

ANNUAL REPORT OF THE SECRETARY GENERAL

2
0
1
2



Organization of
American States

TABLE OF CONTENTS

1. GENERAL ASSEMBLY AND COUNCILS	1
1.1 GENERAL ASSEMBLY.....	1
1.2. MEETING OF CONSULTATION OF MINISTERS OF FOREIGN AFFAIRS.....	6
1.3 PERMANENT COUNCIL	6
1.4 INTER-AMERICAN COUNCIL FOR INTEGRAL DEVELOPMENT	10
2. GENERAL SECRETARIAT	13
2.1 OFFICE OF THE SECRETARY GENERAL	13
2.1.1 Summits Secretariat	13
2.1.2 Department of Legal Services	14
2.1.3 Office of Protocol	16
2.2 OFFICE OF THE ASSISTANT SECRETARY GENERAL.....	17
2.2.1 Department of Conferences and Meetings Management	20
2.2.2 Coordinating Office for the Offices and Units of the General Secretariat in the Member States	21
2.2.3 Columbus Memorial Library.....	24
2.3 SECRETARIAT FOR POLITICAL AFFAIRS	26
2.3.1 Department of Electoral Cooperation and Observation (DECO).....	26
2.3.2 Department of Effective Public Management (DEPM)	27
2.3.3 Department of Sustainable Democracy and Special Missions (DSDSM).....	28
2.4 EXECUTIVE SECRETARIAT FOR INTEGRAL DEVELOPMENT (SEDI)	29
2.4.1 Department of Human Development, Education, and Culture (DHDEC)	30
2.4.2 Department of Economic Development, Trade, and Tourism (DEDTT)	31
2.4.3 Department of Sustainable Development (DSD)	32
2.4.4 Department of Social Development and Employment (DSDE)	33
2.5 SECRETARIAT FOR MULTIDIMENSIONAL SECURITY.....	35
2.5.1 Executive Office of the Secretary for Multidimensional Security (SMS)	35
2.5.2 Executive Secretariat of the Inter-American Drug Abuse Control Commission (CICAD).....	36
2.5.3 Secretariat of the Inter-American Committee against Terrorism (S/CICTE)	37
2.5.4 Department of Public Security (DPS)	38
2.6 SECRETARIAT FOR ADMINISTRATION AND FINANCE (SAF).....	40
2.6.1 Department of Human Resources (DHR)	41
2.6.2 Department of Financial and Administrative Management Services (DFAMS)	42
2.6.3 Department of Information and Technology Services (DOITS)	43
2.6.4 Department of Planning and Evaluation (DPE)	44
2.6.5 Department of Procurement (DP).....	44
2.6.6 Department of General Services (DGS).....	45
2.7 SECRETARIAT FOR LEGAL AFFAIRS.....	46
2.7.1 Department of International Law (DIL)	47
2.7.2 Department of Legal Cooperation (DLC).....	49

2.8 SECRETARIAT FOR EXTERNAL RELATIONS	50
2.8.1 Department of Press and Communication (DPC)	50
2.8.2 Department of International Affairs (DIA)	52
2.8.3 Art Museum of the Americas (AMA)	53
3. AUTONOMOUS AND DECENTRALIZED ENTITIES AND ORGANS	56
3.1 INTER-AMERICAN COURT OF HUMAN RIGHTS	56
3.2 INTER-AMERICAN COMMISSION ON HUMAN RIGHTS	58
3.3 ADMINISTRATIVE TRIBUNAL	62
3.4 INTER-AMERICAN CHILDREN’S INSTITUTE	63
3.5 INTER-AMERICAN COMMISSION OF WOMEN	65
3.6 INTER-AMERICAN TELECOMMUNICATION COMMISSION	67
3.7 OFFICE OF THE INSPECTOR GENERAL	68
3.8 BOARD OF EXTERNAL AUDITORS	69
4. SPECIALIZED ENTITIES AND ORGANIZATIONS	71
4.1 INTER-AMERICAN DEFENSE BOARD	71
4.2 INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE	72
4.3 INTER-AMERICAN JURIDICAL COMMITTEE	74
4.4 PAN AMERICAN DEVELOPMENT FOUNDATION	75
4.5 PAN AMERICAN HEALTH ORGANIZATION	77
4.6 PAN AMERICAN INSTITUTE OF GEOGRAPHY AND HISTORY	78
5. ACTIVITIES OF THE SECRETARY GENERAL AND THE ASSISTANT SECRETARY GENERAL AWAY FROM HEADQUARTERS	81
5.1 ACTIVITIES OF THE SECRETARY GENERAL AWAY FROM HEADQUARTERS	81
5.2 ACTIVITIES OF THE ASSISTANT SECRETARY GENERAL AWAY FROM HEADQUARTERS	84
APPENDIXES	86
APPENDIX A: ORGANIZATIONAL CHART	86
APPENDIX B: OAS FINANCIAL STATEMENT	87

1. GENERAL ASSEMBLY AND COUNCILS

1.1 GENERAL ASSEMBLY

The General Assembly is the supreme organ of the Organization of American States and is composed of the delegations of all the member states, which have the right to be represented and to vote. The mechanisms, policies, actions, and mandates of the Organization are determined by the General Assembly. Its powers are defined in Chapter IX of the Charter, which states, in Article 57, that the Assembly shall convene annually during the period determined by the rules of procedure and at a place selected in accordance with the principle of rotation. In special circumstances and with the approval of two thirds of the member states, the Permanent Council may convoke a special session of the General Assembly. All member states have the right to be represented in the General Assembly. Each state has the right to one vote.

- **Forty-second regular session of the General Assembly**

The forty-second regular session of the General Assembly was held in Cochabamba, Bolivia, from June 3 to 5, 2012. The Assembly adopted two declarations and 65 resolutions. The outcome of the General Assembly session has been published in the document *Proceedings* (OEA/Ser.P/XLII-O.2), which is divided into two volumes. Volume I contains the certified texts of the declarations and resolutions adopted, and Volume II, the verbatim minutes of the plenary sessions, the summary minutes of the General Committee, and other documents pertaining to this session.

The Assembly adopted important decisions on such issues as food security with sovereignty; strengthening of democracies, peace, hemispheric security, and cooperation; human rights; access to justice; freedom of expression; legal and social development; prevention and eradication of sexual exploitation and of trafficking in and smuggling of children; protection of the human rights of older adults; promotion of hemispheric security, natural disasters; trade; tourism; scholarships, disabilities, women; children; and indigenous peoples. Of special note was the adoption of the “Social Charter of the Americas,” whereby the member states of the OAS, having reaffirmed their determination and commitment to urgently combat the serious problems of poverty, social exclusion, and inequity that affect, in varying degrees, the countries of the Hemisphere, approved an instrument to guide action and partnership for development toward the promotion of integral development and the observance of economic, social, and cultural rights. The Assembly also adopted resolutions on topics entrusted to the organs, agencies, and entities of the Organization, as well as resolutions on General Secretariat administrative matters.

