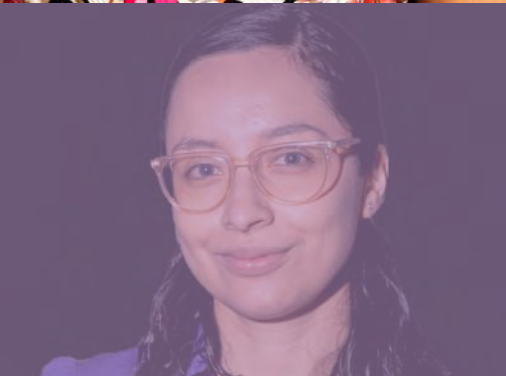




Strategic Plan



2023
2027





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“The Strategic Plan serves as a beacon guiding the IACHR”

Evaluation Report on the
2017-2021 Strategic Plan



Introduction

The 2023-2027 Strategic Plan is the third such plan of the Inter-American Commission on Human Rights (IACHR). Prepared with the wide-ranging participation of the main interested parties, both internal and external, it will be an institutional roadmap for the next five years.

To pull it together, in addition to undertaking an evaluation and taking stock of the achievements, challenges, and lessons learned from the previous plan, the IACHR held broad consultations of various types (online, forums, meetings, and workshops) for the purpose of defining the challenges of the current human rights context in the region and making proposals to address them. Contributions were received from the member states of the Organization of American States (OAS), representatives of organs of the OAS, civil society, international organizations, experts and donors, as well as the personnel and members of the Commission.

The strategy of the 2023-2027 Plan covers nine strategic objectives that encompass 34 programs, all in an effort to seek substantive long-term changes in terms of greater enjoyment of all human rights by all persons in the hemisphere, which is the ultimate aim of the IACHR, and to make an essential contribution to the inter-American public interest. The strategic objectives are: (1) to increase access to inter-American justice, particularly for persons from historically excluded groups; (2) to strengthen state protection for persons in the face of grave, imminent, and irreparable harm to human rights; (3) to promote compliance with the recommendations and standards of the inter-American human rights system; (4) to bolster the capacity of the IACHR to have an impact preventing human rights violations and to give timely attention to human rights crises, in particular those that affect persons from historically excluded groups; (5) to raise the awareness of state agents as to the structural problems that give rise to human rights violations in the hemisphere; (6) to reinforce the capacity of state agents and civil society organizations to promote, respect, and guarantee human rights; (7) to increase access for persons from historically excluded groups, civil society organizations, and the states to the mechanisms of the IACHR; (8) to improve the mechanisms of the IACHR with a gender perspective and an intersectional approach, and results-based management; and (9) to improve talent management, as well as financial, administrative, and technological resources, with a human rights perspective.

In carrying out the 34 programs, the issues prioritized in the thematic and special reports on the rights of persons and groups historically excluded will be highlighted, with the following cross-cutting perspectives: democratic institutional framework; human rights institutional framework; gender, interculturality, and intersectionality; security and violence; access to justice and judicial independence; development and human rights; human rights in the digital environment; and promoting the ratification of the inter-American human rights instruments.

The strategic objectives will contribute to three medium-term results (intermediate outcomes): (1) increased protection for and defense of victims of human rights violations, with special attention to persons from historically excluded groups; (2) greater observance and guarantees of human rights in the hemisphere by the states; and (3) improvement of the institutional culture of the IACHR with a human rights perspective.

This document has three parts:

Part I. The IACHR: Progress and challenges. This part, which is the starting point of the Strategic Plan, addresses the mandate of the IACHR, the methodological approach, the process of drawing up the 2017-2021 Strategic Plan, and the human rights situation in the hemisphere.

Part II. 2023-2027 Strategic Plan. This part presents the elements that constitute the identity of the IACHR: its mission, its vision, and its institutional values; the priority issues and populations; the issues that the IACHR will promote across the board (principal cross-cutting lines of work); the strategic objectives and the outcomes anticipated in the medium and long term; the strategic programs and the theory of change which, along with the map of outcomes (logical framework), explains the causal relationship between the programs and the strategic objectives, and between the strategic objectives and the intermediate outcomes, which in the long run will contribute to the ultimate outcome contemplated by the IACHR.

Part III. Monitoring and Evaluation Plan. This part explains the risks that could arise during the implementation of the Plan, mitigation strategies, and the indicators that will be monitored to evaluate the implementation of the plan and the attainment of its results.

Part I



The IACHR: Accomplishments and challenges

The Inter-American Commission on Human Rights

According to the Charter of the Organization of American States (OAS), the Inter-American Commission on Human Rights (IACHR) has as its principal function to promote the observance and protection of human rights in the Americas and to serve as a consultative organ of the Organization in the area of human rights (Article 106).

The IACHR represents all OAS member states and is made up of seven persons of high moral character and recognized competence in the field of human rights who are elected by the General Assembly of the OAS in their personal capacity (Article 2 of the Statute of the IACHR).

The functions and powers of the IACHR are spelled out in the American Convention on Human Rights (the American Convention), the other inter-American human rights instruments, and the Commission's Statute and Rules of Procedure.

Pursuant to its mandate, the Commission:

- a. receives, analyzes, and investigates individual petitions alleging human rights violations by member states of the OAS independent of whether they have ratified the American Convention¹;**
- b. observes the general human rights situation of the member states and publishes reports on the situation in particular states when it deems it appropriate;**
- c. makes onsite visits to the countries for in-depth analysis of the general human rights situation or to investigate a particular situation and prepare reports with the findings;**
- d. fosters public awareness of human rights in the Americas through reports it prepares and publishes on specific topics in various areas;**

¹ With respect to the states that have ratified the American Convention, the procedure for individual petitions and cases is governed by Articles 44 to 51 of the American Convention, Article 19 of the Statute, and Articles 26 to 49 of the Rules of Procedure. With respect to those states that are not party to the American Convention, the Commission examines the international responsibility of the states of the OAS in light of the American Declaration, and is authorized to do so by the Charter of the OAS. With respect to those states the procedure before the Commission is governed by Articles 28 to 44, 47 to 49, 51 and 52 of its Rules of Procedure and Article 20 of its Statute.

- e. organizes and carries out visits, conferences, seminars, and meetings with representatives of governments, academic institutions, civil society organizations, and others with the principal aim of disseminating information and fostering extensive knowledge of the inter-American human rights system;**
- f. recommends to the OAS member states that they adopt measures that help protect human rights in the countries of the hemisphere;**
- g. asks the member states to adopt precautionary measures, in keeping with Article 25 of its Rules of Procedure, to prevent irreparable harm to persons or the subject of a petition before the IACHR in serious and urgent cases. In addition, in keeping with Article 63(2) of the American Convention, it may ask the Inter-American Court of Human Rights (the Court) to order the adoption of “provisional measures” in extremely grave and urgent cases to prevent irreparable harm to persons, even if the case has not been presented to the Court;**
- h. requests information from the member states on the human rights-related measures they adopt as per Article 41(d) of the American Convention and Article 18 of its Statute;**
- i. presents cases to the Court and appears before it when cases are being tried;**
- j. requests advisory opinions of the Court, in keeping with Article 64 of the American Convention; and,**
- k. receives and examines communications in which a state party alleges that another state party has committed violations of human rights recognized in the American Convention, in keeping with Article 45 of that instrument.**

The IACHR carries out its mandate through the following pillars of its work: the system of individual petitions and cases; precautionary measures; monitoring of the human rights situation in the member states; technical assistance, promotion, and training on the inter-American human rights system; follow-up on its recommendations; and the special monitoring mechanisms.

The Executive Secretariat of the IACHR is a specialized functional unit that is part of the General Secretariat of the OAS (Article 21 of the Statute of the IACHR) on which the IACHR relies for carrying out its Strategic Plan and other plans and programs.



Process for developing the 2023-2027 Strategic Plan

• Conceptual and methodological aspects

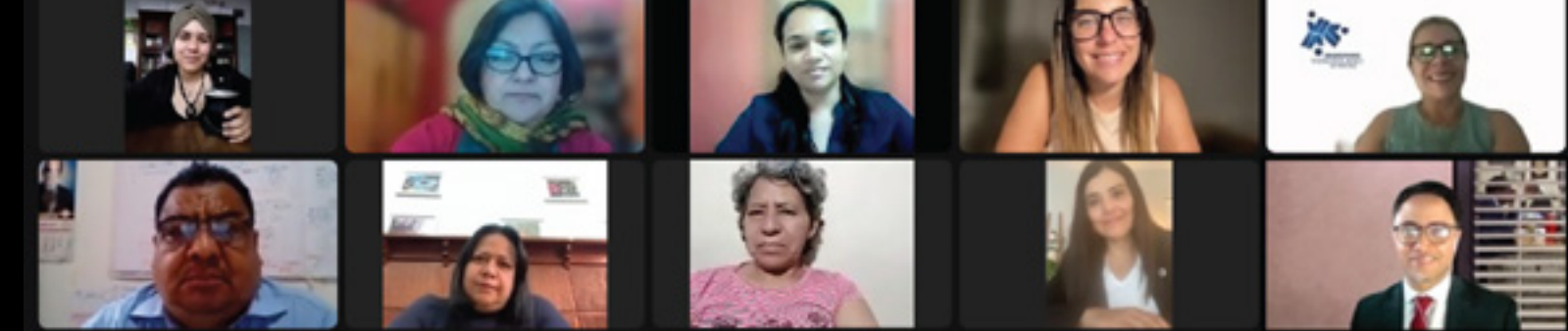
The Commission approved the results-based management approach and the theory of change, which implies taking as the starting point a thorough understanding of the context, strengths and challenges of the organization based on its mandate, the priority issues and problems, the specific circumstances of the persons who are affected by these problems, and the definition of the change to be pursued during the period covered by the plan.

The theory of change illustrates the causal chain of outcomes of the Plan in the short-, medium-, and long-term and the order in which the changes happen. The chain of outcomes fits in the context that illustrates the assumptions, risks, internal and external factors, and principal actors who intervene up to obtaining the ultimate desired outcome. These elements and the full set of related outcomes are depicted in a diagram known as a logical framework (or results framework), accompanied by a logical description of the path for achieving the change. Results-based management is focused on obtaining changes or effects in the capacity and conduct of the persons and counterparts that influence the effective enjoyment of human rights in the hemisphere.

Consistent with this approach, the IACHR decided to place persons at the center of the process, as the ultimate beneficiaries its work, and to foster wide-ranging participation of and a process of listening to the main actors in the inter-American human rights system as part of developing the plan. Another fundamental criterion was building on the basis of the gains made and the outcomes pending from the previous plan.

The process that the IACHR carried out for drawing up this Strategic Plan had four phases

- **Phase I. Evaluation of the 2017-2021 Strategic Plan.** The IACHR took stock of the achievements and progress of the last five years. In addition, to get an outside and independent perspective on its achievements and challenges the IACHR hired a consultant specialized in evaluation whose report is available at the Commission's website.
- **Phase II. Assessment and strategic orientation.** The IACHR made an assessment of the current context of human rights in the Americas to indicate the challenges, issues, and cross-cutting aspects that need to be prioritized. Based on this situation it determined the long-term goals it sought to attain and the changes it wanted to see with the implementation of this new plan. The mission, vision, and institutional values provided strategic guidance for the design of the Plan.
- **Phase III. Consultations with stakeholders.** In this phase the IACHR undertook an extensive process with 32 consultations with OAS member states, OAS bodies, representatives of civil society organizations (CSOs), academia, experts, donors, international organizations, staff of the Executive Secretariat, and the members of the IACHR. This consultation process supplemented the assessment of strengths and internal challenges in the current context, as well as the selection of the proposals and priorities that would be considered in the Plan. More than 5,000 proposals, recommendations, and opinions were received; they were systematized and classified by topic in a document that was an input for preparing the draft of the Plan.
- **Phase IV. Reviewing the proposals and consolidating the Strategic Plan.** With the stakeholders' contributions the IACHR undertook a final analysis, with the participation of the Commission members and the Executive Secretariat, to establish the priority topics and populations for the next five years; agree upon the short-, medium-, and long-term outcomes; define the programs on the basis of which we would work to attain the outcomes; and draw up the monitoring and evaluation plan. In this phase the IACHR decided that the Plan should cover the period 2023-2027 so that its implementation would coincide with the regular annual calendar. This Strategic Plan was examined and approved at the 185th regular period of sessions of the IACHR, held in Washington, D.C., October 24 to November 4, 2022.



Consultations

The IACHR consulted the OAS member states, the staff and members of the IACHR, the human rights organs of the OAS, civil society organizations, international human rights organizations, and experts in each of the thematic issues prioritized by the IACHR.

The consultations were carried out through interviews, an online questionnaire, focus groups, open forums, and workshops. The online questionnaire was distributed to the member states and civil society organizations and was published at the website of the IACHR from March 14 to April 27, 2022 so that anyone could access it.

The purpose of the thematic consultations and the forums was to gain an in-depth understanding of the human rights context and challenges in the hemisphere, as well as the priorities of the interested parties, and to receive specific recommendations on how the IACHR could contribute to improving respect and guarantees for the human rights of all persons in the hemisphere.

The following table shows the degree of participation of the interested parties in the process, to which women made a significant contribution, for they constituted 68% of all the participants:



Type of consultation	Number of persons	Number of countries and organizations
Independent evaluation of the 2017-2021 Strategic Plan (1)	313	<ul style="list-style-type: none"> • 8 member states (12 persons) • CSOs from 22 countries (251 persons) • 9 donors (15 persons) • Executive Secretariat of the IACHR (29 persons) • IACHR (6 Commissioners)
Online consultation (1) (March 14 to April 25)	1728	<ul style="list-style-type: none"> • 280 CSOs from 31 countries (1,704 persons) • 12 member states (24 persons)
Forums with member states (4)	66	25 member states
Forums with CSOs (6)	178	157 CSOs from 32 countries (3 European)
Consultation with human rights organs of the OAS (1)	14	9 organs (DDI, SFD, DECO, JSCA, SARE, SEDI, INN, CIM-MESECVI) ²
Consultations on priority topics and populations of the rapporteurships (12)	200	149 CSOs from 31 countries (3 European)
Consultation with experts (1)	9	
Consultation with donors (1)	17	11 donors
Internal workshops with the IACHR (5)	138	
TOTAL: 32 consultations	2,663 persons (68% women)	<ul style="list-style-type: none"> • 26 member states • 585 CSOs • 11 donors • Countries covered: 35 in the Americas

² DDI: Department of International Law; SFD: Secretariat for Democratic Strengthening; DECO: Department of Electoral Cooperation and Observation; JSCA: Justice Studies Center of the Americas; SARE: Secretariat for Access to Rights and Equity; SEDI: Executive Secretariat for Integral Development; INN: Inter-American Children's Institute; CIM: Inter-American Commission of Women; MESECVI: Follow-up Mechanism to the Convention of Belém do Pará.

Through the different consultation mechanisms the IACHR received, systematized, and evaluated 5,037 opinions, proposals, and recommendations: 1,838 opinions on the operation of the IACHR's mechanisms, the impact of its decisions, and the challenges that should be tackled in coming years, and 3,199 proposals and recommendations on innovative activities that will be incorporated in the Strategic Plan, additional thematic issues and cross-cutting aspects, and suggestions for improving its mechanisms.

The following table presents the number of proposals received by type of consultation:

Type of Consultation	Opinions, proposals and recommendations
Independent evaluation of the 2017-2021 Strategic Plan (1)	156
Online consultation (1)	3,684
Forums with member states and CSOs (10)	390
Consultation with human rights organs of the OAS (1)	90
Consultations on priority issue areas and populations of the rapporteurships (12)	202
Consultation with donors	41
Internal workshops with the IACHR (5)	474
TOTAL	5,037



Following is a summary of the proposals included in this plan divided into two major groups:

A) proposals on human rights and

B) institutional proposals

A) Proposals on human rights

1. Increase access to inter-American justice with more expeditious processing of the petitions and cases and less procedural backlog, and address issues appropriate to the contemporary context and current needs.
2. Increase protection for victims of human rights violations, with special emphasis on persons from historically excluded groups.
3. Strengthen the work of the IACHR to contribute to preventing human rights violations with more proactive – not just reactive – strategies.
4. Address, with specific programs, the structural situations of violence, impunity, deterioration of democracy, discrimination and violence that give rise to human rights violations.
5. Analyze in greater depth the structural factors that lead to the degradation of human rights.
6. Pay more attention to the rights of women and other groups in special situations of exclusion — such as the LGBTI population, Indigenous peoples, migrants, children, adolescents and youth, persons with disabilities, older persons, and homeless persons — and urge the states to protect their rights.
7. Defend the rights of persons at risk and affected by violence and corruption, such as human rights defenders and journalists.
8. Monitor and protect the exercise of human rights in the virtual space and in the use of digital technologies.
9. Expand the networks of contacts of the IACHR in civil society to expand voices and diversify coverage.
10. Hear more testimonies in the visits and reach grassroots communities, including those in rural areas.
11. Maintain balance in monitoring and all other mechanisms, mindful of the progress made by the states and the measures they have taken, and commenting on their effectiveness.
12. Expand the training of state agents on the inter-American human rights system and human rights provisions.
13. Provide technical assistance to the states to facilitate compliance with the recommendations, to better protect victims.
14. Document systematically and quantify the impact of the structural measures adopted by the member states and include a section on those measures in the annual report.
15. Quantify the beneficiaries in the systems of the IACHR: record the number of victims in the petitions, cases, and precautionary measures, and break down the data by sex, ethnic origin, race, age, and other conditions, such as poverty and rural/urban.

B) Institutional proposals

1. Increase access to the mechanisms of the IACHR with reports in more languages, greater geographic coverage, and diverse rural areas; broaden and diversify the voices of the IACHR's contacts; improve the technology and tools.
2. Improve the mechanisms of the IACHR: expedite responses to petitions, cases, and precautionary measures; improve the recommendations in all the reports and mechanisms to make them more detailed and feasible, and distribute the reports more widely.
3. Apply a gender and diversity perspective, include gender markers, and improve the format of requests for precautionary measures, petitions, and cases.
4. Strengthen follow-up to the IACHR's recommendations, onsite visits, verification mechanisms, and compliance indicators.
5. Modernize the Commission's mechanisms in terms of the technology, which appears to be antiquated.
6. Improve its institutional management, defend its independence, and improve personnel management.





Assessment and evaluation of the 2017-2021 Strategic Plan

The IACHR's 2017-2021 Strategic Plan was guided by the five strategic objectives and 21 work programs described next.

- **Strategic objective 1:** to contribute to the development of a more effective and accessible system of inter-American justice in order to overcome practices of impunity in the region and achieve comprehensive reparations for victims through decisive measures for strengthening the system of petitions and cases, friendly settlements, and precautionary measures.
- **Strategic objective 2:** to have an impact on prevention measures and the factors that lead to human rights violations through the coordinated use of the IACHR's mechanisms and functions to achieve improved capacity for monitoring, and by coordinating relevant, timely, and appropriate responses.
- **Strategic objective 3:** to promote democracy, human dignity, equality, justice, and fundamental freedoms based on actively contributing to the strengthening of state institutions and public policies with a human rights approach in accordance with inter-American norms and standards and to the development of the capacities of social and academic organizations and networks to act in defense of human rights.
- **Strategic objective 4:** to promote the universalization of the inter-American human rights system through coordinated initiatives with the Inter-American Court, and to cooperate with other international, regional, and sub-regional human rights agencies and mechanisms.
- **Strategic objective 5:** to guarantee the human resources, infrastructure, technology, and budget necessary for full implementation of the mandate and functions of the Inter-American Commission on Human Rights by means of results-based institutional management for efficient, effective, and measurable institutional development.

The specific programs supported the accomplishment of each strategic objective. A special cross-cutting program was established to follow up on the Commission's recommendations and decisions. The purpose of the programs and the objectives was to contribute to the ultimate outcome of the plan, i.e. increasing the effectiveness of the inter-American human rights system.

One fundamental aspect in drawing up the strategic plans of the IACHR has been the periodic monitoring of the results indicators and presenting these in the assessment reports. This Plan draws on the evaluations done by the IACHR during the period from 2017 to 2021, as well as the evaluation performed by an independent evaluator in 2021.

Assessment report of the IACHR 2017-2021

Since 2011 the IACHR has been using five-year planning cycles, with which it has made progress in its organization, efficiency, and effectiveness. Each of the plans has been based on the gains made in the previous one. The first plan, which covered the 2011-2015 period, was geared to the internal strengthening and organization of the Commission with a particular emphasis on reducing the procedural backlog in the initial review stage. The second plan, which covered the 2017-2021 period, drew on the gains of the first one and had as its ultimate objective stimulating the effectiveness of the organization as a condition for better enjoyment and protection of the human rights of persons in the hemisphere.

The IACHR undertook a detailed monitoring of its 2017-2021 Strategic Plan, which enabled it to record and document the gains in each of the strategic objectives. The assessment showed that over the five years of implementing the Plan the IACHR improved and modernized its institutional management, furthered the results-based approach, obtained historic gains in each of its objectives, and attained results that had a significant impact in the countries of the region, thereby showing the capacity to bring about structural transformations to make progress in the protection, defense, and promotion of respect for human rights in the region.

Following are some of the main results and accomplishments.



As regards **petitions and cases**, the IACHR obtained important results, among them overcoming the chronic procedural backlog in the initial review stage. For the first time in decades all the petitions are examined when they are received. In all, over 15,900 petitions were processed during the period covered by the Strategic Plan. Implementing resolution 1/19 meant undertaking a legal analysis of the petitions and process of review, analysis, and meticulous administrative procedures, such as handling physical and virtual files, preparing special letters and coordinating activities to organize the review work.

