

**Institutional  
Development**

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## **CHAPTER VI: INSTITUTIONAL DEVELOPMENT**

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## CHAPTER VI INSTITUTIONAL DEVELOPMENT

### I. IACHR STRUCTURE AND STAFF

1. As of December 31, 2024, the Executive Secretariat of the IACHR is made up of 154 people (79 staff members, 70 consultants and five associate staff members). In addition, the ES/IACHR has nine fellows.

2. The following table shows the distribution of personnel by funding source, as of the same cut-off date.

Workforce by Source of Funding						
Category	Regular Fund	Specific Funds	ICR Fund	No Cost to the IACHR	Specific Funds Trust	Total
Secretaria Ejecutiva /Executive Secretary	1					1
Secretaria/o Ejecutiva/o Adjunta/o/ Assistant Executive Secretaries	2					2
Relatores/as Especiales/ Special Rapporteurs		2				2
Professionals/Professionals	36	23				59
Personal Administrativo/Administrative personnel	9	5	1			15
<b>Subtotal Personal/Personnel</b>	<b>48</b>	<b>30</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>79</b>
Consultorías en Derechos Humanos/ Human Rights Consultants	5	34			1	40
Consultorías Administrativas / Administrative Consultants	12	7	1			20
Consultorías en otras profesiones / Consultants on Other Professions	5	5				10
<b>Subtotal Consultorías/Consultants</b>	<b>22</b>	<b>46</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>70</b>
Personal Asociado/Associate Staff				5		5
<b>Subtotal</b>	<b>70</b>	<b>76</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>154</b>
Personas Becarias / Fellows		6		3		9
<b>Grand Total</b>	<b>70</b>	<b>82</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>163</b>

3. In terms of geographic representation and diversity, the 154 people mentioned in paragraph 1 (staff, consultants and associated personnel) come from 19 different countries, 70% of the staff are women and 30% are men. The following table shows the distribution of staff by nationality and type of contract.

Type of contract	Country	Nationality upon joining the OAS	Current Nationality
<b>Staff</b>	Antigua y Barbuda/Antigua and Barbuda	1	1
	Argentina	5	4
	Barbados	1	1
	Bolivia	2	1
	Brasil/Brazil	10	9
	Canadá/Canada	1	1
	Chile	3	3
	Colombia	17	15
	Costa Rica	2	2
	El Salvador	2	1
	Estados Unidos de América/United States of America	10	20
	Guatemala	1	1
	México/Mexico	7	7
	Panamá/Panama	1	0
	Paraguay	1	1
	Perú/Peru	8	6
	República Dominicana/Dominican Republic	1	1
	Uruguay	2	2
	Venezuela	4	3
<b>Total Staff</b>		79	79
<b>CPR</b>	Argentina	5	5
	Bolivia	4	4
	Brasil/Brazil	8	8
	Chile	1	1
	Colombia	11	11
	Costa Rica	2	2
	Ecuador	3	3
	El Salvador	2	2
	España/Spain	3	3
	Estados Unidos de América/United States of America	2	2
	Guatemala	1	1
	Honduras	1	1
	México/Mexico	7	7

	Panamá/Panama	3	3
	Paraguay	1	1
	Perú/Peru	5	5
	Trinidad y Tobago/Trinidad and Tobago	1	1
	Uruguay	4	4
	Venezuela	6	6
<b>CPR Total</b>		70	70
<b>Associate Staff</b>	Brasil/Brazil	5	5
<b>Associate Staff Total</b>		5	5
<b>Grand Total</b>		154	154

4. During 2024, we continued to hold public competitions to fill 12 vacant positions: eight financed by the Regular Fund and four by specific funds. Currently, there is one vacant position at the P05 level, which is scheduled to be open for competition during the first half of 2025.

5. As for the positions financed by the Regular Fund, three positions were filled at the P03 level for the Coordination of the Case Sections, one P02 position in the Information Systems and Technology Section, one G06 and one G05 position for the Attention and Access for Information Section. Appointments are expected in early 2025 for a G05 position in the Assistant Executive Secretariat for Monitoring, Promotion and Technical Cooperation and a G06 position in the Administrative Management Section.

6. As for positions financed by specific funds, two positions were filled at the P02 level in the Case Sections, one P02 in the Office of the Executive Secretary and one P02 in the Monitoring Section III.

7. The reclassification processes for two positions at the Coordination level were completed: Initial Study and Admissibility and that of Precautionary and Provisional Measures. Audit processes were requested for two positions by a United Nations expert classifier in the Office of Administration and Institutional Affairs.

8. After conducting the performance evaluation process corresponding to the first mandate of the Executive Secretary, Tania Reneaum, on November 27, 2024, the Inter-American Commission on Human Rights announced the renewal of said mandate, for an additional period of four years, until May 31, 2029. The renewal proposal was adopted in accordance with Article 11, paragraph 3, of the Rules of Procedure of the Inter-American Commission, by an absolute majority of votes; and was submitted to the Secretary General of the OAS, Luis Almagro, who proceeded to the appointment for the new period, in terms of the provisions of Article 21 of the Statute of the Commission.

9. During 2024, the staff of the ES/IACHR continued to work in person on Tuesdays at the Washington, DC offices in accordance with the "Policy on Telework and Other Alternative Work Schemes of the GS/OAS".

#### **A. Consultants, Interns, Trainees, Scholarship Holders and Associates**

10. At the beginning of 2024, a standardization of payments to consultants was carried out in order to unify these procedures.

11. During the first half of the year, three call for resumes processes were completed for the selection of consultants in various areas, which has contributed to the strengthening of capacities and services within the Executive Secretariat of the IACHR.

12. As of June, a consultant was hired to provide style editing services from Spanish to English at the Assistant Executive Secretariat for Petitions and Cases, which has resulted in a reduction in the cost of these services for the ES/IACHR.

13. In October, a consultant was hired to provide organizational development services to conduct a study to review and define the basic staffing structure, which will enable the ES/IACHR to fulfill its mandate efficiently, with excellent performance and financially sustainable. The recommendations of this study are expected to be available by the end of April 2025.

14. During the period, the hiring of consultants to provide services to the different sections of the ES/IACHR continued. As of December 31, 2024, the ES/IACHR had 70 consultants.

15. In addition, three distance internship sessions were held, coordinated by the GS/OAS Department of Human Resources, in which a total of 77 interns joined the IACHR Executive Secretariat.