Declarations adopted:

AG/DEC. 69 (XLII-O/12)	Declaration of Cochabamba on “Food Security with Sovereignty in the Americas”
AG/DEC. 70 (XLI-O/12)	Declaration on the Question of the Malvinas Islands

Resolutions adopted:

AG/RES. 2699 (XLII-O/12)	Social Charter of the Americas: Renewal of the Hemispheric Commitment to Fight Poverty in the Region
AG/RES. 2700 (XLII-O/12)	Amendments to the Statute of the Administrative Tribunal
AG/RES. 2701 (XLII-O/12)	Free Trade and Investment in the Hemisphere
AG/RES. 2702 (XLII-O/12)	Use of Telecommunications/Information and Communication Technologies to Build an Inclusive Information Society
AG/RES. 2703 (XLII-O/12)	Strengthening of the Activities of the Inter-American Program of Judicial Facilitators
AG/RES. 2704 (XLII-O/12)	Coordination of Volunteers in the Hemisphere in Response to Disasters and the Fight against Hunger and Poverty – White Helmets Initiative
AG/RES. 2705 (XLII-O/12)	Promotion and Strengthening of Democracy: Follow-up to the Inter-American Democratic Charter
AG/RES. 2706 (XLII-O/12)	Traditional Use and Chewing of the Coca Leaf
AG/RES. 2707 (XLII-O/12)	Prevention and Eradication of Sexual Exploitation and Smuggling of and Trafficking in Minors
AG/RES. 2708 (XLII-O/12)	Recognition and Promotion of the Rights of People of African Descent in the Americas
AG/RES. 2709 (XLII-O/12)	Promotion of Women’s Human Rights and Gender Equity and Equality
AG/RES. 2710 (XLII-O/12)	Strengthening the Inter-American Commission of Women
AG/RES. 2711 (XLII-O/12)	Mechanism to Follow Up on Implementation of the Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women, “Convention of Belém Do Pará”
AG/RES. 2712 (XLII-O/12)	Network for Consumer Safety and Health and Inter-American Rapid Product-Safety Warning System
AG/RES. 2713 (XLII-O/12)	Adoption of Progress Indicators for Measuring Rights under the Protocol of San Salvador
AG/RES. 2714 (XLII-O/12)	Official Public Defenders as a Guarantee of Access to Justice for Persons in Situations of Vulnerability
AG/RES. 2715 (XLII-O/12)	Human Rights Defenders: Support for Individuals, Groups, and Organizations of Civil Society Working to Promote and Protect Human Rights in the Americas
AG/RES. 2716 (XLII-O/12)	Internally Displaced Persons

AG/RES. 2717 (XLII-O/12)	Persons Who Have Disappeared and Assistance to Members of Their Families
AG/RES. 2718 (XLII-O/12)	Draft Legally Binding Inter-American Instruments against Racism and Racial Discrimination and against All Forms of Discrimination and Intolerance
AG/RES. 2719 (XLII-O/12)	Follow-up to the Inter-American Program for Universal Civil Registry and the “Right to Identity”
AG/RES. 2720 (XLII-O/12)	Strengthening the Activities of the Justice Studies Center of the Americas
AG/RES. 2721 (XLII-O/12)	Human Rights, Sexual Orientation, and Gender Identity
AG/RES. 2722 (XLII-O/12)	Observations and Recommendations on the Annual Report of the Inter-American Juridical Committee
AG/RES. 2723 (XLII-O/12)	Inter-American Program for the Development of International Law
AG/RES. 2724 (XLII-O/12)	Draft American Declaration on the Rights of Indigenous Peoples
AG/RES. 2725 (XLII-O/12)	Right to the Truth
AG/RES. 2726 (XLII-O/12)	Protecting the Human Rights of Older Persons
AG/RES. 2727 (XLII-O/12)	Access to Public Information and Protection of Personal Data
AG/RES. 2728 (XLII-O/12)	Promotion of the International Criminal Court
AG/RES. 2729 (XLII-O/12)	The Human Rights of Migrants, Including Migrant Workers and Their Families
AG/RES. 2730 (XLII-O/12)	Follow-up on the Inter-American Convention against Corruption and on the Inter-American Program of Cooperation to Fight Corruption
AG/RES. 2731 (XLII-O/12)	Support for the Committee for the Elimination of All Forms of Discrimination against Persons with Disabilities and Its Technical Secretariat
AG/RES. 2732 (XLII-O/12)	Human Rights Education in Formal Education in the Americas
AG/RES. 2733 (XLII-O/12)	Program of Action for the Decade of the Americas for the Rights and Dignity of Persons with Disabilities (2006-2016) and Support for Its Technical Secretariat (SEDISCAP)
AG/RES. 2734 (XLII-O/12)	Meeting of Ministers of Justice or Other Ministers or Attorneys General of the Americas
AG/RES. 2735 (XLII-O/12)	Advancing Hemispheric Security: A Multidimensional Approach
AG/RES. 2736 (XLII-O/12)	Increasing and Strengthening the Participation of Civil Society and Social Actors in the Activities of the Organization of American States and in the Summits of the Americas Process
AG/RES. 2737 (XLII-O/12)	Support for and Follow-up to the Summits of the Americas Process
AG/RES. 2738 (XLII-O/12)	Strengthening the Topic of Migration in the OAS: Establishment of the Committee on Migration Issues
AG/RES. 2739 (XLII-O/12)	Optimization of the Structure of the Inter-American Council for Integral Development
AG/RES. 2740 (XLII-O/12)	Extension of the Mandate of the CEPCIDI Working Group to Strengthen CIDI and Its Organs

AG/RES. 2741 (XLII-O/12)	Extension of the Term of the Strategic Plan for Partnership for Integral Development 2006-2009
AG/RES. 2742 (XLII-O/12)	Report of the Fifth Inter-American Meeting of Ministers and Highest Authorities of Culture in the Framework of CIDI and on the Celebration of the Inter-American Year of Culture
AG/RES. 2743 (XLII-O/12)	Report of the XIX Inter-American Travel Congress and Holding of the Twentieth Inter-American Congress of Ministers and High-Level Authorities of Tourism
AG/RES. 2744 (XLII-O/12)	Seventh Regular Meeting of the Inter-American Committee on Ports
AG/RES. 2745 (XLII-O/12)	Inter-American Program on Education for Democratic Values and Practices
AG/RES. 2746 (XLII-O/12)	Strengthening Partnership for Integral Development
AG/RES. 2747 (XLII-O/12)	Report of the Seventeenth Inter-American Conference of Ministers of Labor and Support for the Inter-American Network for Labor Administration
AG/RES. 2748 (XLII-O/12)	Report of the Third Meeting of Ministers and High Authorities on Science and Technology in the Framework of CIDI
AG/RES. 2749 (XLII-O/12)	International Year of Quinoa, 2013
AG/RES. 2750 (XLII-O/12)	Existing Mechanisms for Disaster Prevention and Response and Humanitarian Assistance among the Member States
AG/RES. 2751 (XLII-O/12)	Promotion and Incorporation of New Forms of Cooperation for Integral Development
AG/RES. 2752 (XLII-O/12)	Report of the Seventh Inter-American Meeting of Ministers of Education within the Framework of CIDI
AG/RES. 2753 (XLII-O/12)	Promotion of Corporate Social Responsibility in the Hemisphere
AG/RES. 2754 (XLII-O/12)	Amendments to Chapters VIII and IX of the General Standards to Govern the Operations of the General Secretariat: The Inspector General
AG/RES. 2755 (XLII-O/12)	Human Resource Policy of the General Secretariat of the Organization of American States
AG/RES. 2756 (XLII-O/12)	Indirect Cost Recovery
AG/RES. 2757 (XLII-O/12)	Excessive Volatility of Commodity Prices and Its Consequences for Food Security and Sustainable Development in the Americas
AG/RES. 2758 (XLII-O/12)	Protection of Asylum Seekers and Refugees in the Americas
AG/RES. 2759 (XLII-O/12)	Observations and Recommendations on the Annual Report of the Inter-American Court of Human Rights
AG/RES. 2760 (XLII-O/12)	The Human Right to Safe Drinking Water and Sanitation
AG/RES. 2761 (XLII-O/12)	Follow-up on the Recommendations Contained in the Report of the Special Working Group to Reflect on the Workings of the Inter-American Commission on Human Rights with a View to Strengthening the Inter-American Human Rights System
AG/RES. 2762 (XLII-O/12)	Financing of the 2013 Program-Budget of the Organization