The processing of matters and decision-making were expedited in the case system, resulting in an increase in the number of petitions and cases approved compared to the previous Strategic Plan. In this period the IACHR attained a 412% increase in the **admissibility** reports approved (1,039), a 324% increase in the number of **merits** reports approved (282), and a 181% increase in the number of **cases referred to the Court** (130). All that was made possible by the incorporation of new personnel, the specialization of the teams by procedural stage, the approval of the *Digest of the Inter-American Commission on Human Rights on its Admissibility and Competence Criteria*, standardization of the methodology, approval and dissemination of the format for admissibility reports, the application of various strategies – such as joining cases with similar fact patterns and legal issues – simplifying and shortening the reports, using electronic voting to expedite decision-making, and applying criteria for archiving, among other measures.

The **merits reports** produced by the IACHR addressed issues such as the right to judicial protection and its limits in the area of immunity from the enforcement of judgments, preventing and investigating acts of terrorism, the right to privacy and to sexual and reproductive health, life sentences for adults, the right to a healthy environment vis-à-vis extractive industries, the right of migrants to equality and non-discrimination in access to health services, access to public-sector employment in conditions of equality and without discrimination, and the children's rights in international return procedures. In addition, the Commission continued handing down decisions in cases of serious human rights violations, including in cases of forced disappearance, torture, and extrajudicial execution. The **cases referred by the Commission to the Court** made it possible to develop the case-law on issues of great relevance for inter-American public order, such as judicial independence, the duty to investigate acts of medical negligence with a gender perspective, preventing and investigating terrorist acts, the right to judicial protection from discriminatory acts on grounds of sexual orientation or disability, the right to political participation in conditions of equality, the scope of permissible restrictions on personal liberty, and the compatibility of laws such as those on house arrest and life imprisonment, violence due to prejudice, and finding that a trans woman who is the victim of violence is protected by the Convention de Belém do Pará. These decisions are also part of the inter-American standards that have enriched international human rights law. This progress in referring cases to the Court has made possible access to justice for several victims who will receive effective reparations, while the development of the inter-American case-law has benefitted everyone in the Americas.

During this period the **friendly settlement mechanism** was strengthened by the unprecedented approval of 65 friendly settlement agreements and the signing of 61 agreements that benefited at least 777 victims of human rights violations. In the line of promoting the implementation of agreements, the Commission observed gains in: (a) the full implementation of 35 friendly settlement agreements; (b) the partial implementation of 99 measures of reparation; (c) the partial substantive implementation of 75 measures; and (d) the full implementation of 328 measures. The IACHR organized 409 negotiation sessions (287 working meetings and 122 technical meetings) and approved Resolution 3/2020 to expedite and promote friendly settlement processes, with guidelines and general principles applicable to all efforts to negotiate and implement these agreements. In particular, a framework was adopted aimed at avoiding delays in friendly settlement negotiations in which deadlines were established for the actions of all parties, the voluntary and flexible nature of the process is respected, and the practice of making excessive unjustified requests for extensions is restricted.

All these measures and accomplishments in the processing of petitions and cases made it possible for thousands of victims of human rights violations who turned to the IAHCN to be able to access inter-American justice and other means of obtaining full reparation.

All requests for **precautionary measures** received by the IACHR during the period were reviewed (6,169); 406 precautionary measures were granted or extended, and more than 140 briefs were submitted on the supervision of the provisional measures that have been adopted by the Court and that are in force. The IACHR applied measures to strengthen and expedite the attention given the requests, such as expanding the technical and administrative team and applying Resolution 3/2018, “Strengthening the procedure for precautionary measures,” which favored decision-making on matters that have higher indicia of risk. The Commission approved Resolution 2/2020, “Strengthening the monitoring of precautionary measures in force,” which also made the work more transparent. Through its precautionary measures mechanism the IACHR has continued affording timely protection for the rights of persons throughout the hemisphere who are at urgent and serious risk of suffering irreparable harm, with special attention to the specific problems created by the COVID-19 pandemic. During the period evaluated approximately 73,000 persons, among them women and girls, family groups, communities, and Indigenous peoples were protected by the measures adopted by 15 states to carry out 161 precautionary measures.

As regards **geographic and thematic monitoring** of the human rights situation in the region, the IACHR established the structure and methodology for introducing an integrated and intersectional approach in its working agenda to countries and topics that includes a collaborative technological tool that monitors the impact of the IACHR's activities. Through this monitoring mechanism, the IACHR has made major strides forward in international human rights law, establishing inter-American standards on novel issues by publishing and disseminating more than 61 documents (32 thematic reports, 12 country reports, eight practical guides, and nine resolutions). From 2017 to 2021 the IACHR made 47 working visits to 20 countries of the region. During the pandemic the IACHR was an international reference for the protection of persons, with the approval and promotion of Resolutions R1/2020 on pandemic and human rights in the Americas, and Resolution R4/2020 on the human rights of persons with COVID-19, as well as two practical guides – one on standards for guaranteeing respect for grieving, funeral rites, and the commemorations of persons who died during the pandemic, and another on access to the right to education for children and adolescents during the pandemic. With the implementation of the COVID-19 SACROI (Rapid and Integrated Response Coordination Unit) the IACHR had the capacity to respond in a timely and adequate manner to the situations of risk of human rights violations, in particular in Nicaragua, Haiti, Ecuador, Chile, Bolivia, Colombia, the United States, and Peru. The Commission also created the rapporteurships on Memory, Truth, and Justice, on the Rights of Older Persons, and on the Rights of Persons with Disabilities. These accomplishments have shown that the IACHR can respond in a timely and adequate manner to situations of risk of human rights violations, in particular with respect to persons, groups, and populations in a historical situation of exclusion, and has improved its capacity for action in coordination with its monitoring mechanisms.

The IACHR developed methodologies to **monitor compliance with its recommendations** with the aim of promoting and increasing its effectiveness and, therefore, improving the human rights situation in the region. The IACHR has reported on progress in implementing these recommendations in its annual report, chapter II, section G, where it records the individual and structural measures taken by the states in relation to the merits reports; such measures benefit not only the persons individually, but also influence the entire country in question. There has been supervision of compliance in the 105 cases in which merits reports have been published since 2000. The Inter-American Recommendations Monitoring System (SIMORE: Sistema Interamericano de Monitoreo de Recomendaciones) is an IT tool that systematizes more than 4,700 recommendations made by the IACHR in its merits reports, friendly settlement agreements, country reports, chapter IV.B of the annual reports, thematic reports, and resolutions. Mention should also be made of the special monitoring mechanisms, such as the Special Follow-up Mechanism on the Ayotzinapa Matter (MESA), the Special Monitoring Mechanism for Nicaragua (MESENI), and the Special Monitoring Mechanism for Venezuela (MESEVE).

By providing **training and technical assistance** to the states the IACHR has promoted democracy and respect for human dignity, justice, and fundamental freedoms, and has shored up the capacity of the states to strengthen public institutions for protecting and guaranteeing human rights. Cooperation with the countries of the Caribbean and Central America has been bolstered to promote human rights and democratic institutions, as well as to support the states with technical cooperation through the political organs of the OAS. One important accomplishment has been improving training processes on inter-American standards and their dissemination, as well as continuing to engage in consultations and dialogue with civil society. In this period the IACHR has given 244 courses on the standards of the inter-American system and has carried out more than 1,078 activities for promoting human rights with more than 20,000 participants. These courses have enabled the users of the inter-American human rights system to better understand the mandate of the IACHR as well as the inter-American standards.

As regards **human resources, infrastructure, technology, and the budget** necessary for fully carrying out its mandate and functions, the IACHR had major gains, such as the increase in financing from the Regular Fund, which enabled it to perform essential functions; implementation of the financial sustainability plan, which increased the number and diversity of donors; modernization of the administrative structure; progress in results-based management; and introduction of the technological innovations necessary for the IACHR to perform its functions by virtual means. The administrative structure and increase in the Regular Fund budget were the most important gains for the institutional stability of the IACHR. From 2017 to 2021, the Executive Secretariat of the IACHR produced and delivered more than 136 intermediate or final narrative reports for more than 20 donors, with an annual average of 18 projects executed satisfactorily. The IACHR has automated and concentrated the information for easy, swift, and effective management of the flows of processes with collaborative work tools, the system of electronic voting for the internal consultations of the IACHR, the SIMORE, and the portal of the individual petitions system. Finally, the creation of the User Support Section improved attention to and direct contact with the users of the system. All that has contributed to the gains of the IACHR towards modern institutional management with a results-based approach, characterized by efficient, effective, and measurable institutional development, financial sustainability, transparency, and accountability.

The IACHR attained the strategic objectives proposed and boosted the effectiveness of the inter-American human rights system, particularly with improved access to inter-American justice and its monitoring and protection mechanisms, the development of its capacity for coordination and timely response, the increased capacity of the states and civil society to protect and defend human rights, better implementation of the recommendations, and incorporation of international standards by the states.

Summary of the independent evaluation of the 2017-2021 Strategic Plan

In order to supplement the Assessment Report of the 2017-2021 Strategic Plan with an independent external evaluation, the IACHR contracted the Achim Engelhart consultancy, which carried out this task from September to December 2021. The evaluation can be found at the website of the IACHR.³

The evaluation included the participation of eight member states (12 persons interviewed), nine donors (15 persons interviewed), 29 persons from the team of the IACHR, six commissioners, and 251 non-state stakeholders.

The evaluation of the 2017-2021 Strategic Plan observed that results indicators had been fully attained (5 of 23) or had gone beyond the goals (15 of 23). Similarly, most of the output indicators were met (for 64 of the 71 indicators the goals were attained or surpassed, or more than 75% implementation was achieved).

This evaluation examined not only the impact, but also the relevance, efficacy, efficiency, and sustainability of the Plan in relation to the objectives proposed, the goal, the vision, and the mission of the IACHR. The conclusions were that in terms of relevance, the 2017-2021 Strategic Plan was a beacon that guided the IACHR; as regards efficiency, the IACHR made appropriate use of the resources, despite the great weight of the rules and procedures of the OAS, and increased efficiency, in particular to mitigate the effects of COVID-19 on its work. In addition, it was found that execution of the IACHR's 2017-2021 Strategic Plan was very effective and that the IACHR's results are highly sustainable.

The new Strategic Plan has incorporated the recommendations of this evaluation regarding continuity of the programs and effective strategies, as well as the monitoring and evaluation plan.

³ Engelhart, Achim (2021). Final Report. External Evaluation of the Inter-American Commission on Human Rights Strategic Plan 2017-2021. Can be found at https://www.oas.org/en/iachr/mandate/strategicplan2017/docs/PlanEstrategico_EvaluacionExterna_InformeFinal_ENG.pdf.

Situation of human rights in the Americas

In recent years the IACHR has observed various challenges to the effective observance and guarantee of human rights in the region. These include the deterioration of the democratic institutional framework, the weakening of national human rights institutions, stepped-up violence against human rights defenders and journalists, greater militarization of routine citizen security tasks, the increase in migratory flows, and the deepening of socioeconomic inequality.

In particular, efforts have been made to discredit democratic institutions in the wake of the dissatisfaction of some sectors with election results. It is worrisome how some take advantage of these situations to foment instability and to try to remove persons elected by popular vote, in addition to diminishing the independence of the branches of government with the aim of keeping certain political groups in power.

Authoritarianism is another rising trend in the region, with models characterized by the shutting down of democratic spaces, the weakening of national human rights institutions, and the enactment of laws or initiatives that restrict the right of association and the freedom of expression, participation, and peaceful assembly. Of special note in this regard are stigmatizing pronouncements, from all spheres of the state, against persons who defend human rights, accompanied by the violence against them and against social leaders and journalists, who are the target of assassinations, harassment, intimidation, and criminalization, as well as attacks against the freedom of press. There is also a strong trend to limit peaceful social protest, even by criminalizing it or by the disproportionate use of force by state agents.

In addition, a high rate of impunity persists in cases of human rights violations, both past and present, as well as corruption, which permeates different levels of government, in particular as a result of the exponential growth and empowerment of organized crime. The violence at detention centers, with the loss of hundreds of human lives and the disappearance of thousands of persons, is one of the indiscriminate effects of both of these phenomena throughout the region.

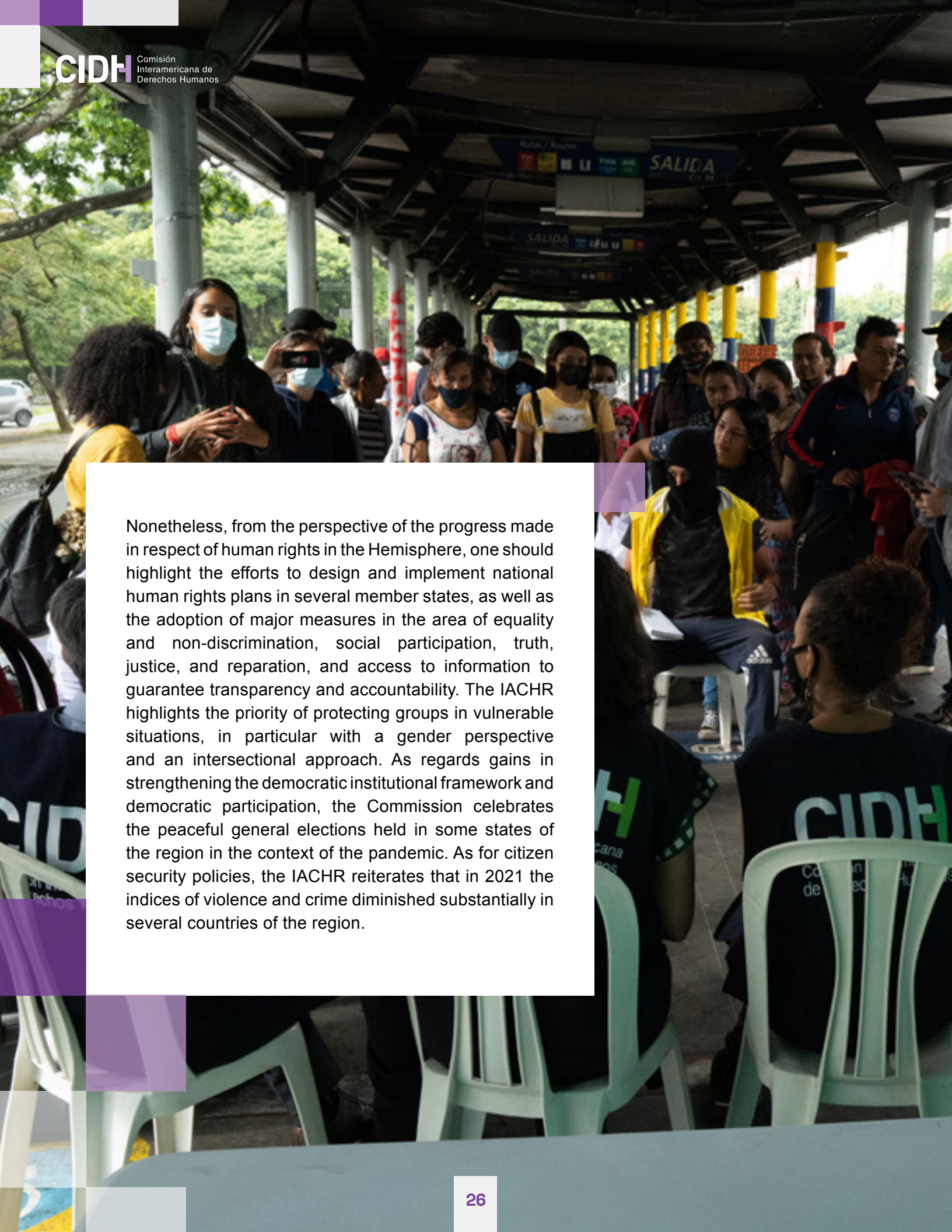
The Commission observes similar trends undermining judicial independence in some countries of the region. Along these lines, it warned of proceedings criminalizing judicial officers, which have a negative impact on their independent work, as well as death threats, acts of harassment, and transfers or reassignment of duties with no basis, among other reprisals.

The Commission has also warned of the stepped-up militarization of citizen security tasks in the region, such as the declaration of states of emergency that continue beyond the time allowed by Article 27(1) of the American Convention. The Commission has also observed acts of violence in the electoral context and greater gender violence and violence against Indigenous and Afrodescendant peoples.

The IACHR observes with special concern the situation of migrants and persons in human mobility in the region. In this respect, it notes different crises and challenges in a regional situation characterized by the humanitarian crisis of the Venezuelans, with more than 6 million migrants and refugees according to UNHCR figures; the increased displacement of Nicaraguans; migratory movements from Central America to North America; successive migrations of Haitians; situations of risk and human insecurity at borders; human trafficking; and historic and recent situations of internal forced displacement.

All these phenomena have had a particular impact on groups exposed to situations of historical structural discrimination — such as women, LGBTI persons, Indigenous peoples, Afrodescendants, children and adolescents, older persons, and persons with disabilities — a situation that is aggravated by regressive tendencies when it comes to recognizing their rights to equality and non-discrimination and by the challenges posed by the COVID-19 pandemic and the state measures adopted to mitigate its impacts.

In effect, the countries of the region of the Americas and of the rest of the world are facing the challenges posed by COVID-19. The states continue adopting strategies to contain the propagation of the disease and to vaccinate the population. Due to the serious world economic recession in the context of the pandemic poverty, inequality, and social exclusion have deteriorated in certain sectors. In addition, structural human rights challenges have worsened during the pandemic. For example, in some cases the measures adopted by the states to mitigate the effects of the pandemic and the campaign to guarantee access to COVID-19 vaccines effectively discriminated against migrants, refugees, displaced persons, and stateless persons. Especially hard hit were persons deprived of liberty, whose precarious conditions in the prisons of many countries of the region were further aggravated in the context of the pandemic due to situations such as overcrowding and the lack of appropriate hygiene and health services.



Nonetheless, from the perspective of the progress made in respect of human rights in the Hemisphere, one should highlight the efforts to design and implement national human rights plans in several member states, as well as the adoption of major measures in the area of equality and non-discrimination, social participation, truth, justice, and reparation, and access to information to guarantee transparency and accountability. The IACHR highlights the priority of protecting groups in vulnerable situations, in particular with a gender perspective and an intersectional approach. As regards gains in strengthening the democratic institutional framework and democratic participation, the Commission celebrates the peaceful general elections held in some states of the region in the context of the pandemic. As for citizen security policies, the IACHR reiterates that in 2021 the indices of violence and crime diminished substantially in several countries of the region.



Part II

Strategic Plan 2023-2027

Components of the IACHR identity

Mission

To promote the observance and defense of human rights in each and every one of the States of the Americas in accordance with the highest international standards in order to safeguard the dignity of all people and cement the rule of law and democracy.

Vision

The IACHR wants to see an inclusive, democratic Hemisphere committed to the protection of the human rights of all individuals and peoples in it, where everyone lives in dignity, equality, and justice.

Institutional values

Equality and inclusion: We promote equity, justice, and participation for individuals and peoples in the hemisphere, and defend their human rights, regardless of who they are and where they live.

Accessibility: We strive to ensure that all peoples in the Hemisphere have access to the mechanisms offered by the Inter-American Commission on Human Rights, to justice, and to information so that they can their human rights fully.

Accountability and transparency: In this dual dimension, we urge States to be accountable for the observance of the human rights of individuals living in their territory; at the institutional level, we hold ourselves accountable to people throughout the hemisphere and we account for our decisions and our work, including within the Organization.

Indivisibility: We promote all human rights in an interrelated manner, given that they have the same status and are inherent to the dignity of persons.

Progressiveness: We see to it that States progressively, expeditiously, and effectively adopt measures necessary for all individuals and peoples in the Hemisphere to enjoy and uphold their human rights.

Non-discrimination: We protect all individuals, groups, and peoples in order to ensure that on no account is the equal recognition, enjoyment or exercise of any of the rights or freedoms enshrined in international instruments limited or nullified, whether by act or omission or on the basis of any distinction, exclusion, restriction, or preference.

Vested rights: We ensure respect and protection for vested rights, so that their recognition and guarantee are not subject to any revision or review intended to limit or nullify them.

Consistency: We firmly believe that, in order to effectively support the promotion and protection of human rights in the Hemisphere, our internal structures and processes must be consistent with our mission.

Priority issues and populations

In 1990, the IACHR first began to establish thematic and special rapporteurships to give attention to specific rights, including those of historically excluded population groups, communities, and peoples. At present, the IACHR has 11 thematic rapporteurships and two special rapporteurships.

The purpose of the rapporteurships is to strengthen and promote the work of the IACHR on issues affecting those populations and to coordinate prevention and protection measures for their human rights with the areas concerned with petitions and cases, precautionary measures, monitoring and follow-up of recommendations.

Following are the strategic lines of action that will be pursued in the 2023-2027 period, by order in which the rapporteurships were established.



Thematic rapporteurships (by date of creation)

- Indigenous Peoples (1990)
- Women (1994)
- Migrants (1996)
- Children (1998)
- Human Rights Defenders (2001)
- Persons Deprived of Liberty (2004)
- Persons of African Descent and Racial Discrimination (2005)
- Lesbian, Gay, Bisexual, Trans and Intersex Persons (2014)
- Memory, Truth and Justice (2019)
- Older Persons (2019)
- Persons with Disabilities (2019)

Special rapporteurships

- Freedom of Expression (1997)
- Economic, Social, Cultural and Environmental Rights (2017)

Thematic rapporteurships

■ Indigenous peoples

With respect to Indigenous peoples, the IACHR has observed the persistence of challenges to achieving greater respect and the practical and effective exercise of the right to self-determination of their political status and of their economic, social, and cultural development. In addition, they continue to face difficulties when it comes to protecting their lands, territories, and natural resources and achieving respect for their representative authorities and their decision-making processes. The digital gap, which affects this population disproportionately, hinders access to information and participation in the public debate. At the same time, violence and the criminalization of Indigenous leaders have continued because of their defense of their territories in the face of extractive, energy, and other projects; their defense of the environment; and the exercise of their freedom of expression. In addition are the differentiated impacts of COVID-19 and climate change on the rights of Indigenous peoples.

