and professional support, and consultants.

¹¹ Other costs include office and equipment rental, courier service payments, other conference services, local area network (LAN), telephone, transportation, and office expenses.

C. Planning, fund raising, and project management

37. The Executive Secretariat made progress in the annual financial planning for 2024 with sources from the regular fund (total \$10.73 million) and specific funds (projected at \$9.1 million) for a total of \$19.83 million. To that end, it reviewed the status of execution of current projects, projected potential revenues based on multi-year projects, and ongoing negotiations.

1. Projects Implemented in 2023

38. During 2023, the IACHR Executive Secretariat prepared and delivered 35 interim or final narrative reports, corresponding to 19 Grant Agreements to finance 19 projects. The following is a list of the projects executed and being executed during 2023 with their respective donors:

Table 4. Projects implemented in 2023

Project	Total project amount	Donor	Reports submitted (*)
Strengthening international protection in the Americas (annual)	US\$ 80,000	UNHCR	2023 interim report 2022 final report
Protection and Promotion of the Rights of Lesbian, Gay, Bisexual, Trans, and Intersex Persons (2021-2024)	US\$ 150,000	ARCUS	Annual Report
Support for the work of the IACHR Rapporteurship on the Rights of Lesbian, Gay, Bisexual, Trans, and Intersex Persons. (2020-2023)	US\$ 450,000	Foundation for the Americas/Wellspring Advisors	Annual Report
Increase the effectiveness of the work of the Inter-American Commission during 2018-2022 (ended September 2023)	US\$ 14,263,887	United States	Three Quarterly Reports Final Report
Increasing the protection and defense of human rights in the Americas in 2021-2024	US\$14,812,500.00	United States	Three Quarterly Reports
Monitoring of the Human Rights Situation in Nicaragua II.	US\$ 119,870	Spanish Fund for OAS	Interim Report Final Report
Monitoring of the Human Rights Situation in Nicaragua. (2023-2024)	US\$ 97,174	Spain	Interim Report
Support for follow-up of GIEI Bolivia recommendations (2023-2024)	US\$ 234,100	Spain	Two Interim Reports
Support the IACHR Petitions and Cases System. Backlog Program (annual)	Eur. 50,000	Ireland	Annual Report
Labor and union rights in Cuba	US\$ 470,000	PADF	Final report

Bases for Transitional Justice in Nicaragua - Phase II (February 2024)	US\$ 260.875	PADF	Three Quarterly Reports
"Promoting and Protecting Human Rights in the Northern Triangle of Central America" Phase II (November 2023)	US\$ 250,000	PADF	Three Quarterly Reports Final Report
"Strengthening the protection of human rights with emphasis on the most vulnerable populations in Central America" Phase III (ending March 2024)	US\$ 1,400.000	Switzerland	Phase II Final Report Two Interim Reports Four Bimonthly Reports
Increase protection and defense of human rights in the Americas (Petitions and Cases, Meseg and RELE components) (2023-2025)	Eur 1.75 million	European Commission	Under execution Final Project Report (2019-2022)
Strengthening the capacities of the IACHR to address the human rights situation in the region	US\$1,000,000	Ford Foundation	Annual Report
Increasing the enjoyment of the human rights of women and girls in the Americas (2023-2027) approved in the internal contract negotiation and OAS - PMS processes	US\$3,600,000	Canada	Signed agreement
Climate justice and economic, social, cultural, and environmental rights in Latin America and the Caribbean.	\$156,029 USD	Norway	Signed agreement and under execution
Monitoring of ESCERs (Economic, Social, Cultural, and Environmental Rights) in Central America 2019-2024.	\$13.6 million de Coronas Norwegian Crowns (approx. 1.46 million USD)	Norway I (extension)	Annual Report
Strengthening Governance and Human Rights in Central America - Regional Program Central America Phase IV Year 5	240,000 Euros	Italy	Signed agreement and under execution

39. During 2023, the Executive Secretariat of the IACHR prepared 17 funding proposals for presentation to donors. Most of the proposals were approved.