16. Through the support of different institutions, the ES/IACHR received 15 fellows who worked remotely or at headquarters during the year:

No.	Nationality	Fellowship	Assignment
1	Saint Vincent and the Grenadines	Fellowship for citizens from CARICOM countries	Monitoring Section III
2	Mexico	UNAM	Case Section I
3	United States	Fellowship for the Rapporteurship on the Rights of People of African Descent and against Racial Discrimination	Monitoring Section II
4	Paraguay	Yale Law School	Recommendations and Impact Monitoring Section
5	United States	Urban Morgan Institute for HR (University of Cincinnati)	Communication and Multimedia Press Section
6	Costa Rica	Both Ends Believing	Monitoring Section III
7	Mexico	Fellowship for the Rapporteurship on the Rights of LGBTI Persons	Monitoring Section II
8	Chile	Elizabeth Abi-Mershed Scholarship	Recommendations and Impact Monitoring Section
9	Colombia	Orlando Sierra Fellowship	Office of the Special Rapporteur for Freedom of Expression
10	El Salvador	Fellowship for the Rapporteurship on Women's Rights	Monitoring Section II
11	Barbados	Fellowship for citizens of CARICOM countries	Monitoring Section III
12	Brazil	Fellowship for the Rapporteurship on the Rights of People of African Descent and against Racial Discrimination	Monitoring Section II

13	Trinidad y Tobago	Fellowship for the Rapporteurship on the Rights of LGBTI Persons	Monitoring Section II
14	Mexico	University of Coahuila	Monitoring Section I
15	Mexico	UNAM	Case Section I

17. In addition, thanks to the support of the following institutions, during 2024, the ES/IACHR received seven of its staff members as associate personnel:

No.	Institution	Assignment
1	Public Defender's Office of the State of Rio de Janeiro (Brazil)	Precautionary and Provisional Measures Section
2	Public Defender's Office of the Union of Brazil	Office of the Special Rapporteur on Economic, Social, Cultural and Environmental Rights (REDESCA)
3	Public Prosecutor's Office of the State of Sao Paulo (Brazil)	Monitoring Section III
4	Local Public Prosecutor's Office of the Federal District of Brazil	Monitoring Section II
5	Federal Public Prosecutor's Office of Brazil	Office of the Special Rapporteur for Freedom of Expression
6	Public Ministry of Labor of Brazil	Office of the Special Rapporteur on Economic, Social, Cultural and Environmental Rights (REDESCA)
7	Public Ministry of Labor of Brazil	Office of the Special Rapporteur on Economic, Social, Cultural and Environmental Rights (REDESCA)

## B. Collectively developed work environment plan in the process of implementation

18. During 2024, various activities were carried out in the second year of the Co-Labora Program, *Let's Build our Space*. At the beginning of the year, informative sessions were held with the management team and the coordination teams to achieve a clear understanding of the objectives and key strategies based on the seven pillars of the new organizational vision established in 2023. At the same time, Executive Coaching and team alignment sessions were scheduled to establish a solid path for leadership and integration.

19. In April 2024, for the first time in the ES/IACHR, a hybrid integration session was held with the entire staff. During this event, strategic agreements were reached, reflecting the commitment to the pillars of transparency, trust and co-responsibility, which are essential for the new organizational culture.

20. A work environment survey was conducted in which 118 people participated. The study evaluated 12 key dimensions of the organizational climate, obtaining an average satisfaction rate of 73%.

21. Between April and September, team alignment sessions were held to strengthen trust and transparency in the workplace. These meetings made it possible to raise participants' awareness of the relevance of these values and to establish concrete agreements aimed at promoting actions to reinforce them. In addition, they focused on identifying and strengthening labor co-responsibility within each team, achieving 80% compliance with the commitments.

22. In May, the second management alignment session was held, aimed at strengthening team integration and addressing challenges related to labor welfare. In October, the first Coordination Alignment

session was held, aimed at consolidating the team and optimizing personnel management. These workspaces facilitated the definition of both individual and collective commitments, with the aim of strengthening leadership at both levels and promoting a more collaborative and efficient organizational culture aligned with institutional values.

23. Throughout the year, the internal communication plan was continued through various initiatives, such as the dissemination of newsletters, quarterly meetings with all staff, biweekly meetings with the management team, periodic meetings with the coordination team and the creation of a virtual suggestion box accessible to all interested parties. The Open Door Policy continued to be implemented, providing staff with the opportunity to meet directly with the Executive Secretary to discuss issues of interest and foster an open and close dialogue.

24. In the second year of the program, we observed a reduction in the concerns expressed by the personnel, an increase in the transparency of communication, higher levels of trust between areas and collaborators, and a greater openness to feedback from the leaders. The qualitative results highlighted a high level of gratitude towards these spaces for listening and reflection, consolidating a more open, collaborative and development-oriented work culture.

## **II. FINANCIAL RESOURCES AND BUDGET EXECUTION**

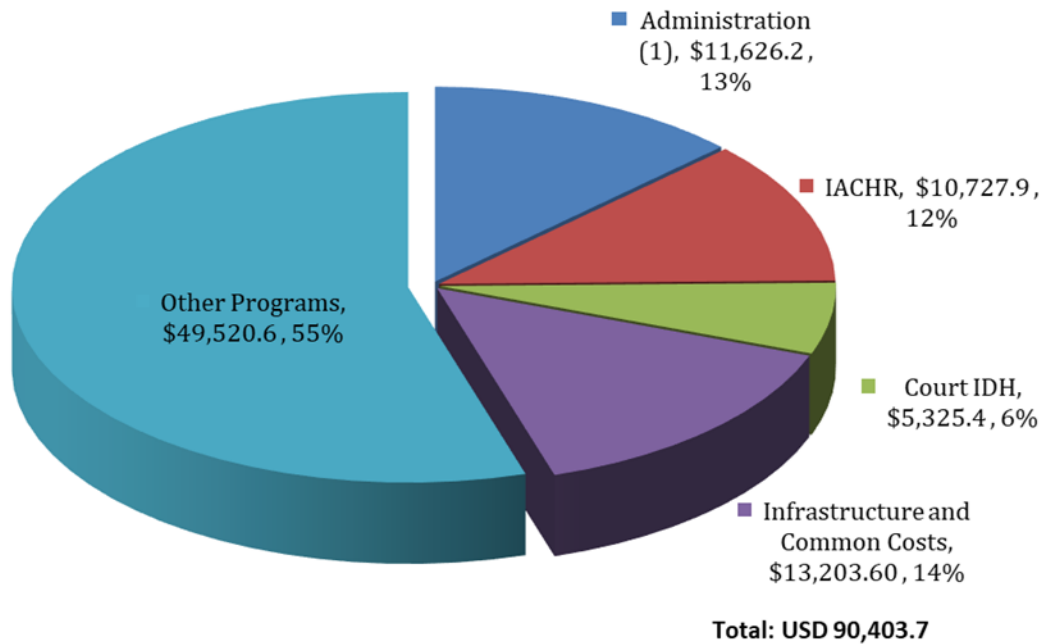
25. In June 2023, the General Assembly, during its 53rd regular session, approved a regular fund budget for the IACHR of \$10,727,900 for the year 2024, of which \$7,808,900 is for personnel expenses and \$2,919,000 for operating expenses.

