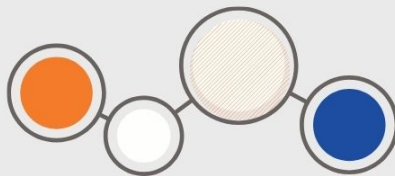


COMPREHENSIVE
STRATEGIC PLAN
OF THE ORGANIZATION

2020

DETAILED REPORT  Revised

functioning and compliance



OAS | More rights
for more people

DEPARTMENT OF PLANNING AND EVALUATION (DPE)
STRATEGIC COUNCIL FOR ORGANIZATIONAL DEVELOPMENT
AND RESULT MANAGEMENT (SCODRM)



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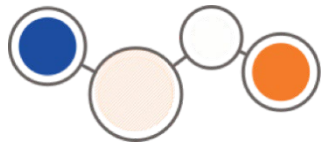
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BACKGROUND

The [Organization's Comprehensive Strategic Plan 2016-2020](#) is the result of a series of initiatives led by the Member States with the support of the General Secretariat of the Organization.

The strategic plan is an integrated document that collects the strategic and institutional planning of the Organization of American States (OAS) to address its objectives and achieve its [strategic vision](#).

The [Strategic Planning of the organization](#) is a management tool that shows [what](#) is done, [who](#) does it, and [which](#) is the path that the organization follows to achieve its goals, considering the changes and demands of its [environment](#).

A number of strategic lines and objectives make up the plan, based on the Guidelines and Objectives of the [Strategic Vision of the OAS](#) carried out through the pillars of [democracy](#), [human rights](#), [integral development](#) and [multidimensional security](#), with the support of areas of [administrative management](#) and [institutional strengthening](#).

The [political bodies](#) of the organization have played a central role in the design and structuring of the plan, with an active participation of the committees of the OAS Permanent Council. Each organizational area per pillar were the subject of attention by the following committees according to their area of responsibility.

- Democracy and Human Rights: [Committee on Juridical and Political Affairs \(CJPA\)](#)
- Integral Development: [Inter-American Council for Integral Development \(CIDI\)](#)
- Multidimensional Security: [Committee on Hemispheric Security \(CHS\)](#)
- Institutional Strengthening and Administrative Management: [Committee on Administrative and Budgetary Affairs \(CAAP\)](#)

A series of [working sessions](#) with each of the committees allowed delegates and technical areas to work together to define the [measurements](#) used in the monitoring of the plan; specifically, in the type of indicators and goals for each of the objectives of the plan.

This is the final report on the [functioning](#) and [compliance](#) of the Comprehensive Strategic Plan of the Organization for the 2019-2020 period which is presented as part of the accountability of the OAS/GS regards to strategic planning.

[Background for the elaboration of this Report](#)

In response and according to the request of the Member States of the Organization of American States (OAS), in the resolution, [CP/RES 1121 \(2209/19\) “Strategic Planning of the Organization”](#) adopted by the Permanent Council in its ordinary session celebrated on March 13th, 2019 according to the following:

3. To request the General Secretariat to update the Comprehensive Strategic Plan to include the mandates approved by the General Assembly, pursuant to the provisions of resolution AG/RES. 1 (LI-E/16).
4. To request that the General Secretariat align its activities, programs, and annual operating plans according to the strategic lines and objectives of the Comprehensive Strategic Plan.
5. To instruct the General Secretariat to present to the Permanent Council and to CIDI, prior to September 30, 2020, a detailed report on the functioning of and compliance with the Comprehensive Strategic Plan for 2019-2020, and on the results-based management of the Organization, in keeping with the provisions of paragraph 6 of resolution AG/RES. 1 (LI-E/16).
6. The detailed report on the Comprehensive Strategic Plan for 2019-2020 shall serve as the basis for designing the Comprehensive Strategic Plan of the Organization for 2021-2024 that shall be submitted to the member states for consideration and subsequent referral to the General Assembly.

This document is presented following the [Report regarding the Strategic Plan as of September 30, 2019](#) CAAP/GT/RVPP-422/19) submitted to the Committee on Administrative and Budgetary Affairs (CAAP) in December 2019.

Both documents are part of the inputs of the comprehensive strategic plan of the organization, an initiative that is part of the efforts coordinated by the [Strategic Council for Organizational Development and Management for Results \(SCODMR\)](#), and its objective of promoting an organizational culture based on management for results.

The [coordination](#) and [monitoring](#) of the first Comprehensive Strategic Plan of the OAS is led by the [Department of Planning and Evaluation \(DPE\)](#) through the director’s office and with support of one program specialist, carries out the monitoring and coordination. Tasks that have allowed the organization to comply with the exercise, as well as with the adjustment of internal processes, and the development and use of new tools.

[All the dependencies](#) of the OAS/GS (seven secretaries and their respective departments) [participate](#) in the strategic plan; including the office of the Assistant Secretary General (OSG), the Inter-American Commission on Human Rights (IACHR), two specialized Inter-American organizations (CIM and IIN), and subsidiary bodies, agencies, and other Entities (CITEL, CICAD, CICTE and the IADB). The latter, despite having their own strategic planning plans, have participated, and contributed to the development of this plan.

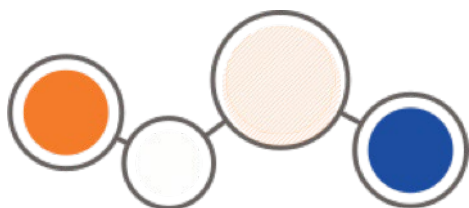
140 GS / OAS officials carried out this strategic planning exercise and were responsible for providing qualitative and quantitative information on the activities and programs associated with 38 strategic lines, 148 objectives and more than 250 indicators and goals of the plan. Which covers the organizations work from June 30· 2016 until June 30· 2020.

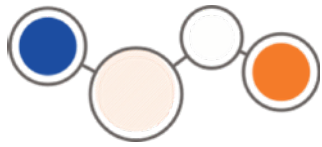
Strategic planning is a new discipline within the mandate of the organization, which seeks to improve the OAS/GS management integrally. The plans design follows Results-Based Management (RBM), a management approach through which an organization ensures that its processes, programs, activities, and services contribute to the achievement of defined results.

The sum of these efforts seeks for the OAS/GS to have a greater and better response capacity when it comes to providing its Member States with information and inputs to guide its decision-making.

The OAS/GS and its personnel are part of the indirect beneficiaries of the plan; they not only participate in the formulation and implementation of the expected results. They are also the main users of the Strategic Planning System (STPS) and two monitoring boards, in-house tools, which until date the only repository of information for the entire general secretary.

The use of the tools and the application of strategic planning concepts is an incentive for a change in the organizational culture, by having a positive effect on project formulation, budget exercises and annual operating plans, which have adapted their activities, procedures, and tools according to the strategic lines and objectives of the Comprehensive Strategic Plan.





I. EXECUTIVE SUMMARY

The [Strategic plan](#) is a management instrument whose mission is to guide the implementation of the Vision defined by the Member States.

The Strategic plan concentrates in [focus areas](#), measuring the organizational performance, serving as a guide that orients the thematic priorities of the General Secretariat.

The [purpose](#) of this executive summary is to give the reader an executive look on the status of the Comprehensive Strategic Plan to date, being its first edition 2016-2020.

This exercise began in 2016, and has progressed proving its validity and [added value](#) for the OAS/GS and the member states

The [COVID-19](#) pandemic redefined the year 2020, the plan's final cycle. Which led to various changes in the dynamics of this exercise, and the entire work of the organization. Beginning with the headquarters closure the General Secretary in Washington D.C. therefore the technical areas involved, worked remotely. In several cases, this situation led to changes in project management approach and the development of new activities aimed at mitigating the global emergency.

In these circumstances, it should be noted that the [systematization](#) and [decentralization](#) of the processes associated with the plan became essential to continue working and logging the progress in the implementation of the plan.

It should be recalled that in December 2019 a [Report regarding the progress of the Strategic Plan as of September 30, 2019 \(CAAP / GT / RVPP-422/19\)](#) was elaborated followed by a preliminary presentation to the CAAP in which conclusions, recommendations and lessons learned, that have largely been validated till date.

This first Strategic Plan covers four years of the General Secretariat's management of the Organization of American States that go from [June 2016 to June 2020](#).

The Strategic Plan has more than [250 indicators](#) divided in the 4 fundamental pillars and 2 areas of support. Each indicator has a base value (base line) from which progress is measured, according to its established goal by the end date (June 2020).

To show that the achievement of the predetermined goal, the responsible area must provide numerical data, a narrative and at least one means of verification, or evidence, that the goal in question has been effectively achieved or not.

Indicators we measured once a year. The first cycle of reports 2016-2019 ended with 95% of verified indicators and the last cycle 2019-2020 with 90% of verified indicators.

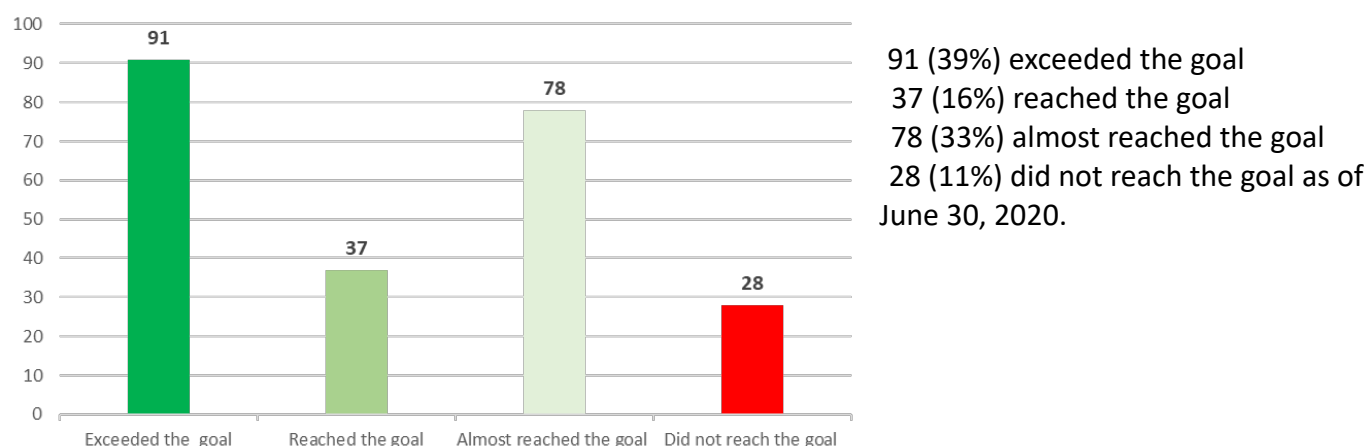
The first edition of the organization's strategic plan 2016-2020 has been an extensive exercise that has required time, resources, and perseverance. Its benefit is the data, its analysis, and most importantly the use of it. As well as its contribution in the creation of an organizational culture with greater responsibility, accountability, and transparency, by providing information from all the areas that contribute to the strategic vision of the organization.

The implementation of the plan allows the OAS/GS and its Member States to have management tools that validate the use of results-based management at the institutional level. Based on strategic lines, interpreted as aspirations, the objectives, which are the actions carried out, and the indicators that quantify the work of the technical areas through activities and programs in numbers and in time.

To be noted that this exercise allows the OAS/GS to tally which countries participate, the number of beneficiaries (men and / or women) and the achieved results; or what prevented the results to be achieved i.e. lack of resources.

The plan is a comprehensive exercise that shows the OAS/GS capacity in delivering results according to the four fundamental pillars and two support areas.

The first cycle of reports 2016-2020 shows that of the 232 (95%) of the total results (indicators) collected:



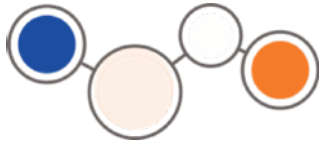
Graphic: Status of Indicators Source: STPS

Indicator performance was measured as of June 2020, included below are examples of important results obtained by pillar. These examples, chosen randomly, aim to illustrate in this executive summary the type and variety of information obtained in this exercise.

The complete detail of the results per indicator are included in further sections of this report dedicated to the analysis of each pillar and in [Annex 1: Results verified by pillar and areas of support of the CSP 2020](#) that accompany this report.

The results included in the table, were classified as follows:

Indicators that exceed their goal
Indicators that reached their goal



Important Results per Pillar

DEMOCRACY	
	853 technical recommendations were issued by the General Secretariat on electoral processes, and 100% have been considered by the democratic institutions of the Member States.
	16 electoral institutions with knowledge to implement and effectively monitor parity, in countries where it exists (Bolivia, Costa Rica, Ecuador, Mexico, Nicaragua)
	34 dialogues with civil society and social actors for the preparation of recommendations to be presented to the participating States of the Summit process hosted.
	7 meetings of the Committee of Experts of the MESICIC to discuss issues in the field of prevention and fight against corruption hosted.
	5 requests for technical cooperation with for the development of gender and rights perspective projects in civil registration and identification institutions were addressed by the OAS/GS

HUMAN RIGHTS	
	56% of the member states , in response to their request, received technical assistance for the use of inter-American conventions for the promotion of human rights and for the realization of the rights of persons in vulnerable situations.
	76% of Member States received recommendations on legal reforms that emphasize and promote a human rights approach in the region.
	22 Member States , according to their request, received assistance in the implementation of the Belem do Para Convention at the end of the plan.
	25 promotional initiatives carried out by the IACHR for the education and training of public officials on issues related to the recognition of women as subjects of rights to promote equality and fight against all forms of violence and discrimination.
	55 new standards generated or improved in the field of human rights to progressively include other rights and freedoms in the protection regime.

INTEGRAL DEVELOPMENT	
6	Institutions of the Member States reported that they increased their capacities to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote entrepreneurship and SMEs.
17	Institutions of the Member States reported that they increased their capacities to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote sustainable tourism activities.
48	Institutions of the Member States reported greater access to better educational opportunities during the period covered by the Comprehensive Strategic Plan of the OAS
9	ministries of labor reported that they have designed or reformulated policies and / or programs to ensure compliance with labor legislation during the period covered by the OAS Comprehensive Strategic Plan.
10	Institutions from the 10 Member States reported that they increased their capacities in sustainable cities and communities.

MULTIDIMENSIONAL SECURITY	
23	Initiatives of the Inter-American Network for the Prevention of Violence and Crime
27	police institutions reported improvements in police services and management.
88	studies (35 reports from the MEM evaluation round, 3 studies from DSI and 4 studies from the Institutional Strengthening Unit)
15	training diagnoses in relation to the different areas of drugs.
24	Member States make progress in complying with international standards to detect, investigate and attempt money laundering and related crimes.
13	Member States that adopt policies or programs for the marking, tracing and / or destruction of weapons.
12	Member States developed national cybersecurity policies and / or strategies.
4	member states adopted at least 3 of the recommendations made in support of strengthening a preventive approach in the state's response to violence and crime, including violence against women.

The next steps of the 2016-2020 Strategic Plan fiscal year-end include the following:

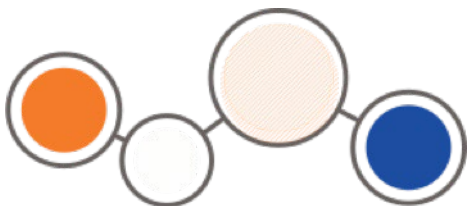
- Report distribution
- Presentation of the relevant points of this report to the Permanent Council
- Closing of data collection to June 2020, validation of the same and publication on the OAS website
- Definitions on the visualization of the data for the public

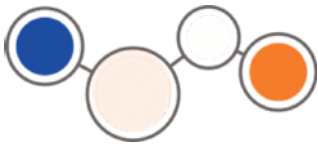
We close this executive summary highlighting the need to complement it with the reading of the conclusions and lessons learned, as well as recommendations (included in this report) for the development of the next exercise of the Comprehensive Strategic Plan.

For more information on the strategic plan, please see the OAS website:

<http://www.oas.org/en/saf/accountability/strategic-plan.asp>

Note to reader: the information generated through the Strategic Planning System (STPS) is in English, the only language of the tool; therefore, graphs and tables contain texts in this language.





II. Compliance: Results of the Strategic Planning

Results-based strategic planning requires monitoring, measuring, and quantifying the actions that an organization's management undertakes to evidence results, it shows what are the expected results, as well as what changes are being sought at the level of capacities, processes, instruments, and access to policies.

For the 2016-2020 comprehensive strategic plan, four categories group what the technical areas reported according to the measurements at the indicator level. The following categories identify how and in what form the OAS/GS work has contributed to its Member States in the following ways:

- [Strengthening of capacities \(skills and knowledge\)](#)
- [Improvement in policies and regulatory frameworks \(access\)](#)
- [Institutional Strengthening \(processes\)](#)
- [Strengthening the application of human rights instruments \(promotion\)](#)

In the process of implementing the plan, two additional categories added:

- [Improvement in the management of the GS / OAS \(internal\)](#), which refers to administrative matters.
- [COVID-19 effect \(management / response\)](#): included for the 2019-2020 period due to actions related to the global emergency.

Please note that an indicator can contribute to more than one category, for example; electoral observation processes contribute to the [strengthening of capacities \(skills and knowledge\)](#) through training activities on electoral issues and at the same time to [institutional strengthening \(processes\)](#), since the electoral observation reports provided include recommendations for the improvement of electoral processes and institutions.

As a result, in the analysis of the results of the strategic plan, the number of contributions does not equal the number of results obtained. In the following table, we can see the results by pillar cataloged in the categories:

Results per Pillar and Areas of Support

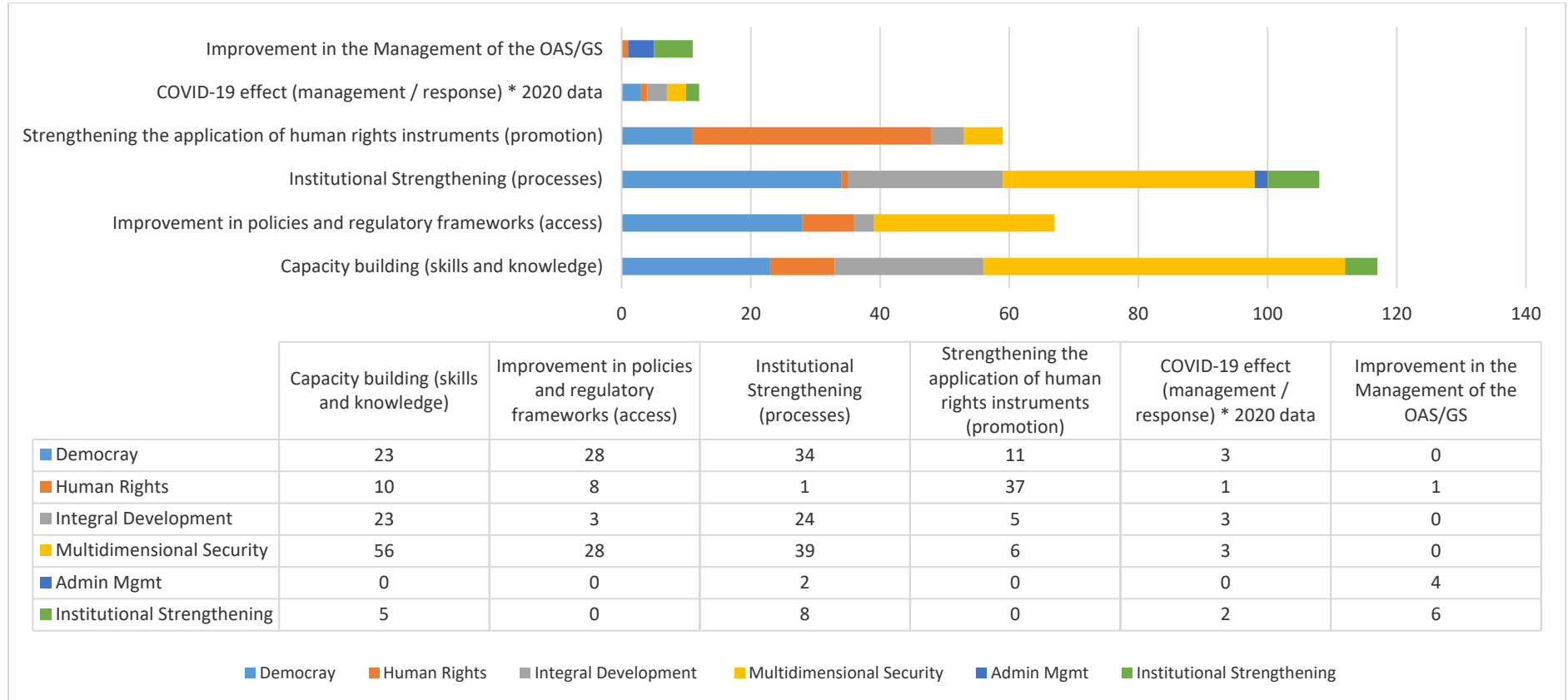


Chart with the summary of impacts for all pillars 2020 Source: STPS

DEMOCRACY



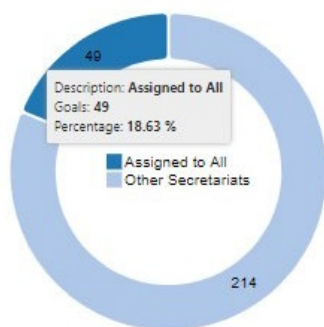
It is the cornerstone of the Organization, and therefore the strengthening of democracy and the promotion of good governance is one of its main tasks. The OAS plays an important role in settling disputes among its member states.