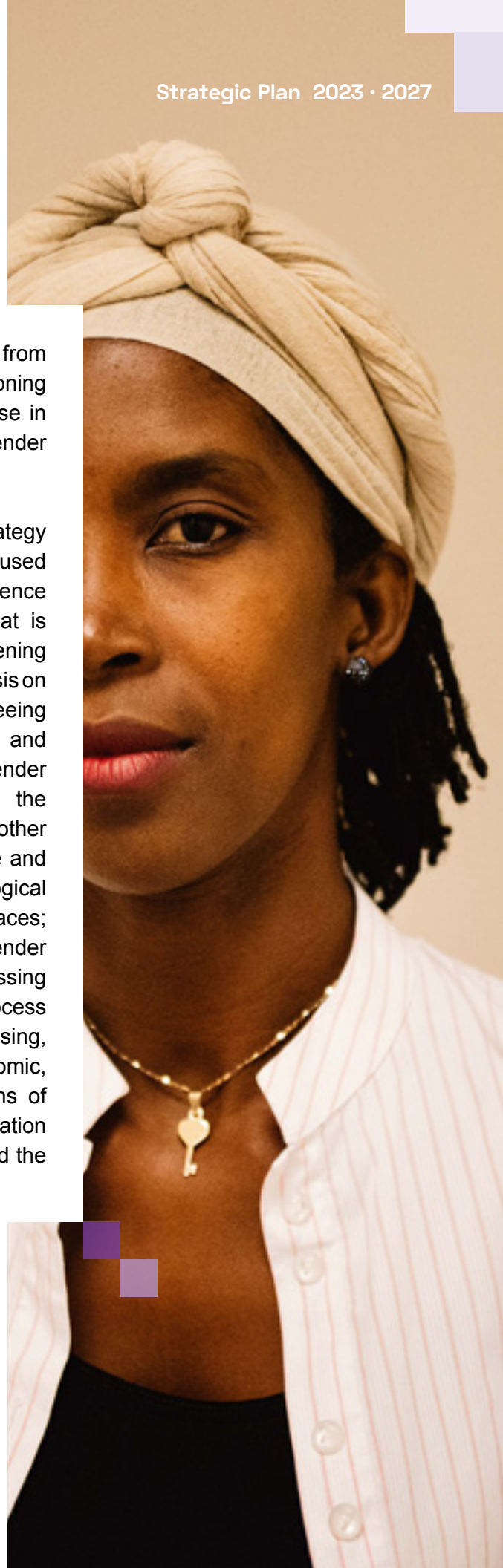
For that reason the Rapporteurship on the Rights of Indigenous Peoples proposes, for the 2023-2027 period, to continue to pursue a strategy of (i) promoting the human rights of Indigenous peoples to life, integrity, culture, lands, territories, and natural resources; (ii) promoting and strengthening inter-American standards related to the right to self-determination, in particular those on autonomy and self-government, Indigenous systems of justice, jurisdiction, security and protection, their own development priorities, and consultation and prior, free, and informed consent, including their own autonomous protocols for consultation and consent; and, (iii) protecting the rights of Indigenous peoples in the context of the effects of climate change and fostering their leadership in the framing of responses to combat and mitigate those effects and to protect the environment in general. This last line of action will be pursued in close coordination with the Special Rapporteurship on Economic, Social, Cultural, and Environmental Rights.



Women

The IACHR continues to observe challenges stemming from structural gender discrimination, especially the questioning of and threats of setbacks to women's rights, the increase in gender violence against women, and the expanding gender gaps since the pandemic.

To achieve the objectives proposed in this Plan, the strategy of the Rapporteurship on the Rights of Women will be focused on: (i) combatting structural discrimination and gender violence against women, in particular the regressive agenda that is endangering the gains that have been made; (ii) strengthening standards in the area of reproductive justice, with an emphasis on decriminalizing abortion for the three grounds and guaranteeing access to information, goods, and services for sexual and reproductive health; (iii) addressing the phenomenon of gender violence, in particular femicide, sexual violence, and the disappearance of women and girls; (iv) giving visibility to other forms of violence, especially violence in the digital space and hate speech on grounds of gender, obstetric and gynecological violence, and violence against women in public spaces; (v) guaranteeing the right of access to justice with a gender perspective, with special attention to the obstacles to accessing judicial mechanisms and remedies, violations of due process guarantees, and the duty of due diligence; and (vi) addressing, in coordination with the Special Rapporteurship on Economic, Social, Cultural, and Environmental Rights, the violations of these rights in relation to women, in particular the feminization of poverty, the differentiated impact of climate change, and the lack of women's participation in decision-making.



Migrants

Regarding the rights of persons in human mobility, the Commission has observed an increase in mixed movements, in addition to the lack of legal alternatives (regular channels) for international migration, while the national receiving institutions are overwhelmed and not responding adequately to the increase in the requests for international protection. In addition, the IACHR has observed a lack of capacity on the part of transit and receiving states to detect those persons who might need protection, such as victims of human trafficking, illicit smuggling of migrants, and other offenses. Of special note are the forced returns of persons without the consequent adoption of policies or other measures to promote their integration and avoid secondary movements.

With the objective of addressing the issues noted, the Rapporteurship on the Rights of Migrants proposed the following strategic lines: (i) dissemination of the inter-American principles and the standards developed by the IACHR in its recent thematic reports; (ii) development and innovation of inter-American standards on issues such as complementarity of the systems of protection, human rights and border security, externalization and internalization of immigration controls, mobility and integral human development, new cooperation mechanisms in human mobility, lasting innovative solutions and refugee status, journalists in exile, and large-scale human mobility and new emergencies; (iii) strengthening the approach of ensuring integral protection of the human rights of persons in mobility in the application of public policies; (iv) reinforcing technical cooperation on human mobility with states, regional integration bodies, and international organizations; (v) making recommendations and adopting measures aimed at preventing and combating the trafficking of persons, statelessness, and xenophobia; (vi) prioritizing a coordinated agenda of protection for interacting with the different agencies; and (vii) fostering dialogue with civil society organizations, groups in mobility, local communities, and private actors.



Child

In the area of the rights of children and adolescents, the IACHR has prioritized an approach based on integral protection, with special attention to the issues posed by the greater challenges faced by this population at present. These include the difficulties establishing national protection systems; violence against children and adolescents, especially sexual violence, exploitation, child marriage, adolescent pregnancy, corporal punishment, and child labor; the conditions of deprivation of liberty and torture; the end of the institutionalization of children and adolescents (application of standards); regressive measures against comprehensive sex education and other issues; and the impact of violence and organized crime on the recruitment of children and adolescents by criminal organizations.

In the face of those challenges, over the next five years the Rapporteurship on the Rights of the Child will focus its strategic action on the following tasks: (i) adopt standards on their right to family life and measures to put an end to institutionalization, with the strategic participation of children and adolescents; (ii) promote the sexual and reproductive rights of children and adolescents and give visibility to the violations of these rights, such as forced pregnancy, violence, and sexual exploitation; (iii) research the impact of human mobility on guarantees for the rights of children and adolescents; (iv) make known inter-American human rights standards by means of promotional activities and technical cooperation, in particular with respect to the national systems of protection and juvenile justice; (v) give impetus to adopting a cross-cutting approach to the rights of children and adolescents in the IACHR, in particular with other thematic and special rapporteurships in order to apply an approach based on comprehensive protection and promotion at all levels; (vi) expand spaces for the participation of children and adolescents, mindful of all the components of the right to participation and the rights to freedom of expression and access to information; and (vii) defend the rights of future generations in relation to climate change, in coordination with the Special Rapporteurship on Economic, Social, Cultural, and Environmental Rights.



■ Human Rights Defenders

Human rights defenders and judicial officers continue experiencing different challenges in their work defending rights and access to justice. Among them, the IACHR has observed increased violence against human rights defenders, persistent improper use of the criminal law to criminalize them, the shutting down of democratic space and civic space, and impunity for human rights violations. As regards judicial officers, the IACHR has observed processes of selection and removal contrary to inter-American standards and the guarantee of tenure, as well as criminalization and threats that may affect their independent work and even put their lives and integrity in danger.

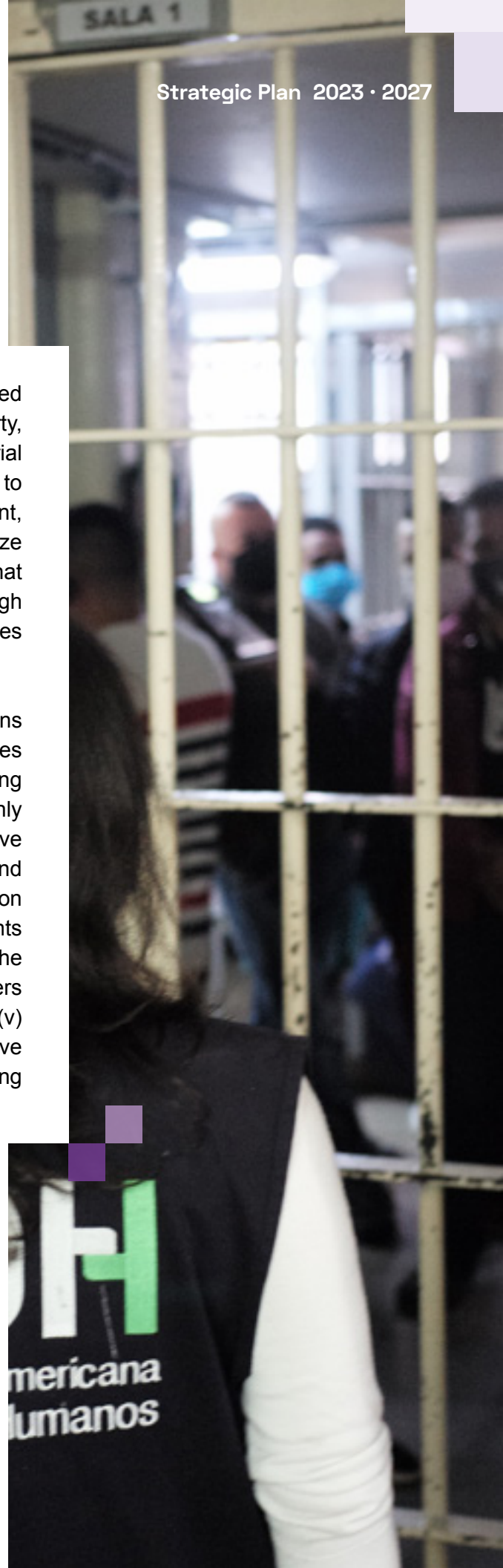
In that context, in the period covered by this plan, the Rapporteurship on Human Rights Defenders will work strategically to: (i) encourage the states to draw up comprehensive public policies for protecting human rights defenders, with a gender perspective, and an ethnic-racial perspective, and differentiated and intersectional treatment; (ii) strengthen existing national protection mechanisms by pointing out their main challenges and providing technical advisory services in the area of protection; (iii) deepen the analysis of risks and differentiated impacts that women human rights defenders face because of their activities; (iv) address the particular situation faced by judicial officers and the challenges in relation to the processes of selection and removal and the guarantees for them to be able to do their work independently and without any form of violence; and (v) make progress with the *Mechanism of joint actions to contribute to the protection of human rights defenders in the Americas*, along with the Office of the United Nations High Commissioner for Human Rights, as well as with the special procedures for helping to protect these persons.



■ Persons Deprived of Liberty

In recent years the Inter-American Commission has observed serious challenges related to persons deprived of liberty, among them overcrowding; the excessive use of pretrial detention in most of the states of the region; obstacles to applying non-custodial measures; high rates of imprisonment, especially as a result of criminal justice policies that prioritize detention in drug-related cases; conditions of detention that violate the rights of the persons imprisoned, such as the high levels of prison violence, and various difficulties and failures in the process of social reinsertion.

Accordingly, the Rapporteurship on the Rights of Persons Deprived of Liberty will be focused on a strategy that addresses the structural problems indicated through the following activities: (i) developing innovative standards related mainly to drugs and imprisonment, prison violence, and effective control with a gender perspective and differentiated and intersectional approaches to treatment; (ii) onsite observation visits; (iii) entering into technical cooperation agreements with states on the deprivation of liberty; (iv) strengthening the dialogue with civil society organizations and family members of prisoners and persons who have been released; and (v) promoting measures aimed at adopting a gender perspective and differentiated and intersectional approaches for treating persons at especially high risk.



Persons of African Descent and against Racial Discrimination

The Commission continues observing challenges to the rights of persons of African descent and tribal communities in relation to the structural racial discrimination found throughout the region. In particular, the IACHR continues observing the persistence of institutional violence manifested in racial profiling and excessive use of force. The intersection between gender discrimination and discrimination based on ethnic-racial origin exposes Afrodescendant women to high levels of violence. In addition, one observes an increase in stigmatizing crimes and speech based on the ideology of “racial supremacy” and hate crimes tied to racial hatred. At the same time, racism continues exposing Afrodescendant persons to various human rights violations, in particular of their economic, social, cultural, and environmental rights, and to limitations on their rights to freedom of expression and access to public information, limiting their participation in the public debate. There has also been a notable increase in environmental racism, considering the impacts of climate change and the lack of progress in making full reparation for the human rights violations suffered by persons of African descent.

To address these problems, the Rapporteurship on the Rights of Persons of African Descent and against Racial Discrimination proposes a strategy focused on (i) addressing structural racial discrimination, in particular hate speech and hate crimes motivated by hatred associated with theories of racial superiority; (ii) strengthening the standards against institutional racial discrimination, especially in relation to the use of racial profiling; (iii) protecting the rights of persons of African descent in the face of religious racism; (iv) protecting the rights of persons of African descent as regards the disproportionate impact of climate change and with a view to promoting racial justice; (v) defending the rights of future generations in relation to climate change, in close coordination with the Special Rapporteurship on Economic, Social, Cultural, and Environmental Rights; (vi) promoting the practical and effective application of the inter-American standards set forth in the Inter-American Convention against Racism, Racial Discrimination and Related Forms of Intolerance; and (vii) fostering the freedom of expression of persons of African descent and their participation in the public debate.



■ Lesbian, Gay, Bisexual, Trans and Intersex Persons

Regarding the rights of lesbian, gay, bisexual, trans, and intersex persons, the Commission highlights the intensification of violence, in addition to the persistence of the pathologizing of these persons, as well as the so-called “conversion therapies,” and the medical violence against intersex persons. LGBTI persons continue facing difficulties in access to justice and threats to their rights, especially regressive measures in relation to gender identity and expression. In addition, discrimination continues exposing LGBTI persons to situations of poverty and exclusion.

In that context, the strategy of the Rapporteurship on the Rights of Lesbian, Gay, Bisexual, Trans and Intersex Persons will be focused on (i) responding to violence based on prejudice and discrimination, with special attention to the situation of impunity in such cases; (ii) promoting compliance with the duties associated with the right to gender identity and expression; (iii) fostering full recognition of families constituted by LGBTI persons and the rights of LGBTI children and adolescents; (iv) addressing the effects of practices aimed at modifying sexual orientation and gender identity and expression; (v) promoting and defending the rights of intersex persons, in particular intersex children and adolescents; (vi) examining the social exclusion of LGBTI persons; (vii) analyzing the structural causes of discrimination from the standpoint of the need for sociocultural transformations; and (viii) fighting discrimination against LGBTI persons by promoting and guaranteeing their freedom of expression.



■ Memory, Truth and Justice

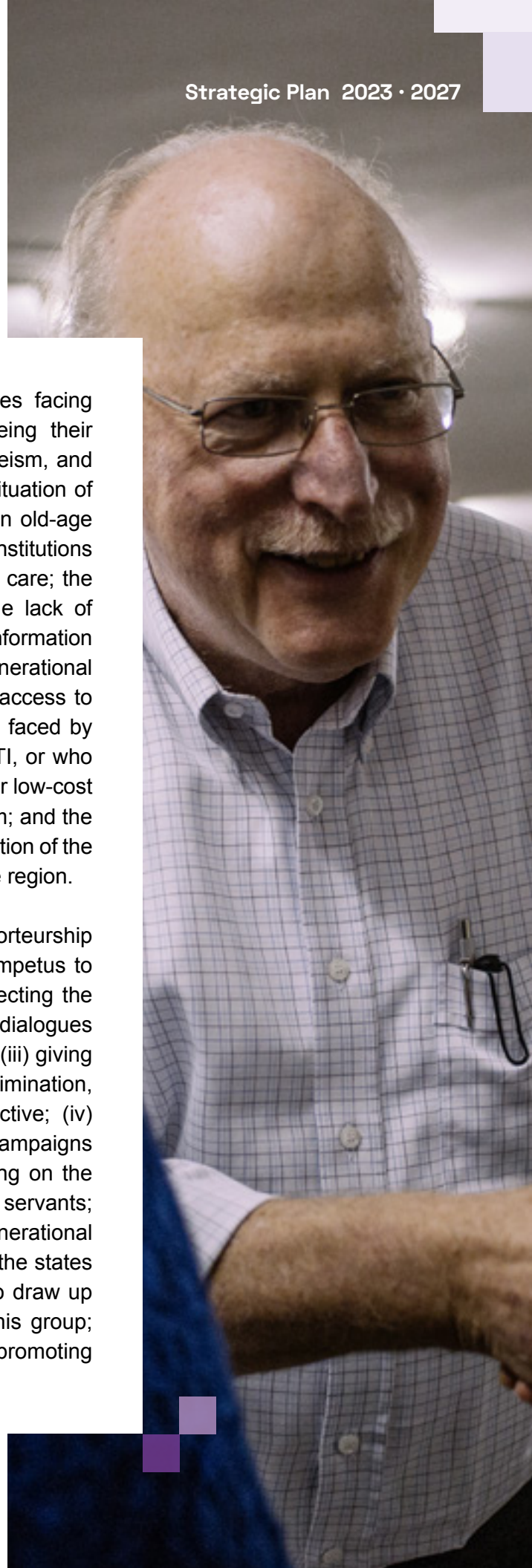
In the area of memory, truth, and justice, the IACHR continues observing challenges related to impunity for the perpetrators of human rights violations, which is aggravated over time; the failure to resolve cases of forced disappearance and persons gone missing in other dynamics; gaps in the recognition of and full reparation for historically excluded groups and populations, notably the invisibility of sexual violence in these contexts; the existence of practices of revictimization by state institutions; the failure to preserve relevant historical archives and to ensure access to them; the persistence of serious human rights violations and international crimes in democratic contexts; the proliferation of forms of speech and practices that deny historical violations; threats to and attacks on victims, family members, human rights defenders, and public servants in charge of promoting transitional justice, as well as memory sites; and the dismantling or weakening of institutions and public policies in this area.

In the context of the 2023-2027 Strategic Plan, the Rapporteurship on Memory, Truth and Justice will focus on (i) detecting and assessing obstacles and gaps in transitional justice processes and making recommendations to overcome them; (ii) giving visibility to the progress made and challenges in transitional justice processes and promoting the observance of inter-American standards; (iii) accompanying and providing technical support to the state institutions related to transitional justice, the design of policies to search for and identify persons disappeared or missing, and access to information; (iv) fostering the inclusion of gender, intercultural, differential, and intersectional approaches in the various spheres of the state related to transitional justice and in the inter-American human rights system; and (v) promoting inter-American standards, experiences in transitional justice and in the area of truth, memory, and education and a culture of human rights as tools for non-repetition.

Older Persons

As for the rights of older persons, the IACHR continues facing challenges when it comes to protecting and guaranteeing their rights, such as the lack of a cross-cutting approach to ageism, and giving visibility to older persons; the lack of data on the situation of older persons and its impact on policies to fight poverty in old-age and access to social security; the lack of information on institutions for long-term stays and the different options for long-term care; the absence of adequate regulation and supervision and the lack of training of personnel at long-term care facilities; gaps in information and communication technology that deepen the inter-generational gap and the gender gap; shortcomings in older persons' access to justice; the inequality and multiple forms of discrimination faced by older persons who are Indigenous, Afrodescendant, LGBTI, or who have a physical or psychosocial disability; the lack of free or low-cost health services accessible to older persons who need them; and the failure to ratify the Inter-American Convention on the Protection of the Human Rights of Older Persons by several countries of the region.