26. The General Assembly also approved an indirect cost recovery (ICR) fund budget for the IACHR of \$128,000 for the year 2024, of which \$85,400 corresponds to staff costs and \$42,600 to operating expenses.

27. The following figure shows the distribution of the approved regular fund budget within the OAS for 2024. The IACHR was approved 12% of the annual amount.



**Figure 1. Distribution of the approved budget of the OAS regular fund in the year 2024  
(Amounts in thousands of US\$) <sup>1</sup>**



28. As of December 31, 2024, the modified appropriation from the original regular fund budget was \$10,649,900, with a distribution of \$7,435,957 for personnel expenses and \$3,213,943 for non-personnel expenses. The portion corresponding to personnel expenses appears to be under-executed due to the fact that, during the year 2024, the ES/IACHR had several vacant positions which are still in the process of being filled. In turn, the portion corresponding to operating expenses appears with a higher amount than approved, since the Secretary General approved transfers (known as reinforcements) from the budget line for personnel expenses to the operating expenses line due to vacant positions. In addition, under this same line item, the GS/OAS Administration transferred \$50,000 in accordance with the provisions of resolution II. 6 of AG/RES.3011 (LIII-O/23).

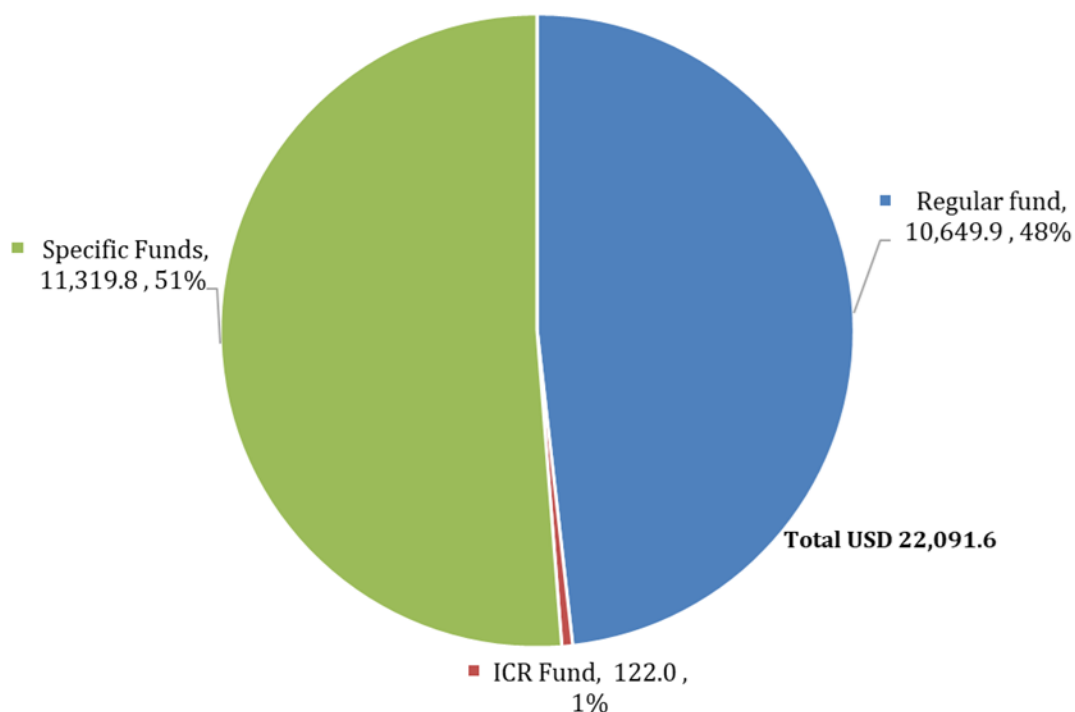
29. As of the same date, the indirect cost recovery fund budget allocation was \$121,950, the distribution of which was \$79,350 for personnel expenses and \$42,600 for non-personnel expenses.

30. With regard to fundraising, as a result of the resource mobilization strategy and thanks to the trust placed in the IACHR, as of December 31, 2024, USD \$11,319,789 had been raised. The following chart shows the distribution of funds received by the IACHR, by funding source.

<sup>1</sup> The distribution of the program budget for the period from January 1 to December 31, 2024, was approved by the General Assembly at its 53rd regular session in June 2023 through AG/RES.3011 (LIII-O/23).

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

**Figure 2. Funds received by the IACHR as of December 31, 2024, distributed by funding source  
(Preliminary and unaudited values in thousands of US dollars)**



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

**Table 1. Contributions of funds received by the IACHR as of December 31, 2024**  
**By funding source and special topic**  
**(Preliminary and unaudited values in USD) <sup>2 3 4 5</sup>**

Source of Funding	ES/IACHR	RELE	REDESCA	Total	%
<b>Regular Fund</b>	10,649,900.0	-	-	<b>10,649,900.0</b>	<b>48.2%</b>
<b>ICR Fund</b>	121,950.2	-	-	<b>121,950.2</b>	<b>0.6%</b>
<b>Specific Funds</b>					
<b>Member States</b>					
Canada	578,380.3	-	-	<b>578,380.3</b>	2.6%
Costa Rica	9,827.7	3,046.3	-	<b>12,874.0</b>	0.1%
Honduras	312,280.0	-	-	<b>312,280.0</b>	1.4%
Mexico	350,000.0	-	35,000.0	<b>385,000.0</b>	1.7%
Panama	20,000.0	-	-	<b>20,000.0</b>	0.1%
Peru	15,100.1	-	-	<b>15,100.1</b>	0.1%
United States	6,085,361.5	3,967.0	-	<b>6,089,328.5</b>	27.6%
	<b>7,370,949.5</b>	<b>7,013.3</b>	<b>35,000.0</b>	<b>7,412,962.8</b>	<b>33.6%</b>
<b>Permanent Observers</b>					
Basque Government	120,568.95	-	-	120,569.0	0.5%
European Union	644,895.1	-	-	644,895.1	2.9%
France	167,718.0	-	-	167,718.0	0.8%
Ireland	105,480.00	-	-	105,480.0	0.5%
Netherlands	299,980.0	-	-	299,980.0	1.4%
Norway	17,471.57	103,199.13	181,780.04	302,450.7	1.4%
Spain	263,621.8	-	70,283.4	333,905.2	1.5%
Sweden	-	329,708.3	-	329,708.3	1.5%
Switzerland	407,216.0	-	-	407,216.0	1.8%
	<b>2,026,951.4</b>	<b>432,907.4</b>	<b>252,063.4</b>	<b>2,711,922.3</b>	<b>12.3%</b>
<b>Institutions and Others</b>					
Arcus Foundation	50,000.00	-	-	50,000.0	0.2%
Due Process of Law Foundation (DPLF)	5,701.2	-	-	5,701.2	0.0%
Ford Foundation	492,990.0	-	-	492,990.0	2.2%
New Venture Fund	-	125,000.0	-	125,000.0	0.6%
Pan American Development Foundation (PADF)	481,903.7	-	-	481,903.7	2.2%
United Nations High Commissioner for Refugees (UNHCR)	39,310.0	-	-	39,310.0	0.2%
	<b>1,069,904.9</b>	<b>125,000.0</b>	<b>-</b>	<b>1,194,904.9</b>	<b>5.4%</b>
<b>Total Specific Funds</b>	<b>10,467,805.8</b>	<b>564,920.7</b>	<b>287,063.4</b>	<b>11,319,789.9</b>	<b>51.2%</b>
<b>Gran Total</b>	<b>21,239,655.9</b>	<b>564,920.7</b>	<b>287,063.4</b>	<b>22,091,640.1</b>	<b>100.0%</b>