AG/RES. 2763 (XLII-O/12)	Vote of Appreciation to the People and Government of the Plurinational State of Bolivia
AG/RES. 2764 (XLII-O/12)	Place and Date of the Forty-Third Regular Session of the General Assembly

- **Forty-third special session of the General Assembly**

The forty-third special session of the General Assembly was held on November 15, 2012, at the headquarters of the General Secretariat of the Organization, to approve the program-budget of the Regular Fund of the Organization for 2013 and contributions for FEMCIDI.

The following resolution was adopted:

AG/RES. 1 (XLIII-E/12)	Program-Budget of the Organization for 2013 and Contributions to FEMCIDI
------------------------	--

- **Forty-fourth special session of the General Assembly**

The forty-fourth special session of the General Assembly will be held on March 22, 2013, at the headquarters of the General Secretariat of the Organization, in fulfillment of the mandates contained in resolution AG/RES. 2761 (XLII-O/12). On that occasion, the General Assembly considered the proposals drawn up by the Permanent Council, in dialogue with all the parties involved, for application of the recommendations made in the “Report of the Special Working Group to Reflect on the Workings of the Inter-American Commission on Human Rights with a View to Strengthening the Inter-American Human Rights System.”

1.2. MEETING OF CONSULTATION OF MINISTERS OF FOREIGN AFFAIRS

The Meeting of Consultation of Ministers of Foreign Affairs is an organ of the Organization of American States that convenes to consider problems of an urgent nature and of common interest to the American states and to serve as the Organ of Consultation. Its powers are defined in Chapter X of the OAS Charter.

- **Twenty-seventh Meeting of Consultation of Ministers of Foreign Affairs**

The Twenty-seventh Meeting of Consultation of Ministers of Foreign Affairs was held at the headquarters of the General Secretariat of the Organization on August 24, 2012, to consider the situation between Ecuador and the United Kingdom of Great Britain and Northern Ireland regarding the inviolability of the diplomatic premises of Ecuador in the United Kingdom of Great Britain and Northern Ireland in accordance with international law.

The Meeting adopted the following resolution:

RC.27/RES. 1/12 rev. 3	Resolution of the Twenty-seventh Meeting of Consultation of Ministers of Foreign Affairs
------------------------	--

1.3 PERMANENT COUNCIL

The Permanent Council is one of the organs by means of which the Organization accomplishes its purposes (Article 53 of the Charter). It reports directly to the General Assembly and is composed of one representative of each member state, especially appointed by the respective government, with the rank of ambassador. Its functions and powers are defined in Chapter XII of the Charter. The Permanent Council takes cognizance of any matter referred to it by the General Assembly or the Meeting of Consultation of Ministers of Foreign Affairs. It serves provisionally as the Organ of Consultation in accordance with the provisions of the Inter-American Treaty of Reciprocal Assistance (Rio Treaty). It keeps vigilance over the maintenance of friendly relations among the member states and assists them in the peaceful settlement of their disputes. It also acts as the Preparatory Committee of the General Assembly, unless the General Assembly decides otherwise.

- **Chairs and vice chairs**

The office of chair of the Permanent Council is held by each of the principal representatives in turn, following the Spanish alphabetical order of the names of the respective states. The office of vice chair is filled in the same way, in reverse alphabetical order. The chair and vice chair hold office for a term of three months. The terms begin automatically on the first day of each calendar quarter.

The following is a list of the officers of the Permanent Council in 2012:

January to March:

Chair: Ambassador Duly Brutus, Permanent Representative of Haiti

Vice Chair: Ambassador Allan Culham, Permanent Representative of Canada

April to June:

Chair: Ambassador Leonidas Rosa Bautista, Permanent Representative of Honduras

Vice Chair: Ambassador Diego Pary, Permanent Representative of the Plurinational State of Bolivia^{1/}

July to September:

Chair: Ambassador Stephen Vasciannie, Permanent Representative of Jamaica

Vice Chair: Ambassador Diego Pary, Permanent Representative of the Plurinational State of Bolivia

October to December:

Chair: Ambassador Joel Hernández, Permanent Representative of Mexico

Vice Chair: Ambassador Néstor Mendez, Permanent Representative of Belize

- **Presentations**

During this reporting period, the Secretary General and the Assistant Secretary General addressed the Permanent Council on a number of occasions to report on various items on the Organization's working agenda and on matters of interest to the member states. In June 2012, the Permanent Council undertook a collective assessment of the political situation unfolding in the Republic of Paraguay and, in that connection, the Secretary General decided to visit the country in order to gather on-site information and background on the facts that had led to President Fernando Lugo's impeachment and removal from office. In August 2012, at the request of the Government of Ecuador, the Permanent Council considered the threats made by the United Kingdom of Great Britain and Northern Ireland against the State of Ecuador and its diplomatic premises in that country and ultimately decided to convoke the Twenty-seventh Meeting of Consultation of Ministers of Foreign Affairs. At a meeting on November 8, the Permanent Council reflected on the Organization, its purpose, achievements, and future. The conclusions it drew were related to the fundamental role the Organization of American States plays and continues to play, which is complemented by the work of other regional and subregional organizations; the importance of strengthening the inherent capacity of the Organization to continue doing what it does well; and the enormous challenge of resolving

1. Article 5 of the Rules of Procedure of the Permanent Council reads: "If the state to which the office of chair corresponds does not have a principal representative, the vice chair shall serve as chair. If the state to which the office of vice chair corresponds does not have a principal representative, the principal representatives of the states in reverse alphabetical order shall serve in turn as vice chair on an acting basis. The incumbency of such substitute in either office shall terminate with the arrival in the Permanent Council of the principal representative of the state to which that office pertains by right."

outstanding issues on the Organization's agenda. Among other matters, the Permanent Council was apprised of the agenda and the anticipated results of the Sixth Americas Competitiveness Forum, held in Cali, Colombia, in October 2012, under the theme "Promoting innovation for prosperity." The Permanent Council received reports on each of the electoral observation missions conducted by the General Secretariat in The Bahamas, the Dominican Republic, Mexico, and Honduras.

In addition, in June 2012, pursuant to the mandates issued by the General Assembly in resolution AG/RES. 2761 (XLII-O/12), "Follow-up on the Recommendations Contained in the Report of the Special Working Group to Reflect on the Workings of the Inter-American Commission on Human Rights with a View to Strengthening the Inter-American Human Rights System," the Permanent Council initiated efforts to draw up proposals, on the basis of the report and in dialogue with all the parties involved, for application of the recommendations. To carry out the task entrusted to it, the Permanent Council adopted a work plan which, implemented in three stages with the broadest possible participation of the member states, the Inter-American Commission on Human Rights, the General Secretariat, the Inter-American Court of Human Rights, the Inter-American Juridical Committee, and civil society, would culminate in the presentation of its proposals to the General Assembly at its forty-fourth special session.