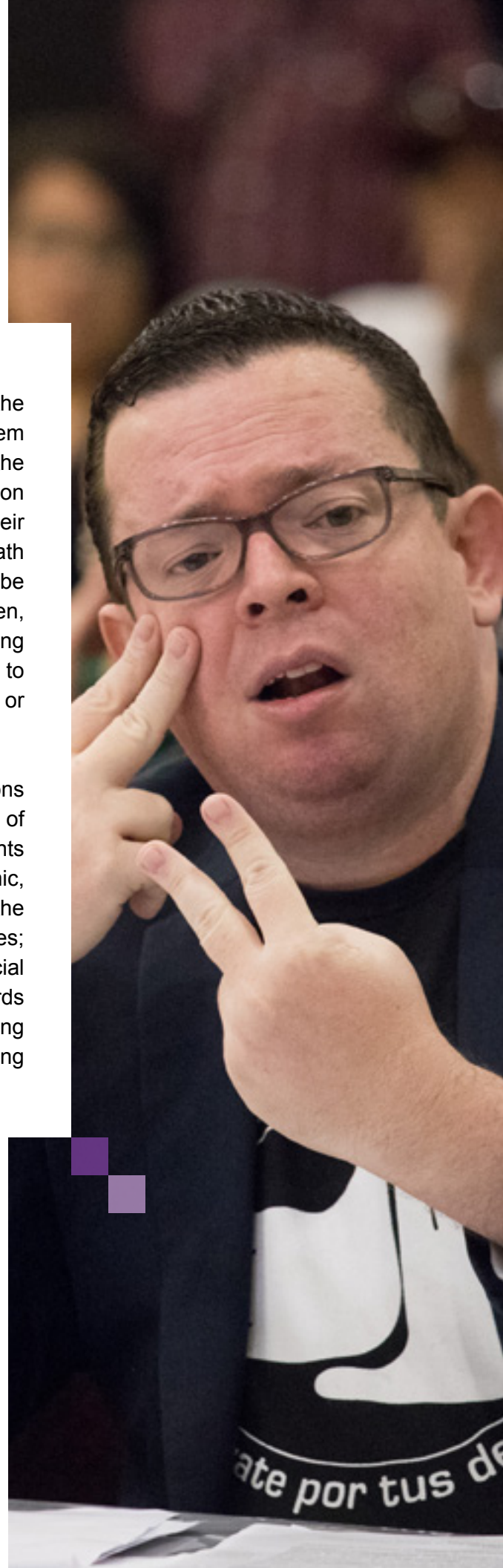
To achieve the proposed objectives, the strategy of the Rapporteurship on the Rights of Older Persons will focus on: (i) giving impetus to the ratification of the Inter-American Convention on Protecting the Human Rights of Older Persons; (ii) engaging the states in dialogues for them to assume substantial commitments in this area; (iii) giving visibility to the issue of inequality and multiple forms of discrimination, with a gender, inclusive, and diversity-informed perspective; (iv) promoting dialogues and undertaking communication campaigns to make known the existing standards; (v) offering training on the rights of older persons to the general population and public servants; (vi) promoting the public agenda on aging with an inter-generational approach and a life course perspective; (vii) working with the states to compile complete information that makes it possible to draw up appropriate, necessary, and just policies for protecting this group; and (viii) fighting discrimination against older persons by promoting and guaranteeing their freedom of expression.



■ Persons with Disabilities

The IACHR has been observing various violations of the human rights of persons with disabilities, among them discrimination, institutionalization without consent, the particular difficulties they face in the context of deprivation of liberty, eugenic practices and sterilization without their consent, and barriers in accessing education, health employment, and justice. Moreover, these violations must be considered intersectionally, especially in the case of women, children and adolescents, and persons with disabilities living in poverty, among others. These aspects are invisible due to the lack of disaggregated statistics and the insufficiency or inadequacy of public policies.

Accordingly, the Rapporteurship on the Rights of Persons with Disabilities proposes the following strategic lines of work: (i) giving visibility to the violations of the human rights of these persons, in particular violations of their economic, social, cultural, and environmental rights; (ii) fostering the effective protection of the rights of persons with disabilities; (iii) promoting the practical and effective adoption of the social and human rights model by the states, especially as regards the legal capacity of persons with disabilities; and (iv) fighting discrimination against persons with disabilities by promoting and guaranteeing their freedom of expression.



Special Rapporteurships

Freedom of Expression

This last year —2022— has been the deadliest for the press since the Office of the Special Rapporteur for Freedom of Expression (RELE) was established in 1997. Despite some major advances in investigations into these cases, a high degree of impunity prevails in the Americas that aggravates the situation of insecurity for the exercise of journalism and fosters a notorious effect of self-censorship. The worsening of the violence, which includes the disproportionate use of government forces in social protests in various countries of the Hemisphere, together with the limitations on the access to public information and other obstacles to the freedom of expression in the region, are the result of the accelerated deterioration of democracy and the weakening of the rule of law. The RELE observes indicia of deterioration of the public debate, especially in contexts of elections, political polarization, and social conflict, where the stigmatizing speech of political leaders or high-level authorities could drive reactions of intolerance or violence against the press or critical voices. Finally, the Rapporteurship observed various challenges to the freedom of expression on line, among them the digital gap, the scant progress in digital literacy, and the incompatibility of content moderation practices with pluralism and diversity necessary in a democratic society.

With the objective of carrying out the mandate of encouraging “the defense of the right to freedom of thought and expression in the Hemisphere, given the fundamental role this right plays in consolidating and developing the democratic system and in protecting, guaranteeing, and promoting other human rights,” and on the basis of their constant monitoring of the situation of the freedom of expression in the region, the IACHR and the RELE consider as priority tasks (i) promoting, from the states, a safe and propitious environment for the exercise of the freedom of expression, with a special emphasis on eradicating violence and criminalizing journalists; (ii) seeing to the enforcement of laws on access to public information; (iii) paying attention to authoritarian trends and their effects on the freedom of expression; (iv) highlighting the role of the freedom of expression and addressing the challenges it faces in the digital sphere; (v) fostering the freedom of expression and fighting discrimination and exclusion; and (vi) highlighting the role of freedom of expression and access to information to tackle the challenges of the COVID-19 pandemic and the climate crisis.

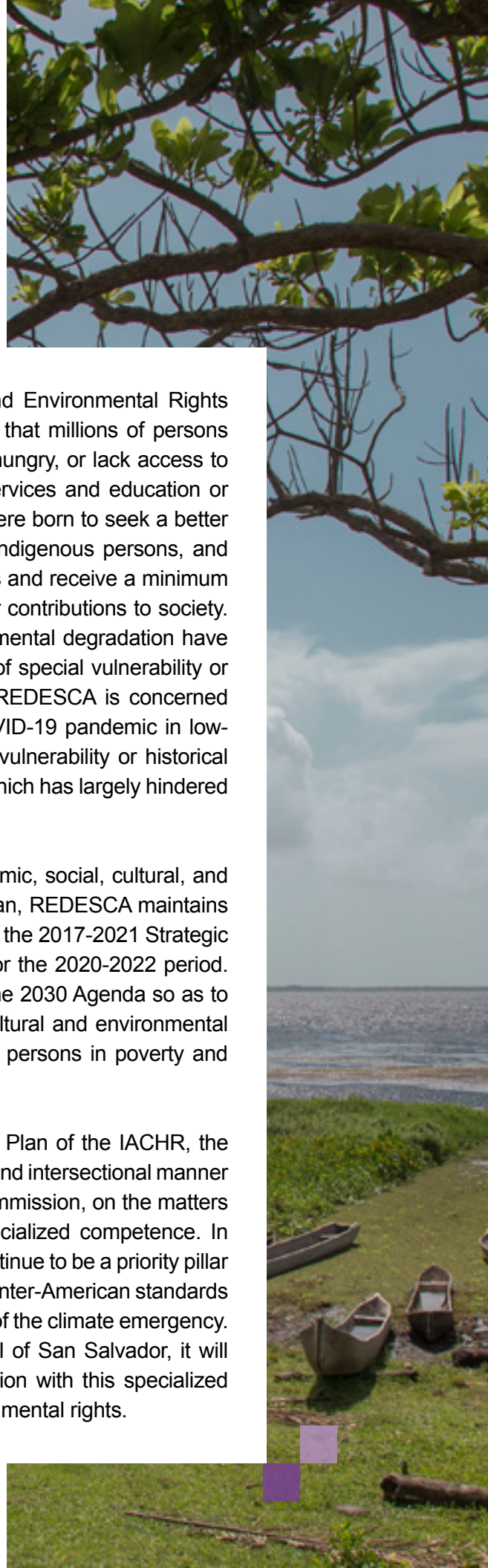


Economic, Social, Cultural, and Environmental Rights

The Special Rapporteurship on Economic, Social, Cultural, and Environmental Rights (REDESCA, for the Spanish-language acronym) has observed that millions of persons in the Hemisphere are living in poverty or extreme poverty, go hungry, or lack access to drinking water and sanitation, do not have access to health services and education or decent housing, and are forced to leave the place where they were born to seek a better life. In addition, millions of human beings, especially women, Indigenous persons, and Afrodescendants, work in the informal economy or as caregivers and receive a minimum share of the national budgets compared to their needs and their contributions to society. The REDESCA has observed that climate change and environmental degradation have particularly serious repercussions for populations in a situation of special vulnerability or that have experienced historic discrimination. In addition, the REDESCA is concerned about the differentiated and disproportionate impact of the COVID-19 pandemic in low- and medium-income countries and on groups in a situation of vulnerability or historical exclusion, as well as the prolongation of the health emergency, which has largely hindered economic recovery and threatened gains in well-being.

The REDESCA has the mandate to promote and protect economic, social, cultural, and environmental rights in the Hemisphere. In the context of this plan, REDESCA maintains its commitment to the tasks that the Commission assigned to it in the 2017-2021 Strategic Plan and to the priority strategic lines of its current work plan for the 2020-2022 period. In addition, REDESCA will continue generating synergies with the 2030 Agenda so as to “leave no one behind” in the enjoyment of economic, social, cultural and environmental rights by all persons of the region, with a special emphasis on persons in poverty and extreme poverty, as well as the homeless population.

Consistent with the thematic strategic priorities of this Strategic Plan of the IACHR, the REDESCA will continue working autonomously, in a coordinated and intersectional manner with the various country and thematic rapporteurships of the Commission, on the matters indicated in its work plans and projects or that require its specialized competence. In particular, guaranteeing the right to a healthy environment will continue to be a priority pillar of the work of the REDESCA, in which it will continue to establish inter-American standards that foster effective action for protecting human rights in the face of the climate emergency. In addition, as a member of the Working Group of the Protocol of San Salvador, it will continue strengthening the synergies and relations of cooperation with this specialized mechanism for monitoring economic, social, cultural, and environmental rights.





Crosscutting themes

As indicated in the section on context, the region is facing structural and complex problems that give rise to human rights violations. Those problems include the failures in the justice systems, impunity, discrimination and violence against persons from historically excluded groups, the deterioration of the democratic institutional framework and of human rights, the disproportionate use of government forces, violence against human rights defenders and journalists, the breakdown of the separation of powers, and the attacks on judicial independence. To address these structural problems one must constantly monitor the situation, including through the system of petitions and cases, to respond to individual or structural situations, generate standards, and provide assistance and technical cooperation.

Based on an analysis of the context and the challenges to be faced in coming years, the IACHR considered the following crosscutting lines of work as priorities.

■ Democratic institutions

The democratic institutional framework and the effective observance of human rights in the states of the Americas have faced mounting challenges in the wake of illegitimate restrictions on the rights to freedom of expression, protest, dissemination of thought, association, and assembly. In addition, forms of discourse and practices aimed at delegitimizing the very purposes of representative democracy have been noted, including from high-level state authorities, which have a destructive effect on democracy and pose a risk to the observance of human rights. All these factors, together with a lack of separation of powers and systematic problems such as corruption, worsening poverty, the lack of transparency in the conduct of public affairs, and the influence of organized crime in government structures, have weakened the rule of law.

The aim of the action in this line is to guarantee the rule of law and the working of the mechanisms of social participation to maintain the link between democratic institutions and society. The objective is to protect, from a human rights perspective (i) the independence of the branches of government and the effective operation of a system of checks and balances; (ii) the existence and effectiveness of formal mechanisms and opportunities for channeling social grievances to the state to safeguard rights; (iii) social participation in the design and implementation of public policies and accountability by the state authorities; (iv) transparent government open to scrutiny and social audit; and (v) permanent mechanisms of dialogue with civil society that respect its autonomy, free operation, and independence, among other aspects.



■ Human rights institutions

The institutional framework for human rights refers to the state structure made up of the different institutions, procedures, and mechanisms whose purpose is to promote and protect human rights and whose operations impact the public agenda of the state geared to ensuring the full enjoyment of rights. It is characterized by cross-cutting operations that impact the actions of the state by reflecting the principle of legality, and the fulfillment of the international obligations of the state in respect of human rights, among them the adoption of provisions of domestic law in keeping with its human rights obligations.

The institutional framework for human rights supports, strengthens, and allows for the establishment of an effective democratic state under the rule of law and requires dialogue, coordination, and the joint work of the various sectors of the state apparatus to provide articulated responses in light of the various dimensions that the problem presents. At the same time, it makes it possible to account for the way in which the public institutional structures aimed at guaranteeing human rights and carrying out the international obligations assumed by the states are designed, articulated, and constituted. This approach should be intersectional and differentiated, which presupposes adequate attention to the various situations of discrimination, exclusion, and marginalization of certain persons and social groups.

The IACHR has affirmed that the human rights institutional framework is not limited to the existence of a specific institution, like secretariats, ministries, or bureaus of human rights, but rather its objective is to permeate the entire state apparatus and the action of the different sectors, levels, and branches of government across the board to contribute to building and propagating a culture of human rights. That is why it is necessary to have the appropriate policies and state budget for its objectives and goals.

In relation to this cross-cutting line of work, in the 2023-2027 Strategic Plan the IACHR (i) will monitor the operational and budgetary independence and the autonomy of the institutions that protect human rights and will determine whether their actions respond to the structural human rights issues in keeping with the objectives and goals that they should pursue; (ii) will follow up on the legal frameworks and practices in keeping with the international human rights standards that make it possible to associate the responsibilities of the state with the rights of all persons subject to its jurisdiction and to connect domestic laws with the international human rights systems; (iii) will foster dialogue, coordination, and the joint work of the various sectors of the state apparatus to provide responses articulated on the basis of the various dimensions that a problem poses; and (iv) will strengthen the institutional framework for human rights through technical cooperation.

■ Gender, intercultural, and intersectional perspectives

The IACHR will mainstream a gender perspective in its work to continue addressing the phenomenon of discrimination and violence against women and LGBTI persons. This perspective is a method for analyzing reality that makes it possible to give visibility to the different social values assigned to persons based on gender and the unequal power relationships that stem from such differences.

In its work with Indigenous peoples, Afrodescendants, tribal communities, and other ethnic-racial groups in the Americas the IACHR will adopt an intercultural perspective, which entails recognizing the co-existence of various cultures in society that should live together on the basis of respect for their different cosmovisions, traditions, human rights, and rights as peoples. In the case of Indigenous and tribal peoples, this includes recognition of the central role of collective rights to their lands, their territory, and their self-determination.

The IACHR will also continue including, in cross-cutting fashion, an intersectional approach as a methodological tool for giving visibility to the intersection of different factors of vulnerability due to patterns of historic discrimination, such as gender identity and expression, ethnic-racial origin, sexual orientation, immigration status, socioeconomic situation, disability, and geographic location. In that context the IACHR will include an anti-racist perspective aimed at preventing and combating racial discrimination, which has a differential impact on Afrodescendant persons, Indigenous peoples, and communities of Asian origin.



■ Security and violence

The conditions of insecurity, violence, and crime in the Hemisphere are important causes for concern and constitute a complex scenario due to the multiple causes and the interrelationship among their various forms of expression and other human rights violations, as described in the section on the human rights context.

Some countries suffer more intensely than others the scourge of violence, in particular due to the presence of criminal actors such as gangs, drug-traffickers, and illegal armed groups engaged in illicit activities such as drug- and arms-trafficking, trafficking in persons, robbery, and extortion. The inadequate response to serious human rights violations aggravates the climate of insecurity and violence. Contexts of inequality, violation of rights, delegitimizing of state institutions, and crime and violence are aggravated by structural situations of socioeconomic exclusion and often affect some groups in a differentiated way, such as human rights defenders, youths, and adolescents.

The objective of this line of work is to prevent violence, protect possible victims, and address the overall aspects of citizen security in the context of the duty of states to guarantee human rights.



■ Access to justice and judicial independence

The IACHR has observed the manipulation of legal frameworks and the improper use of criminal and disciplinary proceedings as a way to persecute and remove judicial officers who act independently. At the same time, the judicial systems are facing constant tensions with other branches of government as well as meddling, which have been an obstacle to guaranteeing their independence and the democratic rule of law.

The Commission's priorities for the coming years are: (i) to ensure access to justice without discrimination and in equal conditions, applying differential perspectives that ensure rights and guarantees for groups that have suffered historic exclusion or discrimination; (ii) to eliminate the obstacles to the adequate operation of the judicial systems; (iii) to reaffirm, strengthen, and update standards of judicial independence, in particular the criteria and procedures for the selection of judicial officers, with a gender and ethnic-racial perspective to ensure parity; (iv) to monitor meticulously the processes for selecting and electing the members of the justice systems and to promote the application of the relevant inter-American standards; (iv) to give impetus to judicial independence as a key element in strengthening the rule of law in the region, so as to guarantee separation of powers; and (v) to monitor the limited and selective gains in clarifying the truth of human rights violations and making reparation to the victims of those violations.



■ Development and human rights

Guaranteeing the right to development as an inalienable human right is a necessary condition for protecting human rights, especially economic, social, cultural, and environmental rights. The region has high levels of poverty and extreme poverty as well as profound inequalities and social gaps that limit access to rights and opportunities in conditions of equity for all persons, and which have a disproportionate and differentiated impact on women and other historically excluded groups. Accordingly, the right to development will be a cross-cutting line of work in the Strategic Plan of the IACHR so that the work done through its different mandates and mechanisms can contribute to making development sustainable, putting the well-being and rights of persons at the center – along with respect for nature and the environment – above and beyond mere economic growth. The idea is to encourage regional cooperation and solidarity to help eliminate critical poverty and foster the equitable distribution of wealth in the states of the Americas in keeping with Article 34 of the OAS Charter.

With that end in mind, following up on the efforts made to carry out the previous strategic plan, the REDESCA will design and carry out a program of action for the whole Commission aimed at implementing the mainstreaming of that strategic line of work with the specialized and interdisciplinary technical support needed. The Executive Secretariat of the IACHR will actively support this work, which will also be coordinated with other mechanisms of the OAS and with the principal stakeholders. Considering that the right to development includes the right to a particular process in which one can fully enjoy all human rights and fundamental freedoms, this program will closely monitor (i) the progressive development and direct justiciability of economic, social, cultural, and environmental rights; (ii) respect for and guarantees of human rights in the context of economic, business, and extractive activities; (iii) the role of state and private economic actors and financial and investment institutions; (iv) the equitable distribution of the benefits of development nationally and internationally; and (v) the role of international cooperation and solidarity with the states that have the highest levels of multidimensional poverty. In this way the Commission's strategic agenda will articulate its action with relevant national and global strategies, such as the 2030 Agenda and the Sustainable Development Goals (SDGs). The aim will be to join the efforts of the international community, the states, and civil society to foster social development and equity in the Americas, especially for women in all their diversity and for historically excluded persons and groups.

■ Human rights online

The Internet has changed social dynamics and in many respects has supported the exercise of certain human rights. Nonetheless, its potential for the exercise of rights marginalizes those who don't have access or whose access is deficient. The digital gap converges with the thematic and special rapporteurships of the IACHR.

Digital violence poses a major challenge that is often denounced by the users of the inter-American human rights system. Deliberate disinformation and its use by persons with public responsibilities, as well as the need to guarantee the protection of data and of the users of virtual environments, called metaverses, are matters of concern. The IACHR observes with concern the negative impact on the rights of older persons and ethnic and rural communities posed by the difficulties accessing technology in conditions of equity and inclusion, accessing information, and enjoying the rights to education and health. The use of technologies for artificial intelligence and facial recognition in surveillance procedures and for access to safe zones has accentuated discrimination and the use of ethnic-racial profiles that affect populations that have suffered discrimination historically.

In addition, the Commission observes with concern the use of surveillance technologies and software in several countries to intimidate journalists and human rights defenders. The IACHR has joined the request for an immediate moratorium on the sale, transfer, and issue of surveillance technologies until legal frameworks are established that are consistent with respect for human rights.

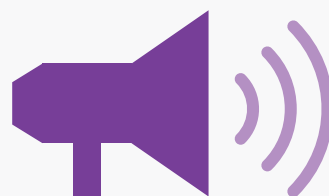
At the same time, the pandemic has highlighted the impact of the digital gap on education and access to essential services, especially for persons living in poverty or extreme poverty. The IACHR also observes considerable challenges in relation to the impact of artificial intelligence and robotization in the workplace, as well as neurotechnology and cryptocurrencies.



■ Promoting the ratification of the inter-American human rights instruments

The IACHR will continue promoting the ratification of the inter-American human rights instruments with the aim of achieving the greatest possible protection of persons in the Americas. The ratification of these instruments promotes respect and guarantees for all rights, and is an indicator of the quality of democracy of a country, since it facilitates integration of the voices and grievances of their citizens in all spheres of public policy. As the IACHR has indicated, the current system of different degrees of ratification puts millions of persons at a disadvantage in relation to the international protection of their rights.

Through its different mechanisms the IACHR will use the following strategies: (i) it will promote the ratification of all inter-American instruments; (ii) it will disseminate the content of the inter-American instruments of protection; (iii) it will support the states in seeking solutions to the obstacles that stand in the way of ratifying all the inter-American instruments, and (iv) it will promote compliance with the provisions contained in those instruments.



Expected outcomes

The model of the theory of change shows the causal relationship among the short-, medium-, and long-term results of a plan and the order in which changes occur in a given context until the ultimate expected outcome is attained.

The long-term outcome (at 10 to 20 years) is the ultimate purpose of the Strategic Plan: a positive, comprehensive, and in-depth change so that all persons in the Hemisphere can enjoy all human rights. The medium-term outcomes (intermediate outcomes that are expected to be attained in six to 10 years) transcend the period covered by this plan. They are changes that the states and the IACHR should secure to move towards attaining the ultimate outcome, in coordination with other stakeholders. The immediate outcomes, also called strategic objectives, are those over which the institution has greater control, as they directly reflect its works; with these the IACHR hopes to achieve changes at the end of the implementation of the Strategic Plan (five years).

Ultimate outcome

Greater
enjoyment
of all human
rights by all in
the Hemisphere.