- a. Project proposal to support the activities of the rapporteurship on migrants submitted to UNHCR for US\$80,000 (approved).
- b. Revised and expanded proposal to increase the enjoyment of the human rights of women and girls in the Americas to be submitted to Canada for US\$5 million for the period 2023-2027 (Approved).
- c. Concept note to support the GIEI Bolivia (MESEG Bolivia) recommendations follow-up mechanism for Spain for € 200,000. (Approved for 100,000 Euros).

- d. Concept note to support the Follow-up to the Situation in Nicaragua presented to the Spanish Fund of the OAS for US\$200,000 (Approved for 100,000 Euros).
- e. Proposal to support the processing of decisions in the Petition and Case System submitted to Ireland € 50,000 (Approved).
- f. Proposal to support the LGTBI Rapporteur's plan for Wellspring /Trust for the Americas for the period 2023-2026 in the amount of US\$450,000 (Approved).
- g. Year 3 Work Plan Proposal on the Program to Strengthen Governance and Human Rights in the Northern Triangle Countries and Nicaragua - Phase III for Italy for 100,000 Euros (Approved).
- h. Proposal to increase the capacity of civil society organizations to use the Inter-American Human Rights System submitted to PADF in the amount of US\$100,000 (Approved).
- i. Proposal on Regional Program on Democracy and Human Rights in the Northern Triangle and Nicaragua-Phase IV submitted to PADF for US\$500,000 (Only two components approved in the amount of \$177,000).
- j. Proposal to increase the protection and defense of human rights in the Americas presented to the USA for US\$4,937,500 (addendum to Agreement GR027 - 2022-2025) (approved).
- k. Proposals for strengthening the Democratic Charter (IACHR Component) in the amount of US\$1.4 million submitted to the USA (under review).
- l. Project on Climate Justice and Economic, Social, Cultural, and Environmental Rights in Latin America and the Caribbean, submitted to Norway for \$156,029 (Approved).
- m. Protection and Defense of Human Rights Defenders and Justice Operators in the Americas, submitted to the Spanish Fund of the OAS for \$214,049 (Approved).
- n. Strengthening and Promotion of Inter-American Human Rights Standards within the framework of fiscal policies to guarantee and improve access to ESCERs, submitted to the Spanish Fund of the OAS for \$235,461 (Approved).
- o. Proposal for Year 4 Work Plan on the Strengthening of Governance and Human Rights in the countries of the Northern Triangle and Nicaragua - Phase III for Italy for \$258,480 (Approved).
- p. Internationalization of Cuban Medical Missions submitted to PADF for \$470,000 (Approved).
- q. Strengthening Governance and Human Rights in Central America - Regional Program Central America Phase IV Year 5 (Approved).

D. Technological advances

40. The Inter-American Commission on Human Rights continues to incorporate technology as its cornerstone in the digital era. During this period, significant technological advances were made, and strategies were adapted to address the evolving challenges of the electronic age. The implementation of cutting-edge solutions has become a priority for the IACHR, driving constant growth in the field of digital automation.

41. We achieved major technological advances in the SE/IACHR central system, an innovative project that has represented a significant milestone in the development and modernization of the Commission's central systems. In 2023, the IACHR underwent a transformative change in the development of the first phase of its new central system (GAIA). This review of the Commission's central systems had an impact on the IACHR's activities throughout 2023 and affected some goals in various areas of the Executive Secretariat. During the past year, significant progress was made in the implementation of Phase 1 of the system, leading the way to a more modern, efficient, and functional system. Likewise, the introduction of GAIA is expected to significantly enhance the organizational capacity and operational efficiency of the Commission. In this regard, member states have already acknowledged the positive changes brought about by the new system. In a letter addressed to the Executive Secretary, the Foreign Minister of Costa Rica expressed great satisfaction with the meticulous handling of petitions, where each document, evidence, and relevant annex is properly referenced. Furthermore, he appreciated the IACHR's decision to paginate the entire case file, recognizing its contribution to ensuring procedural security and equality of arms in these proceedings. This achievement was possible thanks to the synergy with the in-house teams of the ES/IACHR, who shared knowledge, filed much-needed requests, and validated, observed, and supported the efforts made. We worked tirelessly in the evaluation of security standards, preparation of production environments, and processes necessary for data migration from previous