Similarly, the Permanent Council and its subsidiary organs, together with the Inter-American Council for Integral Development, have stepped up their efforts to review and prioritize the mandates arising from the General Assembly and the Summits of the Americas over the last five years, in order to identify those areas of greatest interest to the member states with a view to improving management of the Organization and its Secretariat. The prioritization process currently under way will include policy discussion among the member states on restructuring the Organization's agenda and updating the administrative and financial management of its General Secretariat.

- **Visits to the Permanent Council**

At special and regular meetings, the Council received Raúl Cuero, President of the International Park of Creativity for Young Inventors; Thelma Esperanza Aldana Hernández, President of the Supreme Court of Guatemala; Marvin Aguilar García, Vice President of the Supreme Court of Nicaragua; Hernán De León Batista, a justice on the Supreme Court of Panama; César Gaviria, former President of Colombia and Chief of the OAS Electoral Observation Mission in Mexico; Juan Camilo Restrepo, Minister of Agriculture and Rural Development of Colombia; Michael Harvey, President of the Canadian Council for the Americas; Ambassador Richard Bernal; Ambassador Luigi R. Einaudi; Ambassador Carlos Portales; Patricia Perez, President of the International Community of Women Living with HIV/AIDS; Glenn F. Phillip, Minister of Youth Empowerment, Sports, Information Technology, Telecommunications and Posts of Saint Kitts and Nevis; Hebert Tassano, Chair of the Board of Directors of the National Institute for the Defense of Competition and Intellectual Property Protection of Peru (INDECOPI); Diego García Sayán, President of the Inter-American Court of Human Rights; Roberto Cuéllar, Director of the

Inter-American Institute of Human Rights; Lázaro Cárdenas Batel, Chief of the OAS Electoral Accompaniment Mission in Nicaragua; Mirta Roses Periago, Director of the Pan American Health Organization; José de Jesús Orozco Henríquez, President of the Inter-American Commission on Human Rights; Carolyn Rodrigues-Birkett, Minister of Foreign Affairs and External Trade of Guyana; and Luis Fernando Carrera Castro, Minister of Foreign Affairs of Guatemala. Participating in the special meetings of the Council held on efforts to implement the mandates of resolution AG/RES. 2761 (XLIII-O/12) were representatives of more than 50 civil society organizations and other actors interested in strengthening the Inter-American Commission and the inter-American human rights system.

- **Declarations and resolutions**

From June 2012 to May 2013, the Permanent Council adopted nine resolutions, the complete texts of which are available on the Permanent Council web page:

CP/RES. 1003 (1861/12)	Change of Date of the Third Meeting of Officials Responsible for Penitentiary and Prison Policies (Adopted at the meeting held on August 1, 2012)
CP/RES. 1004 (1861/12)	Change of Date of the Third Meeting of National Authorities on Trafficking in Persons (Adopted at the meeting held on August 1, 2012)
CP/RES. 1005 (1863/12)	Notice of Convocation of the Meeting of Consultation of Ministers of Foreign Affairs in order to Address the Situation between Ecuador and the United Kingdom of Great Britain and Northern Ireland regarding the Inviolability of the Diplomatic Premises of Ecuador in the United Kingdom of Great Britain and Northern Ireland in accordance with International Law (Adopted at the meeting held on August 17, 2012)
CP/RES. 1006 (1875/12)	Place and Date of the Forty-third Special Session of the General Assembly to Consider and Adopt the 2013 Program-Budget (Adopted at the meeting held on October 17, 2012)
CP/RES. 1007 (1875/12)	Commemoration of the Fiftieth Anniversary Since the First OAS Electoral Observation Mission (Adopted at the meeting held on October 17, 2012)
CP/RES. 1008 (1890/12)	Place and Date of the Fourth Meeting of the Technical Group on Transnational Organized Crime (Adopted at the meeting held on December 19, 2012)
CP/RES. 1009 (1894/12)	Place and Date of the Forty-fourth Special Session of the General Assembly (Adopted at the meeting held on February 6, 2013)
CP/RES. 1010 (1894/12)	Change of Date of the Sixth Meeting of the OAS Group of Experts to Prepare Model Legislation in the Areas to Which the CIFTA Refers (Adopted at the meeting held on February 6, 2013)

CP/RES. 1011 (1896/12) Convocation of the Meeting of the Working Group on Protection of the Human Rights of Older Persons, to Be Held in San Salvador, El Salvador (Adopted at the meeting held on February 13, 2013)

During the same period, the Council and its subsidiary organs held more than 200 formal and informal meetings. Efforts also continued to strengthen installed capacity to process the following official documents (transcription, review, and editing services):

- The volumes of minutes and documents from the Twenty-seventh Meeting of Consultation of Ministers of Foreign Affairs, the forty-second regular session of the General Assembly, and the forty-third special session of the General Assembly;
- The minutes of the meetings of the Preparatory Committee of the General Assembly; and
- The minutes of the meetings of the Permanent Council.

The Permanent Council approved 44 minutes of regular and special meetings and of joint meetings with the Permanent Executive Committee of the Inter-American Council for Integral Development and with the Inter-American Council for Integral Development itself.

1.4 INTER-AMERICAN COUNCIL FOR INTEGRAL DEVELOPMENT

The Inter-American Council for Integral Development (CIDI) is an organ of the Organization that reports directly to the General Assembly and has decision-making power on matters relating to partnership for integral development. It was established with the entry into force of the Protocol of Managua, on January 29, 1996 (Chapter XIII). CIDI has the following dependencies: the Inter-American Agency for Cooperation and Development (IACD), the nonpermanent specialized committees (CENPES), and the inter-American committees.

At its annual regular meeting (Washington, D.C., May 2012), CIDI decided to recommend to the General Assembly, among other things, a proposal for strengthening CIDI and optimizing its structure by eliminating its Permanent Executive Committee (CEPCIDI). Said proposal was adopted through resolution AG/RES. 2739 (XLII-O/12). Likewise, resolution AG/RES. 2738 (XLII-O/12) established the Committee on Migration Issues (CAM) in the framework of CIDI. In June 2012, CIDI began to hold regular meetings at OAS headquarters and initiated the process of adjusting its statutes and rules of procedure and those of its subsidiary organs, in the framework of the CIDI Working Group to Strengthen CIDI and Its Organs.

CIDI, in conjunction with the OAS Permanent Council, reported to the General Assembly at its session in Cochabamba, Bolivia, on the completion of the work of the Joint Working Group on the Draft Social Charter of the Americas. Said Charter was adopted through resolution AG/RES. 2699 (XLII-O/12), and both bodies were instructed to conclude negotiations on a draft Plan of Action of the Social Charter prior to the forty-third regular session of the General Assembly. A joint working group was established to that end.

Another joint working group, on existing mechanisms for disaster prevention and response and humanitarian assistance among member states, met and, in May 2012, completed its work.

To contribute to the General Secretariat's efforts to review mandates, a CIDI ad hoc Working Group was established to review mandates received between 2007 and 2012 from the General Assembly and from the CIDI ministerial processes and the Strategic Plan for Partnership for Integral Development. Its efforts resulted in a 47.8 percent reduction of development mandates that were currently in effect or procedural.