Intermediate outcomes

The outcomes that the IACHR hopes to attain in the medium term correspond to three pillars, two external (IO 1 and IO 2), and one internal, within the IACHR (IO 3). These outcomes are as follows:

IO 1:

Increased protection and defense of victims of human rights violations, with special attention to people belonging to historically excluded groups.

IO 2:

Greater observance of and guarantees of human rights in the Hemisphere by states.

IO 3:

Improved institutional culture in the IACHR with a human rights-based approach.



Strategic objectives

To contribute to the achievement of the end goal and intermediate outcomes, the IACHR intends to meet the following strategic objectives:

1. To increase access to inter-American justice, particularly for historically excluded people.
2. To strengthen protection for individuals by States against the risk of serious, imminent, and irreparable harm to human rights.
3. To promote compliance with the recommendations and standards of the inter-American human rights system.
4. To increase the capacity of the IACHR to have an impact in preventing violations and addressing human rights crises in a timely manner, particularly those adversely affecting historically excluded persons.
5. To deepen the awareness of state agents of structural problems that give rise to human rights violations in the Hemisphere.
6. To strengthen the capacity of state agents and civil society organizations to promote, respect, and ensure human rights.
7. To increase access to IACHR mechanisms for historically excluded persons, civil society organizations, and States.
8. To enhance the mechanisms of the IACHR with a gender, intersectional, and results-based management perspective.
9. To improve management of human, financial, administrative, and technological resources with a human rights-based perspective.

Logical model

To achieve each of the strategic objectives a set of programs has been defined, with their lines of action, that can contribute to attaining one or more outcomes, since these are interdependent and their aim is to facilitate the attainment, in the long term, of the Plan's ultimate outcome.

The strategic objectives defined in this plan will have a direct effect protecting and defending the victims of human rights violations, in particular of historically excluded groups. They will also have an impact on the task of the member states of applying international and national human rights standards and incorporating human rights perspectives in their policies. The IACHR, with the support of various actors, will contribute to bringing about changes in the conduct, practices, and performance of the states. In addition to giving impetus to and defending the enjoyment of human rights by all persons of the Hemisphere, the IACHR undertakes to work to transform its culture in keeping with the principles and standards that it promotes.

The following table presents the logical framework of the Plan, which depicts visually the chain of results and strategic objectives with their corresponding programs that will have an impact on the greater enjoyment of human rights by the persons of the Hemisphere.



Ultimate outcome

GREATER ENJOYMENT OF ALL HUMAN RIGHTS BY ALL IN THE HEMISPHERE

Intermediate outcomes

Increased protection and defense of victims of human rights violations, with special attention to people belonging to historically excluded groups.

Greater observance and guarantees of human rights in the Hemisphere, by the states

Improved institutional culture in the IACHR with a human rights-based approach

Strategic objectives

To increase access to inter-American justice, particularly for historically excluded people

To strengthen protection of persons by states against the risk of serious, imminent, and irreparable harm to human rights

To promote compliance with the recommendations and standards of the inter-American human rights system

To increase the capacity of the IACHR to have an impact in preventing violations and addressing human rights crises in a timely manner, particularly those adversely affecting historically excluded persons

To deepen the awareness of state agents of structural problems that give rise to human rights violations in the Hemisphere

To strengthen the capacity of state agents and civil society organizations to promote, respect, and ensure human rights

To increase access to IAHR mechanisms for historically excluded persons, civil society organizations, and states

To enhance the mechanisms of the IACHR with a gender, intersectional, and results-based management perspective.

To improve management of human, financial, administrative, and technological resources with a human rights-based perspective.

Programs

- P1 Streamlining processes and progressive reduction of the procedural backlog.
- P2 Strengthening and expansion of friendly settlements.
- 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.
- P4 Expansion of management capacity for cases in transition and being processed by the Inter-American Court of Human Rights.

- P5 Strengthening precautionary measures with a differential risk analysis for historically excluded persons.
- P6 Establishment of special protection mechanisms.
- P7 Expansion of management capacity for provisional measures.

- P8 Strengthening of recommendations follow-up and Inter-American SIMORE.
- P9 Multilevel dialogue and work agenda with states.

- P10 Monitoring strategies to contribute to the prevention of human rights violations.
- P11 Expansion of information management in risk monitoring.
- P12 Timely attention and response to emerging human rights crises and situations.

- P13 Promotion and strengthening of the rule of law, democratic institutions, and the separation of powers.
- P14 Attention to the structural factors that give rise to discrimination and violence against persons in situation of exclusion.
- P15 Special program for the ESCER.
- P16 Special program on freedom of expression and access to information.
- P17 Priority attention to the Caribbean.
- P18 Priority attention to Central America.
- P19 Promotion of human rights online and technology use.

- P20 Capacity building and strengthening for the promotion and observance of human rights.
- P21 Promotion and dissemination of mechanisms and standards of the inter-American human rights system.
- P22 Technical cooperation on institutional matters and public policies with a focus on human rights.
- P23 Expansion of links with national human rights institutions, civil society organizations, and other non-state actors with an impact on the enjoyment of human rights.

- P24 Improved access to the IACHR.
- P25 Friendly communication and dissemination, in a differential and inclusive manner.
- P26 Continuity of care for users.

- P27 Improvement of IAHR processes, mechanisms and tools with a gender, intersectional and results-based management approach.
- P28 Implementation of knowledge management in the IACHR mechanisms.
- P29 Improving accountability and transparency in institutional processes.
- P30 Establishment of coordination mechanisms with international human rights organizations.

- P31 Implementation of human rights-based human talent management policies.
- P32 Improvement of the work environment.
- P33 Innovation, modernization, and continuous technology enhancement at the IACHR.
- P34 Financial resilience plan

Strategic programs

As illustrated in the logical framework, each intermediate outcome is tied to strategic objectives, which in turn encompass programs with their strategic lines on which the IACHR will work during the period covered by the Plan. Shortly the IACHR will present each program in more detail, with action plans, outcomes, outputs, activities, indicators, and goals.

intermediate outcome 1.

Increased protection and defense of victims of human rights violations, with special attention to people belonging to historically excluded groups

Through its various mechanisms the IACHR will work to gradually reduce the procedural backlog; to protect persons from serious, imminent, and irreparable harm; and to make decisions and recommendations and enrich the inter-American legal standards for the protection of human rights. Systematic and reinforced follow-up to the recommendations as well as dialogue at various levels and joint work will help the states satisfy their obligations in the area of human rights which, in turn, will strengthen the protection and defense of human rights in the Hemisphere.

Strategic objective 1.1

To increase access to inter-American justice, particularly for historically excluded people

The IACHR will continue working on the system of petitions and cases to improve access to justice for victims whose rights have been violated so that they can receive full reparation. In addition, it will develop standards in its pronouncements and will issue recommendations that enable the states to prevent new human rights violations.

The system of petitions and cases is a unique mechanism that has enabled thousands of persons who have suffered violations of their human rights to obtain justice and full reparation. In addition, it has become an important tool for the states to fight impunity and carry out structural reforms of their laws, policies, and practices to promote respect for and guarantees of human rights. The exponential increase in the number of petitions and cases presented and the limited capacity to respond and process them have led to a major procedural backlog, despite the measures adopted by the IACHR over the years to address it. Although the procedural backlog is due to several factors, it is directly related to the limited resources that the IACHR has had to fully carry out its mandates. This situation, in addition to posing the constant need to seek more resources, has resulted in an ongoing analysis about how to optimize the procedures and accelerate decision-making, at the same time safeguarding the quality and legal foreseeability of decisions, as well as the complementary and subsidiary nature of the inter-American system.

During the period covered by this Strategic Plan it is proposed to consolidate several of the prior measures and adopt other complementary ones with a view to mitigating the increase in the portfolio of cases pending decision and creating the conditions for gradually reducing the procedural backlog. In addition, given the large number of matters pending in the portfolio the IACHR has pointed to the need to adopt decisions and provide access to more timely justice that contributes to the non-repetition of human rights violations.

The Commission will continue consolidating the results attained in the initial review stage with an expeditious evaluation of the petitions filed. It will also organize, strengthen, and orient its resources so as to have more timely decisions in the petitions and cases, according priority to final decisions so that matters pending not continue to accumulate. In particular, the IACHR proposes to expand the use of friendly settlements as an alternative dispute resolution mechanism that helps reduce the procedural backlog and facilitates the application of individual and structural measures of reparation.

Moreover, in response to the large portfolio of petitions and cases, the Commission has considered studying the matters to address transparently the petitions and cases that require priority attention, as per the particular circumstances of the matter, especially in situations in which the passage of time brings about an irreparable negative impact on the object of the petition. The Commission will also accord priority to decisions on matters that help states address in more timely fashion the legal, structural, and short-term situations that violate human rights, so as to prevent new violations.

Finally, compliance by the states with the recommendations set forth in the reports of the IACHR is essential for victims to obtain justice and reparation for the violations of their rights, and for the states to take measures aimed at preventing new violations. In this area, the IACHR will adopt measures aimed at supervising and accompanying dialogues for carrying out the recommendations in its reports on the merits in the transition stage. It will also strengthen its specialized role and capacity for action as guarantor of inter-American public order before the Court in relation to cases that are referred to its jurisdiction, and it will engage the Court on specific issues of concern through requests for advisory opinions.

The Commission will provide the states information on the portfolio of petitions and cases and will address consultations. In addition, the IACHR recognizes the importance of maintaining an ongoing dialogue with the users of the inter-American system and of undertaking a periodic review of the measures adopted as well as the results.

P1. Streamlining processes and progressive reduction of the procedural backlog

During the period covered by this plan the IACHR will continue taking measures to provide victims a timelier response through the system of petitions and cases, to accelerate the approval of merits reports, and to create conditions for gradually reducing the number of pending cases

The specific lines of action of this program are the following:

1. As regards improving management, (i) review the classification of the portfolio of petitions and cases and improve their categorization across the board based on principal and subsidiary issues on an electronic platform that facilitates their management; (ii) increase and prioritize the allocation of resources and working groups for preparing reports on petitions and cases that make possible final resolutions of matters; and (iii) strengthen the specialization of the teams by issues and contexts to optimize consistency across the reports. .
2. As regards consolidating existing strategies and adopting new measures to expedite decision making and increase the number of decisions, (i) continue undertaking the initial study of the petitions the same year as they are received, with the strict application of the criteria spelled out in the Rules of Procedure and in the American Convention; (ii) optimize and strictly apply the policy of archiving in keeping with the criteria defined in the Rules of Procedure; (iii) expand the use of strategies such as joining petitions or cases when there

is identity of parties or similar fact patterns, as well as combining decisions on admissibility and merits; (iv) draw up models and formats for reports covering cases with similar issues or types of violations so as to maintain consistency across the reports and to accelerate the pace of their preparation, at the same time not losing sight of the uniqueness and particular circumstances of the victims; and (v) compare experiences for addressing the procedural backlog and use better technologies to accelerate case management and the preparation of reports.

P2. Strengthening and expansion of friendly settlements

The IACHR will continue promoting the use of the friendly settlement mechanism to increase victims' access to justice in an effective and timely manner and to help reduce the procedural backlog.

In the current stage of preparation of the 2023-2027 Strategic Plan, the IACHR will address the following strategic lines of action: (i) promote the friendly settlement mechanism and give visibility to its transformative impact; (ii) give impetus to negotiations; (iii) foster implementation of the agreements; (iv) develop a strategy for addressing the procedural backlog in the contentious portfolio of petitions and cases by pursuing friendly settlements by negotiations in series, taking into consideration the types of violations and the issues addressed in the cases; (v) provide differentiated attention to give impetus to negotiations, the signing of friendly settlement agreements, decisions by the Commission approving those agreements, and monitoring published agreements; and (vi) gradually reduce the procedural backlog by pursuing friendly settlements until no matters being negotiated are more than five years old.

Through these lines of work the IACHR will promote consolidation of the friendly settlement procedure as an alternative dispute resolution mechanism to continue expanding its use with more flexible procedures, with a proactive approach to the management and conduct of both those negotiations already under way and new ones in cases in which the parties are willing to use the mechanism. It will also promote implementation of the commitments taken on by the states in that context.

To work on these strategic lines the IACHR will continue strengthening its institutional, technical, and specialized capacities in the area of alternative dispute resolution so as to consolidate its mediation team. At the same time, it will work on building the capacity of new users of the mechanism and will strengthen those who are already users in the states that have traditionally made use of the mechanism, maintaining cooperation with specialized and personalized technical advisory services.

■ P3. Prioritization of petitions and cases to ensure more timely justice and the development of standards with a structural impact on the protection of human rights

The IACHR will apply a policy of prioritization of the petitions and cases that not only takes account of a chronological criterion, but that also facilitates more timely justice for victims at urgent risk of irreparable harm and that contributes to evolving inter-American standards to solve legal, structural, or short-term problems of the states that affect the enjoyment of human rights.

In the context of this plan the IACHR will design and implement a transparent policy of prioritized planning of petitions and cases that makes it possible to rule on different issues coming up in states from throughout the region. With that purpose, and in keeping with program 1, first the portfolio of petitions and cases will be classified uniformly in principal and subsidiary issues that offer foreseeability and certainty as regards their prioritization. The IACHR will also study the policy that will be applied; once adopted, it will be reviewed periodically to ensure that it will be possible, with the human and technical resources available, to make progress on the portfolio in chronological order.

■ P4. Expansion of management capacity for cases in transition and being processed by the Inter-American Court of Human Rights

The IACHR will adopt measures for more victims of human rights violations to obtain justice through compliance with decisions in merits reports, the guarantee of full reparation, and the referral of cases to the Court. In addition, pursuant to its mandates under the American Convention, it will continue to activate the jurisdiction of the Court to develop case-law that addresses structural and short-term issues faced by the states in the region.

The lines of action for achieving these objectives are: (i) increasing the capacity of the IACHR to manage the cases in the transition stage and actively promote negotiations and agreements to carry out the recommendations contained in the reports on the merits; (ii) increasing its technological capability for calculating deadlines, sending written communications that keep the processes moving forward, holding working meetings, issuing technical notes, and advising the parties; (iii) strengthening its capacity and specialization for managing cases before the Court with the objective of ensuring full reparation for victims, as well as developing the case-law so as to address structural or short-term situations in a timely manner, and (iv) bolstering its capacity to be strategic in requesting advisory opinions of the Court on issues that are important legally and current in the region to determine the scope of rights and the correlate obligations of the states.

Strategic objective 1.2.

To strengthen protection for individuals by states against the risk of serious, imminent, and irreparable harm to human rights

By granting timely precautionary measures and following up on their implementation to ensure their efficacy the IACHR hopes to strengthen protection for persons who are at serious and urgent risk of suffering irreparable harm to their human rights. In addition, where warranted, it will promote special protection mechanisms.

The IACHR will adopt measures to expedite the evaluation and granting of precautionary measures. In addition, it will establish guidelines for making recommendations, with an intersectional, gender, and intercultural perspective, supported by solid legal criteria and standards, with the aim of expanding protection for communities and persons in situation of vulnerability.

The IACHR will work to strengthen the mechanism for supervising the implementation and effectiveness of precautionary measures. To that end, it will continuously evaluate the precautionary measures granted with an approach mindful of intersectionality, age, interculturality, diversity, and gender. Through meetings and hearings, onsite visits, follow-up resolutions and requests for periodic reports to the parties, among other activities, the IACHR will monitor implementation of the precautionary measures granted and compliance with related recommendations, and will place itself at the disposal of the parties to offer accompaniment and technical support to achieve these ends. The IACHR will maintain closer communication with the parties, as well as periodic and systematic monitoring in situations that so merit, and will examine the possibility of establishing special mechanisms of protection, taking as an example the Special Follow-up Mechanism on the Ayotzinapa Matter (MESA), related to Mexico.

In a complementary initiative, the IACHR anticipates expanding its capacity to seek provisional measures from the Court in situations of extreme gravity and urgency when necessary to prevent irreparable harm to persons. It will adopt measures to ensure timely application for provisional measures from the Court and will strengthen its capacity to support it, supervising the provisional or urgent measures in force.

■ P5. Strengthening precautionary measures, with a differential risk analysis for historically excluded persons

In the face of the steady and exponential increase in the requests for precautionary measures received in recent years, as well as in the portfolio of current precautionary measures, the IACHR strengthened its team and its work methods; approved new instruments, such as resolutions 3/2018 and 2/2020, which set forth procedures for strengthening the precautionary measures mechanism, supervising current measures, and making them transparent; and expanded its capacity for analysis, leading to more timely decisions and the granting of an unprecedented number of precautionary measures, and intensified follow-up on them.

Accordingly, the Commission will continue improving the mechanisms for accelerating the analysis of the requests for precautionary measures received, guaranteeing fundamental rights, and preventing serious and urgent situations that present a risk of irreparable harm to persons or to the subject of a petition or case pending before the organs of the inter-American human rights system. The IACHR also plans to systematize and disseminate a compendium of precedents regarding the granting of precautionary measures, which will include the risk factors considered in the analysis based on the criteria in the Rules of Procedure, and to include precautionary measures in the Inter-American SIMORE to offer more transparency and access to information for the users of the system.

The Commission will continue guaranteeing an analysis of the situation of persons from historically excluded groups depending on the country context, with a gender perspective, and with the relevant differential perspectives for historically excluded groups. Moreover, it will promote the precautionary measures mechanism and offer training on it.

As for supervision, the IACHR will reinforce monitoring of the precautionary measures in force to verify that they are being implemented by the states and to support the parties. In particular, it will consider the measures adopted by the states with a view to protecting the rights of the beneficiaries, as well as the observations of their representatives. The Commission will make greater use of the monitoring tools, such as working meetings (including between periods of sessions), hearings, bilateral meetings, working groups for monitoring, and working visits, to try to move the parties towards common ground for the effective supervision of precautionary measures. It will also periodically evaluate the requirements in the Rules of Procedure so as to expand, modify, or lift measures or issue resolutions following up on the precautionary measures in force as part of the initiatives aimed at their effective implementation. The IACHR will analyze implementation of the measures with the necessary gender, intersectional, and differential perspectives as well as taking a collective approach to foster protection for the persons and groups who are the beneficiaries of the precautionary measures.

■ P6. Establishing special protection mechanisms

In the context of its commitment to continue accompanying the parties in implementing the precautionary measures in force and in situations that merit its active participation and periodic and systematic follow-up, the IACHR will examine the possibility of establishing special mechanisms of protection, such as the Special Follow-up Mechanism on the Ayotzinapa Matter (MESA) for Mexico and the Special Monitoring Team (ESE) for Ecuador, which were established to follow up on precautionary measures.

The IACHR is available to provide technical advisory services to national protection mechanisms, in particular concerning intercultural and gender perspectives. The Commission also expects to deepen its joint work with national protection mechanisms in order to verify the effectiveness and suitability of precautionary measures and to address challenges, possible responses, and good practices used in the region.

■ P7. Expansion of management capacity for provisional measures

The IACHR will adopt measures to protect persons in a situation of extremely serious risk of imminent and irreparable harm to their rights. It will send requests for provisional measures to the Inter-American Court. Moreover, in keeping with its mandates under the American Convention, the IACHR will continue working with the Court on the supervision of the urgent or provisional measures ordered by submitting written and oral observations and making visits, as appropriate.

The IACHR will increase its capacity to evaluate the precautionary measures in force and, in situations of extreme risk and failure to observe or inefficacy of the measures, it will seek provisional measures from the Court and strengthen its capacity and specialization for managing them. It will also bolster its technological capability to work with an active portfolio.

Strategic objective 1.3.

To promote compliance with the recommendations and standards of the inter-American human rights system

In order to promote compliance with the recommendations issued in its mechanisms the IACHR will provide technical assistance to the states, systematize the effects of its work, strengthen the monitoring mechanism, and set in motion dialogues at several levels and a joint working agenda with the states.

Compliance with the recommendations and decisions of the IACHR will be reflected in public policies as well as in regulatory and legislative initiatives of the states aimed at protecting, defending, and ensuring human rights.

■ P8. Strengthening of recommendations follow-up and Inter-American SIMORE

Through the Inter-American SIMORE program the IACHR will give impetus to compliance with its recommendations based on three strategic lines.

First, the Commission recognizes that the optimal development of its monitoring process depends largely on the content and scope of the recommendations to be monitored being clear, well-defined, and susceptible to evaluation using objective criteria. For this reason, through this program the IACHR will progress in consolidating a methodology that leads to criteria for making recommendations that can be monitored.

Second, the Commission recognizes that quality information on compliance with its recommendations makes effective monitoring possible. Through this program the IACHR will strengthen its efforts to access quality information that makes it possible to learn, up close and in detail, how its recommendations are being carried out. Access to this information requires adequate channels that foster the participation of the states, civil society, victims, academia, and the national human rights institutions, among others. This program 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.

Finally, this program will consolidate the methodologies and procedures so that the IACHR can adopt consolidated positions on the degree of compliance with its recommendations based on the information available to it. The IACHR will strengthen the mechanisms for verifying information – such as monitoring visits to the countries and targeted dialogues with stakeholders – and will apply objective parameters in this evaluation.

P9. Multilevel dialogue and work agenda with states

The IACHR recognizes the importance of maintaining a fluid and ongoing political dialogue with the states as important actors in the inter-American human rights system.

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.

To this end, the following strategic lines will be developed: (i) bilateral meetings to further relations and build mutual trust with each state; (ii) meetings with regional groups (ALADI + Mexico, SICA, Caricom, and the United States + Canada) and thematic groups to further the dialogue with groups of countries that are leaders on certain human rights issue areas and that can provide political support for the work of the Commission; (iii) strategy of participating in the political bodies of the OAS, in coordination with the above-mentioned thematic groups so that the IACHR can perform its role of serving as an advisory

organ of the OAS in respect of human rights; (iv) dialogues on the three main pillars of the strategy for the Caribbean: promotion, meetings on the portfolio, and technical cooperation for promoting the protection of human rights; and (v) promoting compliance with the decisions, recommendations, and standards set forth by the IACHR in its different mechanisms and reports.