The Committee in charge of the strategic planning exercise: [Committee on Juridical and Political Affairs \(CAJP\)](#)

Five areas are responsible for the Pillar's programs and activities:

- Secretary of Legal Affairs (SLA)
- Secretary for the Strengthening of Democracy (SSD)
- Secretary for Access to Rights and Equity (SARE)
- Inter-American Commission of Women (CIM)
- Secretary for Hemispheric Affairs (SHA)

Participation of the Pillar:

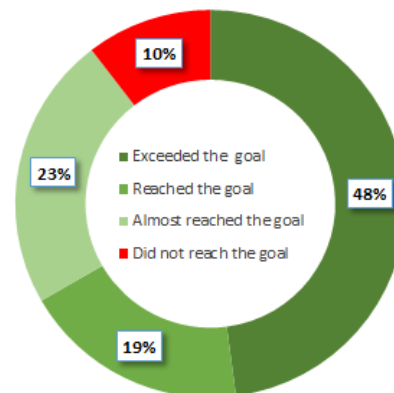


The democracy pillar is responsible for around 19% of the plan's results, distributed among twenty-three objectives and 49 indicators

Performance at the level of indicators:

23 of the 49 indicators (48%) have surpassed the goal established as of June 2020, followed by 9 indicators (18%) that reached their goal and 5 indicators that did not reach their goal (10%).

According to the level of performance, the STPS classifies the data using a traffic light color scheme. The following section presents the results for each of the strategic lines of the pillar.



Results from the 7 Strategic Lines of the Pillar of Democracy

Line I. Contribute to the adoption of resolutions and declarations, as well as to the elaboration of inter-American legal norms to strengthen the rule of law and promote legal security.

Indicators that exceeded their goal:

98% of the inter-American proposals in the regulations and other instruments of the ITU, acquired the character of international agreement

19 Dissemination activities on international law developed in the Member States

4 Member States received inputs for the adoption of recommendations and / or preparation of new inter-American legal norms

47 recommendations delivered to member states to strengthen the regulatory framework of the rule of law

Indicators that reached their goal:

Five meetings of the inter-American forum for the highest telecommunications / ICT authorities

Indicators that did not reach their goal:

Zero% of the requests of the Member States that requested technical support in the development of legislation in accordance with resolutions, declarations and legal norms were attended.

Only 3 out of 10 envisaged binding and non-binding legal instruments; were created and adopted within the OAS (RES. 2909)

Line II. Contribute to the strengthening of electoral processes, systems, and institutions in the hemisphere.

Indicators that exceeded their goal:

The General Secretariat on electoral processes issued 853 technical recommendations, and the democratic institutions of the Member States considered 100%

5 technical cooperation projects developed per year based on the recommendations of the EOMs / OAS to the Member States that as requested.

26 exchanges of experiences and / or best practices in electoral matters and / or international standards derived from the meetings with senior electoral authorities.

10 technical cooperation projects developed based on the recommendations of the EOM / OAS to the Member States according to their request.

Indicators that reached their goal:

100% of the requests to deploy Electoral Observation Missions addressed (subject to obtaining the funds for each Mission)

4 annual meetings with senior electoral authorities held in the Member States 2016-2020

Line III. Contribute to the strengthening of democratic institutions and the promotion of inclusive dialogue in the hemisphere.

Indicators that reached their goal:

Five meetings of the inter-American forum for the highest telecommunications authorities

The relevant institutions of the Member States address 50% of the recommendations issued

70% of the Member States and Civil Society that participate in the dialogue are satisfied with the new format and methodology

A 1% increase in citizens' trust indices in the democratic institutions of the Member States

Line IV. Promote transparent and effective public institutions and support citizen participation mechanisms.

Indicators that reached their goal:

29% of the Member States received recommendations to innovate and modernize public management their institutions.

17% of Member States implemented open government training initiatives offered by the organization.

The OAS/GS addressed five requests for technical cooperation for the development of gender and rights perspective projects in civil registration and identification institutions.

Indicators that did not reach their goal:

Zero innovation initiatives in public management implemented in institutions based on the recommendations made per year, due to a lack of funding.

Line V. Strengthen legal cooperation on justice and combat corruption

Indicators that reached their goal:

Six meetings of the MESICIC Committee of Experts for dialogue on corruption prevention and combat issues held.

Three legal cooperation tools developed, in addition to the two already existing ones.

100% of country reports include recommendations to strengthen its legal and institutional anti-corruption frameworks formulated by the MESICIC Committee of Experts

Indicators that did not reach their goal:

Only eight of the 18 new programs planned for the National Service of Judicial Facilitators in the region were established and therefore in only 57% of the 80% of the municipalities of the Member States in Central America the program operates.

Line VI. Promote gender parity and equitable participation, without discrimination, in all spheres of policy.

Indicators that exceeded their goal:

20 good practices identified during the execution of the Strategic Plan

11 recommendations for support issued to the institutions of the member states (political parties, electoral institutes, etc.) for the promotion of parity

16 electoral institutions acquired knowledge to implement and effectively monitor parity, in countries where it exists (Bolivia, Costa Rica, Ecuador, Mexico, and Nicaragua)

Line VII. Strengthen political dialogue within the framework of the Summits of the Americas process

Indicators that exceeded their goal:

12 implementation activities carried out with the Member States and institutions of the Summit Working Group (JSWG).

34 National Anti-Corruption Hubs for civil society and social actors that work in the prevention and fight against corruption at the national and regional

60 Technical assistance activities provided to the Chair of the CISC during the preparation, follow-up and/or implementation of the Summit, in response to all (100%) its requests

36 Assessments and/or consultations provided to the Chair of the SIRG in response to requests made during the preparation, follow-up, and implementation of the VIII Summit

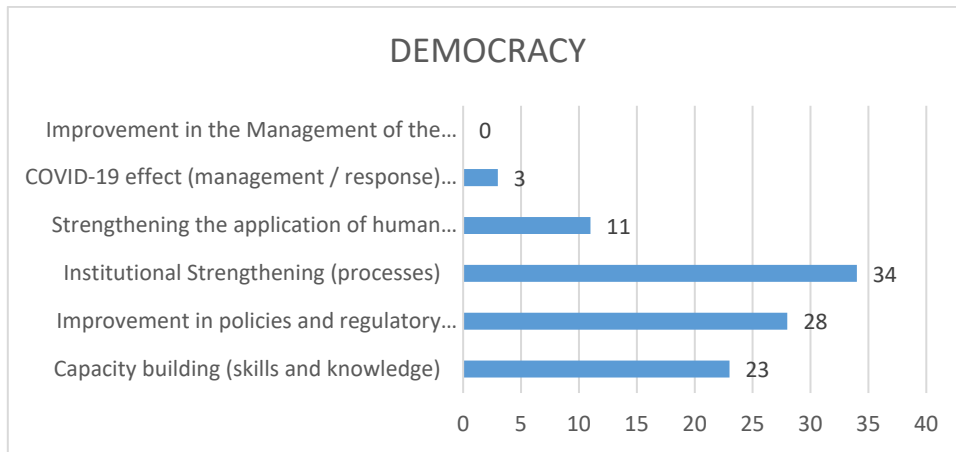
Indicators that reached their goal:

100% of the consultations made by the SIRG Chair to the Summits Secretariat (SAS) were effectively answered (virtual, telephone, email consultation).

Objectives and Results of the Pillar

The expected results in the seven lines of the democracy pillar include 23 objectives, mainly focused on strengthening processes and improving policies and regulatory frameworks.

Due to a lack of funding, two of the expected results associated with innovation in public management were not achieved. Three others stand out due to their work around the global emergency.



Graph: Contributions/Impacts Democracy Source: STPS

COVID-19 Effect

The COVID-19 pandemic affected the development of certain activities and programs under the democracy pillar since the last cycle of the plan covered the work until June 30, 2020. The effect was stronger in those programs whose implementation has a high component of groundwork, humanitarian assistance and / or the provision of services to the community.

The following programs stand out for the development of alternative media, innovative tools, and changes in their implementation.

Electoral Training: Methodologies, Specialized Studies and Exchanges

Elaborated the "Guide for organizing elections in times of pandemic" and organized the first virtual forum "Elections in times of pandemic".

Mission to Support against Corruption and Impunity in Honduras (MACCIH)

Elaborated the First Manual of Good Practices of the National Service of Judicial Facilitators in Central America and organized a Webinar: "The role of judicial facilitators in times of COVID-19"

Peace Fund between Belize and Guatemala

Carried out an analysis and programmatic adjustments to the Peace Practices of the mission of the General Secretariat of the Organization of American States in the 2020 territorial, maritime and insular dispute between Belize and Guatemala.

Summits Process: Lima Commitment Follow up

Carried out a series of online activities (dialogues, seminars, and good practice exchanges) on the states challenges in complying with the process during COVID times; the results are available; http://summit-americas.org/covid19_es.htm

Democracy Programs and Activities

Each of the results of the pillar are associated with at least one program or activity carried out under the responsibility of the technical areas; the following 33 contributed to the expected results of the plan:

Chair and Technical Secretariat of the Joint Summit Working Group (JSWG)
Committee for the Inter-American Summits Management and Participation of Civil Society in OAS Activities (CISC)
Coordination of the Implementation of the Inter-American Program on Access to Public Information and Protection of Personal Data
Electoral Technical Cooperation: Electoral Registry, Quality Management and Certification for Electoral Authorities (ISO: 17582) **, Electoral Technology, Political Financing, Gender and Media
Electoral Training: Methodologies, Specialized Studies and Exchanges
EOM'S: Electoral Observation Missions
Follow-up System for the Summits of the Americas (SISCA)
Harmonization and expansion of the use, coverage and penetration of ICT, the implementation of broadband (Program)
Institutionalization of the rights and gender equality approach
Inter-American Cooperation Mechanism for Effective Public Management (MECIGEP)
Inter-American Program for Judicial Facilitators
Liaison for civil society and social actors in the Summit Process
Management and Supervision of the Inter-American Program for the Development of International Law (public and private)
Management and supervision of the Inter-American Program of International Law; of the Inter- American Program on Access to Public Information and Protection of Personal Data; and the Program to support judges, public defenders, and other public officials
Mechanism for Follow-up on the Implementation of the Inter-American Convention against Corruption (MESICIC)
Meetings of Ministers of Justice or other Ministers, Attorneys or Attorneys General of the Americas (REMJA)
Mission to Support the Peace Process in Colombia (MAPP/OAS)
Open Government Program: Fellowship in Open Government and virtual courses
Peace Fund Belize and Guatemala
Political leadership and management of the Secretariat for the Strengthening of Democracy
Program for the promotion and expansion of civil society participation in OAS activities
Program for the promotion of Equity
Program of Universalization of Civil Identity in the Americas (PUICA)
Program to promote the rights of people in situations of vulnerability
Program to support judges, public defenders, and other public officials
Promote the strengthening of Public Institutions to be more transparent, effective, efficient, and participatory
Prospective Political Analysis (Section in charge on monitoring the political situation of the countries in the region)
Quality Management Systems under ISO Standards (ISO/TS54001:2019) and/or the accreditation of certifying assessment bodies under the International Electoral Accreditation Body of the OAS (IEAB).
Substantive Political Citizenship of Women in Democracy
Support Mission against Corruption and Impunity in Honduras (MACCIH)
Support the Consolidation of Democracy in Haiti
Support to the Legislative Powers in initiatives of institutional strengthening, innovation, and parliamentary diplomacy
Technical Secretariat of the Summit Implementation and Review Group (SIRG)

Chart: Programs and activities Democracy 2020 Source STPS

Interactions / Participation by Member States

The 34 member states have benefited from the 1,333 initiatives developed by the OAS/GS on democratic issues included in the strategic plan from 2016 to 2020.

<i>Member State</i>	<i># Actions</i>
Antigua and Barbuda	26
Argentina	46
Bahamas	36
Barbados	18
Belize	41
Bolivia	42
Brazil	42
Canada	39
Chile	40
Colombia	55
Costa Rica	51
Dominica	23
Dominican Republic	50
Ecuador	47
El Salvador	49
Grenada	27
Guatemala	55
Guyana	29
Haiti	33
Honduras	58
Jamaica	31
Mexico	52
Nicaragua	45
Panama	50
Paraguay	50
Peru	52
Saint Kitts and Nevis	24
Saint Lucia	25
Saint Vincent and the Grenadines	21
Suriname	34
Trinidad and Tobago	35
United States of America	43
Uruguay	41
Venezuela	23

The work carried out in Honduras with 58 interactions stands out, the highest versus the average of 40 per country.

Each interaction is an activity and / or product of a program from which the country has benefited directly or indirectly.

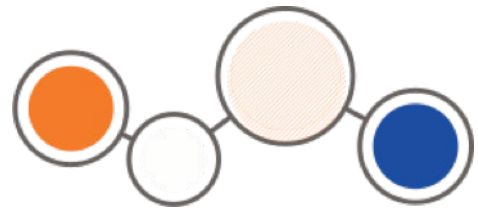
The high number of interactions with Honduras is due to the implementation of the Mission to Support Corruption and Impunity in Honduras (MACCIH) as well as the judicial facilitators program.

Colombia also stands out with 55 interactions given the work of the MAPP and its electoral process in 2018 and Peru with 52 due to the development of the Summit of the Americas in the same year.

Chart: Interaction per Country Democracy 2020 Source STPS

Observations for the Democracy Pillar:

- Reassess the indicators under the strategic lines and / or objectives that mention the issues of rule of law, juridical security, and legislative powers given the difficulty in monitoring the results.
- Include additional indicators under the objective; 4.2 Support the Member States in their efforts to promote Open Government; that best reflect the work of the OAS/GS on the subject.
- Analyze the objectives of the pillar to gain a clearer understanding of the achievements of the Special Missions (MAAP, MACCIH) of the Organization.
- Reassess the indicators under the strategic line: 7. Strengthen political dialogue within the framework of the Summits of the Americas process regarding the technical assistance provided by the Summits Secretariat (SAS), for the CISC and other activities related to the Summit in the context of the OAS.
- Rationalize the number of indicators and respective programs and activities under the pillar in charge of the SARE currently it oversees six indicators that require resources and coordination.



HUMAN RIGHTS

The term is broad and encompasses numerous issues, and other more specific matters under its general umbrella, such as the rights to freedom of expression, political participation, a free and transparent system of justice, and others. Gender Equality and Access to Rights and Equity as well as working with and for vulnerable groups are part of the area's priorities.

The strategic lines and objectives included in this Plan are in accordance with the principles of the OAS Charter, the Inter-American Democratic Charter, the Social Charter of the Americas, the basic human rights documents of the Inter-American System.

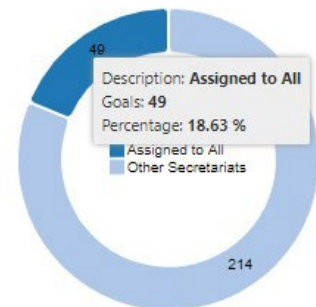
The Committee in charge of the strategic planning exercise: [Committee on Juridical and Political Affairs \(CJPA\)](#)

4 areas are responsible for the Pillar's programs and activities:

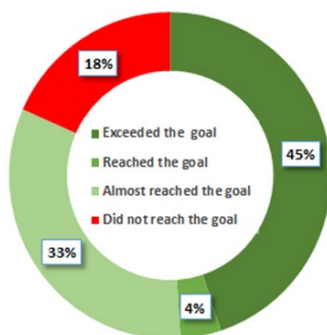
- Inter-American Commission on Human Rights (IACHR)
- Secretary of Legal Affairs (SLA)
- Secretary for Access to Rights and Equity (SARE)
- Inter-American Commission of Women (CIM)

Pillar Participation:

The human rights pillar is responsible for around 19% of the plan's results, distributed among 23 objectives and 49 indicators.



Performance at the level of indicators:



22 out of 49 indicators (45%) have exceeded the goal as of June 2020, followed by 16 indicators (32%) that reached their goal and 6 indicators did not reach their goal.

According to the level of performance, the STPS classifies the data in a traffic light color scheme. The following section presents the results for each of the strategic lines of the pillar.

Line I. Promote human rights in the hemisphere.

Indicators that exceeded their goal:

76% of member states received recommendations on legal reforms that emphasize and promote a human rights approach in the region (disaggregated by country and topic)

85 promotional activities aimed at public officials were carried out in the Member States

56% of the member states, in response to their request, received technical assistance for the use of inter-American conventions for the promotion of human rights and for the recognition of the rights of people in vulnerable situations.

4 Member States, in response to their request, received technical support from the OAS / IACHR for the preparation and implementation of public policies aimed at human rights

22 Member States, according to their request, received assistance in the implementation of the Belem do Para Convention at the end of the plan

100% of the reports by country included recommendations on legal reforms regarding the recognition of women as subjects of rights and to promote equality and fight against all forms of violence and discrimination in the region

7 activities including a publication for the promotion of human rights in the educational systems of the region

22 countries according to their request received technical support from the MESECVI for the implementation of the Convention

90% of the participants in the OAS human rights promotion activities expressed having increased their knowledge

Indicators that reached their goal:

382 press releases were issued by the IACHR regarding the human rights situation in the region

25 promotional campaigns carried out by the IACHR for the education and training of public officials on issues related to the recognition of women as subjects of rights and to promote equality and fight against all forms of violence and discrimination.

Indicators that did not reach their goal:

3,698 of the 5,000 visits planned to online platforms and other tools for the monitoring mechanisms for civil society participation in OAS activities

Zero coordination activities of the IACHR with the Inter-American Court to stimulate the signing and ratification of Inter-American human rights treaties by the States at the end of the plan

3 of 5 dialogues / round tables or webinars were held to promote and mainstream the approach of economic, social, and cultural rights in the region

Only 30% of 75% of the reports presented by the States Parties were evaluated by the different monitoring mechanisms MESECVI, GTPSS, CEDDIS, etc.)

¹ The annual report of the IACHR is published at the end of each calendar year and is the main means of verification, which is why for the last reporting cycle the area did not include data for 2020. It should be noted that, despite this, more than 90 % of area goals were exceeded.

Line II. Protect human rights in the hemisphere.

Indicators that exceeded their goal:

6000 responses² from the IACHR to applicants through the inter-American human rights system

More than 2,000 follow-up letters on recommendations sent to the parties by the IACHR per year

More than 600 justice operators a year trained by the CIM

49 improvement actions in the management of petitions, precautionary cases, and friendly solutions

122% increase in the capacity of the IACHR to prepare reports on Admissibility and Merits compared to 2016

Indicators that reached their goal:

55 new standards generated or enriched in the field of human rights to progressively include other rights and freedoms in the protection regime

Line III. Observe and monitor the human rights situation in the hemisphere.

Indicators that exceeded their goal:

35 civil society organizations participated in-situ and virtual in the different Follow-up Mechanisms (MESECVI, GTPSS, CEDDIS, etc.) of the OAS

12 consultations held with civil society and academia on the human rights situation

Indicators that reached their goal:

1 follow-up report on the implementation of the IACHR recommendations and 1 follow-up report on the human rights situation prepared with a geographic and thematic focus per year

2/3 of the participating Member States presented their flow-up reports Follow-up Mechanisms (MESECVI, GTPSS, CEDDIS, etc.) of the OA

Indicators that did not reach their goal:

Only 31% of the follow-up reports Follow-up Mechanisms (MESECVI, GTPSS, CEDDIS etc.) of the OAS were evaluated

²² Types: Petitions not opened for processing, Inadmissibility Reports, Approved Merits Reports, precautionary measures granted, expanded, and not granted, approved friendly settlement agreements).

Line IV. Support and technical assistance to Member States in human rights.

Indicators that exceeded their goal:

31 (CIM 29 / SARE 12) presentations or contributions made that promote the inclusion of progressive developments in the field of human rights

60 presentations or contributions made by the IACHR that promote the inclusion of progressive developments in human rights

9 activities and / or technical inputs provided to States to implement efficient policies for the promotion and protection of the human rights of children and adolescents.

23 round tables and/or meetings with Member states on the Inter-American human rights system

12 Member States, according to their request, received assistance for the preparation and implementation of their National Human Rights plans for groups in vulnerable situations

22 Member States, according to their request, received technical support for the formulation of public policies within the framework of inter-American human rights standards

10 technical assistance activities provided to member states that requested it for the preparation and implementation of public policies for the protection of human rights

Indicators that reached their goal:

8 presentations or contributions made by the CIM to promote the inclusion of progressive developments in human rights

Line V. Strengthen the Inter-American Human Rights System, the political bodies of the OAS, and the institutions responsible for human rights in the member states.

Indicators that exceeded their goal:

13 Member States (10 CIM and 3 SARE) trained in the use of the different systems of progress indicators related to inter-American treaties (Protocol of San Salvador, Convention of Belém do Pará, CEDDIS, etc.)