<sup>2</sup> The IACHR signed an assistance agreement with the United States for USD 14.2 million for the period between 2018 and 2024 and another agreement for USD 19.7 million for the period 2021 - 2026. Both agreements are implemented under the modality of sending disbursements against the financial execution of the project. The Office of the Special Rapporteur for Freedom of Expression has an allocation of USD 1.2M (direct costs) under the first agreement and USD 1.4M (direct costs) under the second agreement.

<sup>3</sup> Spain's contribution of USD \$108,921 was received before December 31, 2023 but was pending with the Department of Financial Services (DFS), which is why it is included in the 2024 report.

<sup>4</sup> This report is by funding source and by Special Rapporteurships / sections within the IACHR.

<sup>5</sup> The information reported corresponds to the preliminary and unaudited financial information for 2024.

32. The following table shows the status of changes in the fund balance of projects financed by specific IACHR funds as of December 31, 2024.

**Table 2. Report of variations in the Fund Balance of Specific Funds by projects. Information as of December 31, 2024<sup>6 7 8 9</sup>**  
(Preliminary and unaudited values in USD)

Project Name	Sum of BCB	Contributions.	Transfers.	Interest.	Returns & Other Income.	Expenditures.	Net Change.	End of Cash Balance.	Obligations.	Fund Balance.
Enhan.Inst.Cap.IACHR.Ind.Pow	\$ -	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -	\$ 1,400,000	\$ 1,400,000	\$ -	\$ 1,400,000
FortProm.J.S. EnvmentDESCA	\$ 142,675	\$ -	\$ 70,283	\$ -	\$ -	\$ 198,414	\$ (128,131)	\$ 14,545	\$ 6,455	\$ 8,090
Freedom of Expression 2018-2021	\$ 30,072	\$ -	\$ -	\$ -	\$ (29)	\$ 21,815	\$ (21,844)	\$ 8,229	\$ 6,021	\$ 2,208
Freedom of Expression 23-26	\$ 295,921	\$ 457,755	\$ 3,967	\$ 6,051	\$ (6,275)	\$ 362,157	\$ 99,340	\$ 395,261	\$ 85,361	\$ 309,900
HR Def./Just. Operators	\$ -	\$ -	\$ 154,700	\$ -	\$ -	\$ 26,211	\$ 128,489	\$ 128,489	\$ -	\$ 128,489
Human Rights Women Girls LAC	\$ 722,331	\$ 578,380	\$ -	\$ -	\$ -	\$ 450,197	\$ 128,183	\$ 850,515	\$ 351,236	\$ 499,278
Inc. Efec. IACHR 2018-2020	\$ (35,760)	\$ 35,760	\$ -	\$ -	\$ -	\$ -	\$ 35,760	\$ -	\$ -	\$ -
Inc. Prom. Def. IACHR 2021-2023	\$ (1,844,355)	\$ 4,429,602	\$ -	\$ -	\$ 117	\$ 5,689,977	\$ (1,260,258)	\$ (3,104,613)	\$ 3,543,517	\$ (6,648,130)
Inc. Prot/Def. HR in Americas	\$ 447,436	\$ 583,141	\$ -	\$ -	\$ 50	\$ 569,319	\$ 13,872	\$ 461,308	\$ 403,975	\$ 57,333
Increasing protection of HR	\$ 132,120	\$ 299,980	\$ -	\$ 9,241	\$ -	\$ 316,048	\$ (6,827)	\$ 125,294	\$ 61,200	\$ 64,094
Legal Assistance Fund I-A Human Right	\$ 135	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135	\$ -	\$ 135
Mec. Seg. Rec. GIEI Bolivia	\$ 83,803	\$ 108,922	\$ -	\$ -	\$ -	\$ 42,558	\$ 66,364	\$ 150,167	\$ 69,750	\$ 80,417
MESENI Monitoring 2023-2025	\$ 193,676	\$ -	\$ -	\$ -	\$ -	\$ 84,352	\$ (84,352)	\$ 109,324	\$ 70	\$ 109,254
Obj 1. Promote justice	\$ 53,174	\$ 135,415	\$ 2,828	\$ -	\$ 236	\$ 191,926	\$ (53,446)	\$ (272)	\$ -	\$ (272)
Obj 2. Monitoring Capacity	\$ 277,476	\$ 78,678	\$ (217)	\$ 748	\$ (1,140)	\$ 345,409	\$ (267,340)	\$ 10,136	\$ -	\$ 10,136
Obj 3. Defense and Prot Capab.	\$ 65,606	\$ 42,352	\$ (116)	\$ -	\$ (2,215)	\$ 105,626	\$ (65,606)	\$ -	\$ -	\$ -
Obj 4. Strengthen Coop. ISHR	\$ (17,022)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (17,022)	\$ -	\$ (17,022)
Obj 5. Inst. Mngt. IACHR	\$ 75,185	\$ -	\$ -	\$ -	\$ -	\$ 72,850	\$ (72,850)	\$ 2,335	\$ 8	\$ 2,326
Obj 6 - Recommendations IACHR	\$ 33,191	\$ -	\$ (286)	\$ -	\$ -	\$ -	\$ (286)	\$ 32,905	\$ -	\$ 32,905
Pillar 1 SP 2023-2027	\$ -	\$ 1,075,404	\$ -	\$ -	\$ -	\$ 245,073	\$ 830,331	\$ 830,331	\$ 197,274	\$ 633,057
Pillar 2 SP 2023-2027	\$ 457,349	\$ 1,046,793	\$ 35,000	\$ 3,030	\$ (2,688)	\$ 747,363	\$ 334,772	\$ 792,120	\$ 271,429	\$ 520,692
Pillar 3 SP 2023-2027	\$ 15,287	\$ 198,228	\$ (59)	\$ -	\$ -	\$ 138,018	\$ 60,151	\$ 75,438	\$ 51,965	\$ 23,473
Special Mecanism MC-409-14	\$ 1,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,150	\$ -	\$ 1,150
Strategic Plan - General Funds	\$ (28,597)	\$ 72,441	\$ -	\$ -	\$ 1,655	\$ 45,500	\$ 28,597	\$ 0	\$ -	\$ 0
Stre. Cap. of IACHR in region	\$ 427,021	\$ 292,990	\$ -	\$ -	\$ -	\$ 266,122	\$ 26,868	\$ 453,889	\$ 258,976	\$ 194,913
Strength. Environ. Protec.	\$ -	\$ -	\$ 220,000	\$ -	\$ -	\$ -	\$ 220,000	\$ 220,000	\$ -	\$ 220,000
<b>Grand Total</b>	<b>\$ 1,527,875</b>	<b>\$ 9,435,839</b>	<b>\$ 1,886,100</b>	<b>\$ 19,070</b>	<b>\$ (10,289)</b>	<b>\$ 9,918,935</b>	<b>\$ 1,411,787</b>	<b>\$ 2,939,662</b>	<b>\$ 5,307,238</b>	<b>\$ (2,367,576)</b>