In addition, the Commission recognizes that the working agenda with the member states has led to specific and positive results as regards carrying out the recommendations. Through this program the IACHR will strengthen the dialogue with the states to facilitate working agendas that make it possible to promote and provide technical support to the processes of implementing its decisions and recommendations.

In relation to the joint working agenda with the states, consideration will be given to the states' progress in prevention, protection, and guarantees of human rights in the geographic or thematic monitoring reports. Good practices when it comes to incorporating standards and carrying out recommendations will be documented so as to make them known to other member states.



Intermediate outcome 2.

Greater observance and guarantee of human rights in the Hemisphere by states

The IACHR will strengthen its capacity to monitor the human rights situation in the hemisphere, paying special attention to the groups and persons historically excluded and discriminated against. It will also reinforce its observation mechanisms by prioritizing a preventive approach, with specialized attention for the structural problems that give way to patterns of human rights violations, and timely attention to human rights crises in the region.

The IACHR will work on strengthening its capacity to contribute to preventing human rights violations and developing the capacity of state agents and civil society organizations to promote inter-American standards through structured and periodic trainings. In addition, it will provide technical assistance for constructing public policies with an approach that is inclusive, diverse, intercultural, and interdisciplinary, particularly with respect to structural issues that propel patterns of human rights violations, such as corruption, negative impacts on the democratic institutional framework and judicial independence, discrimination, violence, and impunity. At the same time, it will continue addressing in timely fashion the human rights crises in the countries and providing specialized attention to the regions of Central America and the Caribbean, as well as the programs of its special rapporteurships.

The Commission hopes that in this way the states will gain greater awareness, act to address the structural problems that give rise to violations, and adopt measures to respect and guarantee the human rights of all persons in the Hemisphere.

Strategic objective 2.1.

To increase the capacity of the IACHR to have an impact in preventing violations and addressing human rights crises in a timely manner, in particular those adversely affecting historically excluded persons.

The IACHR will increase its ability to have an impact preventing human rights violations through new strategies and protocols with a preventive approach that draws timely attention to situations or aspects that may pose a risk to human rights before they become violations of rights, in particular of the historically excluded populations.

P10. Monitoring strategies to contribute to the prevention of human rights violations

The IACHR proposes to strengthen its mechanisms and procedures for timely detection of risks of human rights violations in the region, and at the same time reinforce cooperation with the states, all with a preventive approach.

In order to detect the patterns and trends related to the risks, the IACHR will take into account the criteria established in its Rules of Procedure and will adopt indicators, methodologies, and tools for collecting, recording, cataloguing, and analyzing information from closed and open sources. To this end, it will be necessary to forge alliances with actors who can provide information, methods, and tools for detecting risks of human rights violations.

When it observes risks of human rights violations the IACHR, after consulting with state agents, civil society organizations, and other relevant stakeholders, will alert the states and propose viable strategies.

The IACHR will strengthen the following strategic lines of its monitoring work: (i) reinforcing the strategic monitoring mechanisms so as to anticipate crises and situations that pose a risk of human rights violations; (ii) pointing to elements of public policy, regulations, administrative measures, or other government acts that may pose a risk of human rights violations, with the aim of warning the states in timely fashion; (iii) strengthening relations with civil society organizations and human right defenders; and (iv) providing advisory services to the states with the aim of reviewing such measures in light of human rights standards.

■ P11. Expansion of information management in risk monitoring

The IACHR receives substantive information from various internal and external sources regarding the general human rights situation in the Hemisphere, precautionary measures, and individual cases. That information should be recorded, systematized, standardized, and distributed among the areas with the aim of enhancing the responses of the Commission through its various mechanisms.

In coming years the IACHR will work on adopting and making use of tools that facilitate the search, collection, analysis, and management of the information received and produced; this effort will draw on methods for human rights investigations to modernize and support monitoring risks that give rise to human rights violations. These tools should make it possible to record information in data bases, perform analyses, generate various visualizations, and insofar as possible, geo-reference the information to facilitate detecting patterns and trends in risks and supporting strategies and initiatives to help prevent violations. These tools will supplement the systems that the IACHR plans to develop to support the monitoring and decision-making mechanisms.

■ P12. Timely attention and response to emerging human rights crises and situations

In recent years the historical social grievances in various countries of the region have been channeled through legitimate democratic channels, such as protest, but often the states have responded with excessive force and have restricted rights, resulting in an increase in human rights violations. Despite the complexities, such crises can be foreseen. Nonetheless, in practice, once they occur, they demand the immediate attention of the IACHR to assess human rights violations reported intersectionally and inter-institutionally with a view to keep the situation from worsening and strengthening the dialogue between the parties.

In that framework, in the period covered by this plan the Commission will work strategically with the aim of: (i) optimizing the capacity to respond in a timely, adequate, and integrated manner to situations of risk of human rights violations, in particular with respect to the persons, groups, and populations in vulnerable circumstances; (ii) increasing the timely presence of teams of experts on the ground during crises or to address emerging human rights situations and apply strategies for collecting information and containing human rights violations, within the competencies of the IACHR; (iii) strengthening mechanisms of cooperation with other international human rights

institutions; (iv) accompanying, within the competencies of the IACHR, the construction and development of mechanisms of dialogue between the state and the parties involved; and (v) promoting the states' duty of international transparency by giving visibility to states' acts or omissions that may violate inter-American human rights standards.

Strategic objective 2.2.

To deepen the awareness of state agents of structural problems that give rise to human rights violations in the Hemisphere

The IACHR will focus its thematic and geographic monitoring mechanisms on the structural problems that give rise to human rights violations in the Hemisphere, in particular of persons from historically excluded groups and in the Caribbean and Central American regions. In addition, it will increase its monitoring capacity by means of technological platforms for automating the search for information based on indicators and to obtain information from other monitoring systems and CSO networks.

The IACHR will promote the observance of human rights and will provide technical assistance to the states. The focus will be on raising awareness and on making recommendations on effective and comprehensive strategies for addressing the patterns of human rights violations related to (i) attacks on democratic institutions; (ii) freedom of expression; (iii) judicial independence; (iv) discrimination and violence in physical and virtual spaces against persons from historically excluded groups; (v) the arbitrary use of force and other forms of institutional violence; (vi) citizen insecurity; (vii) the lack of guarantees of economic, social, cultural, and environmental rights; and (viii) the effects of corruption on human rights. One of the cross-cutting issues will follow-up on new or invisible forms of violence in the digital space.

The programs associated with the special rapporteurships of the IACHR should be addressed in a cross-cutting manner in the Strategic Plan, taken together, since they are also part of the programs contained in this Plan, for they are offices and principal advisory services of the IACHR in relation to the rights and issues within their competence.

The Commission and its Executive Secretariat will actively promote the coordination of the mechanisms, mandates, and strategic programs included in this plan with the special rapporteurships, mindful of both the specific and cross-cutting nature of these specialized offices.

P13. Promoting and strengthening of the rule of law, democratic institutions, and the separation of powers

The IACHR has been observing with concern certain trends associated with the weakening of the democratic institutional framework and judicial independence, in particular the actions of different branches of government.

Accordingly, in the coming years the IACHR will focus on the following strategic lines of action: (i) monitoring and warning about situations that could place the democratic institutional framework and the separation of powers at risk; (ii) making recommendations to the states to strengthen the democratic institutional framework and the rule of law; (iii) technical cooperation with the states to design public policies and regulations that counter the risks of violation of these principles; (iv) creating or improving inter-American standards on the separation of powers; and (v) disseminating these standards and recommendations.

P14. Attention to the structural factors that give rise to discrimination and violence against persons in situation of exclusion

Structural discrimination continues to pose one of the main challenges to human rights in the region, as it continues to be rooted in the foundations of society and its effects continue generating violence and prejudice against persons from historically excluded groups.

In response, the Commission will monitor and undertake an interdisciplinary assessment of the human rights situation adopting differentiated and intersectional approaches, across the following strategic lines: (i) development and promotion of standards associated with diversity issues, in particular sexual orientation, gender, ethnic-racial and cultural characteristics, and social and economic situation; (ii) monitoring and analysis of the dynamics of structural discrimination and selection of good practices; (iii) human rights education to promote a sociocultural change through the training of strategic personnel in the state, and increasing the capacity for action by civil society; and (iv) campaigns geared to countering the dissemination of false information and hate speech and hate crimes.

■ P15. Special program for Economic, Social, Cultural and Environmental Rights

The Special Rapporteurship on Economic, Social, Cultural, and Environmental Rights (REDESCA) will continue developing the programs and addressing the issues in its current 2020-2023 three-year plan. Its priority strategic lines are: (i) the right to health and social determinants of health; pandemic and food crisis; (ii) environmental rights, climate emergency, and the human right to water; (iii) human mobility and economic, social, cultural and environmental rights; (iv) business and human rights; (v) labor and union rights; (vi) fiscal and economic policy: corruption and human rights; and (vii) education, science, and technology: academic freedom and university autonomy.

In keeping with the foregoing lines, the Special Rapporteurship will continue working in the coming years on access to vaccines and treatments to fight COVID-19 and other epidemics and pandemics; non-communicable diseases and human rights; recognition and protection of the human right to care and the public policies necessary for its effective observance; the situation of the human right to housing and forced evictions; the human right to education with a human rights approach and a gender

perspective; the impact of the pandemic in the long term and redistributive economic policies to address the needs for protection and social security; the incorporation of inter-American standards in implementing the Escazú Agreement; the gains in recognition of and protection for the rights of nature; the development and application of standards in the area of business and human rights, including promoting laws on business due diligence in the states; the development of standards related to cultural rights and the human right to science; the impact of the new technologies on sustainable development and economic, social, cultural, and environmental rights, in particular as regards the future of work; the digital divide and its impact on education and access to essential services; artificial intelligence and neuro-technologies; and the impact of the use of cryptocurrencies on economic, social, cultural, and environmental rights and on the right to development.

The REDESCA will develop and implement a new agenda for 2023-2026 in which the challenges and strategic guidelines of the IACHR established in this plan will be addressed.

■ P16. Special program on freedom of expression and access to information

In its 2020-2023 three-year plan the Office of the Special Rapporteur for Freedom of Expression (RELE) has mapped out a route for protecting, promoting, and giving impetus to the inter-American standards on freedom of expression by: (i) promoting and appropriating emblematic decisions of the Court, thematic reports, and inputs produced by the Rapporteurship; (ii) critiquing the impact of the expansion of authoritarianism on the freedom of expression; (iii) analyzing the digital challenges; and (iv) contributions to address imminent challenges in the region. To achieve these objectives the mechanisms of the inter-American human rights system will be drawn on in a cross-cutting manner. These mechanisms are the system of petitions and cases, promotion and academic visits, monitoring, onsite visits, development of specialized knowledge, technical advisory services, and public policies.

The RELE will design and implement a plan for 2023-2026 that will address the challenges and strategic guidelines of the IACHR.

■ P17. Priority attention to the Caribbean

The Commission will continue working to strengthen and deepen its cooperation with the states of the region by means of specific mechanisms that may have a greater impact in the region.

Based on the accomplishments of the 2017-2021 Strategic Plan, the IACHR will engage in more comprehensive and effective monitoring of human rights in the Caribbean and will step up its cooperation with state and non-state actors to increase the Commission's knowledge of the human rights situation and contribute to making recommendations specifically geared to the region regarding the protection of human rights.

Promoting universal ratification of the inter-American human rights instruments, especially the American Convention on Human Rights and its protocols, will continue to be a priority for the work in the Caribbean.

■ P18. Priority attention to Central America

As regards Central America, the Commission observes the persistence of different challenges related to the solidity and operation of the rule of law, such as the separation of powers and democratic checks and balances, impairments to judicial independence, the weakening of the democratic institutional framework, and the shutting down of civic spaces and citizen participation in public policy. In addition, structural situations affect the protection and guarantee of human rights in the subregion, in particular the pronounced inequality and discrimination, as well as violence and risks faced in defending human rights.

In this respect, the IACHR proposes to pay more attention to the countries of Central America, promoting greater integration among the different mandates and mechanisms of the Commission and reinforced monitoring of the factors that are motives of concern, and of their impact on the human rights situation in the countries. The IACHR also accords priority to strengthening spaces for listening to civil society and supporting its participation in the different state mechanisms. The program maintains the IACHR's specific efforts initiated in the 2017-2021 Strategic Plan to promote inter-American recommendations and standards related to human rights and to develop the capacity of the states to apply them through technical cooperation.

■ P19. Promotion of human rights online and technology use

Considering that technology is affecting and will have an even greater impact on the exercise of all the rights protected in the American Convention on Human Rights, the IACHR will continue preparing itself, in view of the digital challenges, to incorporate the intersection of human rights and technology in its different mechanisms. There is a widespread consensus that the challenges posed by the Internet have become much more complex, requiring an expert perspective by the Commission, with a comprehensive approach that harmonizes the tensions among rights and that considers the impairments on the different groups and populations which it has a mandate to protect.

Accordingly, the IACHR proposes to carry out a series of activities with a view to continue reinforcing the current standards: (i) hold public hearings on various issues related to digital technologies, with a gender perspective; (ii) prepare thematic reports that build on the standards constructed in prior reports and guidance; (iii) give impetus to cases that make it possible to further develop the standards through the system of petitions and cases; and (iv) facilitate opportunities — such as forums — in which the member states of the OAS and the digital media platforms participate to further address the challenges of the Internet and human rights.

The IACHR will strengthen its role in multilateral forums and in those that include the participation of major actors in a dialogue on matters tied to the Internet so as to consolidate an inter-American way forward that provides guidance and leadership on these issues in the region. Discussions on the impact of the Internet on different facets of democratic life are proliferating and, as the IACHR indicated, freedom of expression on the Internet is at an inflection point in the region. There are reasonable disagreements about many of the issues raised by the Internet that find expression in tensions among various rights. In this regard, it is recommended that further dialogue take place in the IACHR on the tensions that arise between certain rights, for example when online violence is justified in the name of the freedom of expression. In that regard, the IACHR proposes (i) to generate technical inputs internally so as to analyze and comment on the implications of the Internet for all rights that emanate from the

American Convention on Human Rights; (ii) to give impetus to dialogues with civil society focused on various historically excluded populations, such as women, Indigenous peoples, and persons with disabilities; and (iii) to foster internal dialogue among the various areas of the IACHR and to seek ways of making it public so as to expand capacity.

The internal operational readiness of the IACHR to incorporate the intersection between human rights and technologies in the different mechanisms also encompasses the development of human capital. To that end, the IACHR will hold internal discussion meetings on controversies that include digital issues, will consider in its internal flows for approving documents the analysis and review in light of a perspective specialized in digital rights, and will aspire to have persons in its different areas who are familiar with and specialized in standards on the Internet and human rights.

Strategic objective 2.3.

To strengthen the capacity of state agents and civil society organizations to promote, respect, and ensure human rights

The IACHR will expand its technical cooperation programs with the states to assist in drawing up public policies with a human rights approach that strengthens their human rights institutions and prevents violations. It will also continue promoting ratification of the inter-American treaties and instruments and opening the way for dialogue to overcome existing obstacles.

In this context the IACHR will develop strategies to disseminate information to the states and civil society on inter-American standards and the protection mechanisms of the IACHR; will carry out structured programs for human rights training that improve coverage and access to a broader base of public officials, regions, and populations; and will promote human rights in the education system so as to contribute to developing the capacity to give impetus to respect for human rights in the countries of the region.

P20. Capacity building and strengthening of the promotion and observance of human rights

The IACHR will carry out training activities so that civil society, social actors, and member states of the OAS better understand the different aspects of the inter-American human rights system, its mechanisms, the implementation of decisions, and the inter-American case-law and standards and their incorporation into the regulations, policies, and internal practices of the states, as well as in public policies with a human rights perspective. The training activities of the IACHR contribute to fostering a culture of peace and respect by promoting and protecting human rights.

To that end, the IACHR will design a comprehensive strategy that makes it possible to consolidate the current training program and expand its capacity for impact. This strategy will integrate in-person and virtual activities, which will be publicized through a specialized microsite. In addition, it is anticipated that training will be offered in more languages and in diverse geographic zones, and that their accessibility and scope will be expanded, mindful of the needs of the different groups to which the training proposals are geared.

■ P21. Promotion and dissemination of mechanisms and standards of the inter-American human rights system

The IACHR will carry out promotion activities with the aim of making known the standards developed by the principal organs of the inter-American human rights system, the available mechanisms, thematic and country reports, the activities of the IACHR, and its pronouncements. The objective is to reach the largest possible number of persons in the Hemisphere to contribute to protecting the human rights of all persons.

To this end the IACHR will design a comprehensive promotion strategy geared to consolidating the dissemination activities and fostering greater awareness, and to developing specialized promotion products to expand the capacity of the activities and mechanisms of the IACHR to have an impact. This strategy will integrate in-person and virtual activities in cooperation with the Court and other entities that use the system. It is anticipated that these promotion activities will be offered in more languages with the aim of improving access for persons with specific needs.

■ P22. Technical cooperation on institutional matters and public policies with a focus on human rights

Through technical cooperation the IACHR seeks to work with the states, civil society, the academic sector, and other actors, such as international and regional organizations, to make progress in carrying out the international obligations and applying inter-American standards through institutional strengthening in the Americas. The objective is to guarantee the protection and enjoyment of human rights, avoid the repetition of violations, and apply public policies with a human rights approach that lay the bases for strengthening a culture of human rights.

To that end, the IACHR will design a comprehensive strategy with the aim of broadening and consolidating its work of cooperating with and providing technical assistance for the states of the region, based on five pillars: (i) dissemination and strengthening of the technical cooperation mechanism and the various modalities of its implementation; (ii) increased capacity of the states for using the technical cooperation mechanisms to help them comply with their international obligations and the human rights standards of the inter-American system; (iii) specialized technical support for applying the inter-American human rights standards domestically; (iv) fostering the adoption of public policies with a preventive and human rights approach by mainstreaming human rights in the various phases of the public policy cycle (design, preparation, implementation, and follow-up); and (v) integrate the technical cooperation mechanisms in

the various programs of the Strategic Plan and other mechanisms of the IACHR to promote technical assistance for states for formulating public policies with a human rights approach and applying the Commission's recommendations and the inter-American standards.

The IACHR proposes to make progress holding intersectoral roundtables for dialogue with several subregional stakeholders and sectors and establishing mechanisms for promoting the sharing of good practices and lessons learned in the region. Technical cooperation will be focused on advisory services for strengthening the state institutional framework in this area, drawing up and evaluating human rights plans, and bolstering the points-of-contact mechanisms with the national systems of justice, prosecutorial authorities, and human rights ombudsperson offices, as well as with the national human rights institutions and autonomous institutions, civil society, and academia. The IACHR will also engage in cooperation activities in the context of the 2030 Agenda to support state efforts to apply the human rights approach and its guidelines.

■ **P23. Expansion of links with national human rights institutions, civil society organizations, and other non-state actors with an impact on the enjoyment of human rights**

The IACHR has recognized the important role played by the national human rights institutions in promoting compliance with the international human rights obligations of the states. In particular, it has highlighted their important role as autonomous, independent, and plural organs promoting and protecting human rights in the region.

Through this program the IACHR aims to strengthen ties with the NHRIs to improve the channels of information and communication and offer the technical assistance needed to support the efforts the institutions make to promote the effective observance of human rights in each of the countries of the Hemisphere. In the context of this Plan, the IACHR will address the following lines of action: (i) establish direct and ongoing communication for the work of its different

mechanisms; (ii) offer training on inter-American standards and mechanisms of the system to the directors and technical personnel of the NHRIs; (iii) generate spaces for dialogue and exchange with the NHRIs on good practices, challenges, and analyses of the human rights situation in the region, as well as opportunities to make progress on a joint working agenda; (iv) consolidate the mechanism for communication and coordination between the NHRIs and the IACHR; (v) follow up on the Declaration of Commitment for Technical Cooperation signed by NHRIs and the IACHR and encourage the accession of the institutions that have yet to sign; and (vi) strengthen participation in early warning mechanisms, monitoring strategies, and onsite and working visits.

The participation of civil society in the region is essential for the IACHR to be able to carry out its mandate to promote and protect human rights.

With its new Strategic Plan the IACHR proposes to continue expanding, diversifying, and deepening civil society participation in its activities, with two fundamental objectives: first, to strengthen its activities by incorporating the voices, perspectives, and expertise of different and new civil society actors, and second, to contribute to the defense of civic spaces in the face of authoritarian onslaughts, giving visibility to and strengthening the fundamental role of civil society in the defense of human rights in democratic societies.

To that end, in the context of the 2023-2027 Strategic Plan, the IACHR will prioritize the following lines of action: (i) strengthening civil society participation in prevention mechanisms, monitoring strategies, and onsite and working visits; (ii) bolstering periodic dialogues with civil society, including the periods of session of the IACHR, with the creation of new thematic spaces around an agenda of priority issues; (iii) fostering the use of virtual media to create new channels for civil society participation; (iv) generating spaces for exchange and debate, with the participation of civil society organizations specialized in strategic or emerging issues; (v) developing proposals for training on strategic issues geared to specific audiences in civil society, with a view to expanding access to the different mechanisms of the IACHR; and (vi) increasing the transparency of the IACHR with the design and publication of the policy of civil society participation and other tools geared to this sector.



Intermediate outcome 3.

Improved institutional culture in the IACHR with a human rights-based approach

The IACHR expects to improve and transform its institutional culture so that its day-to-day operation fosters an environment in which human rights are experienced and practiced in ongoing fashion, consistent with its mission. The IACHR proposes to mainstream gender, intersectional, and rights perspectives in all its mechanisms and to increase accessibility to these mechanisms for persons from all the countries. The IACHR also proposes to improve communication and disseminate the information produced and offer timely and quality attention to all users of the mechanisms of the inter-American human rights system.