110 CSOs per year trained to participate (100 CIM, 10 SARE) by follow-up mechanism MESECVI, GTPSS, etc.) of the OAS

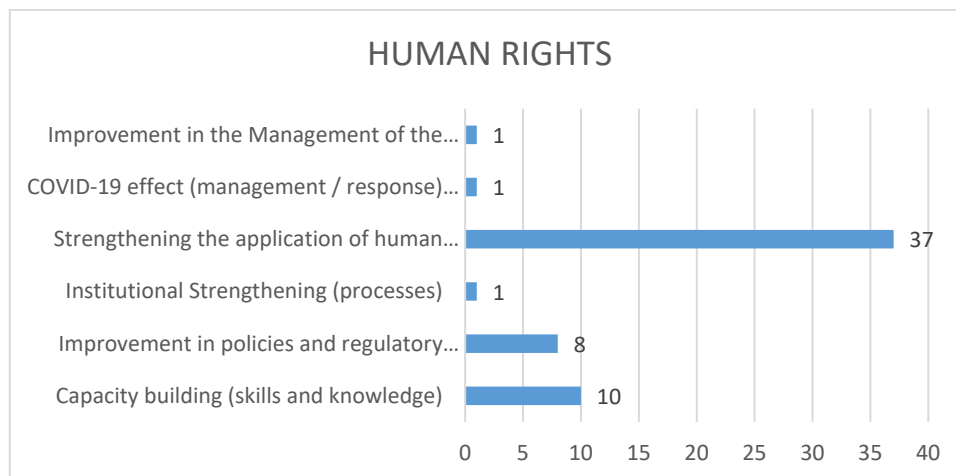
Indicators that reached their goal:

Budget of the regular fund of the IACHR doubled until 2020 * 11,286,000 (2019)

107 Training activities organized / co-organized by the IACHR per year for education and training on human rights issues

Objectives and Results of the Pillar

The expected results cited in the five lines of the pillar are accompanied by 32 objectives, most of which under the Human Rights area have focused on strengthening the [application of human rights instruments \(promotion\)](#) and on [strengthening capacities \(skills and knowledge\)](#).



Graph: Contributions/Impacts Human Rights Source: STPS

One of the results associated with the development of training courses for the use of the different systems of progress indicators related to inter-American treaties (Protocol of San Salvador, Convention of Belém do Pará, CEDDIS, etc.) was limited in its scope due to the lack of financing. Three programs stood out for their work around issues of gender violence derived from the global emergency.

COVID-19 effect

The development of certain activities and programs under the democracy pillar were affected by the impact of the COVID-19 pandemic, since the last cycle of the plan covered what was carried out as of June 30, 2020.

One of the vulnerable groups under the human rights framework is women. The confinement measures raised the rates of gender violence, domestic violence, and the number of feminicides. Staying at home for many women has meant not only putting their life and physical integrity at risk, but also their economic stability, food, and work security.

The following programs stand out for the development of virtual inputs and activities aimed at counteracting the adverse effects of the global emergency.

Institutionalization of the rights and gender equality approach

Follow-up Mechanism of the Convention of Belém do Pará

Elaborated a report: Violence against women in the face of measures aimed at reducing the contagion of COVID-19, this input was disseminated in a series of virtual workshops and is part of the evaluation rounds of the monitoring mechanisms of the Human Rights of the OAS/GS.

Human Rights Programs and Activities

Each of the results of the pillar are associated with at least one program or activity that is carried out under the responsibility of the technical areas; The following 14 contributed to the expected results of the plan:

General Directorate of the Inter-American Institute of Children and Adolescents
Institutional management efficient and effective in providing human resources, infrastructure, technology and budgets necessary for full compliance with the mandate and functions of the Inter-American Commission on Human Rights (IACHR) (Strategic Plan Inter-American Commission on Human Rights (IACHR) -SO5)
Inter-American Judicial Facilitators Program
Monitoring mechanism of the Belem do Pará Convention (MESECVI)
Program for International Migration in the Americas
Program to promote the rights of people in situation of vulnerability
Promotion of the articulated use of mechanisms and functions of the Inter-American Commission on Human Rights (IACHR) for better monitoring capacity and timely response (Strategic Plan of the Inter- American Commission on Human Rights (IACHR) - SO2)
Promotion of the universalization of the IAHRs through initiatives coordinated with the Court and with other international human rights organizations (Strategic Plan of the Inter-American Commission on Human Rights (IACHR) SO4)
Promotion of the universalization of the IAHRs through initiatives coordinated with the Court IAHR and with other international human rights organizations (Strategic Plan of the Inter-American Commission on Human Rights (IACHR) SO4)
Strengthening of institutions and public policies with a focus on human rights in the States and capacity- building of organizations (Strategic Plan Inter- American Commission on Human Rights (IACHR) - SO3)
Strengthening the capacities of the IACHR to follow up on the recommendations of the IACHR and compliance with the standards of the IAHRs (Strategic Plan CIDH-P21)
Strengthening the capacities of the Inter-American Commission on Human Rights (IACHR) to follow up on the recommendations of the Inter-American Commission of Human Rights and compliance with IAHRs standards (Strategic Plan of the Inter- American Commission on Human Rights (IACHR) - P21)
Strengthening the system of petitions, cases, friendly solutions and precautionary measures (Inter- American Strategic Plan on Human Rights (IACHR) - SO1)
Substantive political citizenship of women for democracy and governance

Chart: Programs and activities Human Rights 2020 Source STPS

Interactions / Participation by Member States

The 34 member states have benefited from 1,149 initiatives developed by the GS / OAS on human rights issues included in the strategic plan from 2016 to 2020.

Member State	# Actions
Antigua and Barbuda	25
Argentina	44
Bahamas	28
Barbados	31
Belize	26
Bolivia	37
Brazil	34
Canada	17
Chile	35
Colombia	41
Costa Rica	44
Dominica	23
Dominican Republic	41
Ecuador	39
El Salvador	44
Grenada	27
Guatemala	46
Guyana	29
Haiti	23
Honduras	45
Jamaica	29
Mexico	48
Nicaragua	35
Panama	41
Paraguay	41
Peru	42
Saint Kitts and Nevis	27
Saint Lucia	30
Saint Vincent and the Grenadines	25
Suriname	30
Trinidad and Tobago	34
United States of America	18
Uruguay	42
Venezuela	28

Work carried out in Mexico with a total of 48 interactions stands out, being the highest versus the average per country (34).

Each interaction is defined as an activity and / or product of a program from which the country has benefited directly or indirectly.

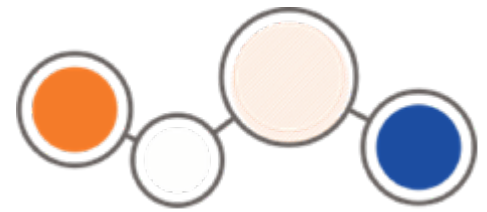
The high number of interactions with Mexico is due to the work of the IACHR and CIM on matters of human rights implementation.

Guatemala and Honduras also stand out with 46 and 45 respectively derived from the actions of the Migration Affairs Commission and (CAM).

Chart: Interactions per Country Member State 2020

Observations for the Human Rights Pillar

- Rationalize the number of objectives that are subsumed in another or that are not relevant to the pillar; as is the case of objectives under lines 1, 3, and 4.
- Reassess the alignment and coordination between the Strategic Plan of the Inter-American Commission on Human Rights 2017-2021 and the next Comprehensive Strategic Plan of the Organization 2021-2024, given the time lag between both exercises.
- Rationalize the number of indicators and respective programs and activities under the pillar in charge of the SARE; which currently oversees 20 indicators that require resources and coordination. Several of the formulations are redundant or too specific, which makes analysis difficult and strategic focus is lost.
- Reassess the strategic lines and / or objectives that include the Inter-American Institute for Children, Girls and Adolescents (IIN), given the externality of the body, greater coordination is required to facilitate their participation in the monitoring exercise of the plan.



INTEGRAL DEVELOPMENT

It is the general name given to a series of policies that work together to promote sustainable development in developing and underdeveloped countries. Because the issue of development has become so essential in recent years, employment, education, natural resources, tourism, and support for small and medium-sized businesses, port management and access to telecommunications are part of the area. This pillar is the only one that has an Inter-American Council for Integral Development (CIDI).

Body in charge of the strategic planning exercise: [Inter-American Council for Integral Development \(CIDI\)](#).

Four Areas Responsible for the Pillar's programs and activities:

Executive Secretary for Integral Development (SEDI)

Inter-American Committee on Ports (IPC)

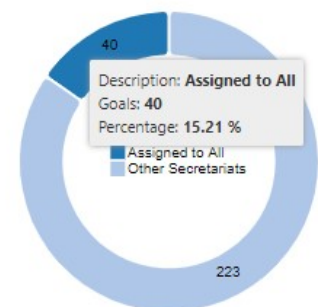
Inter-American Telecommunications Commission (CITEL)

Inter-American Commission of Women (CIM)

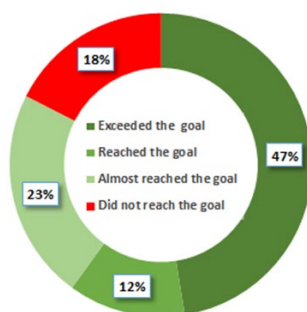
Secretariat for Access to Rights and Equality (SARE)

Participation of the Pillar:

The integral development pillar is responsible for around 15% of the plan's results, distributed in twenty-four objectives and 37 indicators.



Performance at the level of indicators:



19 of the 36 indicators (47%) have exceeded the goal established in June 2020, followed by 5 indicators (12%) that reached their goal and 23 indicators that almost reached and (18%) did not reach their goal

According to the level of performance, the STPS classifies the data in a traffic light color scheme. The following section presents the results for each of the strategic lines of the pillar.

Line I. Promote inclusive and competitive economies.

Indicators that exceeded their goal:

16 Institutions of the Member states reported that they increased their skills (to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote entrepreneurship and MSMEs.

17 Institutions of the Member states reported that they increased their abilities to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote sustainable tourism activities.

15 Institutions of the Member states reported that they increased their skills during the period covered by the Comprehensive Strategic Plan of the OAS. (To design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote the economic contributions of the cultural sector.

Indicators that reached their goal:

6 Relevant institutions of the member states reported regional cooperation on competitiveness, productivity, and innovation.

3 Institutions of the member states reported that they increased their capacities to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote innovation and the incorporation of transformative technologies in their economies in a sustainable and inclusive way).

Line II. Strengthen the implementation of the sustainable development goals in accordance with the Inter-American Program for Sustainable Development 2016-2021 (PIDS).

Indicators that exceeded their goal:

26 Institutions of the Member States have better skills in risk management of maritime and port disasters and better capacity to respond to emergencies.

26 Institutions of the Member States have better abilities to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote capacities in the integrated management of water resources

12 Institutions of the Member States have better skills to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote the reduction of greenhouse gas emissions from cargo ships in port

Indicators that reached their goal:

3 Port institutions in the Americas reported having better skills in risk management of maritime and port disasters and better capacity to respond to emergencies.

10 institutions in the member states have better skills to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that foster capacities for sustainable cities and communities.

5 institutions of the member states better skills to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote capacities in sustainable energy management.

2 Port institutions in the Americas reported the implementation of projects to reduce greenhouse gases from cargo ships in port, during the period covered by the OAS Comprehensive Strategic Plan.

Indicators that did not reach their goal:

Only 1 institution in the member states reported that it has better skills to design and / or implement national plans for disaster risk management in the context of the Sendai Framework for Disaster Risk Reduction

Only 1 institution in the member states reported better skills to design and / or implement mechanisms that facilitate assistance in the event of disasters, including mutual regional assistance.

Only 1 institution in the reported member states have better skills to design and / or implement harmonized early warning systems (EWS) (cross-border and community).

Only 1 institution in the member states reported that it has better skills to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote capacities in sustainable ecosystem management.

Line III. Promote education and human development in the Americas.

Indicators that exceeded their goal:

40 Institutions of the Member States reported that they improved their capacities to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives to provide quality, inclusive and equitable education

37 Institutions of the Member States reported increases in training opportunities for teachers

14 Institutions of the Member States reported that they strengthen institutional capacities to promote comprehensive early childhood care.

48 Member States reported that their beneficiaries of the OAS scholarship program that have increased their access to better educational opportunities

24 Institutions of the Member States reported that they have increased their access to better educational opportunities

64 port authorities of the Member States reported that they increased their management capacities

Indicators that reached their goal:

34 Institutions of the Member States reported that they have better institutional capacities to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives to provide quality, inclusive, and equitable education.

Line IV. Promote decent, dignified, and productive work for all.

Indicators that exceeded their goal:

15 Institutions of the Member states reported that they designed new policies or programs or have reformulated their policies and programs to strengthen their continuing education and training systems, during the period covered by the OAS Comprehensive Strategic Plan.

9 labor ministries reported that they have designed or reformulated policies and / or programs to ensure compliance with labor legislation

Indicators that did not reach their goal:

Only 1 Institution of the Member States reported on progress in the design and implementation of policies and / or programs to improve working conditions and opportunities for populations in vulnerable situations.

Line V. Promote the promotion and protection of the human rights of migrants, including migrant workers and their families, in accordance with the Inter-American Program on the matter, to enhance their contribution to development.

Indicators that exceeded their goal:

15 countries received technical support from the OAS to strengthen their institutional capacities to promote and protect the human rights of migrants, their integration in host countries, the inclusion of those who return to their countries of origin, and their contribution to development.

7 thematic meetings held with Member States on addressing migration issues through the Commission on Migration Affairs (CAM)

Indicators that reached their goal:

5 best practices exchanged between Member States on the implementation and management of migration policies through the Commission on Migration Affairs (CAM)

2 biannual reports on international migration in the Americas published, distributed among the migration authorities of the countries

2 cooperation initiatives identified and developed in the field of migration management

Line VI. Promote cooperation for development and the creation of alliances.

Indicators that exceeded their goal:

26 Port authorities of the member states reported improvements in their communication systems for port and security purposes

19 Relevant authorities of the member states reported on South-South, triangular, and international cooperation exchanges with other member states

4 new OAS multisector alliances to support or expand cooperation opportunities for Member States

34 Authorities from member states reported multisector cooperation exchanges implemented within the framework of CooperaNet

Line VII. Promote social inclusion with equity that contributes to sustainable development in the Americas.

Indicators that exceeded their goal:

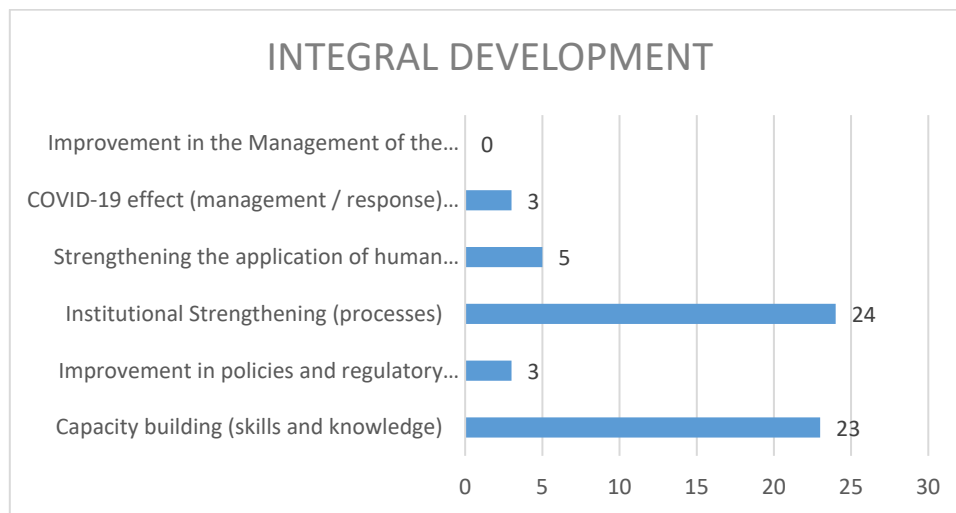
19 Institutions of the Member States reported that they increased their capacities to advance in central areas of the Plan of Action of the Social Charter of the Americas

19 Institutions of the Member States reported that they increased their capacities to advance in their inclusive and equitable development priorities

Objectives and Results of the Pillar

The expected results cited in the seven lines of the pillar are accompanied by 24 objectives, most of which under the Integral Development area have focused on **institutional strengthening (processes)** and **capacity building (skills and knowledge)**.

One of the results associated with the development or improvement of skills to design and / or implement harmonized early warning systems (EWS) (cross-border and community) in charge of the areas of sustainable development and social inclusion limited the development of activities given the lack of financing.



Graph: Contributions/Impacts Development Source: STPS

[COVID-19 effect](#)

The COVID-19 pandemic affected the development of certain activities and programs under the integral development pillar, since the last cycle of the plan covers what was carried out as of June 30, 2020. The effect has been stronger in those programs whose implementation corresponds to the promotion of economic sectors such as tourism and port infrastructure.

The following programs stand out for the development of inputs aimed at counteracting the adverse effects of the global emergency. This is the case of the [Tourism Program](#), which developed more than 17 Protocols for food services for the public due to the health alert for Coronavirus (COVID-19) and Biosafety Protocols to reactivate tourism.

The [Inter-American Committee on Ports \(CIP\)](#) activities were affected greatly since the port authorities focused on security issues and maintaining trade flows. The area transformed its on-site training portfolio into virtual classrooms with courses on "Continuity of port security: maintenance of operations during crises."

Education topics also had to modify their portfolio of courses, among which stands out the massive and open online course of the [Inter-American Network for Teacher Education](#) called: "Pedagogical strategies for teaching critical thinking" and the series "COVID-19: STEM teaching in quarantine ", impacting more than 86 thousand teachers from 34 Member States.to COVID-19

Integral Development Programs and Activities

Each of the results of the pillar are associated with at least one program or activity that is carried out under the responsibility of the technical areas; the following 33 contributed to the expected results of the plan:

Leo Rowe Fund
Advancing Metrology for Energy Efficient Measurements and Compliance in Central America and Dominican Republic
Advancing Metrology for Sustainable Energy Technologies and the Environment in the Western Hemisphere
CooperaNet: Online hub for strategic partnerships and cooperation
Cooperation and partnerships for development (South-South cooperation)
Coordination of CARICOM's Caribbean Sustainable Energy RoadMap and Strategy (C-SERMS)
Development Cooperation Fund (DCF)
Development of a communication system for cooperation and assistance in improving security procedures (CIP)
Development of a communication system for the cooperation and assistance in port and maritime security. "The CIP Port Incentive Program to Reduce Greenhouse Gases from Ships"
Development of emergency response plans amongst multiple stakeholders for improved emergency response Improved Disaster Risk Management for Ports in the Caribbean
Ecosystem Management/Inter-American Biodiversity Information Network (IABIN)/Western Hemisphere Migratory Species Initiative (WHMSI)
Energy and Climate Partnership of the Americas (ECPA)
Environmental Law, Policies and Governance
Harmonization and extension of the use, coverage and Insertion of ICTs, in particular the implementation of broadband
Inter-American Committee on Science and Technology (COMCYT) and Meetings of Ministers and High Authorities on Science and Technology (REMCYT)
Inter-American Competitiveness Network (RIAC) and the Americas Competitiveness Forum (ACF)
Inter-American Conference of Ministers of Labor (IACML), Business Technical Advisory Committee on Labor Matters (CEATAL) and Trade Union Technical Advisory Council (COSATE)
Inter-American Network for Labor Administration (RIAL)
Inter-American Program for the Promotion and Protection of the Human Rights of Migrant Persons, Including Migrant Workers and Their Families
ITEN – Inter-American Teacher Education Network
Leo Rowe Fund
Management of Water Resources
Meetings of the Inter-American Committee on Education and the Inter-American Meeting of Ministers of Education
OAS Scholarship and Training Program (Academic, Professional Development, and Partnerships Program for Education and Training (PAEC); OAS Scholarship and Training Program)
PAEC-OAS Scholarship Program
Program for the promotion and expansion of civil society participation in OAS activities
Program on the Promotion of Equity
Program to promote the rights of Persons in Situations of Vulnerability
Programa de Migración Internacional en las Américas
Scholarship and Training Program of the Inter-American Committee on Ports
Sustainable Cities
System for Prevention and Primary Response in the Event of Disasters/ Inter-American Network for Disaster Mitigation /Metrology
Trade and Economic Empowerment Program: Inter-American Dialogue of MIPYMES

Chart: Programs and activities Integral Development 2020 Source STPS

Interactions / Participation by Member States

The 34 member states have benefited from the 908 initiatives developed by the GS / OAS on integral development issues included in the strategic plan from 2016 to 2020.

Member State	# Actions
Antigua and Barbuda	23
Argentina	29
Bahamas	29
Barbados	37
Belize	24
Bolivia	18
Brazil	19
Canada	16
Chile	26
Colombia	32
Costa Rica	41
Dominica	27
Dominican Republic	30
Ecuador	28
El Salvador	29
Grenada	25
Guatemala	25
Guyana	21
Haiti	22
Honduras	31
Jamaica	39
Mexico	33
Nicaragua	17
Panama	36
Paraguay	21
Peru	34
Saint Kitts and Nevis	29
Saint Lucia	34
Saint Vincent and the Grenadines	22
Suriname	20
Trinidad and Tobago	28
United States of America	31
Uruguay	25
Venezuela	7

Work carried out in Costa Rica stands out with 41 interactions, the highest versus the average per country (27).