33. The following figure shows the distribution of the IACHR's expenditures by source of funding as of December 31, 2024. Expenditures financed through the regular fund account for 50%, those financed through specific funds account for 49%, and those financed through the ICR account for 1%.

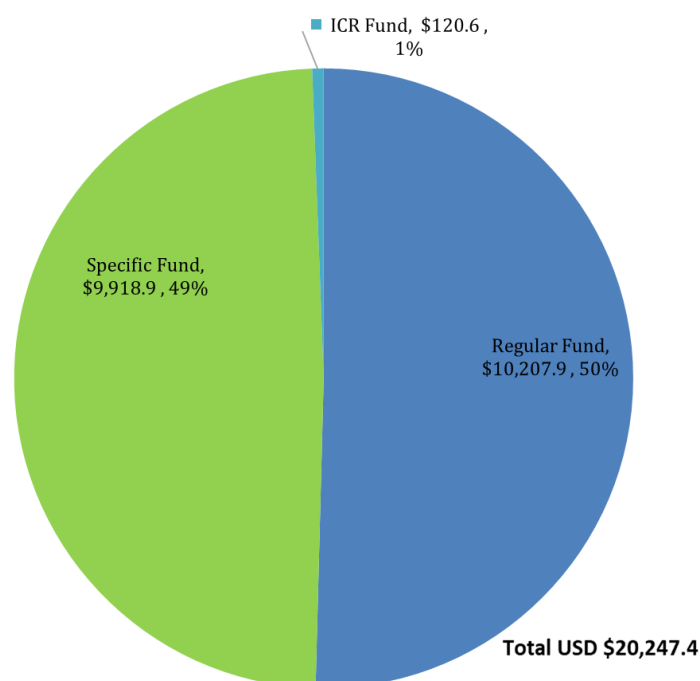
<sup>6</sup> This table is a summary of the "Statement of Changes in Fund Balance" Report by activity and donor, published by the GS/OAS Department of Financial Services as of September 30, 2024.

<sup>7</sup> The negative ending balances are due to the fact that donor disbursements are made against execution.

<sup>8</sup> This table shows the Oliver Jackman Fund.

<sup>9</sup> The information reported corresponds to preliminary and unaudited financial information published by the GS/OAS Department of Financial Services.

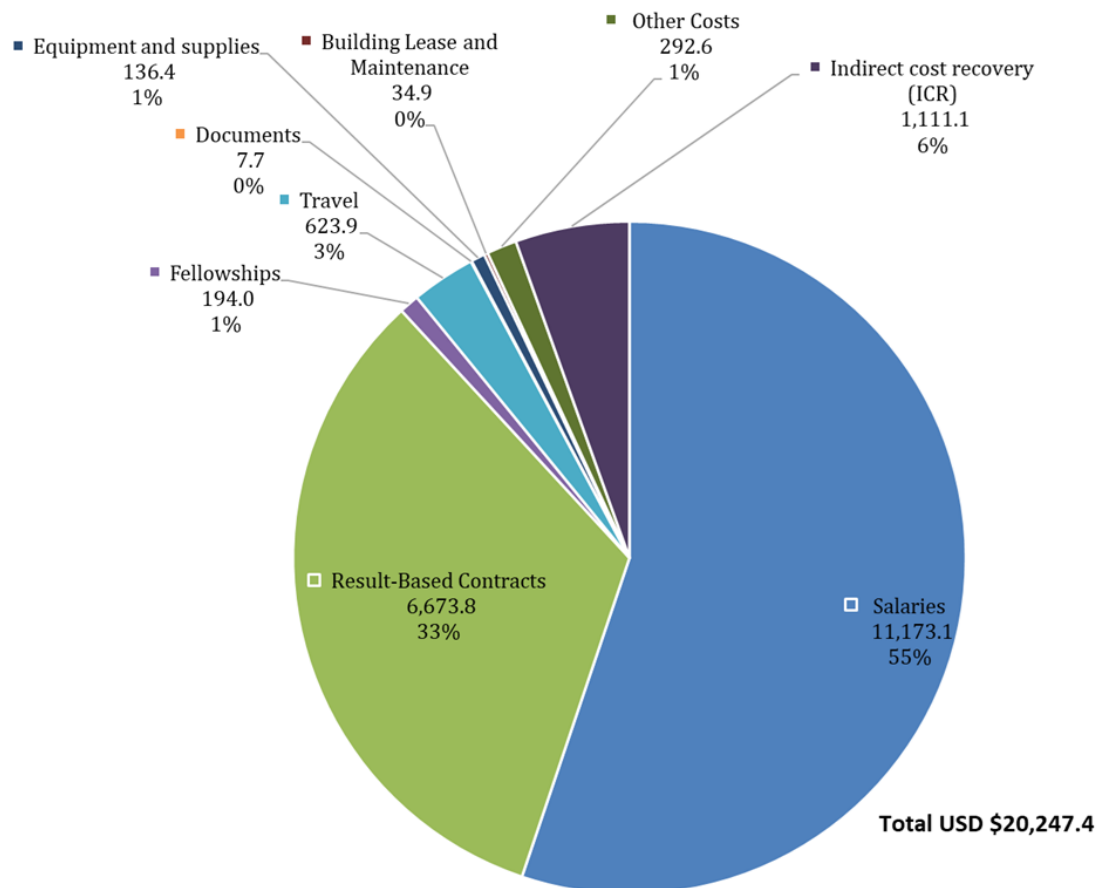
**Figure 3. Distribution of IACHR expenditure by source of funding as of December 31, 2024  
(Amounts in thousands of US\$)**



34. The following table and graph show the distribution of IACHR spending by source of funding and object of expenditure.