CIDI held sectoral meetings at the ministerial level on tourism and education. In Suriname, it held the Seventh Inter-American Meeting of Ministers of Education (Paramaribo, March 2012), with deliberations on the role of the teacher in response to 21st-century challenges. At the conclusion of the meeting, the Ministers adopted the Declaration of Paramaribo (CIDI/RME/DEC. 1/12), whereby they reaffirmed the *key* role of the teacher in educational processes and results and recognized that the participation of teachers in efforts to improve the quality of education was important, so as to help ensure that the results are effective and lasting and to attach priority, within efforts to raise the quality of education in their countries, to fostering appropriate pedagogical practices. Likewise, they instructed the Inter-American Committee on Education (CIE) to draw up, with the support of the Executive Secretariat for Integral Development (SEDI), a work plan, with special attention to strengthening horizontal cooperation and technical assistance in lines of action that include (1) promoting and monitoring policies of quality, equity, and inclusion; (2) strengthening initial teacher preparation, professional development, and the teaching profession; (3) comprehensive early childhood care and education; (4) education in democratic values and practices; and (5) the use of information and communications technologies in the teaching and learning process.

For its part, the XX Inter-American Congress of Ministers and High-level Authorities of Tourism was held in Ecuador (Quito, October 2012), under the theme "Conscientious Tourism." It adopted the Quito Consensus (CIDI/TUR-XX/doc. 5/12 rev. 1), which reiterates that to promote sustainable tourism, it is essential to combat the serious problems of poverty, social exclusion, and inequity, through approaches that recognize the need for responsible and ethical use of tourism resources. Said Consensus encourages dialogue, cooperation, and consultation to continue with the process of development of the concept of "Conscientious Tourism" among tourism stakeholders, as an approach that could have a fundamental and positive impact on the well-being of sending and host communities. It also recommends that CIDI adopt the Statute and Rules of Procedure of the Hemispheric Tourism Fund and urges that steps be taken quickly to attract projects designed to support communities that live in extreme poverty and have tourism potential in their environment.

In particular, it should be noted that, pursuant to resolution AG/RES. 2648 (XLI-O/11), the Inter-American Committee on Ports (CIP) strengthened policy dialogue in the ports area by making adjustments in its procedures and attracting the participation of 200 senior public and private officials at the Seventh Meeting of the CIP (Peru), meetings of the Executive Board (CECIP), and the Hemispheric Conference on Environmental Port Management (Uruguay).

The Management Board of the Inter-American Agency for Cooperation and Development (IACD) elected new officers and adopted programming in the education area under the transitional scheme of the Special Multilateral Fund of CIDI (FEMCIDI).

All the SEDI areas with inter-American committees and ministerial processes continued to implement their programs with guidance from their authorities and with support from SEDI.

2. GENERAL SECRETARIAT

Chapter XVI of the Charter describes the powers and functions of the General Secretariat, the central and permanent organ of the OAS, with headquarters in Washington, D.C. The Secretary General, who is elected by the General Assembly, directs the General Secretariat, serves as its legal representative, and participates in all meetings of the Organization with voice but without vote. It is the Secretary General's responsibility to establish whatever offices he deems necessary within the General Secretariat and to determine the number of staff members, appoint them, and regulate their powers and duties.

2.1 OFFICE OF THE SECRETARY GENERAL

The Office of the Secretary General assists with the Secretary General's high-level executive functions associated with the promotion of economic, social, legal, educational, scientific, and cultural relations in the member states of the Organization.

In 2012, the Office of the Secretary General supported and complemented the activities carried out by the various organs, secretariats, departments, and offices of the Organization. It also conducted research, prepared drafts of the Secretary General's speeches, and served as liaison with the permanent missions, government agencies, and civil society. By the same token, it organized the Secretary General's missions away from headquarters, his official visits to meet with the heads of the member states, and his participation in ministerial and other international conferences and events.

Office of the Chief of Staff of the Secretary General

2.1.1 Summits Secretariat

The mandates of the Summits Secretariat include maintaining the institutional memory of the Summits process, assisting the host country in preparing for the next Summit, facilitating follow-up on Summit mandates, providing technical support to the Summit Implementation Review Group (SIRG), coordinating the activities of the Joint Summits Working Group (JSWG), coordinating stakeholder participation in the Summits process, and strengthening linkages between the Summit and the various inter-American ministerial processes.

The Summits Secretariat continued to serve as technical secretariat and institutional memory of the process and to provide support to Colombia, the host country for the Sixth Summit of the Americas, held in Cartagena de Indias on April 14 and 15, 2012. Seven regular meetings of the SIRG and one meeting at the ministerial level were held in preparation for the Summit. The regular meetings of the SIRG advanced preparations and negotiations for the Sixth Summit and received reports on ministerial processes, with a view to strengthening ties between the ministerial processes and the Summits process. Following the Sixth Summit, and during the Second Meeting at the Ministerial Level of the SIRG, held in the framework of the OAS General

Assembly, an offer was accepted from the Republic of Panama to host the Seventh Summit of the Americas, in 2015.

The JSWG pursued its efforts to coordinate activities and dialogue among institutions. A meeting of the heads of the institutions that comprise the JSWG was held in Cartagena, in the framework of the Sixth Summit. It discussed implementation of the mandates of the Sixth Summit and reiterated the support of the JSWG institutions for the Summits process and implementation of the respective mandates.

To encourage broad participation in the process, the Summits Secretariat continued to hold roundtables as well as face-to-face and virtual consultations with social stakeholders on the issues taken up at the Sixth Summit. The results of the consultations were presented to the SIRG, thus offering the stakeholders an opportunity to put forward recommendations on the Summit issues. The use of the Summits Virtual Community facilitated broad participation in the process, allowing more citizens to take part in the hemispheric dialogue.

During the Sixth Summit, the Summits Secretariat, along with the host country, coordinated the Social Actors Forums, which brought together more than 850 representatives in Cartagena to discuss implementation of the Summit mandates. For the first time, two heads of state joined the foreign ministers in a direct dialogue with civil society representatives, youth, indigenous peoples, and workers' organizations.

In the second half of 2012, the Summits Secretariat launched the Sixth Summit Program of Implementation, a portal for sharing information on the implementation of mandates of the Sixth Summit. The Secretariat worked proactively with countries and institutional partners of the Summits process to share information on initiatives that had been announced or were being launched. This portal will continue to be updated periodically to showcase progress and results.

The Summits Secretariat continued its communication strategy to disseminate information and heighten awareness of the process, by distributing information on the impact of mandates implemented by the states and the JSWG and by expanding its presence in social media, on the Internet, and in the press.

2.1.2 Department of Legal Services

The Department of Legal Services (DLS) is a dependency of the Office of the Secretary General. Its Director is the Legal Advisor of the Secretary General. DLS advises the policy-making bodies, the Secretary General, and specialized agencies and other entities, including:

- i. Policy-making bodies: General Assembly (GA); Permanent Council (PC), in particular its Committee on Administrative and Budgetary Affairs (CAAP); and OAS commissions and special missions.