Each interaction is an activity and / or product of a program from which the country has benefited directly or indirectly.

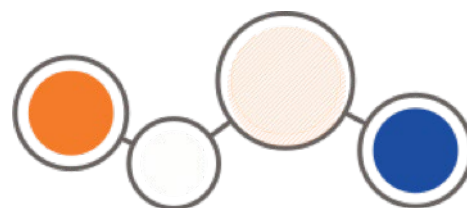
The high number of interactions with Costa Rica is due to the technical assistance provided by the RIAL to the Ministry of Labor, the support of the tourism program in the development of tourism protocols, and its participation in migration and education issues.

Jamaica and Barbados also stand out with 39 and 37 respectively derived from actions in tourism, MSMEs and development.

Chart: Interactions per Country Member State 2020

Observations on the Integral Development Pillar

- Reassess the indicators under the strategic lines and / or objectives that mention the issues of inclusion, equity, sustainable development, and tourism given the difficulty they present in monitoring the results.
- Reassess the objectives and indicators under line 3. Promote education and human development in the Americas, to break down the results at the programmatic level and at the level of political dialogue.
- Include additional indicators under relevant objectives that reflect the strategic planning exercises of the Inter-American Telecommunications Commission (CITEL).



Multidimensional Security

Ensuring the security of the peoples of the Americas is a key pillar of the Organization of American States. Under the conception that the security of the States in the hemisphere is multidimensional in scope, including public security, against terrorism (CICTE), drug abuse control (CICAD), Transnational Organized Crime, and Cybersecurity.

Body in charge of the strategic planning exercise: Committee for Hemispheric Security (CHS)

Three Areas are Responsible for the programs and activities of the Pillar:

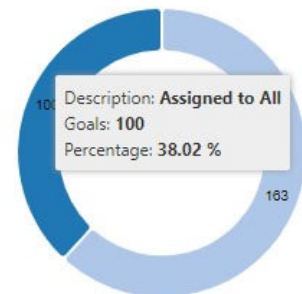
Secretary of Multidimensional Security (SSM)

Inter-American Defense Board (IADB)

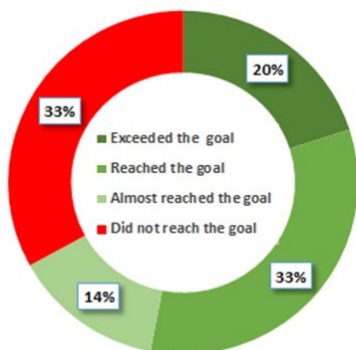
Inter-American Commission of Women (CIM)

Pillar Participation:

The multidimensional security pillar is responsible for around 38% of the plan's results, distributed in fifty-one objectives and around 100 indicators.



Performance at the level of indicators:



20 of the 100 indicators (20%) have exceeded the goal established in June 2020, followed by 33 indicators (33%) that reached their goal and 33 indicators did not advance or achieve their goal (33%).

According to the level of performance, the STPS classifies the data in a traffic light color scheme. The following section presents the results for each of the strategic lines of the pillar.

Results from the 11 strategic lines of the Multidimensional Security pillar

Line I. Prevention of violence and crime in the hemisphere.

Indicators that exceeded their goal:

22 interventions for the monitoring and evaluation of policies and programs for the prevention of violence and crime.

23 initiatives developed under the Inter-American Network for the Prevention of Violence and Crime.

70% of actors participated in the framework of the Inter-American Network for the Prevention of Violence and Crime.

Indicators that reached their goal:

12 Member States developed national cybersecurity policies and / or strategies.

3 Member States adopted the Plan of Action for the Prevention and Reduction of Homicides.

4 Member States adopted the Inter-American Program for the Prevention of Violence and Crime

4 Member States adopted political and programmatic recommendations to support the strengthening of a preventive approach in the State response to violence and crime including violence against women.

Line II. Public Security Management

Indicators that exceeded their goal:

27 police institutions reported improvements in police services and management

More than 1,400 police officers trained in criminal investigation, of which 70% reported that the contents, offered by the courses / trainings, were relevant to their work

14 programs of alternative measures to incarceration for drug-related crimes implemented

11 new national programs, implemented by member states that support the strengthening of victim assistance systems

Indicators that reached their goal:

32 police institutions participated in REDPOL

1 strategy of modernization of prison systems implemented (Jamaica)

Almost 500 professionalized and / or trained prison officials in the region

3 regional programs, implemented by the Member States, to improve the effectiveness of the services offered by the national institutions of the criminal justice system to their citizens.

Indicators that did not reach their goal:

Only 1 out of 8 new national programs on the use of alternatives to incarceration was implemented *
Lack of funding

0% of the 10% expected in the decrease in the number of detainees in 3 member states * lack of funding

0% of 40% expected in the increase in the number of people under precautionary measures, alternatives to preventive detention in 3 member states * lack of funding

0% of 20% expected in the increase in the number of people under supervision with electronic monitoring mechanisms in 3 member states

Only 1 of the 3 regional social reintegration programs for young people were implemented in the member states

Line III. Public policies and strategies on the World Drug Problem with a strengthened, balanced, and multidisciplinary comprehensive approach; based on scientific evidence.

Indicators that exceeded their goal:

88 studies on drug use and other specific problems prepared and disseminated to support Public Policies in Member States.

33 Member States disseminated the MEM evaluation reports of the corresponding round, for the adoption of corrective and proactive actions of public policies.

9 programs evaluated in different areas of the drug problem.

Indicators that reached their goal:

3 Member States have comprehensive drug policies with a comprehensive, balanced, multidisciplinary, inclusive, and sustainable approach

8 Member States were assisted in the design, implementation, and / or evaluation of their national drug plans

Line IV. Strengthening of institutional, technical, and human capacities in the different thematic areas related to drugs.

Indicators that exceeded their goal:

15 diagnoses of training needs designed to face drug-related problems.

More than 6,300 people trained in the different fields related to the drugs developed

Indicators that reached their goal:

4 methodologies designed to face the problem related to drugs.

Line V. Prevention and combat of transnational organized crime.

Indicators that exceeded their goal:

24 member states made progress in complying with international standards to detect, investigate and prosecute money laundering and related crimes

39 member states adopted mechanisms to facilitate international coordination and cooperation in the investigation of cases of money laundering and related crimes

More than 80% of the entities of the member states considered the technical assistance provided useful to detect, investigate and prosecute money laundering and related crimes. They consider the technical assistance useful

21 member states report a strengthening of their systems for confiscation, seizure, administration, and allocation of illicit assets

35 member states report on the use of international cooperation between law enforcement agencies and mutual legal assistance established in international instruments to combat transnational organized crime

4 member states strengthened their legislative frameworks to combat transnational organized crime

40 member states benefited from the program to strengthen border controls

More than 100 recommendations presented to member states and / or beneficiary organizations to address identified gaps or challenges to respond to and recover from cyber-attacks and incidents and improve their cybersecurity.

18 member states strengthened their institutional capacities and public policies to address and address the different forms of transnational organized crime

Indicators that did not reach their goal:³

0 of the 7 Programs for the care and protection of victims, witnesses and others involved in criminal proceedings, were developed based on international standards * lack of funding

0 of the 200 planned officers developed their knowledge of international rules and best practices in identity management, document security and border controls

0 of the 10 planned Member States were provided with information on variables and indicators on transnational organized crime that are defined and standardized * lack of funding

0 out of 120 officials were trained in the fight against recruitment by criminal organizations, especially of children * lack of funding

³ The indicators under this line correspond to the DTOC which has not been able to secure funding for the activities and programs associated with the results and / or its programs are in the initial phases of execution

Line VI. Preventing and Combating Terrorism in the Hemisphere

Indicators that did not reach their goal:

Only 155 of the 500 planned officials strengthened their technical capacities in trade and transportation security.

0 of the 15 planned Member States that developed policies to address the phenomenon of foreign terrorist fighters.

Line VII. Protection of physical and digital borders

Indicators that did not reach their goal

0 officers who develop their knowledge of international rules and best practices in identity management, document security and border controls

0 of the 15 planned Member States implemented new travel and identification document control measures * lack of funding

Only 1 of the 5 new mechanisms were established for the exchange of information and best practices to improve the control of physical and digital borders

Line VIII. Consolidation of the Americas as a zone of peace.

Indicators that exceeded their goal:

Reduction of more than 74% in accidents / free zone of antipersonnel landmines

13 member states adopt policies or programs for the marking, tracing and/or destruction of small arms

12 mechanisms developed to help prevent the proliferation of weapons of mass destruction UNSCR 1540

5 national action plans for Member States in relation to UNSCR 1540

16 member states report on compliance with confidence- and security-building measures

Indicators that reached their goal:

1 forum for dialogue on the formulation of confidence-building measures in the field of cybersecurity, held in the Member States

Line IX. Cooperation and coordination in matters of hemispheric security and defense.

Indicators that exceeded their goal:

More than 40 technical reports and studies developed on cybersecurity, transnational organized crime, public security, and hemispheric defense.

Indicators that reached their goal:

33 member states participating in the Seventh Evaluation Round of the MEM

4 cooperation agreements on multidimensional security issues

More than 160 people trained in Advanced Studies in Defense and Hemispheric Security

Indicators that did not reach their goal:

0 new member states, signatories of the planned ones, ratified the Inter-American Convention against Terrorism

0 signatory member states ratified the Inter-American Convention against the Illicit Manufacturing of and Trafficking in Firearms, Ammunition, Explosives and Other Related Materials

0 of the 4 reports and / or technical studies on Hemispheric Defense were published

Line X. Critical Infrastructures

Nothing to report in this line since the areas consider that the subject goes beyond the scope of their activities and programs (see recommendations section)

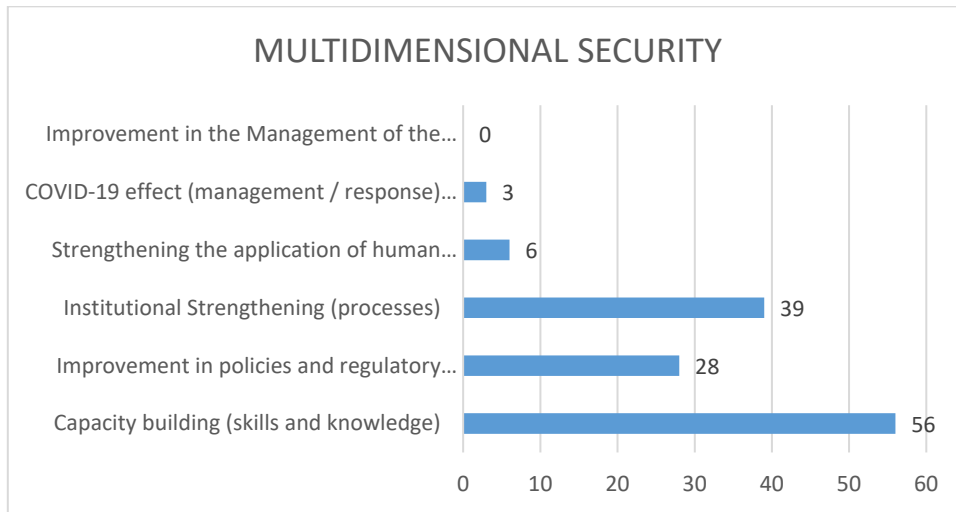
Line XI. Special Security Concerns of Small Island States.

Indicators that did not reach their goal

Cero member states have benefited from pilot projects to strengthen their institutional capacity to investigate and prosecute environmental crimes * lack of funding

Objectives and Results of the Pillar

The expected results cited in the eleven lines of the pillar are accompanied by 51 objectives, most of which under the Multidimensional Security area have focused on [institutional strengthening \(processes\)](#) and [capacity building \(skills and knowledge\)](#).



Graph: Contributions/Impacts Security Source: STPS

The security pillar had the highest number of results that did not have the necessary funding for the development of its activities and programs, particularly in new areas of intervention of the pillar, such as Transnational Organized Crime.

Additionally, issues around national critical infrastructures and the security of small island states go beyond the scope of the current pillar portfolio.

Effect COVID-19

The COVID-19 pandemic affected the development of certain activities and programs under the multidimensional security pillar, since the last cycle of the plan corresponds to actions carried out as of June 30, 2020. The effect was stronger in those programs whose implementation corresponds to activities and programs that offered training spaces / face-to-face trainings some whose execution postponed to the year 2021.

Topics such as Cybersecurity, Cargo Security, Containers, Public Security, and Tourist Security were required to develop new intervention protocols and the development of virtual material. Of which stand out:

The Cargo and Container Security Program

Border management webinars, highlighting recent trends and sharing lessons learned and good border management practices during times of pandemic. In addition, jobs such as strengthening the capacities of Customs and other Border Security Agencies.

Public Security Program

Talk with Ministers of Public Security: Demands and Challenges of the # COVID19 crisis

Inter-American Committee Against Terrorism (CICTE)

Virtual Sessions of the Inter-American Committee against Terrorism

Programs and Activities Multidimensional Security

Each of the results of the pillar are associated with at least one program or activity carried out under the responsibility of the technical areas; the following 20 contributed to the expected results of the plan:

Security and Justice Program
CICTE Regional Management and Cooperation Program Cybersecurity and Critical Infrastructure Program
Drug Supply Reduction and Technical Assistance Program
Inter-American Program for the Prevention of Violence and Crime
Program for Comprehensive Action against Antipersonnel Mines
Program for Evidence-Based Drug Policies: Information, Design, Implementation, Oversight, Data Collection, and Analysis (Multilateral Evaluation Mechanism)
Program for Institutional Strengthening and Technical Assistance
Program for Management and Promotion of Department of Public Security Activities, including subregional strategic projects and their associated meetings
Course in advanced Studies in Hemispheric Defense and Security Administrative management of IADB defense advisory services Promotion and Cooperation in the Area of Multidimensional Security
Cybersecurity and Critical Infrastructure Program Program to Strengthen Anti-Terrorism Policies Program to Strengthen Border Controls
Drug Demand Reduction and Technical Assistance Programs
Program of Public Policies to Combat Transnational Organized Crime
Institutional Strengthening Program for Drug Policies and Technical Assistance Program for Evidence-based Drug Policies: Information, Design, Implementation, Oversight, Data Collection, and Analysis (Inter-American Observatory on Drugs) Promotion and Cooperation in the Area of Multidimensional Security
Planning, Information and Knowledge, and Financial Management for the Secretariat for Multidimensional Security
Program to Control Money-Laundering and International Illicit Trafficking
Program to Strengthen Anti-Terrorism Policies
Program to Strengthen Border Controls
Program for Management and Promotion of DTOC Activities Program to Control Money-Laundering and International Illicit Trafficking Program of Public Policies to Combat Transnational Organized Crime
Security and Justice Program
Promotion and Cooperation in the Area of Multidimensional Security

Chart: Programs and activities Integral SSM 2020 Source STPS

Interactions / Participation by Member States

The 34 member states have benefited from the 1,306 initiatives developed by the GS / OAS on multidimensional security issues included in the strategic plan from 2016 to 2020.

MULTIDIMENSIONAL SECURITY	
<i>Member State</i>	<i># Actions</i>
Antigua and Barbuda	40
Argentina	37
Bahamas	39
Barbados	39
Belize	37
Bolivia	26
Brazil	29
Canada	27
Chile	40
Colombia	48
Costa Rica	44
Dominica	30
Dominican Republic	47
Ecuador	38
El Salvador	46
Grenada	35
Guatemala	52
Guyana	48
Haiti	30
Honduras	48
Jamaica	54
Mexico	43
Nicaragua	24
Panama	51
Paraguay	40
Peru	43
Saint Kitts and Nevis	38
Saint Lucia	39
Saint Vincent and the Grenadines	39
Suriname	39
Trinidad and Tobago	43
United States of America	29
Uruguay	35
Venezuela	9

Work carried out in Jamaica with 54 interactions stands out, the highest versus the average per country (38).

Each interaction is an activity and / or product of a program from which a country has benefited directly or indirectly.

The high number of interactions with Jamaica is due to the technical assistance provided on public security issues, alternatives to imprisonment, the inter-American program for the prevention of violence and crime, security, and justice.

Guatemala and Panama also stand out with 52 and 51, respectively, derived from actions on issues of Drugs (supply and demand), Cybersecurity and transnational crime.

Chart: Interactions per Country Member State 2020

Observations for the Multidimensional Security Pillar

- Reassess the strategic lines and / or objectives that mention weapons, demining, infrastructure protection, climate resilience and defense.
- Rationalize the number of indicators and respective programs and activities under the pillar. Currently the pillar oversees (100 indicators) which require resources and coordination. Several of the formulations are redundant or in addition, specific, which makes analysis difficult and the strategic focus, is lost.
- Analyze the participation of special organizations such as the IADB in the development of the plan, whose personnel does not have access to the management tools used to monitor the plan because they are not part of the OAS / GS.

Administrative Management



The objective of this area is to contribute to operational efficiency through better management of administrative, technological, and financial processes, and to have a motivated staff, which will lead to an improvement in the performance of the OAS.

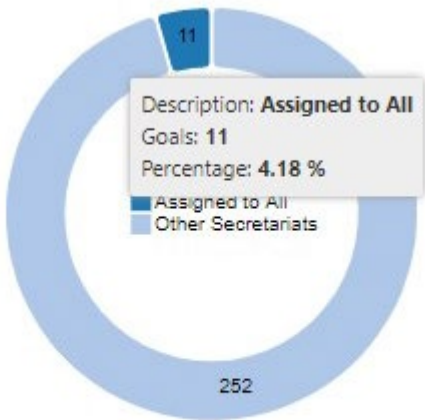
Body in charge of the strategic planning exercise:

[Committee on Administrative and Budgetary Affairs \(CAAP\)](#)

The activities of this area of support are the sole responsibility of:

Secretary of Administration and Finance (SAF)

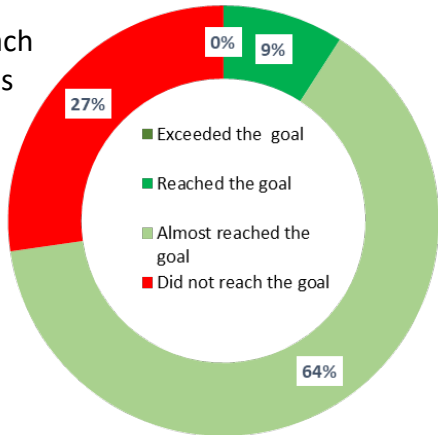
Participation of the Area:



The administrative management support area is responsible for 4% of the results of the plan, distributed in six objectives and 6 indicators.

Performance at the indicator level

8 of the 11 indicators were reached or almost reached, 3 did not reach the goal, mainly due to changes in work plans, redefined activities from the ongoing ERP modernization process.



Two Strategic Lines are the guidelines of the area in the plan: ⁴

Line I. Rationalize the spending allocated to the administration areas of the General Secretariat.

Two processes per unit of the Secretariat for Administration and Finance (SAF) documented, simplified, and automated

1 IT Strategic Plan **

1 Strategic Workforce Plan

Line II. Develop management and monitoring mechanisms for the programs through tools that guarantee that these resources are allocated according to priorities established by the Member States.

3 budget and financial rules updated

Financial reports identified for the distribution of the "Push" mechanism

Examination of at least 3 cash management policies (income, expenses, and investments)

Efficient allocation of space requirements and consolidation of vacant spaces to provide additional rental income and maximizes utilization of OAS properties

The implementation of energy savings and water consumption reduction measures to reduce annual recurring costs at OAS facilities

The allocation of space in OAS buildings adequately reflects the personnel requirements for the fulfillment of the OAS mandates and the resources available for the maintenance of buildings.

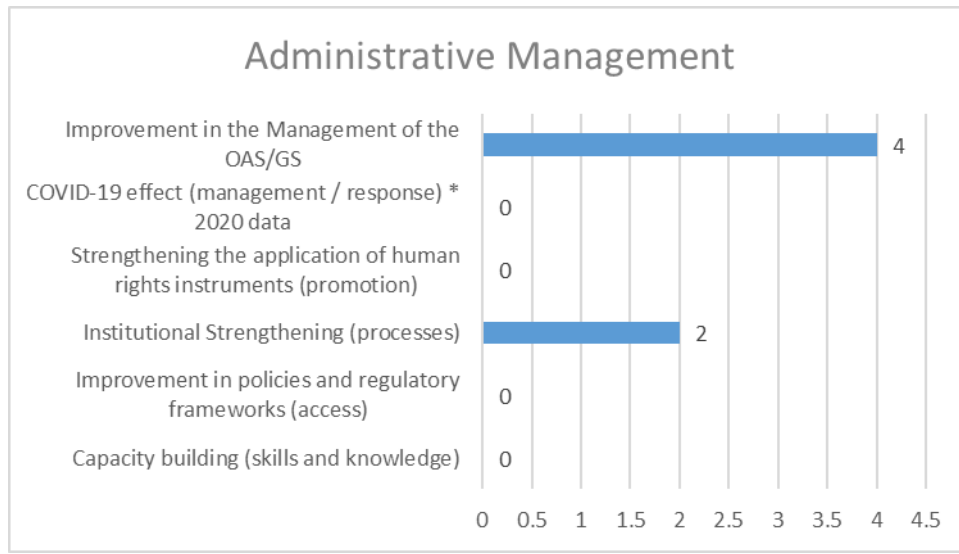
Capital fund established to meet deferred maintenance costs for OAS facilities

OEA / GS has sufficient funds for effective routine maintenance and repair of OAS properties

⁴ The strategic planning exercise of this support area was largely affected by the implementation of the modernization project at the GS / OAS level, which led to the need to rethink work plans and therefore goals and indicators.