Item of Expenditure	Regular Fund	Specific Funds	ICR Fund	Total (Miles)
Salaries	7,188.2	3,906.3	78.6	11,173.1
Non-recurring salary costs	-	-	-	-
Result-Based Contracts	2,504.2	4,159.1	10.5	6,673.8
Fellowships	-	194.0	-	194.0
Travel	263.1	360.8	-	623.9
Documents	6.7	1.0	-	7.7
Equipment and supplies	96.1	36.4	4.0	136.4
Building Lease and Maintenance	8.1	26.7	-	34.9
Other Costs	141.5	123.5	27.6	292.6
Indirect cost recovery (ICR)	-	1,111.1	-	1,111.1
<b>Total</b>	<b>10,207.9</b>	<b>9,918.9</b>	<b>120.6</b>	<b>20,247.4</b>

**Figure 4. Total Distribution of IACHR Expenditures by Object of Expenditure as of December 31, 2024  
(Amounts in thousands of USD)**



### III. PLANNING, FUND MOBILIZATION AND PROJECT MANAGEMENT

#### A. Projects implemented in 2024

35. The Executive Secretariat prepared and submitted a total of 40 narrative reports on the execution of 29 projects in force during 2024. Of these reports, 9 were final reports, 5 annual reports, 6 semi-annual reports, 16 quarterly reports, 3 progress reports, 1 results self-evaluation report and 6 work plans.

36. The following is a list of the projects executed and being executed during 2024 with their respective donors:

**Table. Projects implemented 2024**

Donor	Project name	Total project amount USD /EU	State	No. of Reports and Work Plans submitted
UNHCR	Strengthening international protection in the Americas (annual)	65,517 USD	In progress	1 final report of Project 2023
ARCUS	Protection and promotion of the rights of lesbian, gay, bisexual, transgender and intersex persons (2021-2024)	\$150,000 USD	Executed	1 annual report
United States	To increase the protection and defense of human rights in the Americas period 2021-2026 (CDH2101)	19,745,000 USD	In progress	4 quarterly reports
European Commission	Increasing the protection and defense of human rights in the Americas (2023-2025)	1.75 million Euros (approx. US\$1.76 million)	In progress	1 annual report
Spain	Monitoring of the Human Rights Situation in Nicaragua II (2023-2025)	\$206,308 (\$97,174 + addendum \$109,134) USD	In progress	2 semiannual reports
Spain	CDH 2201 Support for follow-up of GIEI Bolivia recommendations (2023-2024)	\$234,100 + addendum 108,992 USD	In progress	2 semiannual reports
Foundation for the Americas	Support for the work of the IACHR Rapporteurship on the Rights of Lesbian, Gay, Bisexual, Trans and Intersex Persons (2023-2026)	\$450,000 USD	In progress	1 final report (Phase III) 1 Annual Report
Netherlands	Increase protection and guarantee of human rights of human rights defenders and other special groups in vulnerable situations (2022-2026)	1,200,000 USD	In progress	1 annual report 1 Annual Work Plan
Italy	Strengthening governance and human rights in Central America PHASE III YEAR 5	240,000 Euros	In progress	1 progress report

Donor	Project name	Total project amount USD /EU	State	No. of Reports and Work Plans submitted
Switzerland Cosude	Strengthening Governance and Human Rights in Central America 2022-2024 (Closing Phase III)	\$1.400.000	Executed	1 final report 1 performance self-assessment report
Ford Foundation	Strengthening the capacities of the IACHR to address the human rights situation in the region.	\$1,000,000 USD	In progress	1 annual report
Canada	To increase the protection and defense of the human rights of women and girls in Latin America and the Caribbean (2023-2027).	\$5 million CAD (approx. \$3.6 million USD)	In progress	1 Annual Work Plan 1 progress report
Monaco	Report of voluntary contribution 2023 to support activities aimed at special groups in vulnerable conditions.	5,200 USD	Executed	1 final report
France	2023 Voluntary Contribution Report for general support of IACHR activities	20,000 Euros	Executed	1 final report
Norway	DESCA monitoring in Central America	107,000 USD	Executed	1 final report
Norway	Climate justice and economic, social, cultural and environmental rights in Latin America and the Caribbean.	\$156,029 USD	Executed	1 progress report
PADF	Monitoring and Capacity Building for Transitional Justice in Nicaragua - Phase II	65,219 USD	Executed	2 quarterly reports, 1 Work Plan 1 final report
PADF	Central America Regional Program	\$177,000 USD	In progress	3 quarterly reports 1 work plan
PADF	Training on ISHR, investigations and documentation of testimonies in Nicaragua and Venezuela	100.00 USD	In progress	4 quarterly reports 1 work plan
PADF	Combating forced labor in Cuban medical missions	\$410,000 USD	In progress	3 quarterly reports 1 Work Plan
Spanish Fund for OAS (FEPO)	CDH2205 - Strengthening and promotion of inter-American legal standards on the environment, with a focus on climate change, the human right to water and other ESCR in the Americas.	\$234,278 USD	In progress	2 semiannual reports