- ii. General Secretariat (GS): Offices of the Secretary General and the Assistant Secretary General and their Chiefs of Staff; Executive Secretariat for Integral Development (SEDI); Secretariat for Political Affairs (SPA); Secretariat for Multidimensional Security (SMS); Secretariat for Administration and Finance (SAF); Secretariat for Legal Affairs (SLA); Secretariat for External Relations (SER); special missions, offices, and units of the GS in the member states; and the Office of the Inspector General.
- iii. Specialized agencies and other entities: Inter-American Commission on Human Rights (IACHR); Inter-American Council for Integral Development (CIDI); Inter-American Agency for Cooperation and Development (IACD); Inter-American Commission of Women (CIM); Inter-American Children's Institute (IIN); Inter-American Telecommunication Commission (CITEL); Inter-American Committee against Terrorism (CICTE); Human Development Fund Committee (CFDH); Inter-American Institute for Cooperation on Agriculture (IICA); Inter-American Board of Agriculture (IABA); Inter-American Committee on Ports (CIP); Inter-American Defense Board (IADB); Administrative Tribunal; Trust for the Americas; and Young Americas Business Trust (YABT).
- iv. Permanent and *ad hoc* committees of the GS: Committee on Insurance; Selection and Awards Committee; Project Evaluation Committee; Ethics Committee; Publications Committee; Sales Committee; Committee of the Board of Trustees of the Medical Benefits Fund; Retirement and Pension Committee; Committee of the Leo S. Rowe Memorial Fund; Disciplinary Committee; Committee on Reconsideration; and Committee on Reduction in Force.

Its advisory services include:

- i. Legal representation in litigation, arbitration, and other disputes.
- ii. Preparation and negotiation of commercial, real estate, cooperation, election monitoring, and other contracts and agreements with private and government entities, NGOs, multilateral organizations, member states, permanent observers, etc.
- iii. Application of international law and member state laws as well as General Secretariat rules to tax, labor, immigration, intellectual property, bankruptcy, privileges and immunities, contractual, commercial, and other matters.
- iv. Preparation of regulatory instruments of the General Secretariat and other organs of the Organization, such as executive orders, administrative memoranda, etc.
- v. Conducting and participating in internal investigations.
- vi. Advisory services in specialized areas such as electoral legislation, intellectual property, trusts, tax law, and pensions.
- vii. Participation in conferences, and contact with public and private multilateral sectors.

• **Activities in 2012**

The Department of Legal Services addressed approximately 2,000 matters and issued about 1,400 legal opinions in writing and 800 orally. It provided advisory services at more than 400 meetings.

2.1.3 Office of Protocol

The Office of Protocol plans and coordinates the official ceremonies of the policy-making bodies of the Organization, the Permanent Council, the Secretary General, the Assistant Secretary General, and the departments of the General Secretariat. It serves as liaison between the permanent missions and the U.S. Department of State for registration, visas, and privileges and immunities of the diplomatic staff of missions. It organizes and coordinates the use of the Main Building for protocolary or sociocultural functions and keeps current the Directory of Permanent Missions on the Internet.

- **Protocol and ceremonial occasions**

The Office of Protocol organized the protocolary meetings to receive the heads of state of Barbados and Guyana and provided support for the special meetings convened by the Permanent Council. It organized ceremonies and protocolary meetings to commemorate Pan American Day, the anniversary of the birth of Simón Bolívar, and the Discovery of America – Encounter of Two Worlds. The Office coordinated the presentation of credentials of the Permanent Representatives of Peru, Guatemala, Colombia, Jamaica, Uruguay, Saint Lucia, and Paraguay. It also coordinated the presentation of credentials of the Permanent Observer of Spain and courtesy calls from various permanent observers. It organized receptions to bid farewell to the ambassadors of The Bahamas, Colombia, Guatemala, Jamaica, Paraguay, Saint Lucia, and Spain. It also coordinated the ceremonies to mark the turnover of the chair of the Permanent Council and prepared and sent congratulatory letters to the permanent representatives and observers on their national days.

Under the coordination of the Protocol Office, eight “Country Weeks” were held. “Country Weeks” is a program to promote cultural events and academic activities of member and observer states. The Office also organized 39 ceremonies for the signing, deposit, or ratification of protocols and other agreements between the Organization and member states or other entities, and provided protocolary assistance for some openings of exhibits of the Art Museum of the Americas.

For the General Assembly session in Cochabamba, Bolivia, the Office of Protocol collaborated with the host country in organizing the inaugural session. In addition to organizing agreement signing and other ceremonies, the Office of Protocol staged two institutional luncheons, two breakfasts, and a reception hosted by the Secretary General and the Assistant Secretary General for approximately 600 guests. Organizing the reception entailed negotiating and contracting with suppliers, printing and sending invitations, and coordinating with the Ministry of Foreign Affairs of Bolivia and with Bolivian security agencies.

- **Administration of the Main Building**

The Protocol Office administers the use of the Main Building, which involves drawing up written contracts between the Organization and users, coordinating the logistic support the OAS

provides for events, and following up on user payments. In 2012, 107 events were held, representing about US\$324,743.50 in rental revenue. The Office also supported the activities of the Organization of Women of the Americas (OWA), which brings together women from the OAS diplomatic community, especially in organizing the Food Festival of the Americas and the Gala Dinner. It also organized and coordinated official events held either in the Main Building or at the Secretary General's residence: five breakfasts, two luncheons, three dinners, three cocktail parties, and three receptions.

- **Support to the permanent missions and the General Secretariat and liaison with the U.S. Department of State**

The Office of Protocol reviewed and entered in the Department of State's "E-gov" system 4,200 applications from the permanent missions and their staff, including applications for accreditation, visa changes and renewals, work permits, the importation and acquisition of duty-free items, tax exemption cards, and driver's licenses. Visas were processed for senior OAS officials and some 410 letters were sent in support of applications for driver's licenses by OAS staff and non-diplomatic staff of permanent missions. In the course of the year, arrangements were made for five White House tours for permanent representatives.

- **Directory of Permanent Missions**

The Office kept updated and published the "Directory of Permanent Missions, Heads of State, Senior Government Officials, OAS Organs and Affiliated Entities" on the OAS Website.

- **Notes Verbales**

The Office sent *notes verbales* to the missions and to the U.S. Department of State to inform them about formalities and requirements associated with accreditations, vehicles, use of the Main Building, and congratulations on national days.

2.2 OFFICE OF THE ASSISTANT SECRETARY GENERAL

In accordance with Article 115 of the OAS Charter and in keeping with measures and policy decided on by the General Assembly and with the respective resolutions of the Councils, the Office of the Assistant Secretary General serves as the Secretariat of the Permanent Council, provides advisory services to the Secretary General, and is responsible for all activities the latter may entrust to it.

- **Thematic and technical responsibilities**

Haiti

The OAS met regularly with the Group of Friends of Haiti, in keeping with its commitment to that country. The Group, composed of member states, permanent observers, and inter-

American institutions, continued its activities to strengthen the Organization's presence in the country, seeking new areas for collaboration and cooperation on projects. The Group of Friends, headed by the Assistant Secretary General, met at least six times in 2012, providing the government, through its permanent mission, and the OAS, countries, and institutions with a forum for dialogue in which to examine the challenges and opportunities facing the Haitian people.

The Haiti Task Force, which consists of project directors and support personnel, continues to play an important role in using all the tools at its disposal for the effective implementation of projects in Haiti.