The Plan provides for organizational and administrative modernization, as well as introducing technological innovations in information management and a financial resilience plan to support the long-term sustainability of the IACHR. The IACHR will pay special attention to managing its human talent and the needs of its staff, to which end it will develop strategies and programs geared to building a healthy, safe, and equitable work environment respectful of diversity and inclusion, with staff that is satisfied, committed, and motivated to address the challenges related to the current context of human rights in the region.

Strategic objective 3.1.

To increase access to IACHR mechanisms for historically excluded persons, civil society organizations, and states

The IACHR proposes to make its mechanisms more accessible, especially for persons from historically excluded groups throughout the Hemisphere, with greater access to information – especially mindful of language barriers and the particular needs of persons with disabilities when it comes to communication – and incorporating technological tools that facilitate access to its mechanisms and the systematization of information.

In addition, the IACHR proposes to strengthen and expand the geographic scope of its message by using inclusive, simple, didactic, and empathetic language with a rights- and diversity-based approach, using different channels of communication and mindful of differential approaches and the digital divide.

At the center of this Strategic Plan is the person, in particular victims of human rights violations, who deserve timely, specialized, differentiated, and empathetic treatment that does not revictimize them. In this context, the IACHR will step up its efforts to provide timely and quality attention to all users of the mechanisms of the inter-American human rights system.

P24. Improved access to the IACHR

En los próximos cinco años, la CIDH dará
In the next five years the IACHR will accord
priority to the following lines of action to
overcome the barriers noted and to expand
and diversify user access: (i) eliminate
linguistic barriers, to which end it is proposed
to disseminate information and reports in its
four official languages; (ii) update the portal
of the system of individual petitions to turn it
into an accessible, simple, reliable, safe, and
transparent vehicle for transmitting information
related to petitions, cases, or precautionary
measures; (iii) offer access in a language and
by means with which persons with visual and
auditory disabilities can access the information
and the IACHR; (iv) expand the networks
of civil society contacts with the IACHR to
diversify voices; (v) extend the geographic
coverage of the different mechanisms to
become engaged with more regions and more
voices; and (vi) apply an access-to-information
policy in keeping with the principles of the
American Convention on Human Rights,
the IACHR's Rules of Procedure, and other
relevant provisions of the OAS General
Secretariat.

P25. Friendly communication and dissemination, in a differential and inclusive manner

Since 2021, the IACHR has had a
communication strategy that has served as
a roadmap in this area by strengthening its

channels and tools for communication. This
program will be part of the communication
strategy, to gain more knowledge about its
audience, primarily digital, so as to: (i) adapt
the contents of the message to its diverse
audience, maintaining its identity, clarity, and
comprehension; (ii) expand its audience and
the scope of its messages; and (iii) select the
best tools, channels, and formats for that the
messages to reach those for whom they are
intended.

Communication will put persons at the center:
the impact of the protection mechanisms will be
described in a positive and hopeful tone. Social
networks contribute to increasing the capacity
of the IACHR and creating public awareness on
human rights issues. They help the Commission
call on the states to carry out their human
rights obligations and mobilize the diverse
public one encounters in the digital space. The
IACHR will use various means and possibilities
of communication that draw on expressions,
formats, language, and languages from a
diverse public to provide information on the
IACHR's promotion and protection mechanisms.

Moreover, journalists, other media workers,
and media outlets will be strategic allies for
disseminating the message throughout the
region. For this reason, the IACHR will increase
its media presence. Alliances with journalists
from mass media and alternative media,
as part of this plan, will keep the protection
mechanisms of the inter-American human rights
system on the media agenda and, in this way,
will expand the channels and the message.

■ P26 Continuity of care for user

This Strategic Plan will continue the lines of action of the previous plan and strengthen them. In particular, the protocols and manuals for addressing certain communities or groups will be further developed, prioritizing those that have been excluded historically.

In addition, closer relations will be sought with users through various strategies and activities aimed at expanding the IACHR's contacts to reach more persons in the region. Efforts will be made to improve user access in terms of information, resources, and exchanges that take into account their needs, their functional diversity, and the communication barriers they face. The IACHR will continue strengthening the services it offers users at this time, such as receiving inquiries by telephone, responding to requests, and virtual and in-person meetings.

Strategic objective 3.2.

To enhance the mechanisms of the IACHR with a , intersectional and results-based management perspective

In this 2023-2027 Strategic Plan the IACHR proposes to have processes, policies, and protocols that are modernized, expeditious, and efficient associated with its mission and internal processes, with a gender perspective and intersectional approach and with clear information and work flows that respond to the needs of the users of the inter-American human rights system, CSOs, and the IACHR itself. Knowledge management will be a priority, along with applying the results-based approach in its mechanisms, keeping victims and persons more generally at the core of its efforts, which should be geared to serving their needs. Finally, external and internal transparency will be improved when it comes to citing the criteria for its decisions and institutional management.

■ **P27. Improvement of IACHR processes, mechanisms and tools with a gender, intersectional and results-based management approach**

In this plan the IACHR will give special attention to mainstreaming a gender perspective and an intersectional approach in the various mechanisms of its mandate to protect and promote human rights. Accordingly, the IACHR will seek to see to it that the issues and groups prioritized and the cross-cutting approaches defined are really immersed in the processes and analyses that are carried out in each mechanism — petitions and cases, monitoring, precautionary measures, follow-up on recommendations, special mechanisms — and that include a gender perspective and an intersectional approach.

In coming years the processes and protocols of the IACHR will be reviewed, modernized, compiled, documented, and disseminated so as to make them more flexible and efficient, incorporate a gender perspective and intersectional approach, and define and clarify the coordination and communication

flows among the thematic and country rapporteurships, the functional areas, and the special rapporteurships. Streamlining internal processes will also respond to the scarcity of resources and supplement other institutional management tools. The manuals of procedures and protocols will serve as a guide for incorporating the staff, supervisors, and coordinators in the different internal processes, but also as an instrument for transparency and a record of institutional memory.

Finally, the IACHR will deepen the application of the results-based approach in its mechanisms and management. This approach will imply a greater emphasis on the effect that the IACHR seeks with its medium- and long-term results. With this aim in mind, records, processes, and instruments will be used, and periodic surveys will be carried out to capture the effects and results of the IACHR's work and describe them in the reports. The IACHR will present an assessment of the Strategic Plan based on a plan for monitoring the results, with a set of indicators for measuring the gains and attainment of the goals established in this plan.

■ **P28. Implementation of knowledge management in the IACHR mechanisms**

In coming years the IACHR will implement knowledge management so as to organize, record, and systematize its concepts, criteria, mechanisms, and practices. The priority areas will be indicated (petitions and cases), and the criteria, concepts that should be systematized, formats for recording information, and technological tools that allow the personnel to consult the information will be defined. The IACHR will continue systematizing its recommendations and standards on different issues to facilitate their dissemination. Knowledge management will expedite the work of the professionals at the IACHR; at the same time it will be useful for preserving a record of the institutional memory.

P29. Improving accountability and transparency in institutional processes

The IACHR will continue improving the accountability and transparency of its management in two dimensions, external and internal. Externally, the IACHR will continue making known the criteria for decision-making in petitions and cases and in the other mechanisms. In addition, it will generate and disseminate more diverse information about its various mechanisms. Internally, the IACHR will promote greater dissemination and transparency of its administrative processes and the use of financial resources, as well as talent management, in keeping with the rules of the OAS and the IACHR. To this end a specific plan will be drawn up with a roadmap for addressing the priorities defined on the basis of consultations and the internal policy.

P30. Establishment of coordination mechanisms with international human rights organizations

The IACHR will continue strengthening cooperation and technical exchange with other international agencies with which it shares the objectives of promotion, defense, and protection of human rights. Along these lines, it will continue working with the United Nations through its principal organs, agencies, treaty bodies, and non-treaty mechanisms, including the special procedures and its various special rapporteurship, as well as with regional human rights agencies.

In the period covered by this Strategic Plan the IACHR will address the following strategic lines of action: (i) share good practices with the various agencies, mechanisms, and special procedures of the universal system and the regional systems; (ii) articulate programs and resources, especially as regards the special mechanisms of protection; and (iii) forge partnerships to strengthen the capacity of the various actors when it comes to knowledge and the application of international human rights law.

Strategic objective 3.3.

To improve management of human, financial, administrative, and technological resources, with a human rights-based perspective

In the coming years the IACHR will focus its attention on the management of human talent so that its processes and policies, in addition to adhering to the guidelines and rules of the OAS, have a human rights approach more consistent with its mandate. To this end it will work in coordination with the OAS General Secretariat to expand its permanent staff and carry out recruitment and contracting to promote diversity and inclusion, as well as structured processes for incorporating staff, training, retention, and special attention. Moreover, the IACHR will implement policies and programs to create a healthy work environment respectful of diversity and interculturality with persons who are satisfied and motivated to work.

This plan also provides for institutional modernization, with the updating and formalization of the structure, description of the scope and functions of the areas, updating job descriptions, and clarifying lines of supervision of personnel and information flows, including those related to effective coordination with the special rapporteurships. The IACHR will pay special attention to the necessary relations of coordination of its organizational processes to foster dynamism, internal communication, and efficiency in the management of an agile and modern organization.

Improving the institution's management also includes better and greater use of technology and information processing so as to present data with a human rights approach, broken down by gender, sex, ethnic origin, race, age, and historical situation of exclusion. In this plan special attention will be paid to modernizing technology and to the use of software to improve the comprehensive management of information in the different processes of the organization.

The IACHR will develop a financial resilience plan with the aim of improving its institutional management and retaining, expanding, and diversifying the resources needed to carry out its mandate and obtain the results and goals proposed.

P31. Implementation of human rights-based human talent management policies

This program encompasses the application of recruitment policies and talent management mindful of diversity, inclusion, and human rights; resource planning; selection and contracting policies; the organization of the work; the management of internal processes; monitoring and evaluating performance; promotion policies; managing remuneration; continuous training; and management of human and social relations, all in keeping with the rules of the OAS.

The basic principles of equality and non-discrimination, reconciling work life with family and personal life, fair and equitable remuneration, and effective mechanisms for participation, transparency, and access to information will be the pillars for building a workplace culture.

P32. Improvement of the work environment

The program will promote an environment in which persons feel respected and valued for who they are and for their contribution to the IACHR by (i) strengthening, monitoring, and evaluating leadership competencies and personnel management; (ii) creating a workplace environment that is healthy, equitable, respectful of diversity and inclusion, and free from discrimination, harassment, and violence; and (iii) policies and activities that foster work with clear and measurable objectives, where all the personnel and commissioners participate in the formation of positive behaviors and habits, with constant cooperation so as to favor communication among the areas, teamwork, and general well-being.

P33. Innovation, modernization, and continuous technology enhancement at the IACHR

The Commission will promote a plan for digital transformation, with easy-to-use processes, in its different areas. Specifically, in the context of this plan the new Gaia system will be implemented; its aim is to ensure access to justice and safeguard the integrity of the information in the system of individual petitions, cases, and precautionary measures. In addition, components of the system to support the mechanisms for monitoring the human rights situation will be designed and developed, and the technological platform will be modernized with tools that facilitate more flexible and efficient management of the information for the IACHR's different processes and mechanisms.

Technological innovation in the management of the IACHR will strengthen its transparency, as well as the processes and procedures, modernizing them and making them more flexible, which will contribute to improving the accessibility of the Commission's mechanisms for protecting and defending human rights.

With coherent modernization and the necessary resources, this plan will provide for the continuous improvement of its results, processes, and response times, thereby engaging the participation of civil society and the states and bringing them closer together.

■ **P34. Financial resilience plan**

A new financial resilience plan will be drawn up following the model of the previous plan to tackle the permanent challenge of the insufficiency of resources in light of the demands addressed by the IACHR. It will have a holistic approach including various strategies and measures to give the IACHR long-term stability. This plan will continue the effort to increase the Regular Fund resources allocated to the Commission, in keeping with the obligation of the OAS member states to fund it. In addition, a strategy will be adopted of diversifying sources and voluntary contributions to finance the programs of this Strategic Plan.



Theory of change

The IACHR Strategic Plan's theory of change describes the trajectory between the human rights challenges in the Hemisphere and the end goal of the Strategic Plan, which is “greater enjoyment of all human rights by all in the Hemisphere.” The theory of change explains the causal links between programs, strategic objectives, intermediate and long-term outcomes, and the underlying assumptions and drivers of change that will facilitate the Plan’s implementation, monitoring, and evaluation.

The starting point—the theory of change—is a deep understanding of the challenges in the current human rights context in the Hemisphere and the people affected. Among others, those challenges are discrimination and violence against historically excluded people and groups; the closing of civic and democratic spaces; the weakening of the rule of law in some countries as a result of attacks on judicial independence; violence against human rights defenders, community leaders, and journalists; impunity and failures in access to justice; problems with access to rights and violations of the rights of indigenous and tribal populations as a result of extractive industries. Such challenges are the main reasons why greater enjoyment of human rights by all in the Hemisphere is not being achieved.

Faced with these problems, and in keeping with the mandate of the IACHR, the theory of change proposes a series of strategic programs organized around three pillars, under which changes in the capacity of States will have an impact on what they and other stakeholders can do to protect and defend victims of human rights violations (Pillar 1) and on the observance and guarantee of rights (Pillar 2). Emphasis is placed on priority issues and on populations particularly vulnerable to human rights violations. The programs will encompass seven crosscutting themes that form the core of the Commission's work. The IACHR will also boost its capacity to shape its own practices so that they are consistent with its mission, as a condition to better support States, civil society and victims of human rights abuses, as well as to effect the desired changes (Pillar 3).


The programs are closely interrelated and may contribute to more than one or all of the outcomes. The changes are interdependent (horizontal relationship) and, therefore, require close collaboration from various actors, including the IACHR teams.

In the **first pillar** the IACHR proposes to improve and modernize its mechanisms for defending and protecting rights, reducing the procedural backlog of petitions and cases, and the time for processing requests for precautionary measures; expand the use of the friendly settlement mechanisms so that victims can have alternative means of reparation, thereby improving access to inter-American justice for those who turn to the IACHR in search of justice; strengthen the recommendations made in the cases so that they are more feasible; and follow up on them with verification visits so that the IACHR can help bring about better protection and defense of human rights, particularly of persons from historically excluded groups.

With the **second pillar** the IACHR will contribute to preventing human rights violations by means of strategies for detecting risks and advising the states on the implementation of preventive measures. The IACHR hopes to obtain and analyze information on risks of human rights violations with the support of national institutions and human rights observatories. Moreover, the IACHR will develop specific programs through its monitoring mechanisms (onsite visits, working visits, hearings, thematic reports, and country reports) with gender, intercultural, and intersectional perspectives to promote the strengthening of the rule of law and, with the support of its rapporteurships, it will address the problems of discrimination and violence against persons from historically excluded groups. Based on this information the IACHR proposes to deepen the states' knowledge of the factors that lead to violations in their respective territories and in the Hemisphere in general.

The IACHR also proposes to strengthen and expand programs to provide assistance, technical cooperation, promotion, training, and dissemination of the mechanisms of the Commission and the inter-American standards to public servants and members of civil society to promote the observance of human rights. If the states provide support during the visits and in the monitoring and promotion activities, and if the public servants and leading civil society actors participate in the training programs, increase their skills and their knowledge of the inter-American human rights system, and carry out the recommendations made by the IACHR in its thematic and country reports, the Commission will have contributed to increasing respect for and guarantees of human rights by the states.

For the programs to have an impact on the conduct and performance of the states, the states must uphold their commitment to and maintain their interest in ensuring the effective observance of human rights in their respective territories; and the IACHR itself must maintain its credibility and communicate effectively with the states. The IACHR must also have great convening power for its events, visits, and different activities. And finally, the states and other actors in the inter-American human rights system must continue perceiving that the IACHR is neutral and impartial.



In the **third pillar** the IACHR hopes to transform its institutional culture with a human rights approach in a manner consistent with its mission. To that end it proposes to expand access to its mechanisms, and improve the processes, protocols, and information with a gender perspective, intersectional approach, and results-based management; to improve talent management and the workplace environment; to update its technological resources and carry out a financial resilience plan that fosters its long-term sustainability with a healthy workplace environment respectful of diversity and with satisfied personnel committed and motivated to address the challenges related to the current context of human rights in the region.

For the programs of this pillar to produce the expected results it is essential that the states pay their quotas; that the IACHR increase or maintain its budget from the Regular Fund and specific contributions in order to operate regularly and carry out the programs indicated in the plan; that the states continue supporting the work of the IACHR in the political organs of the OAS; and that the IACHR continue having qualified personnel and consultants dedicated to carrying out its mandate, who are in good health and capable of doing the work needed.

If the IACHR contributes to improving the protection and defense of victims of human rights violations and to increasing the observance of human rights and guarantees for their exercise by the states – in particular for persons from historically excluded groups – and if it is able to transform its institutional culture with a human rights approach, it will have contributed to greater enjoyment of human rights by all persons in the Hemisphere, which is the ultimate objective of this plan.

STRATEGIC MAP

MISSION

To promote the observance and defense of human rights in each and every one of the States of the Americas in accordance with the highest international standards in order to safeguard the dignity of all people and cement the rule of law and democracy.

VISION

The IACHR wants to see an inclusive, democratic Hemisphere committed to the protection of the human rights of all individuals and peoples in it, where everyone lives in dignity, equality, and justice.

Institutional values

Equality and inclusion | Accessibility | Accountability and transparency | Indivisibility | Progresiveness | Non-discrimination | Vested rights | Consistency

Ultimate outcome
Greater enjoyment of all human rights by all in the Hemisphere.

Intermediate Outcomes

- Increased protection and defense of victims of human rights violations, with special attention to people belonging to historically excluded groups.
- Greater observance and guarantee of human rights in the Hemisphere by States.
- Improved institutional culture in the IACHR with a human rights-based approach.

Strategic Objectives

- To increase access to inter-American justice, particularly for historically excluded people.
- To strengthen protection for individuals by States against the risk of serious, imminent, and irreparable harm to human rights.
- To promote compliance with the recommendations and standards of the inter-American human rights system.
- To increase the capacity of the IACHR to have an impact in preventing violations and addressing human rights crises in a timely manner, particularly those adversely affecting historically excluded persons.
- To deepen the awareness of state agents of structural problems that give rise to human rights violations in the Hemisphere.
- To strengthen the capacity of state agents and civil society organizations to promote, respect, and ensure human rights.
- To increase access to IACHR mechanisms for historically excluded persons, civil society organizations, and States.
- To enhance the mechanisms of the IACHR with a gender, intersectional, and results-based management perspective.
- To improve management of human, financial, administrative, and technological resources with a human rights-based perspective.

Programs

- P1** Streamlining processes and progressive reduction of the procedural backlog.
- P2** Strengthening and expansion of friendly settlements.
- P5** Strengthening precautionary measures, with a differential risk analysis for historically excluded persons.
- P6** Establishment of special protection mechanisms.
- P8** Strengthening of recommendations follow-up and Inter-American SIMORE.
- P9** Multi-level dialogue and work agenda with States.
- P10** Monitoring strategies to contribute to the prevention of human rights violations.
- P11** Expansion of information management in risk monitoring.
- P12** Timely attention and response to emerging human rights crises and situations.
- P13** Promotion and strengthening of the rule of law, democratic institutions, and the separation of powers.
- P14** Attention to the structural factors that give rise to discrimination and violence against persons in situation of exclusion.
- P15** Special program for the ESCER.
- P20** Capacity building and strengthening for the promotion and observance of human rights.
- P21** Promotion and dissemination of mechanisms and standards of the inter-American human rights system.
- P24** Improved access to the IACHR.
- P25** Friendly communication and dissemination, in a differential and inclusive manner.
- P26** Continuity of care for users.
- P27** Improvement of IACHR processes, mechanisms and tools with a gender, intersectional and result-based management approach.
- P28** Implementation of knowledge management in the IACHR mechanisms.
- P31** Implementation of human rights-based human talent management policies.
- P32** Improvement of the work environment.
- P33** Innovation, modernization and continuous technology enhancement at the IACHR.

P3 Prioritization of petitions and cases to ensure more timely justice and the development of standards with a structural impact on the protection of human rights.
P4 Expansion of management capacity for cases in transition and being processed by the Inter-American Court of Human Rights.

P7 Expansion of management capacity for provisional measures.

P16 Special program on freedom of expression and access to information.
P17 Priority attention to the Caribbean.
P18 Priority attention to Central America.
P19 Promotion of human rights online and technology use.

P22. Technical cooperation on institutional matters and public policies with a focus on human rights.
P23 Expansion of links with national human rights institutions, civil society organizations and other non-state actors with an impact on the enjoyment of human rights.

P29 Improving accountability and transparency in institutional processes.
P30 Establishment of coordination mechanisms with international human rights organizations.

P34 Financial resilience plan.