Objectives and Results of the Pillar

The expected results cited in the two lines of the support area are accompanied by 6 objectives, which under this area have focused mostly on [improving the management of the GS / OAS and institutional strengthening \(processes\)](#)



Graph: Contributions/Administrative Management Source: STPS

Effect COVID-19

The COVID-19 pandemic affected the development of certain activities and programs under the administrative management, given that the last cycle of the plan corresponds to actions as of June 30, 2020.

During this period, the OAS/GS had to adapt and rethink its operations, generating an overload in the areas of technology, particularly in the Department in charge (DOITS) and in the areas of administration and financial services (DSF).

The management of the following activities stands out due to the change in its form and processes.

The OAS General Assembly held its first virtual edition in October, three months after the traditional date.

Budget exercise developed remotely and virtually, the implementation of a modernization program, together with the provision of support to 100% of the GS / OAS staff remotely. This situation has uniquely affected this support area in its operation.

This latest report does not have information for the last period from June 30, 2019 to June 30, 2020.

Activities under the Support Area:

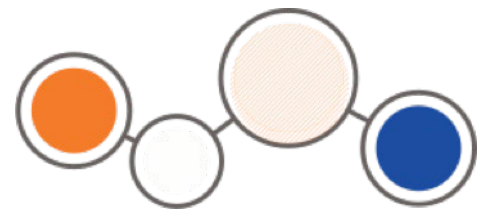
Asses current funding needs to address deferred maintenance costs
Based on real property space allocation needs, develop a business plan for all OAS Real estate property
Define a consistent strategy for each of the constituents of IT: Infrastructure and Communications /Information Structuring /Applications Development/IT Architecture and Human Resources
Develop a comprehensive real estate study to determine current and future space allocation needs
Develop a Strategic Workforce Plan (SWP) to reallocate specialized scarce human resources according to the organizational priorities identified by Member States
Evaluate existing energy and water saving policies to prepare a new cost reduction proposal
Manage financial risk
Member States approved budgetary increases to cover yearly routine repairs
Provide financial reporting
Reevaluate plans and standardize space allocation
Review, update or prepare new financial policy and procedures
Workshops regarding the use of BPM tool
Workshops regarding the use of process matrix and user need specification

Interactions / Participation by Member State

This section does not apply since the management of this support area is internal, being its main beneficiary the OAS / GS.

Observations on the administrative management area

- Evaluate the activities included at a strategic level; activities level of the human resources area must have an active participation in the plan
- It should be considered to reevaluate objectives and indicators considering the activities derived from the modernization process of the organization, specifically the implementation of the ERP.



Institutional Strengthening

The objective of the area is part of its name; strengthen and harmonize the Organization's response capacity to comply efficiently and effectively with the mandates adopted by the States. The area works with a hybrid portfolio that contains external processes such as public diplomacy, or external relations with respect to observer countries. In addition, it deals with the representation of the OAS/GS in the member states, communications and the press, organizational development, and project management.

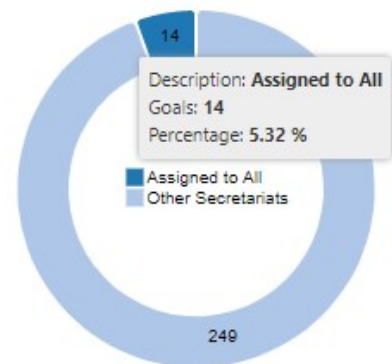
Body in charge of the strategic planning exercise: [Committee on Administrative and Budgetary Affairs \(CAAP\)](#)

Five areas are responsible for the area's programs and activities:

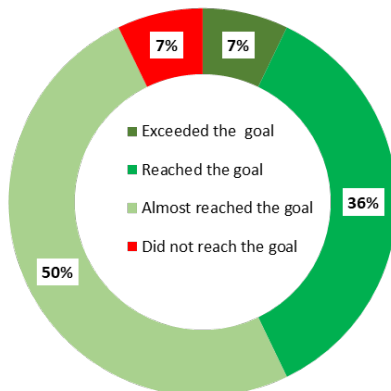
- Office of the Assistant Secretary General (OASG)
- Strategic Council for Organizational Development and Management for Results (CEDORG)
- Secretary of Administration and Finance (SAF)
- Assistant Secretary General (SGA)
- Secretary for Hemispheric Affairs (SAH)

Participation of the Area:

The institutional strengthening support area is responsible for a little more than 5% of the results of the plan, distributed in six objectives and 6 indicators.



Performance at the level of indicators:



42% of the indicators for this area of support reached and or exceeded the set goal, 50% almost reached their goal and only one (7%) did not reach their goal.

Six Strategic Lines are the guidelines of the area in the plan:

Line I. Strengthen the strategic planning, programming and evaluation processes of the entire Organization, its organs, and agencies.

5 management tools developed, updated, or implemented by 2020

An average of 45% of staff (m / f) trained in Results Management by 2020

6 tools, processes and / or methodologies for organizational development available and in use by 2020

Line II. Strengthen the resource mobilization processes that help finance the Organization's priorities

Annual collection of US \$ 50 million in Specific Funds

Line III. Implement a comprehensive communication strategy, aligned with the OAS Strategic Vision.

30% percent with a level of at least 80 percent positive

Klout score of 80 for the Twitter account in Spanish and 75 in English

97% of the staff say that they know well or very well the work of the OAS in all its areas and the Strategic Vision

3 Strategic plans in Public Diplomacy developed

Line IV. Improve the effectiveness of the Organization.

3 Integrated programs designed and / or implemented by 2020

100% of the corresponding national offices participate in the design and / or execution of inter-pillar activities

100% of the requests for services for the development of conferences and meetings per year addressed inside and outside the headquarters

75% of the OEAG Departments participate in the design and execution of inter-pillar activities

5 Memoranda / agreements were signed in 2020

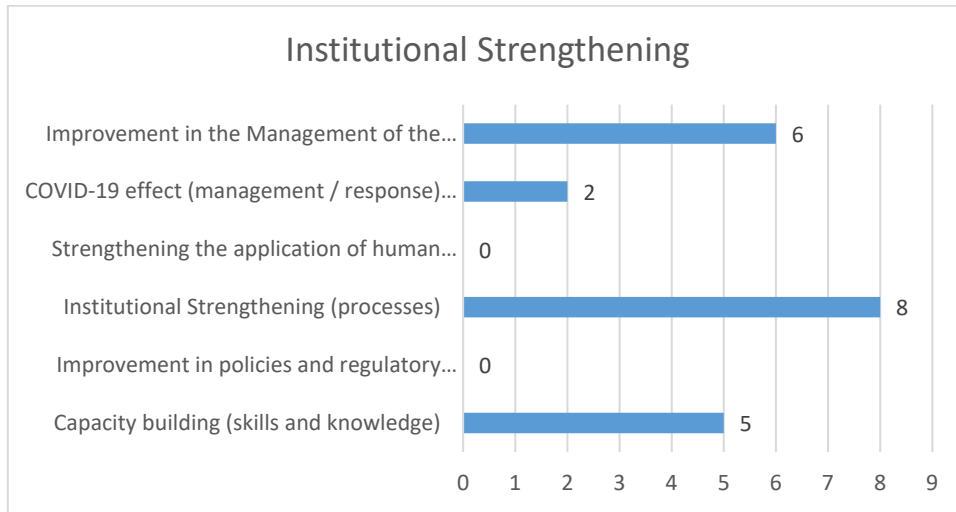
Line V. Strengthen the articulation, coordination, and linkage processes with other international organizations and entities of the inter-American system to meet the objectives of this Strategic Plan

Line VI. Strengthen the financial strength of the OAS in the medium and long term⁵.

⁵ Lines V and VI are considered outside the scope of the GS / OAS and correspond to tasks in charge of the political bodies of the organization and the delegations of the Member States.

Objectives and Results of the Pillar

The expected results cited in the six lines of the area of institutional strengthening of the pillar are accompanied by 12 objectives, most of which have been focused on [institutional strengthening \(processes\)](#) and on [improving the management of the GS / OAS](#).



Graph: Contributions/Institutional Strengthening Source: STPS

Effect COVID-19

The COVID-19 pandemic affected the development of certain activities and programs under the area of institutional strengthening since the last cycle of the plan corresponds to actions as of June 30, 2020. The effect was stronger in those programs whose implementation have a training component, such as the workshops developed by the DPE on project management and results-based management.

On the other hand, it presented an opportunity for the office of the Assistant Secretary General (OSGA), an area that has had the opportunity to support observer member states by promoting the recently established food coalition for all OAS Member States and providing for the consideration by hemispheric governments of the breadth of their potential offerings and benefits in response to all threats to food security, including those resulting from COVID-19.

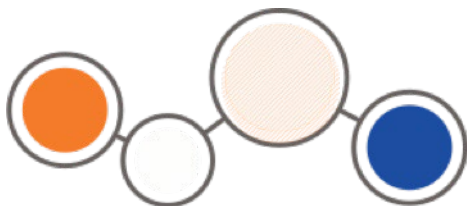
Activities under the Area of Support:

External Strategic Communication Program of the General Secretariat
Coordination of dependencies of the Office of the Assistant Secretary General
Internal Strategic Communication Program of the General Secretariat
Gestión de servicios de conferencias y reuniones para la Asamblea General, la Reunión de consulta de Ministros de Relaciones Exteriores....”
Internal Strategic Communication Program of the General Secretariat
Member State negotiations, the CAAP will analyze and consider options for a revised quota system
Strategic Plan for the Strengthening of External Financing
Through a strengthened cultural and public diplomacy, develop a strong shared organizational narrative and strengthen the OAS brand
Program for the implementation of management by results

Note: The activities and programs that are linked to strategic line 4 Improve the effectiveness of the Organization include secretarial services to the political bodies of the Organization, as well as the advice and operational support provided by the Office of the Assistant Secretary General (OSGA) and particularly through the Office of the Secretary of the General Assembly, the Meeting of Consultation, the Permanent Council and Subsidiary Organs (OSAGCP).

Observations on the area of institutional strengthening:

- Reassess the objectives set out under lines 4 and 5. 4. Improve the effectiveness of the Organization and 5. Strengthen the processes of articulation, coordination, and linkage with other international organizations and entities of the inter-American system to meet the objectives of this Strategic Plan. These activities correspond to the political organs of the Organization (General Assembly / Permanent Council) and not to the GS / OAS.
- Include additional indicators that reflect other services provided by the GS / OAS and OSGA, for example, the functions of technical secretariat at the level of the Organization's political bodies, and the programs coordinated under the Secretariat for Hemispheric Affairs (SAH).



III. CONCLUSIONS AND LESSONS LEARNED:

The strategic planning exercise has been a long process that demonstrates what is expressed by management experts when they point out, that changes at the organizational and cultural level, take time, perseverance and an ongoing renewal of processes and tool adjustment.

This exercise was carried out, following the instructions of the Member States, it has been broad, enriching, and complex. It has developed in new activities, tools, and procedures for the OAS/GS. Results-based strategic principles embedded in its practice has made it possible to evidence important conclusions, of which we can highlight the following:

THE EXERCISE CAN COVER THE ENTIRE ORGANIZATION:

All the areas of the General Secretariat are trained to actively participate in exercises aimed at measuring performance, no matter the object of their attention. In this sense, the use of results-based management has been effectively fostered, raising the level of responsibility of the GS / OAS and of the personnel of all areas involved.

Having completed a first 4-year cycle started in 2016, it can be considered that the exercise fulfills the promise of collaborating in accomplishing the organization's Strategic Vision.

THE EXERCISE HAS CREATED A SUITABLE STRUCTURE:

The process of designing the Comprehensive Strategic Plan of the Organization has generated effective mechanisms for monitoring, updating information, and generating reports, insofar as they can fully comply with the mandates of the Member Countries, yet they are mechanisms that require continuity and resources to be consolidated and institutionalized.

THE EXERCISE CONTRIBUTES TO ORGANIZATIONAL RESPONSIBILITY:

Responsibility for results has been evidenced by the intense participation of the working teams and links between the different technical areas. There is the possibility of using these results to strengthen collaboration and interdependence between pillars at the level of technical areas.

THE EXERCISE ENRICHES KNOWLEDGE MANAGEMENT IN THE ORGANIZATION:

The Strategic Plan provides access to consolidated data that offers information on, for example, the gender perspective or diversity in the Americas, in the organization's strategic lines and objectives. With this exercise, the organization has a source of information that in a systematic manner covers the diversity of issues covered by the General Secretariat.

Furthermore, it is essential to note that the report on the Organization's first strategic plan has made it possible to identify lessons that are of value. These lessons learned can be classified by theme:

LESSONS ON ORGANIZATIONAL CULTURE

1. Persevere in the practice of strategic planning as a tool for management excellence. Results-based strategic planning is a series of tasks and responsibilities for the OAS/GS units that are coherent, with the results-based management culture that the Organization follows and that has a potential for rapid progress.

2. Work on the strengthening of the working teams and the tools used in the exercise. The areas in general have received the exercise positively and consider that it adds value for the development and adjustment of their work plans, aligning activities and resources with the objectives and goals of the Strategic Plan.

LESSONS ON RESULT BASED MANAGEMENT

1. Rationalize and reduce the number of objectives and indicators; by downsizing the exercise to 60 or fewer in total, no more than 10 indicators per pillar or area of support. The enormous number of current performance measures dilutes the strategic focus of the plan.

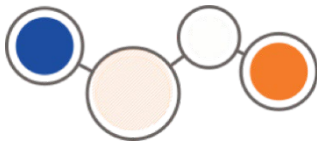
2. Maintain and reinforce training by providing capacity building and ongoing virtual training on result-based management for key personnel.

3. Reinforce capacity building associated with the incorporation of a gender perspective and its importance regarding participation in the Organization diversity of activities. This issue undoubtedly constitutes a challenge for the technical areas of the Organization and the formulation of indicators that consider a gender perspective. The [OAS Guide to Inclusive Communication](#) will serve as a key tool for the next plan.

LESSONS ON TECHNOLOGY

1. Strengthen and create a solid digital structure integrated within institutional management functions. All data collection systems and tools for the current cycle were created in-house. DOITS support has been and is essential to complete the development and consolidation of the Strategic Planning System (STPS) and its derived tools.

2. Structure and enable an environment for the successful use of technological tools and digitized information. Technology alone is not enough for the Institutionalization of strategic planning in the organization, since the exercise requires, for instance, technical support and training, but technology is a great enabler.



IV. RECOMMENDATIONS FOR THE PREPARATION OF THE NEXT STRATEGIC PLAN 2021-2024

IMPROVED RESULTS MANAGEMENT

The General Secretariat needs to continue its efforts to strengthen the practice and its commitment to Results-Based Management (RBM). The OAS has adopted it as an approach to its line of work that aims to strengthen the achievement of results in everything that contributes with the implementation of the Vision of the Organization.

Results-based management is an internationally recognized practice, which accredits us as an organization that seeks excellence in its programs and activities, cementing the efforts of the Member States. Working for the consolidation of the Comprehensive Strategic Plan is working for the strengthening of results-based management in the OAS.

ESTABLISH A CENTRAL COUNTERPART WITHIN THE PERMANENT COUNCIL

The counterparts of the General Secretariat this year have been the different committees stemming from the Permanent Council. To identify a single political body to take charge of the initiative is highly recommended.

STRENGTHEN THE SYSTEM

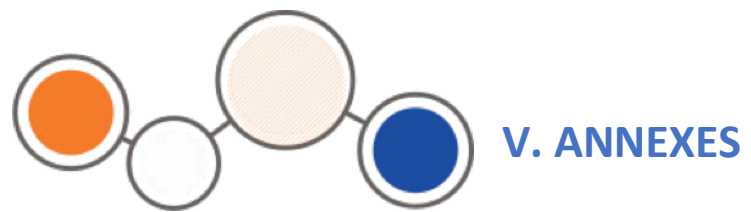
Carrying out this first exercise has been possible thanks to the support provided by DOITS professionals. Their collaboration in the creation of the STPS has been constant and has created the bases for the information of the future strategic plan to have a solid digital structure. It is undoubtedly important to ensure that this support continues.

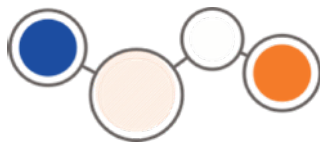
STRENGTHEN COMMUNICATION

Reinforce communication efforts on the importance and benefits of this exercise, through the institutional channels to better communicate results, guidelines, and ongoing activities.

INSTITUTIONALIZE THE STRATEGIC PLANNING FUNCTION

Strategic planning is a first-level process that has tasks of considerable importance for the OAS and for this, the possibility of strengthening the organizational structure that is responsible for supporting the issue needs to be considered. The tasks of the first exercise have been carried out without having a staff position dedicated to the tasks derived from the exercise.





Annex 1: Results verified by Pillar and Areas of Support of the CSP 2020

DEMOCRACY RESULTS STRATEGIC PLAN 2016-2020	Data 2016-2019	Data 2020	Goal 2020
1.1.1.2 - Five meetings of the Inter-American forum per year for the highest telecommunications / ICT authorities of the Member States of the Organization to exchange opinions and experiences, making decisions to guide their activity according to objectives and mandates	0	5	4
1.1.1.3 - 0% of the requests addressed from the Member States that request technical support in the development of legislation in accordance with resolutions, declarations, and legal norms	0%	0%	90%
1.2.1.3 - 98% of the Inter- American Proposals into the regulations and other instruments of the ITU, which acquire the character of an International Agreement	0	98%	75%
1.2.1.1 - Three Binding and non-binding legal instruments created and adopted within the OAS (RES.2909(XLVII-O/17)	0	3	10
1.2.1.2 - 19 Dissemination activities of international law developed in the Member States: 10 (Baseline: Report of the Inter-American Program for the development of international law (CP/CAJP-34- 14/17)	0	19	10
1.1.1.4 - Four states receive inputs for the adoption of recommendations and / or elaboration of new Inter-American legal norms	0	4	3
1.2.1.4 - 47 recommendations are provided to Member States o Member States to strengthen Inter-American legal norms in the Rule of Law	0	47	15
2.1.1 - 100% of requests to deploy electoral observation missions attended (subject to available funding for each Mission)	0	100%	100%
2.1.2. - 100% of technical recommendations issued by the General Secretariat each year on electoral processes to be considered by the democratic institutions of the Member States	1%	100%	25%
2.1.3 - 328 technical recommendations issued by the OAS / EOMs submitted for consideration by the beneficiary Member States	525	328	50
2.2.1 - 5 technical cooperation projects developed per year focused on the implementation of the recommendations of the EOMs, upon the Member States request	5	5	1
2.3.2 - One meeting of high-level electoral authorities carried out in Member States per year	1	1	1
2.3.3 - Seven experiences and/or good practices exchanged and shared on electoral matters and international standards by the Member States per year, derived from the meetings of high-level electoral authorities	19	7	3
3.1.1 - Six ongoing missions, programs, projects, and technical assistance provided to Member States that so require to strengthen democratic governance and to mediate and mitigate intra- and inter-state conflicts	3	6	6
3.1.2 - By 2020, 100% of the requests for support are answered by the OAS/GS	0	100%	90%
3.1.3 - At least 50% of the issued recommendations are addressed by the pertinent institutions of the Member States	0	50%	50%
3.1.4 - At least 1% increase of one percent of the indexes of citizens trust in the democratic institutions of the Member States	0	1%	1
3.2.1 - At least 88% of the recommendations issued, are addressed by the relevant institutions of the Member States.	28%	60%	50%
3.3.1 - Five technical support initiative provided to Member States for the strengthening of democratic institutions and principles	3	2	4
3.3.3 - Three instruments of the Inter- American System per year that are socialized and disseminated in the Parliaments of the region per year	1	2	2
3.4.2 - 7 Member States and Civil Society receive recommendations to encourage inclusive political dialogue.	0	7	3