Donor	Project name	Total project amount USD /EU	State	No. of Reports and Work Plans submitted
Spain (Basque Agency for Development Cooperation)	Increased protection of persons at risk of irreparable violation of their rights, expansion of precautionary measures and development of training in protection mechanisms.	110,000 Euros	In progress	To be presented in 2025
Norway	Protecting freedom of expression and environmental rights in Latin America and the Caribbean in the context of the climate emergency and threats to democratic governance.	978,886 USD	In progress	To be presented in 2025
Foundation for the Americas (Wellspring)	Support for the work of the IACHR Rapporteurship on the Rights of Lesbian, Gay, Bisexual, Trans and Intersex Persons Phase IV (2023-2026)	450,000 USD	In progress	1 Final Report (Phase III) 1 Annual Report
Spanish Fund for OAS (FEPO)	Protection and Defense of Human Rights Defenders and Justice Operators in the Americas	221,000 USD	In progress	To be presented in 2025
ARCUS	Protection and promotion of the rights of lesbian, gay, bisexual, transgender and intersex persons (2024-2027)	\$160,000	In progress	To be presented in 2025
Ireland	Expand the use of friendly settlements as an alternative mechanism for redressing human rights violations.	100,000 Euros	In progress	To be presented in 2025
Ford Foundation	Support access to justice and truth in serious human rights violations and attacks against environmental and human rights defenders.	\$200,000 USD	Signed agreement with donor	To be presented in 2025
Switzerland	Increasing the observance, protection and defense of human rights defenders and justice operators in Central American countries	244,500 USD	Agreement signed with donor and funds received.	To be presented in 2025
United States	Improve the institutional capacity of the IACHR for the timely and efficient analysis of threats to the independence of powers and the rule of law.	\$1,400,000 USD	Donor approved, internal protocols in process	To be presented in 2025

## B. Proposals submitted

37. The Executive Secretariat of the IACHR prepared and submitted 22 funding proposals to donors for the development of strategic projects aligned with the Strategic Plan 2023-2027, of which a total of

19 proposals were approved, representing 86.3% of the total submitted. Two are under review by the end of December 2024 and one was rejected.

- a. Project to support the work of the Office of the Rapporteur on Human Mobility - Partnership Agreement submitted to UNHCR for US\$65,517 (Approved).
- b. Concept Note on Access to Information submitted to ARCUS (Not approved).
- c. Project for a new LGBTI Fellow (2024-2027) submitted to ARCUS for \$160,000 USD (Approved).
- d. Proposal to support the work of MESENI submitted to Spain (Ventanilla Política) for \$109,134 USD (Approved).
- e. Submission of a request for the addition of Spain's voluntary contribution to the CDH2201 project for the follow-up of GIEI Recommendations by the MESEG for \$108,921 USD (Approved).
- f. GAIA2 System project profile, submitted to the Spanish Fund for the OAS FEPO (Approved with less funds).
- g. Justice Operators and Advocates project proposal (CDH 2308) submitted to FEPO for \$221,000 USD (Approved).
- h. REDESCA project proposal Fiscal Policy submitted to FEPO (Approved).
- i. Concept note for the development of follow-up actions to the recommendations of the Guatemala Country Report, submitted to Spain for EUR 40,000 (Approved).
- j. REDESCA concept note for the development of actions to address the climate emergency in the Andean Region presented to the Ford Foundation (Under study).
- k. Concept Note submitted for the preparation of a Thematic Report and Resolution on Corruption and Organized Crime presented to France for 60,000 Euros (Approved).
- l. Concept note for a proposal for a dissemination strategy for the REDESCA Report on Non-Communicable Diseases and Report on the Impact of Digital Marketing, submitted to the O'Neill Institute of Georgetown University (Under negotiation).
- m. Project for the expansion of the Friendly Settlement Mechanism (SAS) presented to Ireland for \$100,000 Euros (Approved).
- n. Project for the protection of freedom of expression and environmental rights in Latin America and the Caribbean in the context of the climate emergency and threats to democratic governance of REDESCA and RELE submitted to Norway for US\$978,886 (Approved).
- o. REDESCA - Norway II project submitted to Norway for \$151,300 USD (Approved).
- p. Project to combat forced labor in Cuban medical missions submitted to PADF for \$410,000 USD (Approved).
- q. Regional Human Rights and Democracy Program" project submitted to PADF for US\$177,000 (Approved).
- r. Project to increase the protection of persons at risk of irreparable violation of their rights, expansion of precautionary measures and development of training in protection mechanisms presented to the Basque Country Development Cooperation Agency, for \$110,000 Euros (Approved).
- s. Project "Freedom of Expression and Independence of the Media in Venezuela IACHR/RELE" presented to Sweden for \$100.00 USD (Approved signed contract).
- t. Project for the development of the project Increasing the observance, protection and defense of human rights defenders and justice operators in the countries of Central America presented to Switzerland for \$244,500 USD (Approved).
- u. Project to strengthen the institutional capacity of the IACHR for the timely and efficient analysis of threats to the independence of powers and the rule of law. Submitted to the United States for \$1,400,000 USD (Approved).
- v. REDESCA project to strengthen access to IACHR mechanisms for the protection of the environment and environmental defenders, especially those of historically marginalized groups submitted to the United States for US\$220,000 (Approved).

#### IV. TECHNOLOGICAL ADVANCES

38. With the innovation efforts made in three of the IACHR's core systems, GAIA, E-Vote and SIMORE Inter-American, during 2024, the Commission took a cutting-edge and innovative step, raising the bar for new technologies in the organization and advancing digital capabilities through robust implementations, ensuring that IT resources are used in a manner aligned with IT governance and the Commission's objectives, with clear parameters and a culture of continuous improvement, where each initiative was designed to bring tangible value and strengthen the growth of IACHR digital automation.

39. The IACHR, after a transformative change in the development of the first phase of the GAIA central system, experienced a stabilization phase in the use of the new and modern tool, which uses cutting-edge technologies and has allowed the Commission to carry out operational processes in a secure, stable and continuous manner. As a result of this implementation, 34,100 documents were successfully notified through the system, in a fully automated manner, without human intervention dedicated to the execution of this work, opening space to focus on activities of a substantial nature. Also, thanks to the implementation of the GAIA system, transparency, efficiency and speed in the processing of petitions, cases and precautionary measures were improved. For the first time, 3,327 procedures were carried out automatically, saving months of manual work by the staff of the ES/IACHR, updating the views of the users through the Individual Petitions System Portal, facilitating the reading of each file, reflecting the memorandum submitted to the IACHR, the decision adopted and the press releases in its two working languages (Spanish/English). This will ultimately contribute to the preservation of the procedural history of the petitions included in Resolution 1/22 and better management of the petitions submitted to the organization. During the year, the Commission's actions have been aligned with the shared vision of the Executive Secretary, highlighting the importance of closely following the development of new trends to maximize their positive impacts and minimize their possible adverse effects, noting that the structural and cultural changes promoted by the ES, together with innovative tools such as early warnings, will strengthen organizational transformation.