Priority Populations

Indigenous Peoples

Women

Migrants

Children and Adolescents

Human Rights Defenders and Justice Operators

Persons Deprived of Liberty

Persons of African Descent

Lesbian, Gay, Bisexual, Trans and Intersex Persons

Older Persons

Persons with Disabilities

Priority Issues

Freedom of Expression

Economic, Social, Cultural and Environmental Rights

Memory, Truth and Justice

Crosscutting Themes

Democratic institutions

Human rights institutions

Gender, intercultural, and intersectional perspective

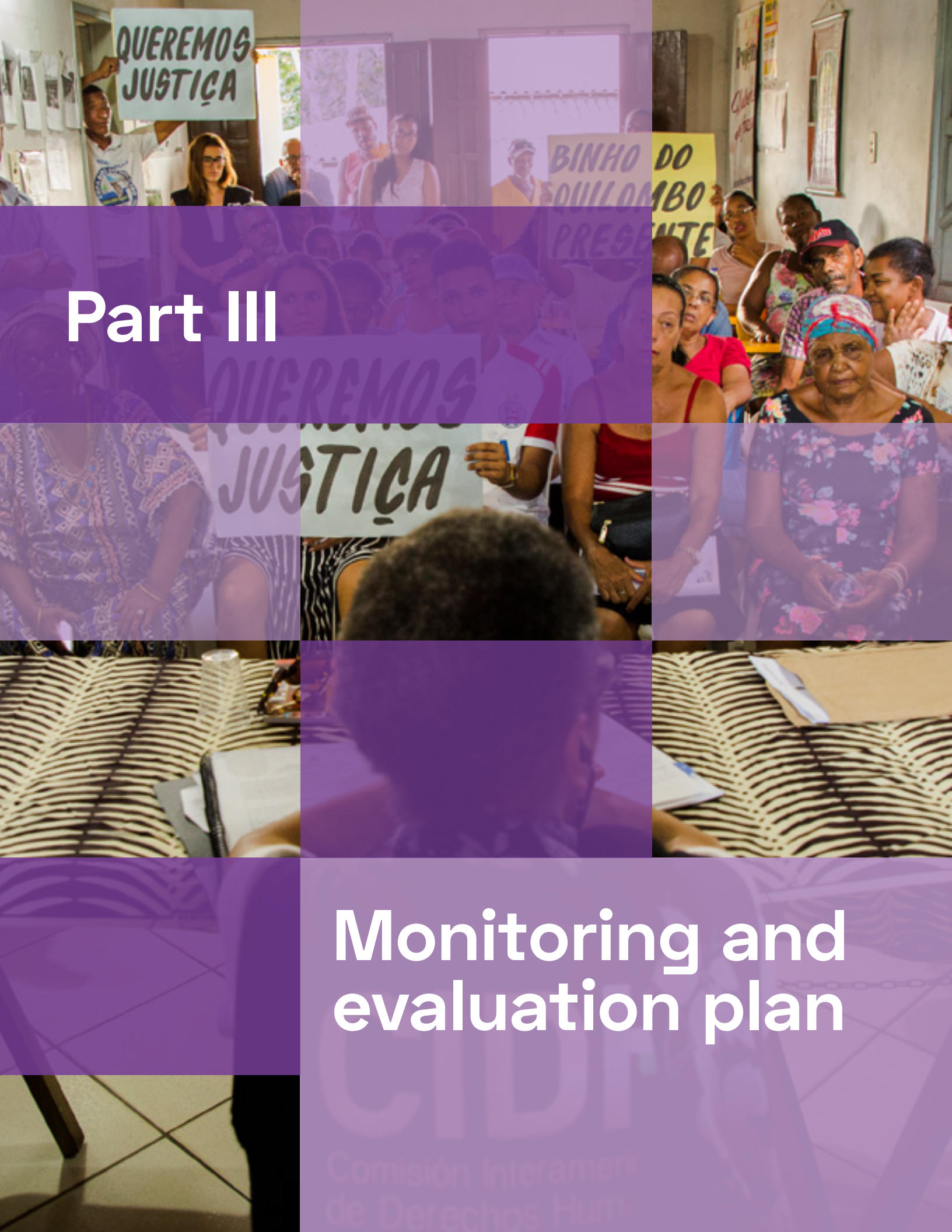
Security and violence

Access to justice and judicial independence

Development and human rights

Human rights online

Promoting the ratification of inter-American human rights instruments



Part III

Monitoring and evaluation plan

Purpose

Results-based monitoring and evaluation entail a continuous process of data compilation and analysis for indicators to help the organizations assess the gains made towards attaining the results. The purpose of this monitoring and evaluation plan is to establish a framework for facilitating decision-making in the IACHR; point out the strong points, the weak points, and the problems; and make timely changes in the work plans.

With the monitoring and evaluation process, IACHR undertakes to carry out accessible, measurable, and transparent results-based management. The plan should be integrated in all the operations of the Commission and in its work culture so that the data needed are compiled and analyzed regularly, and communicated in timely fashion.

The plan is based on quantitative and qualitative results indicators which, together, make it possible to monitor the change resulting from the programs. The programs of the IACHR establish process indicators, which measure activities carried out and products developed.

The objectives of this monitoring and evaluation plan are:

- **to provide a framework for measuring and evaluating the progress and efficacy of the plan;**
- **to explain the functions and responsibilities of each party involved in the monitoring and evaluation process;**
- **to describe the assumptions and risks indicated at the beginning of the plan and the strategies for supervising and addressing them.**

Structure

The indicators measure different types of change according to the level of the results. At the highest level – the ultimate outcome – the indicators describe the changes in the condition and wellbeing of the ultimate beneficiaries of the Strategic Plan which, in the case of the current plan, are all persons in the Hemisphere. Given the long-term horizon of these kinds of results, this Strategic Plan will be based on secondary sources to measure the change observed over a period of five years; these include, for example, the performance indicators, which represent measurements of the quality of life, well-being, and general freedom.

At the next level – the intermediate outcomes – the indicators measure changes in performance, behavior, or practice. The first two intermediate outcomes refer to changes in the states, and their indicators measure the changes in the actions and practices of the states (for example, acceptance of the IACHR's recommendations). The third intermediate outcome consists of changes in the IACHR that lead to an improvement in its institutional culture.

The strategic objectives correspond to immediate outcomes, which are directly impacted by the programs of the IACHR. At this level, the indicators measure the changes in capacity (skills, knowledge, access, and awareness-raising). Many of the indicators of the strategic objectives are considered “key performance indicators” because they offer an aggregate measure of similar indicators at the program level which, taken together, help measure the strategic objectives.

Indicators

Each indicator is made up of a unit of measure, a unit of analysis, and a context that describes its significance. The performance measurement framework (which is below) presents the following information on each indicator:

- **Sources of the data:** secondary sources that can be verified (such as statistics bureaus of the states or United Nations agencies) or primary sources of the IACHR.
- **Method of compiling data:** reports are used for secondary sources; for primary sources, the methods of the programs of the IACHR are used, along with others, such as an annual survey of the main actors at the IACHR. In the case of the annual survey, a large part of the information collected during the implementation of the Strategic Plan can be referenced.
- **Frequency of data compilation:** it will be at least annual for the indicators of the immediate and intermediate outcomes, and the accumulation of these at the end of the Strategic Plan for the ultimate outcome. Whenever possible the IACHR will compile data based on the information needed by the program areas.
- **Responsible person or area:** the general responsibility for supervising attainment of the results of the Strategic Plan will correspond to the Projects and Planning Section of the IACHR. Nonetheless, each area will be in charge of continuous compilation of data related to its programs that can be incorporated into the principal performance indicators of the Strategic Plan.

The indicators are concrete, quantifiable, attainable, relevant, and of limited duration. These indicators will be used, reported, and revised periodically.

Monitoring process

The Projects and Planning Section (SPP) of the IACHR will direct the monitoring and evaluation process and will provide support to other areas or project teams to guarantee the precise and timely compilation of data. The first step in data collection consists of determining the baseline indicators, which will be useful for establishing the objectives of the five-year plan.

The performance measurement framework will be used to monitor attainment of the intermediate outcomes and strategic objectives; that framework is presented in detail next. For the ultimate outcome the SPP will supervise the countries' progress towards the Sustainable Development Goals. This indicator will provide high-level information about general wellbeing in the Hemisphere, to which respecting and ensuring human rights contributes. In addition to supervising this high-level indicator, the IACHR will contract an external consultant to make an evaluation of the general strategic plan and of the IACHR's contribution to the ultimate outcome of the plan.

Despite their large workload, the IACHR's teams should participate proactively in the monitoring process to evaluate the results of their work. The monitoring strategy takes into account the different actors and their functions. Each program will have an area responsible and a person responsible. The teams will collaborate with the SPP in recording the data of their programs, reviewing the monitoring data, and analyzing the risks, mitigation strategies, challenges, and lessons learned.

The process of presenting reports will enable the teams of the IACHR to indicate the programmatic adjustments that need to be made to the Strategic Plan, with a participatory approach. That will facilitate the selection of strategies for increasing the efficiency and effectiveness of the Plan. The monitoring process will be carried out every six months throughout the period during which the Strategic Plan is implemented, and will facilitate the determination of best practices and lessons learned throughout the planning cycle.

PERFORMANCE MEASUREMENT FRAMEWORK

Outcome	Indicator	Source of data	Method of compiling data	Frequency of data compilation	Responsible person or area
Resultado último: Mayor goce de todos los derechos humanos por todas las personas del hemisferio	Puntaje promedio global de los países del hemisferio en el informe sobre los objetivos de desarrollo sostenible	Informe sobre el desarrollo sostenible	Examen del informe	Anual	SPP Evaluación externa
Intermediate outcome 1. Increased protection and defense of victims of human rights violations, with special attention to people belonging to historically excluded groups.	Number of measures implemented by the states to carry out the recommendations of precautionary measures	Records of the IACHR from the monitoring plan in force	Review of the records	Annual	Precautionary Measures Section
	Number of measures (public policies, legislative and regulatory initiatives, judicial decisions) implemented by the states to carry out the recommendations of the reports (cases in transition, merits reports published) issued by the IACHR and the friendly settlement agreements approved by the IACHR	Annual Report of the IACHR	Review of the records	Annual	Follow-up on Recommendations Section
Strategic objective 1.1. To increase access to inter-American justice, particularly historically excluded people	Number of petitions and cases (by program, country, and special group) decided by the IACHR	System of petitions and cases of the IACHR	Review of the Records	Semi-annual	Office of Assistant Executive Secretary for the System of Petitions and Cases
	Number of decisions (by country and special group) on structural issues made by the IACHR in the context of the prioritization program (P3)	System of petitions and cases of the IACHR	Review of the Records	Semi-annual	Office of Assistant Executive Secretary for the System of Petitions and Cases
	Number of friendly settlement agreements signed by the parties (by country)	Records and Annual Report of the IACHR	Review of the Records	Semi-annual	Friendly Settlements Section
Strategic objective 1.2. To strengthen protection for individuals by states against the the risk of serious, imminent, and irreparable harm to human rights	Number of states that have implemented measures to carry out the recommendations of precautionary measures	Records and Annual Report of the IACHR	Review of the Records	Annual	Precautionary Measures Section
	Percentage of precautionary measures (by state) with respect to which the state took at least one measure to carry out the recommendations of the IACHR	Annual Report of the IACHR	Review of the Records	Annual	Precautionary Measures Section
	Percentage of provisional measures adopted by the Inter-American Court at the request of the IACHR	Annual Report of the IACHR	Review of the Records	Annual	Precautionary Measures Section
	Percentage of requests for precautionary measures that are granted within 90 days	Annual Report of the IACHR	Review of the Records	Annual	Precautionary Measures Section
	Percentage of requests for precautionary measures that are evaluated within 60 days	Annual Report of the IACHR	Review of the Records	Annual	Precautionary Measures Section
Strategic objective 1.3. To promote compliance with the recommendations and standards of the inter-American human rights system	Number of recommendations made in the merits, country, or thematic reports published by the IACHR with progress in implementation (total, partial, or none) by the states	Annual Report of the IACHR	Review of the Records	Annual	Follow-up on Recommendations Section
	Number of states that have taken at least one measure to carry out the recommendations made in the merits, country, or thematic reports published by the IACHR	Annual Report of the IACHR	Review of the Records	Annual	Follow-up on Recommendations Section

PERFORMANCE MEASUREMENT FRAMEWORK

Outcome	Indicator	Source of data	Method of compiling data	Frequency of data compilation	Responsible person or area
<p>Intermediate outcome 2. Greater observance and guarantee of human rights in the Hemisphere by the states</p>	<p>Number of measures taken (by the state) to respond to the calls and recommendations of the IACHR</p>	<p>Primary sources of the IACHR</p>	<p>Art. 18/41 letter requesting information from the states</p>	<p>Semi-annual</p>	<p>Office of the Assistant Executive Secretary for Monitoring</p>
	<p>Number of measures taken by the state in response to the work of the IACHR (reports, recommendations, decisions) for addressing structural issues that result in human rights violations</p>	<p>Primary sources of the IACHR</p>	<p>Art. 18/41 letter requesting information from the states</p>	<p>Semi-annual</p>	<p>Office of the Assistant Executive Secretary for Monitoring</p>
<p>Strategic objective 2.1. To increase the capacity of the IACHR to have an impact in preventing violations and addressing human rights crises in a timely manner, particularly those adversely affecting historically excluded persons</p>	<p>Number of warnings or alerts issued by the IACHR on risk factors related to violations of human rights of persons from historically excluded groups</p>	<p>Records of the IACHR</p>	<p>Review of the Records</p>	<p>Semi-annual</p>	<p>Office of the Assistant Executive Secretary for Monitoring</p>
<p>Strategic objective 2.2. To deepen the awareness of state agents of structural problems that give rise to human rights violations in the Hemisphere</p>	<p>Number of state agents (by gender and country) who have received training and integrate human rights provisions or recommendations in their work</p>	<p>Participating state agents</p>	<p>Questionnaire</p>	<p>Semi-annual</p>	<p>Promotion and Training Section</p>
<p>Strategic objective 2.3. To strengthened capacity of state agents and civil society organizations to promote, respect and ensure human rights</p>	<p>Number of states that express the will to adopt measures to respond to the declarations and appeals of the IACHR</p>	<p>Primary sources of the IACHR</p>	<p>Art. 18/41 letter requesting information from the states</p>	<p>Semi-annual</p>	<p>Office of the Assistant Executive Secretary for Monitoring</p>
	<p>Number of states that express the will to adopt measures to address the structural problems that give rise to the human rights violations described in the reports or recommendations of the IACHR</p>	<p>Primary sources of the IACHR</p>	<p>Art. 18/41 letter requesting information from the states</p>	<p>Semi-annual</p>	<p>Office of the Assistant Executive Secretary for Monitoring</p>

PERFORMANCE MEASUREMENT FRAMEWORK

Outcome	Indicator	Source of data	Method of compiling data	Frequency of data compilation	Responsible person or area
Intermediate outcome 3. Improved institutional cultural in the IACHR with a human rights-based approach	Percentage of persons who work in the IACHR (by gender, race/ethnic origin, and country, staff or consultants) who perceive (on a scale from 1 to 5) an improvement in the institutional cultural of the IACHR	Persons who work in the IACHR	Survey or questionnaire	Annual	Planning and Projects Section
	Degree (from 1 to 5) to which the users of the system (state agents, CSOs, special groups, persons by gender and country) consider that access to the mechanisms of the IACHR has improved	Organizations and states	Survey or questionnaire	Annual	Planning and Projects Section
Strategic objective 3.1. To increase access to IAHR mechanisms for historically excluded persons, civil society organizations, and states	Number of persons (by country) who consult the reports and press releases of the IACHR in Portuguese, French, and English	Statistics from the Internet	Review of statistics	Semi-annual	Press and Communication Section
	Percentage of petitioners (by country) who use the system of petitions and cases of the IACHR without intermediaries	Portal of petitions and cases	Reports of the system	Semi-annual	Technology and Systems Section
	Number of users of the system (states and petitioners, special groups, persons by gender and by country) who are satisfied with the response of the IACHR to the requests for information they have submitted	Primary sources of the IACHR	Survey or questionnaire	Annual	Planning and Projects Section
Strategic objective 3.2. To enhance the mechanisms of the ICHRC with a gender, intersectional and results-based management perspective	Percentage of documents (friendly settlement agreements, precautionary measures, petitions and cases) that include an intersectional approach	Documents of the IACHR, reports on friendly settlement agreements, precautionary measures, petitioners and cases	Sample of documents produced in the evaluation period	Semi-annual	Planning and Projects Section
	Percentage of internal mechanisms and processes of the IACHR that incorporate gender perspective, intersectionality, and results-based management in their operations	Manuals, guidelines, and protocols	Document review	Semi-annual	Planning and Projects Section
	Number of persons who work at the IACHR (by gender and by country, for staff and consultants) who perceive (on a scale of 1 to 5) that gender-, intersectionality-, and results-based management is applied to a sufficient extent in the internal mechanisms and processes of the IACHR.	Persons who work at the IACHR	Survey or questionnaire	Annual	Planning and Projects Section
Strategic objective 3.3. To improve management of human, financial, administrative and technological resources with a human rights-based perspective.	Number of internal policies in force (proposed, adopted, revised) that reflect a human rights approach.	Internal guidelines	Examen de documentos	Annual	Planning and Projects Section
	Percentage of persons who work at the IACHR (by gender and by country, staff and consultants) who perceive (on a scale of 1 to 5) an improvement in its institutional management	Persons who work at the IACHR	Survey or questionnaire	Annual	Planning and Projects Section



Report on results

The report on results is an important part of the monitoring and evaluation process; it is the communication on management based on the evidence.

The report on the implementation of the Strategic Plan indicates the progress made towards the intermediate outcomes. It compares what has been attained with the strategic objectives defined on the basis of evidence or means of verification, as well as the data collected and analyzed in light of the performance measurement framework. Possible risks are evaluated and mitigation measures applied.

The IACHR will report semi-annually on progress made implementing the Strategic Plan and on the indicators in the assessment reports. In this context the performance measurement framework will help the IACHR to:

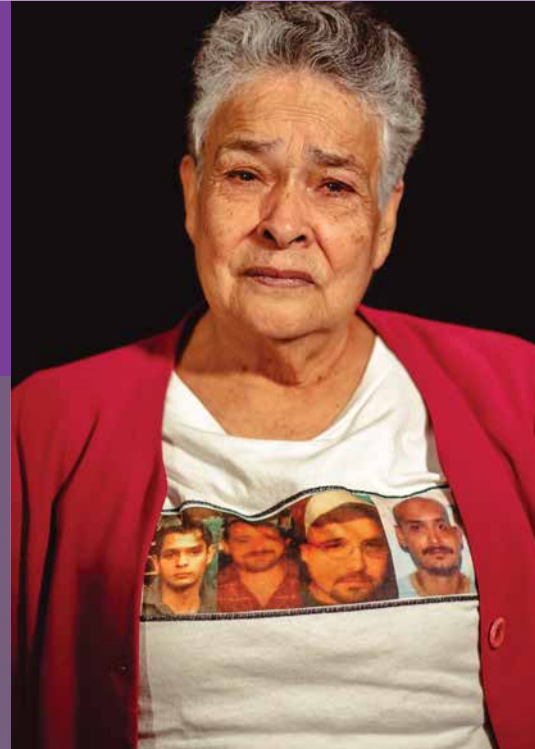
- **evaluate its work and communicate its results;**
- **focus its work on the objectives, expected results, and performance indicators aligned with its mission;**
- **obtain information on the work done to make corrections in the medium term, if necessary; and,**
- **increase transparency and accountability for all stakeholders.**

Risks and mitigation strategies

While the theory of change indicates the assumptions and factors that foster change on which the results framework is based, the monitoring and evaluation plan notes possible risks and mitigation strategies. The following table presents these risks along with the corresponding mitigation strategies.

Possible risks	Mitigation strategies
Some of the member states do not carry out the recommendations and decisions of the IACHR and do not respond to appeals to do so.	<p>The IACHR maintains and reinforces the diplomatic dialogue with the member states. In addition, it has included a program in the Strategic Plan to make recommendations and develop standards, with dialogue and assistance for improving compliance with its recommendations and decisions.</p> <p>Greater collaboration with and training of the member states and civil society will contribute to bolstering the capacity of the states to fulfill their human rights obligations.</p>
Human rights are not a priority in the agenda of the member states.	Measures are promoted to increase participation and awareness with respect to human rights through high-level meetings in the Permanent Council and the Committee on Juridical and Political Affairs of the OAS.
The states do not pay quotas punctually, which has a negative effect on the regular budget of the IACHR.	The IACHR included a financial sustainability plan in the Strategic Plan to address this risk. The IACHR will urge the states to pay quotas and will continue working to increase its own efficiency.
The institutional culture of the IACHR remains unchanged.	The top-level executive officers will foster the participation of all the personnel in the transformation of the institutional culture.
The IACHR could cease to be an efficient multilateral partner.	The IACHR will review the quality of its thematic and country reports, as well as the content of its annual report, and will continue highlighting results-based management and improving accountability with an approach based on results and transparency.
The IACHR could experience a diminution or loss of its convening power.	<p>The IACHR will continue working with technical criteria to preserve its objectivity and impartiality and to protect its mandate.</p> <p>The IACHR shall engage in diplomatic and high-level dialogues with state and non-state actors to learn of their interests and recommendations and to present proposals with a view to preserving its convening power.</p>
The perception of the IACHR's neutrality and impartiality could be diminished or lost.	The IACHR will follow the protocols and procedural rules and will protect its autonomy and independence from any outside influence.
The OAS General Assembly could entrust the assignment of new mandates and functions to the IACHR, which would reduce its response capacity if not accompanied by additional resources.	<p>The members of the IACHR should study the prioritization of mandates in light of existing capacity.</p> <p>It is important to take advantage of the IACHR's participation and its function as an advisory organ of the OAS to raise the awareness of the states as to the implications of the new mandates and the need for additional resources.</p>
More states could denounce the American Convention on Human Rights	A program has been included to bolster the diplomatic dialogue with member states, to promote a high-level working agenda on different issues, and to address their concerns.

The IACHR will compile data to evaluate the results and will report periodically on the risk factors and unforeseen changes that have a negative impact on the Strategic Plan and on how they might impact attaining the expected results. The hypotheses and risks will be periodically updated mindful of the context in the hemisphere, and more mitigation strategies will be sought that can lead to adjustments in the programs of the plan to achieve the expected results.



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