4.1.1 - 29% of countries receive recommendations to innovate and modernize public management in one of their institutions.	29%	0%	30%
4.1.2 - 93 recommendations, decisions and resolutions approved to reduce the digital division, stimulate the universalization of telecommunications / ICT, and promote the strengthening of national infrastructures and systems.	79	14	60
4.1.3 - Cero innovative initiatives in public management were implemented in institutions based on the recommendations made per year, due to a lack of Funding.	0	0	2
4.1.4 - 15 reports were prepared with recommendations on the topics of innovation and government modernization per year total till June 2020.	2	13	12
4.2.1 - 17% of the countries implemented open government training initiatives offered by the OAS.	0	17%	20%
4.3.1 - Five cooperation requests are addressed by the General Secretariat per year on the total number of requests sent by the Member States for technical cooperation projects with a gender and rights perspective in civil registration and identification institutions.	2	3	5
4.4.1 - 41 additional training sessions on citizen participation and public management offered by the General Secretariat to public officials and citizens of the Member States.	15	26	20
5.1.1 - 16 meetings of the Committee of Experts and Experts of the MESICIC to discuss issues on prevention and combating corruption, scheduled by the committee carried out.	8	8	1
5.1.2 - 100% of reports per country include recommendations made by the Committee of Experts of the MESICIC to its Member States to strengthen their legal and institutional anticorruption frameworks implemented by them and / or have shown progress in their implementation.	100%	100%	100%
5.2.1 - 5 legal cooperation tools developed to help Member States implement the recommendations of the Committee of Experts of the MESICIC, in addition to the existing two.	2	3	3
5.3.1 - An average of 90% of recommendations formulated the OAS Member States within the framework of the REMJA and its working groups on issues of justice and international legal cooperation, provided to Member States.	100%	79%	70%
5.4.1 - Three international legal cooperation instruments prepared to help Member States implement REMJA recommendations, such as protocols on international legal cooperation, in addition to the one already in place.	1	2	2
5.5.1 - Eight countries with National services of Judicial Facilitators (disaggregated by gender, age, ethnicity or race, disability, urban or rural geographical distribution) considering the gender approach.	0	8	18
5.5.2 - 57% of municipalities with operating juridical facilitators in the beneficiary countries (Baseline: Central America 2016: 57%)	57%	57%	80%
6.1.1 - 20 good practices identified by year of execution of the Plan.	3	17	3
6.1.2 - Eleven recommendations to support the promotion of parity issued to Member State institutions (political parties, electoral institutes, etc.)	0	11	5
6.2.1 - Sixteen electoral institutions with knowledge to implement and effectively follow- up on parity, in the countries where it exists (i.e., Bolivia, Costa Rica, Ecuador, Mexico, Nicaragua)	0	16	2
7.1.1 - 12 annual implementation activities with the Member States and institutions of the Joint Summits Working Group (JSWG) carried out	12	12	6
7.2.1 - 100% of the assessments and consultations provided to the Chair of the SIRG in response to requests made during the preparation, follow-up, and implementation of the VIII Summit	36	36	10
7.2.2 - 100% of assessments and consultations provided to the participating States (National Coordination and Permanent Missions) in response to requests made during the preparation and follow-up of the VIII Summit	60	60	10
7.2.3 - 100% of dialogues for civil society and social actors for the preparation of recommendations to be presented to the States participating in the Summit of the Americas process hosted	34	34	10
7.2.4 - 10 annual technical assistance and/or assessments provided to the presidency of the CISC in preparation of the Summit of the Americas process	10	10	2

HUMAN RIGHTS RESULTS STRATEGIC PLAN 2016-2020	Data 2016-2019	Data 2020	Goal 2020
1.1.1.1 - 76% of the Member States received recommendations on legal reforms that emphasize and promote a human rights approach in the region (disaggregated by country and topic)	0	76%	10%
1.3.1.1 - 56% of Member states , upon request, receive recommendations on legal reforms that emphasize and promote a human rights approach in the region (disaggregated by country and topic)	0	56%	10%
1.8.1.1 - 100% of the country reports included recommendations on legal reforms regarding the recognition of women as subjects of rights and to promote equality and fight against all forms of violence and discrimination in the region (disaggregated by country)	0	100%	70%
1.5.2.1 - 90% of participants in the OAS human rights activities; express having increased their knowledge	0	90%	70%
1.3.2.1 - 4 Member States accepted recommendations on legal reforms that emphasize and promote a human rights approach in the region	0	4	2
1.7.1.1 - 13 Member States , upon request, received technical assistance for the enactment of the rights of people in a situation of vulnerability	0	13	5
1.7.3.1 - 22 countries, upon request , received technical assistance by CIM in the implementation of the Belem do Pará Convention	16	6	5
1.10.1.1 - 7 activities including a publication for the promotion of human rights inclusion in the education systems of the region	0	7	5
1.16.2.1 - 22 countries, upon request , receive technical support from the MESECVI for the implementation of the Convention	16	6	5
1.1.1.2 - 85 Promotional Activities carried out for public officials in the Member States (disaggregated by public, topic, and by state). (Base 2017 = 85. Annual Report of the IACHR, Chap 3. p.25-26)	0	85	70
2.1.1.1 - Almost 6,000 responses from the IACHR to applicants who use the Inter-American human rights system (Types: Petitions not open for processing, Reports of Inadmissibility, Approved Fund Reports, Precautionary measures granted, extended, and not granted, approved solutions agreements friendly). (Disaggregated by type of response and state) (Base 2018:2395)	2,395	3,531	4,595
2.1.2.1 - Over 2000 follow up letters sent by the IACHR to involve parties per year Baseline 2018: 894	894	1194	300
2.3.1.1 - 500 justice operators trained (50 SARE)	0	500	100
2.3.1.2 - Over 600 justice operators trained in the use of the Inter-American instruments (50 CIM)	282	394	100
2.3.2.1 - 49 actions for improvement in the management of petitions, cases, precautionary and friendly solutions	20	29	8
2.3.3.1 122% Increase (Base 2018: 2444 petitions with Decision + Admissibility Report + Inf Fund)	79%	122%	50%
3.4.1.1 - 35 CSOs participated (on-site and virtually) in the Monitoring Mechanisms (MESECVI, GTPSS, CIADDIS etc.) of the OAS per evaluation round (10 of CIM and 10 of SADyE)	26	9	20
3.4.2.1 - 12 IACHR consultations with civil society and academia on the human rights situation in the hemisphere	3	9	3
4.2.1.1.1 - 31 presentations (CIM 29 / SADyE 12) or contributions that promote the inclusion of progressive developments in the field of human rights	0	12	8
4.2.2.2 - Almost 60 IACHR presentations or contributions per year that promote the inclusion of progressive developments in the field of human rights	32	27	4
4.3.1.1 - 23 roundtables or meetings held with Member States on matters regarding the Inter- American human rights system	6	17	16
4.3.2.1 - 22 Member States requested technical support from the relevant entities of the OAS on the formulation of public policies within the framework of the Inter- American human rights standards	16	6	10
4.4.1.1 - 12 Member State , upon request, were provided with technical assistance for the preparation and implementation of their National Plans of Human Rights of groups in vulnerable situations	0	12	2

4.4.2.1 - 10 technical assistance activities provided to the member states, upon request, for the preparation and implementation of public policies for the protection of human rights until the end of the plan	3	7	5
4.5.1.1 - Five technical activities and / or technical inputs provided to the States to implement efficient policies for the promotion and protection of the human rights of children and adolescents	5	5	2
4.5.2.1 - 9 round tables or work meetings to promote the implementation of policies to promote and protect the human rights of children and adolescents	3	9	4
5.3.1.1 - 13 countries trained in the use of the different systems of indicators of progress related to inter-American treaties for each of the monitoring mechanisms (10 by CIM and 3 by SADyE)	3	10	4
5.4.1.1 - 110 CSO's trained to participate in the OAS Monitoring Mechanisms (MESECVI, GTPSS, etc.) per year (100 CIM/10 SARE)	10	110	40
1.2.2.1 - 400 Promotional Activities per year (disaggregated by public), theme, and by country).	146	254	296
1.5.1.1 - 3698 visits to the online platforms and other tools/ monitoring mechanisms for the participation of civil society in OAS activities per year	493	3,205	5,000
1.5.3.1 - 382 Press Releases issued by the IACHR regarding the situation of human rights in the region (disaggregated by subject and by state)	161	221	402
1.6.1.1 - Cero coordination activities of the IACHR with the Inter-American Court to stimulate the signing and ratification of Inter-American Human Rights treaties by the States at the end of the plan	0	0	2
1.7.2.1 - Cero technical assistance activities carried out by the IACHR with OAS Member States, upon request, to encourage the signing and ratification of Inter-American human rights treaties; (broken down by instrument up by country) to the States until the end of this strategic plan	0	0	2
1.8.2.1 - 25 Promotional Activities per year organized / co-organized by the IACHR for public officials on issues related to the recognition of women as subjects of rights and to promote equality and fight against all forms of violence and discrimination	25	0	25
1.9.1.1 - 3 round tables / dialogues or webinars to promote the mainstreaming of the economic, social, and cultural rights approach in the region.	0	3	5
2.2.1.1 - 55 new standards generated or enriched each year in human rights to progressively include other rights and freedoms in the protection regime per year (Base 2017 = 40)	40	15	80
3.1.1.1 - One annual monitoring report on the human rights situation with a geographical and thematic focus	1	1	1
3.1.1.2 - One follow-up report per year on the implementation of the recommendations of the IACHR	3	4	4
3.3.1.1 - 2 of 3 participating states present report to each follow up round of the different Monitoring Mechanisms (MESECVI, GTPSS, etc.) of the OAS	62.50%	81%	75%
3.3.2.1 - Less than 2/3 of the Member States reports, are evaluated by the different Monitoring Mechanisms (MESECVI, GTPSS, CEDDIS, etc.) of the OAS	0	31%	75%
3.3.3.1 - One annual monitoring report on the human rights situation with a geographical and thematic focus	1	1	1
4.2.2.1 - 5 presentations (CIM 5 / SADyE 0) or annual contributions that promote the inclusion of progressive developments in the field of human rights	0	5	8
5.2.1.1 - Regular fund budget of the Inter-American Commission on Human Rights duplicated till 2020 * Millions	5,643	7,505	11,286
5.4.2.1 - 107 promotional Activities (disaggregated by audience, topic, and by state). (Base 2017 = 170. Annual Report of the IACHR, Chap 3. p.25- 26)	41	66	150

DEVELOPMENT RESULTS STRATEGIC PLAN 2016-2020	Data 2016-2019	Data 2020	Goal 2020
1.1.1.1. 16 Relevant institutions from member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS. (to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote entrepreneurship and MSMEs)	4	12	5
1.2.1.1 - 6 Relevant institutions from member states reported regional cooperation in terms of competitiveness, productivity and innovation during the period covered by the Comprehensive Strategic Plan of the OAS	6	0	10
1.3.1.1 - 3 Relevant institutions from member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS. (to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that foster innovation and the incorporation of transforming technologies into their economies in a sustainable and inclusive manner)	3	0	5
1.4.1.1- 17 Relevant institutions from at least 5 member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS. (to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote sustainable tourism activities)	17	0	5
1.4.2.1 - 15 Relevant institutions from member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS. (to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote the economic contributions of the cultural sector)	5	10	5
2.1.1.1 - 1 Relevant institution from member states reported that they increased their skills during the period covered by the Comprehensive Strategic Plan of the OAS. (to design and / or implement national plans for disaster risk management in the context of the Sendai Framework ...)	1	0	5
2.1.2.1 - 1 Relevant institution from member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS.	1	0	5
2.1.3.1 - 1 Relevant institution from member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS.	1	0	5
2.1.4.1 - 3 Relevant institutions from member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS	3	0	5
2.1.4.2 - 26 Relevant Institutions from Member States reported they increased their capacities managing maritime and port disaster risks and emergency response during the period covered by the Comprehensive Strategic Plan of the OAS (PORTS)	12	14	5
2.2.1.1 - 0 Relevant institutions from member states reported that they increased their capacities in sustainable management of ecosystems during the period covered by the Comprehensive Strategic Plan of the OAS	0	0	5
2.3.1.1 - 26 Relevant institutions from at least 10 member states reported that they increased their capacities in the integrated management of water resources during the period covered by the Comprehensive Strategic Plan of the OAS	13	14	10
2.4.1.1 - 10 Relevant institutions from at least 10 member states reported that they increased their capacities in sustainable cities and communities during the period covered by the Comprehensive Strategic Plan of the OAS	10	0	10
2.5.1.1 - 5 Relevant institutions from at least 5 member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS	5	0	5

2.5.2.2 - 2 Port institutions from the Americas reported on the implementation of projects to reduce greenhouse gases from cargo ships in port during the period covered by the OAS Comprehensive Strategic Plan	2	0	2
2.6.1.1 - 12 Relevant institutions from at least 5 member states reported that they increased their capacities in sustainable energy management during the period covered by the Comprehensive Strategic Plan of the OAS	5	7	5
3.1.1.1 - 34 Relevant institutions from member states reported that they increased their institutional capacities to design and/or implement policies, regulatory frameworks, institutional programs, or other initiatives to provide quality, inclusive and equitable education during the period covered by the Comprehensive Strategic Plan of the OAS	13	21	5
3.1.1.2 - 4 Relevant institutions from member states reported that they increased their institutional capacities to design and/or implement policies, regulatory frameworks, institutional programs, or other initiatives to provide quality, inclusive and equitable education during the period covered by the Comprehensive Strategic Plan of the OAS (PAEC/OAS Scholarship and Training Program)	4	0	5
3.1.1.3 - 6 Relevant institutions from member states reported that they increased their institutional capacities to design and/or implement policies, regulatory frameworks, institutional programs, or other initiatives to provide quality, inclusive and equitable education during the period covered by the Comprehensive Strategic Plan of the OAS (Educational Portal of the Americas (EPA))	5	1	5
3.2.1.1 - 37 Relevant institutions from member states reported increases in training opportunities for teachers during the period covered by the Comprehensive Strategic Plan of the OAS	3	34	5
3.3.1.1 - 14 Relevant institutions from at least 5 member states reported that they increased their capacities to promote comprehensive early childhood care during the period covered by the Comprehensive Strategic Plan of the OAS	3	11	5
3.4.1.1 - 48 Relevant institutions from member states reported increased access to better educational opportunities during the period covered by the Comprehensive Strategic Plan of the OAS (Leo Rowe Fund)	28	20	20
3.4.1.2 - 24 Relevant institutions from at member states reported increased access to better educational opportunities during the period covered by the Comprehensive Strategic Plan of the OAS (PAEC/ OAS Scholarship and Training Program)	24	0	20
3.4.1.3 - 6 Relevant institutions from member states reported increased access to better educational opportunities during the period covered by the Comprehensive Strategic Plan of the OAS (Educational Portal of the Americas (EPA))	3	3	20
3.4.2.1 - 64 port institutions of Member States reported an increase in their port management capacities during the period covered by the Strategic Plan	31	33	5
4.1.1.1 - 15 Relevant institutions from member states reported that they have designed new policies or programs or have reformulated their policies and programs to strengthen their education and continuing education systems, during the period covered by the Comprehensive Strategic Plan of the OAS	5	10	10
4.2.1.1 1 Relevant institution from at least 5 member states reported that they have designed new policies or programs or have reformulated their policies and programs to improve working conditions and opportunities for vulnerable populations during the period covered by the OAS Comprehensive Strategic Plan	1	0	5
4.2.2.1 - 9 labor ministries reported that they have designed or reformulated policies and / or programs to ensure compliance with labor legislation during the period covered by the Comprehensive Strategic Plan of the OAS.	3	6	5
5.1.1.1 - 7 countries received technical support from the OAS to strengthen institutional capacities to promote and protect the human rights of migrants, their integration in host countries, the inclusion of those who return to their countries of origin, as well as their contribution to development (Base L 2017: 0 - Area of expansion for DIS)	7	0	4
5.2.1.1 - 5 best practices of the Member States on the implementation and management of shared and cataloged migration policies (Catalog of good practices)	5	0	5

5.2.2.1 - 7 thematic meetings held within the Committee on Migration Issues (CAM) (Baseline: 2016-2017:3)	7	0	4
5.3.1.1 - 2 biannual reports on international migration in the Americas published, distributed among the migration authorities of participating countries (in line with objective one of the Global Pact for Safe, Orderly, and Regular Migration)	2	0	1
5.4.1.1 - 2 international cooperation initiative identified and developed in the field of migration management (in line with the Global Pact for Safe, Orderly, and Regular Migration)	0	2	1
6.1.1.1 - 26 Port authorities from at least 5 member states reported improvements in their security procedures during the period covered by the Comprehensive Strategic Plan of the OAS	15	11	5
6.1.2.1 - 19 Relevant authorities from at least 12 member states reported exchanges of South-South, triangular, and international cooperation with other Member States during the period covered by the OAS Comprehensive Strategic Plan	8	11	12
6.2.1.1 - 4 new multisector cooperation alliances with other Member States during the period covered by the OAS Comprehensive Strategic Plan	0	4	2
6.2.2.1 - 34 Relevant authorities from member states reported on multisector cooperation exchanges implemented within the framework of CooperaNet during the period covered by the OAS Comprehensive Strategic Plan	0	34	8
7.1.1.1- 19 Institutions from countries reported that they increased their capacities to advance in the central areas of the Plan of Action of the Social Charter of the Americas during the period covered by the Comprehensive Strategic Plan of the OAS	19	0	5
7.2.1.1- 19 Institutions from at least 5 Member States reported that they increased their capacities to advance their priorities for inclusive development and with equity, during the period covered by the Comprehensive Strategic Plan of the OAS	19	0	5

DEVELOPMENT RESULTS STRATEGIC PLAN 2016-2020	Data 2016- 2019	Data 2020	Goal 2020
1.1.1.1. 16 Relevant institutions member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS. (to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote entrepreneurship and MSMEs)	4	12	5
1.2.1.1 - 6 Relevant institutions from member states reported regional cooperation in terms of competitiveness, productivity and innovation during the period covered by the Comprehensive Strategic Plan of the OAS	6	0	10
1.3.1.1 - 3 Relevant institutions from member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS. (to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that foster innovation and the incorporation of transforming technologies into their economies in a sustainable and inclusive manner)	3	0	5
1.4.1.1- 17 Relevant institutions from at least 5 member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS. (to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote sustainable tourism activities)	17	0	5
1.4.2.1 - 15 Relevant institutions from member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS. (to design and / or implement policies, regulatory frameworks, institutional programs, or other initiatives that promote the economic contributions of the cultural sector)	5	10	5
2.1.1.1 - 1 Relevant institution from member states reported that they increased their skills during the period covered by the Comprehensive Strategic Plan of the OAS. (to design and / or implement national plans for disaster risk management in the context of the Sendai Framework ...)	1	0	5
2.1.2.1 - 1 Relevant institution from member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS.	1	0	5
2.1.3.1 - 1 Relevant institution from member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS.	1	0	5
2.1.4.1 - 3 Relevant institutions from member states reported that they increased their capacities in managing maritime and port disaster risks and emergency response	3	0	5
2.1.4.2 - 26 Relevant Institutions from Member States reported they increased their capacities managing maritime and port disaster risks and emergency response during the period covered by the Comprehensive Strategic Plan of the OAS (PORTS)	12	14	5
2.2.1.1 - 0 Relevant institutions from member states reported that they increased their capacities in sustainable management of ecosystems during the period covered by the Comprehensive Strategic Plan of the OAS	0	0	5
2.3.1.1 - 26 Relevant institutions from at least 10 member states reported that they increased their capacities in the integrated management of water resources during the period covered by the Comprehensive Strategic Plan of the OAS	13	14	10
2.4.1.1 - 10 Relevant institutions from at least 10 member states reported that they increased their capacities in sustainable cities and communities during the period covered by the Comprehensive Strategic Plan of the OAS	10	0	10
2.5.1.1 - 5 Relevant institutions from at least 5 member states reported that they increased their capacities during the period covered by the Comprehensive Strategic Plan of the OAS	5	0	5

2.5.2.2 - 2 Port institutions from the Americas reported on the implementation of projects to reduce greenhouse gases from cargo ships in port during the period covered by the OAS Comprehensive Strategic Plan	2	0	2
2.6.1.1 - 12 Relevant institutions from at least 5 member states reported that they increased their capacities in sustainable energy management during the period covered by the Comprehensive Strategic Plan of the OAS	5	7	5
3.1.1.1 - 34 Relevant institutions from member states reported that they increased their institutional capacities to design and/or implement policies, regulatory frameworks, institutional programs, or other initiatives to provide quality, inclusive and equitable education during the period covered by the Comprehensive Strategic Plan of the OAS	13	21	5
3.1.1.2 - 4 Relevant institutions from member states reported that they increased their institutional capacities to design and/or implement policies, regulatory frameworks, institutional programs, or other initiatives to provide quality, inclusive and equitable education during the period covered by the Comprehensive Strategic Plan of the OAS (PAEC/OAS Scholarship and Training Program)	4	0	5
3.1.1.3 - 6 Relevant institutions from member states reported that they increased their institutional capacities to design and/or implement policies, regulatory frameworks, institutional programs, or other initiatives to provide quality, inclusive and equitable education during the period covered by the Comprehensive Strategic Plan of the OAS (Educational Portal of the Americas (EPA))	5	1	5
3.2.1.1 - 37 Relevant institutions from member states reported increases in training opportunities for teachers during the period covered by the Comprehensive Strategic Plan of the OAS	3	34	5
3.3.1.1 - 14 Relevant institutions from at least 5 member states reported that they increased their capacities to promote comprehensive early childhood care during the period covered by the Comprehensive Strategic Plan of the OAS	3	11	5
3.4.1.1 - 48 Relevant institutions from member states reported increased access to better educational opportunities during the period covered by the Comprehensive Strategic Plan of the OAS (Leo Rowe)	28	20	20
3.4.1.2 - 24 Relevant institutions from at member states reported increased access to better educational opportunities during the period covered by the Comprehensive Strategic Plan of the OAS (PAEC/ OAS Scholarship and Training Program)	24	0	20
3.4.1.3 - 6 Relevant institutions from member states reported increased access to better educational opportunities during the period covered by the Comprehensive Strategic Plan of the OAS (Educational Portal of the Americas (EPA))	3	3	20
3.4.2.1 - 64 port institutions of Member States reported an increase in their port management capacities during the period covered by the Strategic Plan	31	33	5
4.1.1.1 - 15 Relevant institutions from member states reported that they have designed new policies or programs or have reformulated their policies and programs to strengthen their education and continuing education systems, during the period covered by the Comprehensive Strategic Plan of the OAS	5	10	10
4.2.1.1 1 Relevant institution from at least 5 member states reported that they have designed new policies or programs or have reformulated their policies and programs to improve working conditions and opportunities for vulnerable populations during the period covered by the OAS Comprehensive Strategic Plan	1	0	5
4.2.2.1 - 9 labor ministries reported that they have designed or reformulated policies and / or programs to ensure compliance with labor legislation during the period covered by the Comprehensive Strategic Plan of the OAS.	3	6	5
5.1.1.1 - 7 countries receive technical support from the OAS to strengthen institutional capacities to promote and protect the human rights of migrants, their integration in host countries, the inclusion of those who return to their countries of origin, as well as their contribution to development (Base L 2017: 0 - Area of expansion for DIS)	7	0	4