Through its office in Haiti, the OAS continued consolidating its liaison work with the government, the parliament, and other sectors of society. Likewise, it is continuing to cooperate with institutions of the inter-American system represented in Haiti, with the United Nations Stabilization Mission in Haiti (MINUSTAH), and with all representatives of the international community.

In 2012, frequent consultations were held between the OAS and entities of the inter-American system related to Haiti. The Assistant Secretary General met with inter-American entities (such as the IDB, PAHO, PADF, and IICA) to identify synergies within each organization's project portfolio on Haiti. Inter-American consultations on Haiti were convened on several occasions throughout 2012.

On October 4 and 5, a high-level technical mission headed by the Assistant Secretary General met in Port au Prince with the president, the prime minister, government ministers, members of parliament and the senate, and civil society representatives, to review and assess OAS projects in Haiti. The mission reiterated the support of the Secretary General and the General Secretariat of the Organization for the well-being of the Haitian people.

On that occasion, the Assistant Secretary General addressed the Government and people of Haiti at the inaugural session of a government forum on the social rehabilitation of persons with disabilities, organized by the Haitian Government in collaboration with the OAS and with support from the Agency for International Development (USAID). The OAS and USAID have worked in conjunction with the Haitian Government to strengthen the legal framework to ensure equal rights and treatment for persons with disabilities.

In addition, the OAS continued exchanging views on the second phase of the civil registry project, initiated in 2005. Indications were received that the Government of Haiti intended to involve another entity in the continuation of the project and, for that reason, the principal donor, Canada, had put its financing for the second phase on hold (registration of all Haitians, transfer of the project to Haitian control, and assistance in the adoption of necessary legislation to facilitate the process).

The OAS provided assistance to the Haitian Government and its electoral authorities in holding the partial senate elections, which had been postponed. However, challenges encountered in constituting the Permanent Electoral Council posed an impediment to these elections.

In 2012, the OAS also provided support to Haitians living abroad for hosting the Global Haitian Diaspora Congress on October 19 and 20. With OAS assistance, the Haitian Diaspora Federation brought together hundreds of Haitians from the United States, Latin America, and Europe, as well as high-level speakers from the Government of Haiti, to comment on the role of the Diaspora.

Given the country's geographic vulnerability and the devastating impact of Hurricane Sandy, the OAS convened a meeting of the Inter-American Committee on Natural Disaster Reduction for November 2, 2012, for the purpose of sharing information about the situation on the ground and coordinating aid operations. The hurricane caused severe losses of crops and agricultural equipment in Haiti, primarily on the eastern seaboard.

The OAS offered to organize a conference in Washington, D.C., with the support of investors worldwide, to explore economic and investment opportunities in Haiti and to facilitate the presentation of development plans of the Ministries of Tourism, Agriculture, and Trade.

Youth

In 2012, the Office of the Assistant Secretary General (OASG), through the Interdepartmental Working Group on Youth, participated in several youth-focused programs. It also strengthened strategic partnerships with intergovernmental organizations and private-sector leaders in an effort to expand the scope of OAS activities on youth.

On March 2, 2012, the Assistant Secretary General participated in the Seventh Inter-American Meeting of Ministers of Education, in Paramaribo, Suriname. The meeting's theme was transforming the role of the teacher in response to 21st-century challenges. Its discussions focused on the teacher that today's students need, schools as learning communities, and the role of governments in promoting teacher quality through public policies.

With the support and participation of outstanding government and private-sector leaders, the OASG and the Interdepartmental Working Group on Youth organized the OAS Youth Conference 2012: Youth in Action for Democracy and Entrepreneurship, at which youth leaders discussed matters of special interest to them and offered the OAS and its partners suggestions on how to help them achieve their goals as future leaders of the Americas.

The Conference comprised a virtual forum, a conference, and an exposition. The Virtual Forum on Democracy and Entrepreneurship was facilitated online by OAS staff and interns from November 12 to December 3. The results of the forum served as input for the one-day conference and the workshops held on December 4, 2012, at OAS headquarters in Washington,

D.C. The exposition, which took place on the same day, featured youth-focused programs and activities within the OAS.

Approximately 150 participants engaged in high-level panel discussions with young leaders and their advocates and participated in hands-on workshops that formulated recommendations for the work of the OAS in areas affecting the youth of the Americas. These recommendations were presented to the Organization's permanent representatives and Secretary General at a special meeting of the Permanent Council on December 5, 2012.

Office of the Chief of Staff of the Assistant Secretary General

2.2.1 Department of Conferences and Meetings Management

The Department of Conferences and Meetings Management (DCMM) is composed of the Conference Section, the Language Section, and the Documents Section. Its primary task is the efficient provision of the wide range of services needed to successfully hold its conferences and meetings.

- **Conference Section**

In 2012, thanks to the technological capabilities of the Simón Bolívar Room and the Sir Arthur Lewis Multimedia Room, a total of 44 videoconferences were held, which represents savings of approximately US\$208,775 in travel costs (assuming, conservatively, that four people would have traveled per meeting).

With regard to conferences and meetings, the Section provided logistical support and conference services for 979 meetings. Of these, 971 were meetings of policy-making and technical bodies held at headquarters and eight were ministerial or technical meetings held away from headquarters.

- **Language Section**

The DCMM provided simultaneous interpretation services in the four official languages of the OAS for a total of 521 meetings of organs, agencies, and entities of the Organization at headquarters and in member states. In addition, it processed more than 3,335 translation requests, with approximately 13.2 million words translated into the four official languages of the Organization.

The DCMM Language Section also provided translation and interpretation services for the Sixth Summit of the Americas, held in Cartagena, Colombia, in April 2012.

- **Documents Section**

In 2012, the Documents Section reproduced and distributed official documents of the Organization, including printing of master copies and their photocopying, distribution, and electronic storage.

In keeping with the Department's ecological policy and the downward trend in paper use, the Documents Section distributed 9,166 documents electronically and reduced paper consumption by 95,000 pages compared to 2011. It also held 232 meetings in which the Conference Proceedings Management System (CPMS) was used in the Simón Bolívar Room.

2.2.2 Coordinating Office for the Offices and Units of the General Secretariat in the Member States

Throughout 2012, the Coordinating Office continued its efforts to improve the political efficacy and the operational effectiveness and efficiency of the offices of the General Secretariat in the member states.

The Coordinating Office expanded and consolidated the political and technical role of the offices in the member states by providing assistance in project design and execution, political support, electoral observation missions, and analysis. The offices created and availed themselves of fundraising opportunities for key areas of the Secretariat, and their achievements constituted a diplomatic and technical advantage, in both tangible and intangible terms, for the Organization. For these reasons, in 2012 the Secretary General and the Assistant Secretary General established, as general policy for the Organization as a whole, that all areas of the Secretariat should include the offices in the design, negotiation, and implementation of programs and projects in the member states. The fact that the technical areas are turning increasingly to the offices in the member states has helped make OAS programs and projects more efficient as it has resulted in lower travel costs and administrative spending and in improved communication with local counterparts and project personnel.

The COGSMS continues to further coordination and communication between the offices in the member states and headquarters. One of the tangible outcomes of this effort is the enhanced quality of the political reports presented by OAS representatives. The Coordinating Office works closely with the Secretariat for Political Affairs (SPA) to make the process of submitting quarterly political reports more dynamic.