40. Following the stabilization of GAIA, a phase of maintenance, support and training began, aimed at the evolution of technologies in the IACHR, where recommendations and guidelines of the organization were applied in digital terms, integrating OAS information security tools. Also, in a joint coordination effort, the migration to a new tool for sending e-mails in the central systems was developed. Strategically, specific training sessions were developed and organized for each specialized work group that uses the system, reinforcing knowledge and best practices and presenting the new functionalities implemented over the course of the year, providing customized solutions that strengthened the specialists' skills in handling the tool. These system knowledge management activities have been comprehensive and effective, complemented by detailed technical documentation of the platform, which ensures transparency and accessibility for technical people who require it. Also, during this stage, 11 production implementations were carried out in GAIA, representing more than 30 redesigned functionalities and other new additions, which were focused on the continuous improvement of the central system, facilitating its use and optimizing the technical performance of the platform for the SE/ICIDH staff. At the same time, we worked on the requirements definition stage for phase 2 of the GAIA system, carrying out a requirements selection analysis exercise with the teams through work meetings, where a proposal was created that encompasses everything requested by the SE/IACHR for this new phase.

41. During 2024, the Inter-American SIMORE 2.0 proposal was launched, where 2 projects to improve the system were successfully completed, in response to feedback from member states and civil society. Ten basic requirements were structured, developed and deployed for the continuous refinement of the platform. A modification was made to make it easier to find the latest updates to the recommendations contained in SIMORE. A new functionality was also incorporated to allow users to upload documents when creating a new file. In addition, the uploading of reports from the External Persons Group Mechanism was enabled. Likewise, after strategic conversations with the team in charge of monitoring the tool, an *Application Programming Interface* (API) was built, which will allow SIMORE to connect with the NRTD (*National Recommendations Tracking Database*) system of the United Nations. In addition, reinforcing good practices and

facilitating knowledge sharing, technical documentation material was created to summarize SIMORE's operation.

42. The E-Vote, created in 2020 as the key system for internal consultations with the Commission, was also part of the process of improvements made to the IACHR's central systems during this cycle. To keep the digital environment at the forefront of current demands, seven new requirements were analyzed, developed and implemented, resulting in new functionalities. In addition, a technical requirement was developed that is based on updating the platform at the technological level, maintaining the firm path towards a greater capacity for digital competence.

43. With the need to strengthen the Commission's capacity to contribute to the prevention of human rights violations in the Americas, with mechanisms to identify, process and analyze in a timely manner situations potentially threatening to democratic institutions and the rule of law, the Early Warning project is being developed. As part of this effort, rigorous analyses were conducted on various technological components for the implementation of this great system, oriented to the requirements, advice and digital recommendations, promoting the exchange of key information. Among the different engineering that will be unified, exhaustive research was conducted on different Application Programming Interfaces (API), Hardware and Software as the fundamental basis of this process, prioritizing high-performance equipment that is scalable, as part of the essential resources for the development and training of *Machine Learning* algorithms, which will support the system, certifying its efficiency and robustness, ensuring compliance with the high standards of governance, infrastructure and IT security of the organization. The infrastructure proposal was also reviewed and examined, complying with the defined requirements, and work continues on the acquisition of the tool to develop advanced machine learning and monitoring systems for the Commission.

44. During this period, the Commission made progress in multiple technological areas, reinforcing its purpose of safeguarding the dignity of individuals and promoting the strengthening of the rule of law in the digital sphere. The modernization of the platforms and technological planning of the 189th, 190th and 191st sessions (PS), deployed in a total of 15 days, according to their schedule, facilitated access to live transmissions of the PS, demonstrating the continuous digital adaptation, encouraging more active participation and generating as a result the broadcasting of 98 hearings on 25 countries. In addition, real-time translation, subtitling and sign language solutions were implemented for simultaneous transmissions, generating a significant impact on the inclusion and participation of a wider audience, enriching interaction, eliminating barriers, promoting audiences and events with equitable broadcasting, reinforcing our commitment as a Commission, providing accessible and diverse communication.

45. Through a collaborative digital tool, we achieved the automation and maximization of internal flows. We implemented a technological solution that modernized the process of managing civil society visa applications for sessions at headquarters, facilitating quick and organized access to provide important data and support them in managing the process and their face-to-face participation in the PS. This operational systematization was key to optimizing response times, reducing human errors, improving process accuracy and acted as a great digital resource for unifying information in a single system. In addition, a centralized technological tool was developed and implemented that significantly enhanced collaboration and information exchange within the ES/IACHR. When integrated with this digital collaborative tool, this allowed teams to interact and collaborate in an active and structured manner, mitigating data dispersion and improving communication between teams. This integration also promoted a more intuitive user experience by providing seamless navigation between documents, projects and work areas. In addition, it strengthened data security by managing access and permissions in a controlled manner, ensuring that information is available only to those who need it. Together, these platforms increased productivity and fostered a culture of open collaboration, aligned with the Commission's strategic objectives. By creating an online work environment with both platforms, a digital ecosystem accessible to everyone at the IACHR was consolidated.

46. The tool developed to manage the requirements of the central systems has been fundamental in optimizing the reception of the Secretariat's needs, becoming a strategic asset for the IACHR. The platform has evolved constantly, adapting to the productivity demands of users, facilitating the scalability of processes

and enriching the management of operational flows. A total of 507 requests were handled in nine areas, consolidating its impact on the efficiency of IT resources. At the same time, the system for the logistics and administration of technological resources has transformed the response capacity throughout the organization, managing 281 requests in 25 areas and allowing us to address technological requirements in an agile manner. Both solutions, aligned with the integration of innovative advances, are continuously monitored to ensure optimal performance.

47. The constant improvement of technology within the ES/ICDH has been a strategic pillar in the process of modernizing the organization's IT equipment, consolidating a more efficient operating environment adapted to current demands. This approach allowed the progressive implementation of advanced solutions, refining resources and providing constant updating of the specialists' technical tools. Thanks to this transformative vision, the organization has not only strengthened its digital ecosystem, but also laid the foundations for greater agility, productivity and sustainability in its infrastructure.

48. With the responsibility towards the Portal's users, support was provided, attending to more than 9,175 queries on the use of the platform; notable growth was achieved with 3,913 new user subscriptions and six accounts activated by States; 55,785 additional information documents were processed in an automated manner through the system.

49. To facilitate access to information, increasing operational efficiency in the response times of the ES/IACHR, in line with the optimization in standardization and automation of processes, the following public announcements were uploaded through digital media: requests for Hearings and Meetings from the 189th to the 191st PS in four official languages; announcements of fellowships and consultancies on: Human Rights Consultant; Rapporteurship on the Rights of LGBTI Persons; Applications Systems Developer Consultant; Planning and Project Monitoring Consultant; Meetings with Civil Society - IACHR on-site visit to Guatemala; Meeting with Civil Society Organizations - Colombia; Course Registration Form; and Scholarship for the Rapporteurship on the Rights of Women.