5.2.1.1 - 5 best practices of the Member States on the implementation and management of shared and cataloged migration policies (Catalog of good practices)	5	0	5
5.2.2.1 - 7 thematic meetings held within the Committee on Migration Issues (CAM) (Baseline: 2016-2017:3)	7	0	4
5.3.1.1 - 2 biannual reports on international migration in the Americas published, distributed among the migration authorities of participating countries (in line with objective one of the Global Pact for Safe, Orderly, and Regular Migration)	2	0	1
5.4.1.1 - 2 international cooperation initiative identified and developed in the field of migration management (in line with the Global Pact for Safe, Orderly, and Regular Migration)	0	2	1
6.1.1.1 - 26 Port authorities from at least 5 member states reported improvements in their security procedures during the period covered by the Comprehensive Strategic Plan of the OAS	15	11	5
6.1.2.1 - 19 Relevant authorities from at least 12 member states reported exchanges of South-South, triangular, and international cooperation with other Member States during the period covered by the OAS Comprehensive Strategic Plan	8	11	12
6.2.1.1 - 4 new multisectoral cooperation alliances with other Member States during the period covered by the OAS Comprehensive Strategic Plan	0	4	2
6.2.2.1 - 34 Relevant authorities from member states reported on multisectoral cooperation exchanges implemented within the framework of CooperaNet during the period covered by the OAS Comprehensive Strategic Plan	0	34	8
7.1.1.1- 19 Institutions from countries reported that they increased their capacities to advance in the central areas of the Plan of Action of the Social Charter of the Americas during the period covered by the Comprehensive Strategic Plan of the OAS	19	0	5
7.2.1.1- 19 Institutions from at least 5 Member States reported that they increased their capacities to advance their priorities for inclusive development and with equity, during the period covered by the Comprehensive Strategic Plan of the OAS	19	0	5

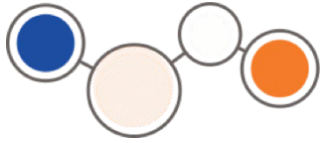
MULTIDIMENSIONAL SECURITY RESULTS STRATEGIC PLAN 2016-2020	Data 2016- 2019	Data 2020	Goal 2020
1.1.1.1. - 12 member states develop national cybersecurity policies and/or strategies	12	0	20
1.1.2.2 - 3 Member states that adopt the Plan of Action for Homicide Prevention and Reduction	3	0	3
1.1.2.3. - 4 Member states that adopt the Inter-American Program for the Prevention of Violence and Crime	3	1	7
1.1.2.1 - 22 interventions by Member States that adopt the Inter-American Program for the Prevention of Violence and Crime	15	7	20
1.3.1.1 - 4 member states adopted at least 3 of the recommendations made in support of the strengthening of a preventive approach in the state's response to violence and crime, including violence against women	1	3	4
1.4.1.1 - 23 Initiatives under the Inter-American Network for the Prevention of Violence and Crime	13	10	16
1.4.2.1 - 70% increase of stakeholder participation in the Inter-American Network for the Prevention of Violence and Crime	70%	0	10%
2.1.1.1 - 27 police institutions reported improvements in services and police management	27	0	16
2.1.2.1 - 32 police institutions participate in REDPOL	32	0	40
2.2.1.1 - Over 1,400 police officers trained in crime investigation	216	1200	500
2.2.2.1 - 70% of the police officers trained report that the content delivered in courses/training provided is relevant to their work	77%	0	70%
2.3.1.1 - 1 new national program on the use of alternatives to incarceration implemented * Lack of Funding	1	0	8
2.3.2.1 - 14 national programs on the use of alternatives to incarceration	14	0	8
2.4.1.1 - 0% decrease in the number of detainees in 3 member states * lack of funding	0%	0	10%
2.4.2.1 - 0% increase in the number of persons under precautionary measures, alternatives to pretrial detention in 3 member states *lack of funding	0%	0	40
2.4.3.1 - 0% increase in the number of persons under supervision with electronic monitoring mechanisms in 3 member states	0%	0	20%
2.5.1.1 - 1 National prison system modernization strategies designed (Jamaica)	0	1	3
2.5.2.1 - Almost 500 prison officers trained in management modernization for prison systems	315	113	500
2.6.1.1 - 11 new national programs in assistance systems for victims of violence and crime	11	0	10
2.7.1.1 - 30 member states report	19	0	30

2.7.2.1 - 2 regional tools developed	1	0	2
2.8.1.1 - 3 regional programs adopted by the member states for improved services provided by national criminal justice system institutions for citizens	3	0	3
2.9.1.1 - 1 regional program for social reintegration programs for young people implemented in member states	1	0	3
3.1.1.1 - 30 member states with updated evidence-based policies	30	0	10
3.2.1.1 - 3 member states with comprehensive drug policies	3	0	3
3.3.1.1 - 88 studies (35 MEM evaluation round reports, 3 IOD studies, and 4 studies by the Institutional Strengthening Unit)	42	46	42
3.3.2.1 - 33 member states disseminating MEM evaluation reports of the corresponding round, for adoption of corrective and proactive public policy measures	33	0	12
3.4.1.1 - 34 MEM evaluation reports country reports	33	0	34
3.4.1.2 - 1 hemispheric report	1	0	1
3.4.1.2 - 1 hemispheric report	1	0	1
3.5.1.1 - 8 member states request, to design, implement, and evaluate drugs policies, based on its plans and strategies	3	5	10
3.6.1.1 - 9 Programs evaluated in different aspects of the drug problem	3	6	2
4.1.1.1 - 15 training assessments to tackle drug-related problems	4	11	14
4.2.1.1 - 4 training methodologies in human resources training in drug-related areas	4	0	4
4.3.1.1 - 4840 persons trained	1,833	0	4,840
4.3.1.2 - 4840 people trained by the Supply Reduction Unit	2,208	0	4,840
4.3.1.2 - 4840 people trained by the Supply Reduction Unit	2,264	0	4,840
4.3.2.1 - 80% total of the people trained (500 individuals) in the professionalization of human resources in the various drug-related areas	85%	90%	80%
5.1.1.1 - 24 member states making progress in complying with international standards to detect, investigate, and try money-laundering and related crimes	22	0	8
5.1.2.1 - 39 member states adopted mechanisms to facilitate international coordination and cooperation in the investigation of cases of money-laundering and related crimes	34	5	8
5.1.1.1 - Over 80% of the entities of member states considered the provided technical assistance as useful to detect, investigate, and try money-laundering and related crimes view the technical assistance as useful	87%	100%	80%
5.2.1.1 - 21 member states reporting a strengthening of their illicit asset forfeiture, seizure, administration, and allocation systems	16	5	5
5.3.1.1 - 35 member states report on the use of international cooperation between law-enforcement and mutual legal assistance agencies established in international instruments to combat transnational organized crime	30	5	15

5.4.1.1 - 7 Programs, 1 per country, for assistance and protection of victims, witnesses, and others involved in criminal proceedings, developed based on international standards	0	0	7
5.5.1.1 - 4 member states strengthening their legislative frameworks to combat transnational organized crime	1	3	3
5.6.1.1 - 40 member states benefiting from the program to strengthen border controls	25	15	25
5.6.2.1 - Over 100 recommendations to member states and/or beneficiary organizations to address gaps or challenges identified in responding to and recovering from cyber-attacks and incidents, and improving their cybersecurity	100	18	100
5.6.3.1 - 0 officers building their knowledge about international rules and best practices in management of identity, document security, and border controls	0	0	200
5.6.4.1 - 18 member states strengthen institutional capacities and public policies to tackle and address the different forms of transnational organized crime	15	3	8
5.6.5.1 - 0 Member states that provide information on variables and indicators on transnational organized crime that are defined and standardized *lack of funding	0	0	10
5.7.1.1 - 0 officials trained in combating recruitment by criminal organizations, especially of children	0	0	120
6.1.1.1 - 12 member states with bills revised to comply with the provision of UNSCR 1540	6	6	10
6.2.1.1 - 1 member state with bills drafted to comply with the provision of UNSCR 1540	0	1	10
6.3.1.1 - 5 member states	2	0	5
6.4.1.1 - 12 member states developed national cybersecurity policies and/or strategies.	12	4	20
6.4.2.1 - 500 functionaries	155	0	500
6.5.1 - 0 Number of member states developing policies to tackle the phenomenon of foreign terrorist fighters *lack of funding	0	0	15
7.1.1.1 - 0 member states applying new travel document and ID control measures *lack of funding	0	0	15
7.2.2.1 - 1 new mechanisms established for the sharing of information and best practices to improve control of physical and digital borders	0	1	5
8.1.1.1 - 15% reduction in accidents/antipersonnel land mine-free zone	74%	111%	15%
8.2.1.1 - 13 member states adopting policies or programs for the marking, tracing, and/or destruction of light weapons	7	6	10
8.4.1.1 - 12 mechanisms developed to help prevent the proliferation of weapons of mass destruction UNSCR 1540	5	7	2
8.4.2.1 - 5 National Plans of Action for Member States regarding UNSCR 1540	7	0	5
8.5.1.1 - 1 forum for dialogue on the formulation of confidence-building measures in cybersecurity, undertaken in member states	1	0	1
8.5.2.1 - 16 member states reporting on compliance with confidence- and security-building measures	12	4	15
9.1.1 - 0 new signatory member states to ratify the Inter-American Convention against Terrorism	0	0	2
9.1.2 - 0 signatory member states to ratify the Inter-American Convention against the Illicit Manufacturing of and Trafficking in Firearms, Ammunition, Explosives, and Other Related Materials	0	0	1
9.1.3.1 - 20% increase	30%	0	20%
9.1.4.1 - 33 member states participating in the Seventh Evaluation Round of the MEM	33	0	34
9.4.1.2 - 4 SMS cooperation agreements, 14 for DPS, 5 for CICAD, 5 for CICTE, and 0 for DTOC	3	1	4
9.5.1.1 - 28 technical reports and studies on cybersecurity, 10 technical reports and studies on transnational organized crime, 10 technical reports and studies on public security	24	4	10
9.5.1.2 - 14 technical reports and studies on public security	14	0	10
9.5.2.1 - 11 technical reports and studies on hemispheric defense.	4	7	4

9.5.2.2 - 4 Technical Reports and Studies	0	0	4
9.5.3.1 - 169 individuals trained in Advanced Studies in Hemispheric Defense and Security (disaggregated by gender, profession, and nationality) (Public Security)	118	51	200
10.2.1.1 - 10 national computer security incident response teams (CSIRTs) established	10	0	10
10.2.2.1 - 3 member states	0	0	3
10.2.3.1 - 5 member States with tourist destinations with Tourism Security Plans	2	3	3
11.1.3.1 - 2 member states	0	0	2
11.1.4.1 - 13 CARICOM member states making progress in complying with international standards to detect, investigate, and try money-laundering and related crimes	12	1	3
11.1.5.1 - 18 CARICOM member states adopting mechanisms to facilitate coordination and inter-agency collaboration in investigating cases of money-laundering and related crimes	16	2	3
11.1.6.1 - Almost 50 police officers participated in the Inter-American Network on Police Professionalization courses	46	0	50
11.1.8.1 - 14 member states benefitted from the Regional Anti-Drug Intelligence School of the Caribbean	12	2	14
11.2.1.1 - 0 member states have benefitted pilot projects to strengthen their institutional capacity to investigate and prosecute environmental crimes *lack of funding	0	0	1

INSTITUTIONAL STRENGTHENING RESULTS STRATEGIC PLAN 2016-2020	Data 2016- 2019	Data 2020	Goal 2020
1.1.1.1. - At least four management tools developed, updated, or implemented by 2020	4	1	4
1.1.2.1 - At least 70% of the staff (m/f) trained in Results Management by 2020	30%	55%	70%
1.2.1.1 - At least 8 tools, processes and/or methodologies for organizational development available and in use by 2020	0	6	8
2.1.1.1 - Annual collection of US\$ 50 million in Specific Funds.	45	51	50
3.1.1.1 - 50 percent with a level of at least 80 percent positive	0	30%	50%
3.1.2.1 - Klout Score of 80 for the Twitter account in Spanish and 75 in English	0	81%	80%
3.1.3.1 - At least 75 percent of the staff say they know well or very well the work of the OAS in all its areas and the Strategic Vision	0	97%	75%
3.1.4 - 3 strategic plans in Public Diplomacy developed	0	3	3
4.1.1.1 - 3 Integrated Programs designed and/or implemented by 2020	2	1	4
4.1.2.1 - 100% of the corresponding national offices participate in the design and / or execution of inter-pillars activities	0	100%	100%
4.1.3.1 - 100% of the services requests for the development of conferences and meetings per year addressed inside and outside headquarters	0	100%	100%
4.1.4.1 - Departments of the OASG participate 100% in the design and execution of inter-pillars activities	0	75%	100%
4.2.1.1 - At least 6 MOUS's signed by 2020	2	3	6



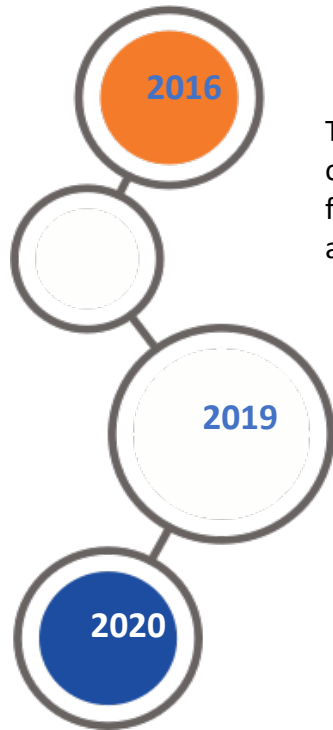
Annex 2. Methodological Aspects

A. Functioning of the Comprehensive Strategic Plan 2016-2020

Fulfilling the strategic vision of the organization has been a priority in the management of the GS / OAS; said declaration approved in June 2014 because of the forty-fourth session held in Asunción, Paraguay was the starting point for the development of the Comprehensive Strategic Plan of the OAS.

“The Organization of American States is the hemispheric political forum inclusive of all the countries of the Americas, committed to the strengthening of democracy, the promotion and protection of human rights, the advancement of integral development, and the fostering of multidimensional security, all equal and interdependent, with justice and social inclusion, for the benefit of the peoples of the Americas”.

In the following years, strategic planning has become an institutional effort that includes representatives of the Member States, staff, and political bodies of the OAS who have worked together from the following areas:

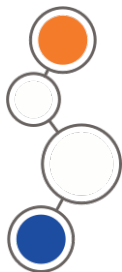


The General Assembly, through resolution [AG / RES. 1 \(LI-E / 16\)](#) rev.1 “Comprehensive Strategic Plan of the Organization”, approved the strategic lines and objectives of the Comprehensive Strategic Plan for each of the pillars of the Organization, as well as for the areas of institutional strengthening and the administrative management described in Annex I of the resolution.

The Permanent Council approved resolution [CP / RES. 1121 \(2209/19\)](#) “Strategic Planning of the Organization”, which, among other things, approved the incorporation of the complementary information [\(CP / doc.5469 / 19\)](#) in the Comprehensive Strategic Plan of the Organization. Said resolution instructs the General Secretariat to present a performance report to the Permanent Council and CIDI, until September 30, 2019.

The general assembly approves the resolution Program-budget of the organization for [2020 AG / RES. 2940 \(XLIX-O / 19\)](#) in which reference is made to the previous mandates, which leads to a monitoring of the development of the exercise by the Committee on Administrative and Budgetary Affairs CAAP.

TIMELINE 2020



DEC 2019: El D DEC 2019: The DPE presents the progress report on the implementation of the plan, which included a sample of 75% of the results collected.

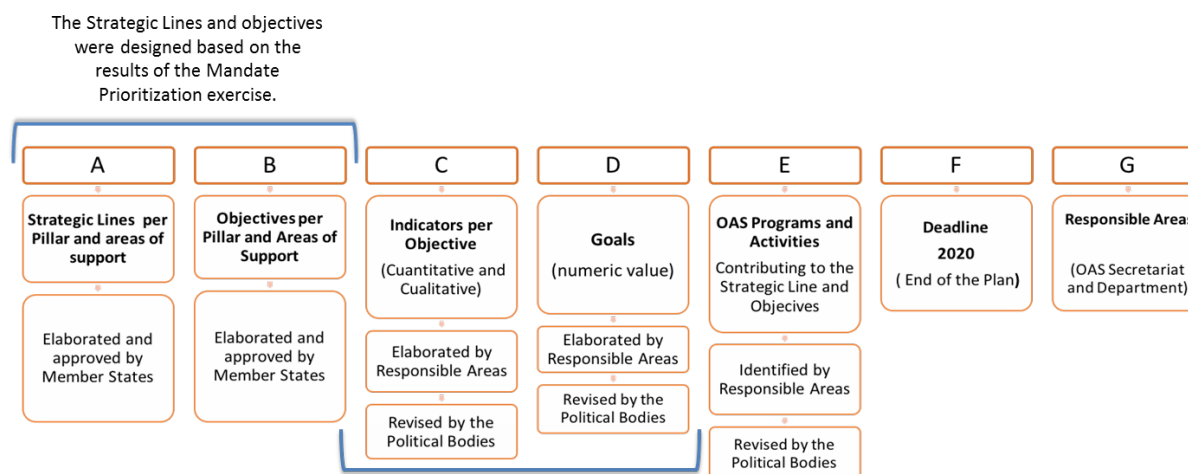
JUNE 2020: the first reporting cycle (2016-2019) closes with 95% of data collected and the second and last reporting cycle (2019-2020) on the plan's indicators begins.

SEPT 2020: the 30th of the month marks the delivery date of the detailed report on the implementation of the 2016-2020 plan

Structure of the plan

The strategic plan has six components, divided into the four fundamental pillars: Democracy, Human Rights, Integral Development and Multidimensional Security, which provide technical assistance through a portfolio of activities and programs that implemented externally for the benefit of the OAS member states and / or in coordination with regional and / or international entities.

The two additional support areas: Administrative Management and Institutional Strengthening have a mixed portfolio of functions, activities and programs developed internally by the General Secretariat, as is the case of administrative management or a mixture of both such as case of institutional strengthening. Each of the components of the plan (pillars and areas) is structured with the following elements (A-G); In accordance with what was approved by resolution [AG / RES. 1 \(LI-E / 16\) rev.1 "Comprehensive Strategic Plan of the Organization"](#)

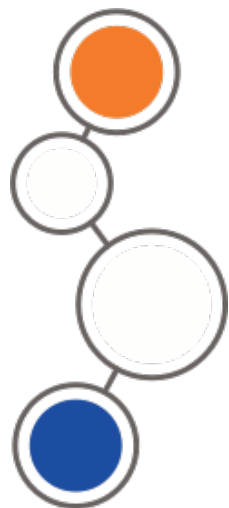


These elements allow that results-based management (RBM) be applied in the monitoring of the plan

Graph: Structure Plan Components Source: Compilation 2018

RESPONSIBLES OF THE PLAN

El ejercicio de planificación estratégica basada en la gestión por resultados ha sido un esfuerzo institucional en el cual han participado todos los actores responsables de la gestión de la Secretaría General de la organización:



Political bodies (Commissions and CIDI): which oversaw the design and elaboration of the strategic lines and objectives by pillar and support area; and ensuring that the General Secretariat complies with the mandate and makes the necessary modifications to its plans and programs and to its planning, operation, and evaluation strategies.

General Secretary and its dependencies (secretariats and departments): responsible for the formulation of the indicators, baselines and goals, the assignment of activities, the identification of means of verification, beneficiaries and the provision of the information corresponding to the reporting cycles.

CEDORG / DPE: coordinated the response to the mandates of the General Assembly and to the requests of the Permanent Council and its Political Bodies; organizing and supporting the GS / OAS and its dependencies in the development of the exercise, as well as in compiling the material, presenting, and distributing the results of the exercise according to the deadlines and requirements

SAF / DOITS: has provided technical support in the digitization of the plan and in the development of in-house management tools; for the collection and processing of information, facilitating its monitoring and visualization.