in-house systems. This critical phase paved the way for continuous improvement of the project. Additionally, in an effort to constantly add value to the system, new requirements have been integrated, using a strategy that allows the generation of Quick Wins in the system, even during the stabilization phase, seeking to continuously increase the value of the end-user experience. The positive reception from the member states reinforces the expectation of improved performance and more efficient processes with the full integration of the GAIA system in its future phases.

42. Recognizing the importance of training the team for the success of the new central system, resources were dedicated to the design and preparation of training tools. This included self-teaching manuals, videos using the E-learning methodology, and the scheduling of training for all personnel who would use the tool. Opportunities for collaboration and providing support were created with the different areas of the IACHR to strengthen their familiarity with the functionalities of the new platform, in order to achieve a smooth transition. We were able to implement a system for the automated transmission of audiovisual material with more than 44 information modules, which has revolutionized the way in which we share knowledge within the ES/IACHR. This technological approach has set a standard in presenting E-Learning in more agile ways.

43. The system implemented for receiving new requirements on the central systems has been a critical component in the operability and improvement of the way in which the secretariat's needs are addressed. The tool was continuously adapted to the needs of the users and its development effectively standardized the procedures involved. The unification of these tasks drove technological innovation to improve the quality of internal processes. A total of 893 requirements for nine areas of the IACHR were addressed in eight months of its implementation.

44. The tool developed for reception, logistics, and attention to requests has bolstered continuous streamlining and management of requirements received by the entire ES/IACHR, making it possible to achieve greater capacity to address technological needs. As an integral part of the adaptation of emerging technologies, its monitoring and focus on improvement opportunities is maintained so that the system continues to function in a constantly evolving technological environment. A total of 647 requirements were addressed for 25 areas of the IACHR.

45. During different facets, the Commission has experienced remarkable progress in multiple technological areas that have had a positive impact on our mission to promote and protect human rights in the digital age. The optimization of platforms allowed greater access to sessions (periods of sessions), encouraging more active participation. By recognizing the linguistic diversity of our audience and maintaining real-time translation and subtitling solutions in different simultaneous transmissions, a notable effect was obtained in terms of accessibility to sessions, hearings, meetings, and events. Technological coordination ensured effective organization of 186th, 187th, and 188th sessions. These practices resulted in greater fluidity and consistency. Important technical training was provided, by transmitting knowledge and familiarization with the technologies and procedures needed to conduct successful periods of sessions.

46. Necessary technological resources were identified and evaluated, and advances were made in the technological infrastructure, oriented towards state-of-the-art hardware and modernization of computer equipment.

47. With the need to keep SIMORE up-to-date with technological innovations and seeking to strengthen the functionality of the system, we are actively committed to analysis and exploration with a view to implementing improvements, data analysis tools, optimization of the experience and user interface for users and member states, strengthening their capacity to comply with their commitments on human rights.

48. Continuing with the Commission's commitment to the Portal's users, the following achievements stand out: we provided assistance and support to address more than 12,325 queries; we had 4,314 new subscriptions from users and ten accounts activated by States, experiencing significant growth; 77,160 additional information documents were processed in an automated manner.

49. With the purpose of providing information in a centralized and automated way, thereby expediting the work of the SE/CIDH, online invitations were used in connection with the following: requests for Hearings and Meetings from the 186th to the 188th period of sessions in four official languages; calls to apply for fellowships in the case of the rapporteurships on Afro-descendants, children's rights, LGBT persons; registration form for meetings during on-site visits to Bolivia, Human Rights Consultant, Rapporteurship on the Rights of Indigenous Peoples, Technical Cooperation, and Public Policy Section (English and Spanish); comments on REDESCA competition (English and Spanish) and consultancy on Methodologies for risk analysis and early warnings.