Inventory Plan: Lines, Objectives, and Indicators

The distribution of the plan by pillar and support areas according to the number of strategic lines, objectives, and indicators:

	Pillar/Area	Number of Strategic Lines	Number of Objectives	Indicators
CAJP	Democracy	7	23	49
	Human Rights	5	32	42
CIDI	Integral Development	7	24	37
CHS	Multidimensional Security	11	51	105*
	Institutional Strengthening	6	11	5
CAAP	Administrative Management	2	6	6
	TOTALS	38	148	244**

Multidimensional Security is the only pillar that formulates indicators at the strategic line level; however, they were not included in the reporting cycles.

The strategic lines and objectives included in this plan are in accordance with the principles of the OAS Charter, the Inter-American Democratic Charter, the Social Charter of the Americas, and the basic documents of the inter-American system and the political bodies * that regulate the actions by pillar and support area.

Participation and distribution of indicators: Secretariats Chart

HUMAN RIGHTS	DEMOCRACY	MULTIDIMENSIONAL SECURITY	DEVELOPMENT	INSTITUTIONAL STRENGTHENING	ADMINISTRATIVE MANAGEMENT
IACHR	SLA	SMS	SEDI	SCODRM	SAF
SARE	SSD	IADB	CITEL	SAF	
CIM	SARE	CIM	IPC	OASG	
SLA	CIM	SARE	CIM	SAF	
	SHA		SARE		

The seven dependencies of the GS / OAS are responsible for the implementation of the Plan together with special agencies. Around 140 officials participate in the reporting cycles, including program specialists and supervisors.

Plan Information and Tools

The content of the plan refers to what is executed by the responsible areas through the activities and programs (200 in total) that contribute to the goals set to be met once the year is over.

Given the magnitude of the information to be managed, saved, and processed, it was necessary to develop a tool that would fulfill the function of digitizing the data and decentralizing the exercise to contribute to an organizational culture based on the management of results at the level. managerial and technical.

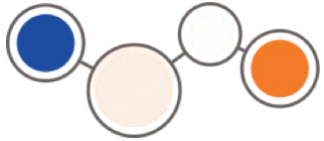
Strategic Planning System (STPS)

It is an information system developed "in-house" by DOITS in coordination with the DPE, its use is internal and is in addition to the management tools available to the GS / OAS. The tool is administered by the DPE and its users are OEA personnel; The information uploaded to the STPS is visible to the entire GS / OAS that has access to the OAS CONNECT portal, the organization's intranet.

The STPS has a series of functions that allow the generation of reports and monitoring of results that are part of the reporting cycle (see image).



The reporting cycle is comprehensive and includes technicians and / or program specialists, supervisors (managers and / or secretaries) and the DPE who operates as monitor. The STPS is a tool for internal use of the GS / OAS and is only available via OAS/CONNECT: <http://services/stps/Default.aspx>



B. Monitoring and Management

The results-based strategic planning exercise requires monitoring and coordination, these tasks are carried out by the Department of Planning and Evaluation (DPE), a dependency of CEDORG that works directly with the technical areas, providing support and accompaniment for the use of the tools and compliance with the reporting cycles that are focused on collecting the data according to the established cut-off dates. Once the areas send the information which is reviewed and approved at the level of the Secretariat in charge of each of the four pillars and support areas.

The DPE checks that the following information:

- ✓ **Actual Data:** Numerical value or percentage that quantifies what has been done
- ✓ **Narrative:** Text that describes what has been done
- ✓ **Means of verification:** documents that evidence/prove what has been done
- ✓ **Beneficiaries:** list of participant states and/or individuals (W/M)

The DPE in its role of monitor verifies that the information received is consistent with the indicators and established goals and provides notes in the STPS in its review such as:

The indicator must be revised for the next OAS Strategic Plan 2021-2025

The current data does not correspond to the established goal (June 2020)

Actual data has exceeded the target set (June 2020)

What is reported is also categorized according to its "impact" as follows:

Capacity building (skills and knowledge)

Improvement in policies and regulatory frameworks (access)

Institutional Strengthening (processes)

Strengthening the application of human rights instruments (promotion)

COVID-19 effect (management / response)

Additional notes are sent to the areas regarding the progress of the expected results:

Progress towards the stated goal has been evaluated based on the information provided and the report has been completed.

Activities and programs have not been implemented due to lack of funding

Review means of verification, current data and / or narrative

Once the information is verified by the DPE, the STPS classifies the data in a traffic light color scheme according to the current reported value.

Actual Data
Exceeded the Goal
Reached the Goal
Almost Reached the Goal
Did Not Reach the Goal

The goal is equal to the number or percentage to be achieved by June 30, 2020

The baseline equals the number or percentage at the beginning of the plan; June 30, 2016

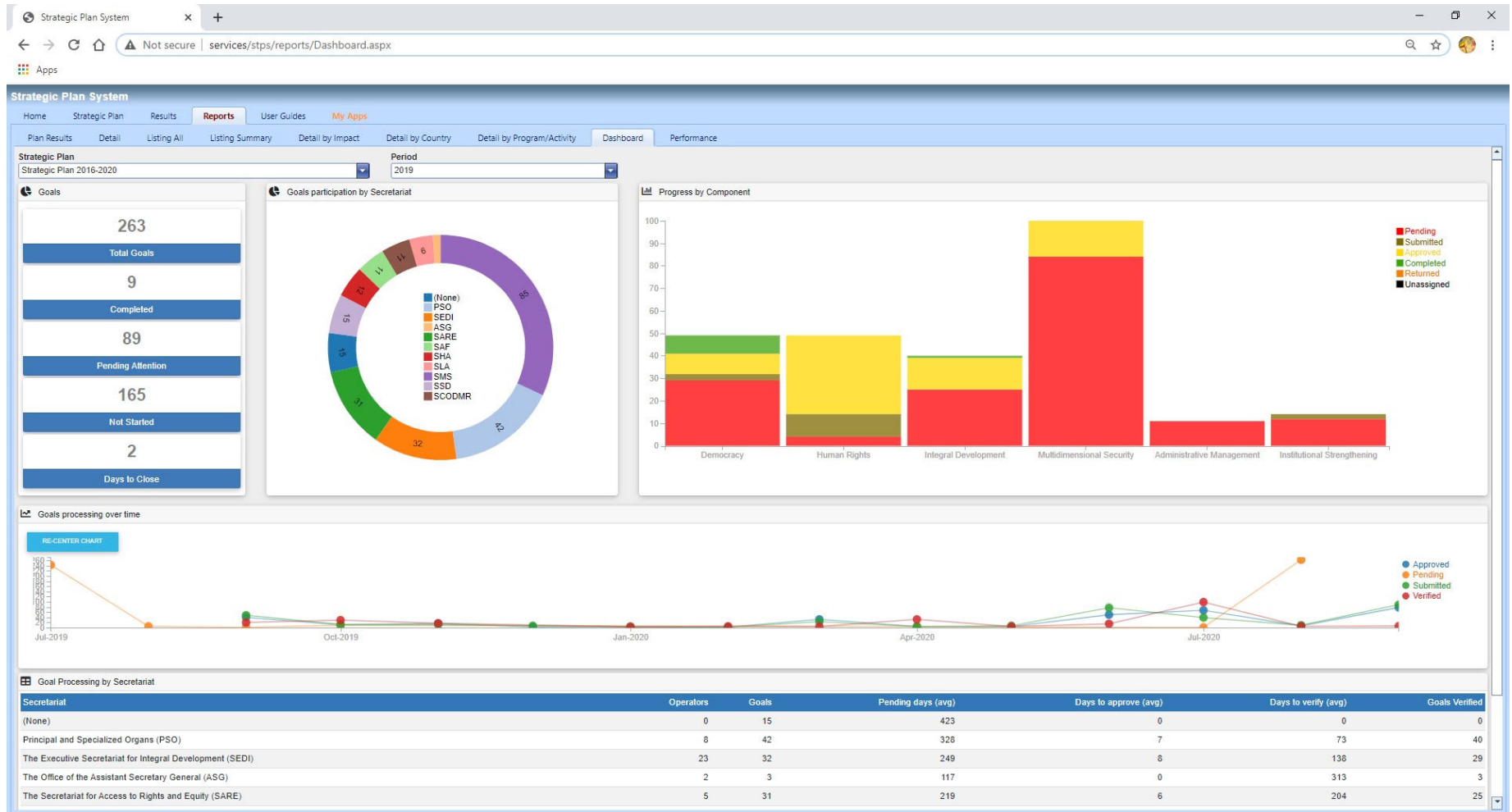
Note: Table: this information is available for download and use by the entire OAS/GS

The STPS also offers two monitoring boards that allow to visualize the progress of the exercise by pillar, support area and responsible area (secretary)

Monitoring Dashboards STPS

Performance by Pillar and by area of Support: <http://services/stps/reports/Dashboard.aspx>

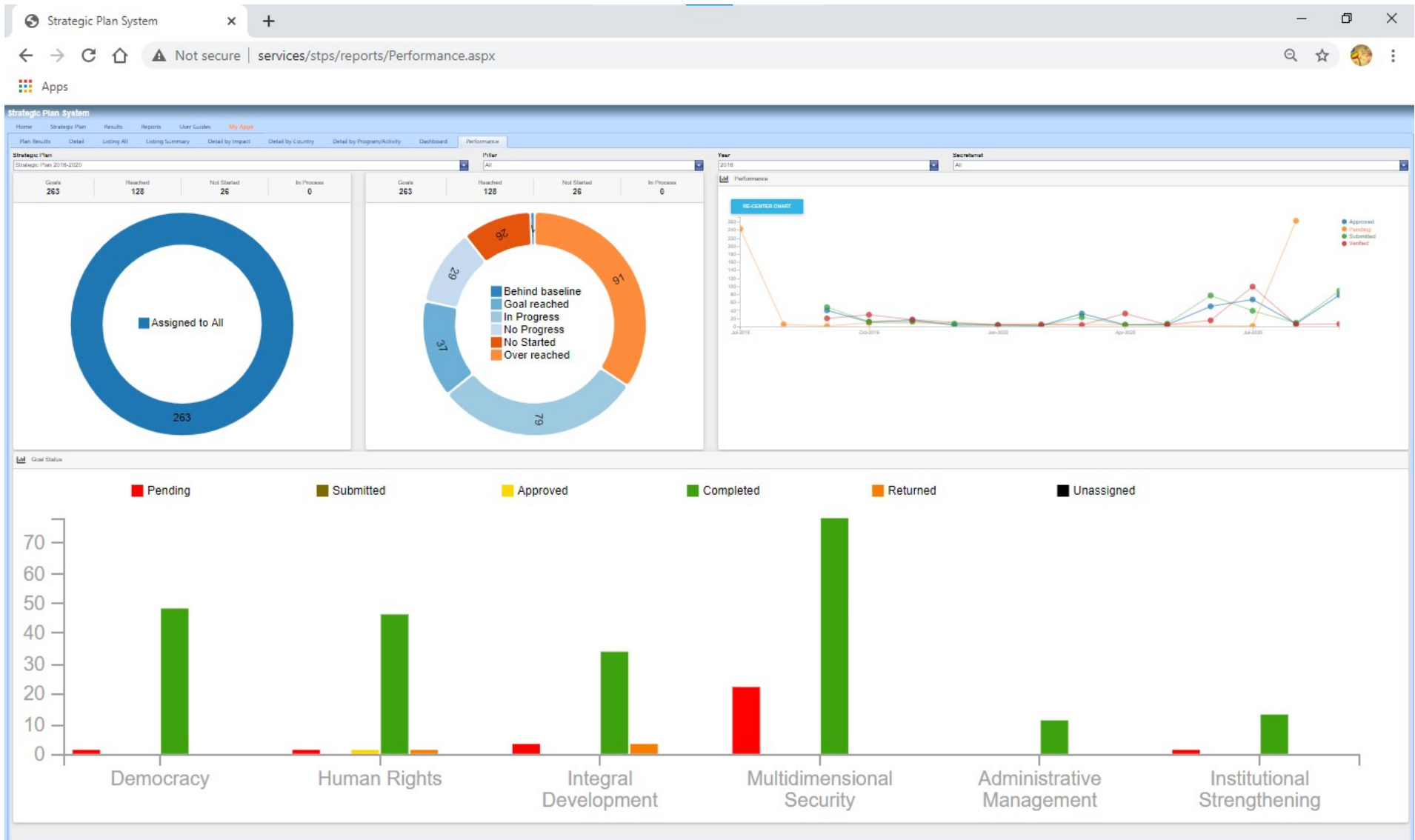
Note: These tools and their access are for internal use of the GS / OAS and their access is only via the OAS / Connect



Monitoring Dashboards STPS

Indicator performance by Secretariat: <http://services/stps/reports/Performance.aspx> (Access Via VPN)

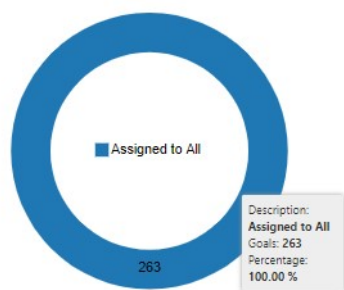
Note: These tools and their access are for internal use of the GS / OAS and their access is only via the OAS / Connect



Information by Pillar and/or Area of Support

Each of the components of the plan (pillars and support areas) vary in their form according to the number of areas that compose it, number of mandates, their portfolio of programs and activities, and their budget allocation. Lead to a variation in the number of indicators and goals in charge, it is thus that Multidimensional Security has the highest number of indicators (100) and Administrative Management with only (6). The size of each component is also reflected in its fields of action and number of beneficiaries.

It is worth noting that the monitoring exercise is carried out on a basis of 263 goals, 11 additional goals, generated for the indicators that are shared responsibility between areas (see example:



Example, Goal: 4.2.2.1 At least 8 presentations (CIM 2 / SARE 6) or annual contributions that promote the inclusion of progressive developments in the field of human rights. The STPS establishes a goal for each area responsible for contributing to the established goal.

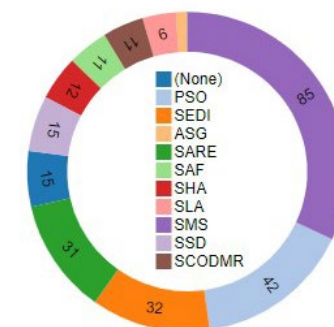
The completed cycle of 2016-2019 brings together 75% of the plan implementation process and in the last period 2019-2020 it reached 90%.

The analysis by pillar included in this report to 2020, which represents a sample of 90%, with a drop of 20 indicators for which there is no information, either due to access to internal tools and / or lack of response due

to part of the areas in charge.

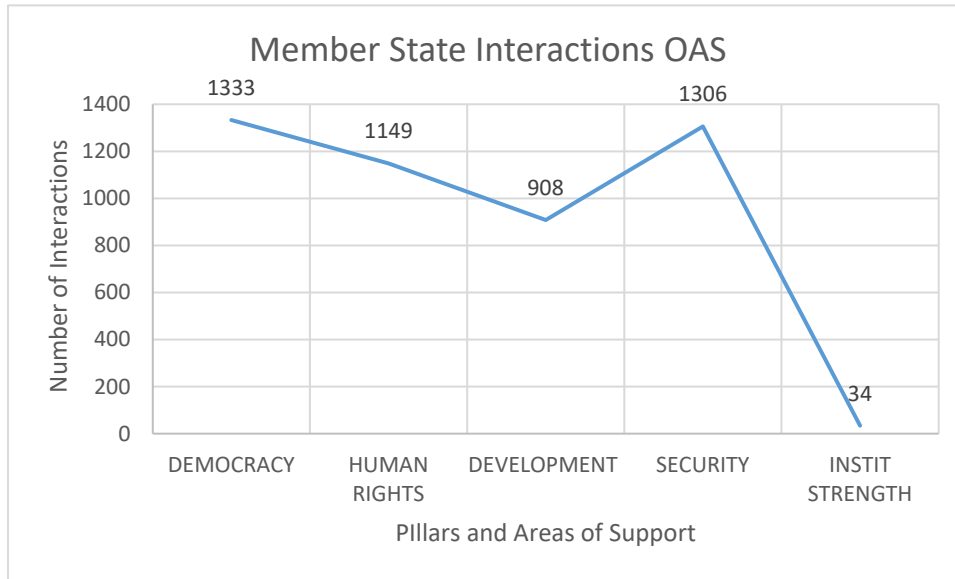
Distribution by Secretariat and/or Responsible The components of the plan; Pillars and support areas are divided according to the structure of the GS / OAS, in total there are 10⁶ as shown in the following graph, which again highlights the SSM as the area with the greatest responsibility followed by the Special Organizations (PSO) in which the IACHR, CIM and CITEL can be found.

Table: Responsible areas Source: STPS



⁶ The GS / OAS has 6 dependencies (Secretaries by Management Area) and the OASES / Budget structure is made up of 10 to include Specialized Organizations such as the IACHR, CIM, CITEL, among others.

Beneficiaries: OAS Member States



Graph: Interactions by Component and OAS Member States

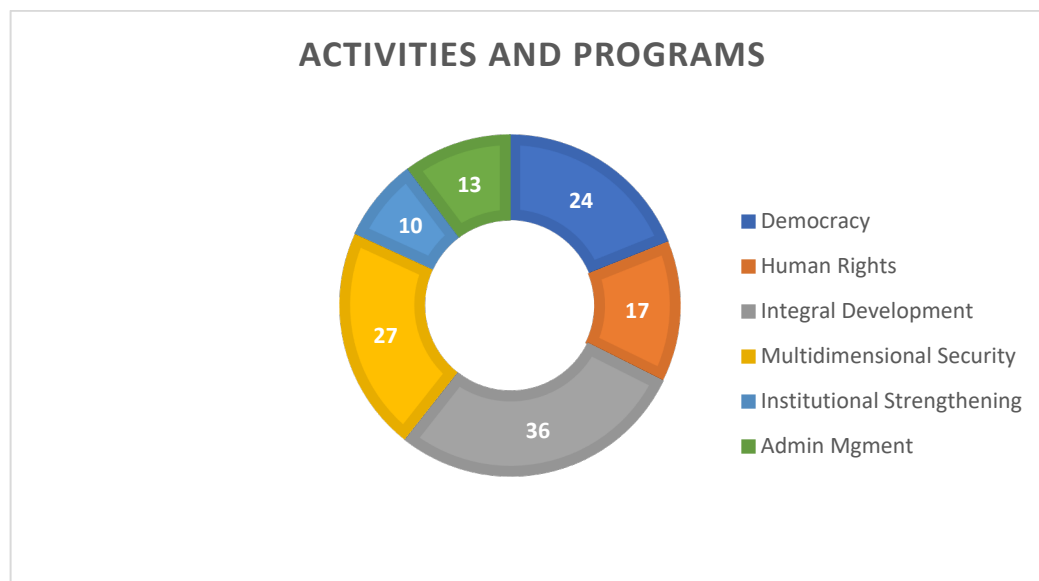
The Beneficiaries of the expected results of the strategic plan are the 34 Member States of the Organization. During the implementation of the plan, the OAS/GS in the four fundamental pillars and the two areas of support had more than 4,000 interactions with the countries; represented in activities and programs that benefit the states in the 148 objectives included in the plan.

Activities in administrative management are internal, carried out by the Secretariat for Administration and Finance (SAF) and therefore there are no interactions within member states.

PROGRAMS AND ACTIVITIES:

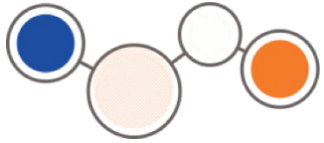
The plan covers a total of 128 activities and programs in the GS / OAS portfolio, which have been reported on and are distributed at the level of the pillars and support areas. Each of which is supported by the conclusion of the process of prioritization of mandates and preparation of the [Strategic Plan approval \(AG/RES. 1 \(LI-E/16\)\)](#):

It should be noted that the administrative management area has only activities since its portfolio is for internal use of the General secretariat.



Graphic: Activities and Programs by Component Source: STPS

The Areas develop a series of actions called activities and programs whose only difference lies in the area responsible for their execution and which are carried out externally for the benefit of the member states. An example of this is the portfolio of the administrative management area consists of only activities, i.e., manage financial risk, provide financial reports, among others. Versus the four fundamental pillars and the area of institutional strengthening coordinate, i.e., program to promote and expand civil society participation in OAS activities, Comprehensive Action against Antipersonnel Mines, Leo Rowe Fund, etc.



C. LINKS

- OAS [Website Accountability Section / Strategic Plan](#)
- Report Regarding [Strategic Planning as of September 30th, 2019](#)
- Comprehensive Strategic Plan of the Organization: [\(AG/RES. 1 \(LI-E/16\)\)](#)
- Four-Year Strategic Plan of the Organization: [\(AG/RES. 2890 \(XLVI-O/16\)\)](#)
- Methodology for Prioritization of the Organization's mandates: [\(CP/doc.5108/15\)](#)
- Conclusion of the Mandate Prioritization Process and Preparation of the Organization's Four-Year Strategic Plan: [CP/RES. 1061 \(2063/16\)](#)
- Guidelines and Objectives of the Strategic Vision of the Organization of American States: [AG/RES. 1 \(XLVII-E/14\)](#)
- Strategic Vision Statement of the Organization of American States: [\(AG / RES. 2814/14 \(XLIV-O / 14\)\)](#),



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