- **Impact of budget reduction**

In resolution AG/RES. 1 (XLII-E/11), "Program-Budget of the Regular Fund of the Organization for 2012 and Contributions to FEMCIDI," the member states instructed the Secretary General to explore and identify options to rationalize and reduce costs in the Offices of the General Secretariat in the member states. On November 15, 2012, the member states approved a new budget ceiling for the Organization as a whole, which cut US\$1.046 million from the total

budget of the offices in the member states. Since no further reductions could be made in the offices' operating costs, the full impact of the cut was felt in the budget for personnel. This decrease will clearly affect the operations, efficiency, and response capacity of the affected offices.

Notwithstanding the budget cuts, the Coordinating Office, through the Office of the Assistant Secretary General, has been able to streamline and improve the functions of the offices in the member states.

- **Communication and dissemination**

The COGSMS continues to improve the quality of the logistical, administrative, and diplomatic services provided by the offices in the member states to staff at headquarters, local personnel, and project managers. The offices are increasingly efficient in publicizing activities organized at headquarters, such as the Model OAS General Assembly, seminars, workshops, and roundtables.

The website implemented in 2012 has become the main gateway to the OAS and an excellent source of information on activities, programs, and projects carried out by the member states. One example is dissemination of information on the Rowe Fund, the scholarships fund, and the Department of Human Development, Education, and Culture, through the website of the offices in the member states.

In January 2013, the site received 9,198 visits, 23.58 percent of them repeat visits. These figures are an incentive for headquarters to increase its interaction with the offices in the member states and underscore once again the importance of a physical presence in the countries.

- **Administration and finance**

Collaboration between the Coordinating Office and the various areas of the SAF continues, with work under way on new initiatives such as standard budgets and business intelligence, yearly requisitions, and a bank reconciliation pilot program.

- **Cost sharing policy**

The Coordinating Office has developed a policy to standardize the relationship between the offices in the member states and the technical areas seeking to operate a program or project out of an office. The draft version of Administrative Memorandum 121, "Cost Sharing Policy of the Offices of the General Secretariat in the Member States," has been approved by the Department of Legal Services and the Department of Financial and Administrative Management Services, and is under review by the Secretariat for Administration and Finance.

- **Project Evaluation Committee**

In order to identify the role the offices play in executing programs and projects in the member states, the Coordinating Office is working with the Project Evaluation Committee to include a corresponding box on the project evaluation form. In budgets, a value, in cash or kind, will also have to be assigned to any contributions made to projects.

- **Space sharing initiative**

The Coordinating Office is continuing to work on this initiative, started in the first quarter of 2012, to reduce the cost of renting office space in several countries. In The Bahamas, for example, the OAS office shares an office with IICA, with the Government picking up the cost. The savings in utility and maintenance costs amount to almost US\$3,625 per year.

- **Training and development**

Given the strained financial resources of the Organization, but cognizant that training in the offices in the member states is sorely lacking, the Coordinating Office has endeavored to find creative solutions and has made use of new interface tools for communication and training.

In the third quarter of 2012, the Coordinating Office worked with various areas of the Secretariat to offer training as needed:

- Training for offices in the use of the new RBCS system (for CPR contracts) using Adobe Connect.
- National Offices Collaborative Space (NOCS), which operates as a cloud-based shared-disk unit to facilitate information exchange and provide users with more current information. As of the date of this report, more than 140 staff members across 28 offices and in eight departments at headquarters have access to NOCS. New information available through NOCS in 2012 includes:
 - o Attendance forms/leave reports (in collaboration with the Department of Financial and Administrative Management Services (DFAMS))
 - o Financial quarterly/annual reconciliation documentation (in collaboration with DFAMS)
 - o Petty cash reconciliation documentation (in collaboration with DFAMS)
- Performance Evaluation System (PES): Continued contact with the DHR on implementation of the PES in the offices in the member states. Implementation in the offices will hopefully take place at the same time as at headquarters, in the first quarter of 2013
- Internship program: incorporation of the offices into this program

- **Financial contributions from the member states**

As a result of the ongoing efforts of the Coordinating Office to re-establish Fund 118 for contributions by member states, the government of one country resumed its contributions to that fund and another country has expressed an interest in negotiating a new plan for

contributions. In 2013, two other countries are expected to increase or renegotiate their contributions.

2.2.3 Columbus Memorial Library

The Columbus Memorial Library, created by the First International Conference of American States on April 18, 1890, is the depository of the institutional memory of the Organization of American States, the Pan American Union, and the inter-American system.

It provides the following services: (a) reference and research services affording access to information and supporting OAS programs; (b) documents control services, responsible for preserving and classifying official documents of the OAS and making them accessible; (c) technical services to facilitate electronic access to the collections through acquisition and cataloging modules of the Integrated Library Automation System and through digitization initiatives; (d) archives and records management services, responsible for managing OAS administrative records and for identifying and preserving valuable permanent archives of the Organization and making them available; and (e) inter-institutional collaboration across the Americas.

- **Reference and research services**

The Columbus Memorial Library supports the functions of the General Secretariat and the permanent missions and provides information on the OAS to the general public. In 2012, the Library responded to 9,630 requests for information. The Current Awareness Political News Service created profiles for OAS staff and sent out 31,076 articles of interest electronically. In the same year, 2,501 images were digitized, including documents on Haiti from 1986 to 2000, as part of the Digitization Project aimed at strengthening the Digital Library.

- **Documents control services**

The Columbus Memorial Library receives, classifies, and indexes all official documents of the OAS. In 2012, this section responded to 1,355 reference requests for OAS and Pan American Union documents. It provided technical assistance in the use of 92 classification codes, 220 requests for an International Standard Book Number (ISBN), and 95 requests for Cataloging in Publication (CIP) data for new OAS publications. Two workshops were offered, in collaboration with the Department of Conferences and Meetings Management, on the use of the OAS Official Classification System.

- **Collection maintenance project**

In July 2012, the Library undertook a major project aimed at reorganizing its space and maintaining its collection.

- **World Digital Library Project**

In 2009, UNESCO and 32 partner institutions launched the World Digital Library (WDL), and the Columbus Memorial Library was selected as an initial contributor. The website www.wdl.org offers unique cultural materials from libraries and archives around the world, including maps, rare books, films, photographs, architectural drawings, and other significant cultural materials. In 2012, the U.S. Library of Congress selected 44 historical maps from the OAS collection for inclusion in the WDL.

- **Donations**

The Library continued to accept donations in keeping with its Acquisitions Policy, which represent an important addition to the Library's budget. In 2012, it received donations from Benin, Canada, Cyprus, the Dominican Republic, France, Haiti, Honduras, Mexico, Panama, Peru, Romania, Saint Kitts and Nevis, and Venezuela, as well as from private donors.

- **Exhibits**

The Columbus Memorial Library mounted several exhibits in 2012, including for the OAS General Assembly and the celebration of Francophonie Day, and it displayed photographic materials on the Panama Canal, the Dominican Republic, and Grenada.

- **Interns and volunteers**

The Library has benefited from the assistance of interns and volunteers assigned to specific projects to help compensate for the shortage of regular staff. A Virtual Community has been set up with OAS retirees, who help identify historical photos from the Photograph Collection.

- **Group of Friends of the Library**

The Group of Friends was established in 1994 and is made up of ambassadors from the permanent missions of the member states and permanent observers. Its role is to help the Library carry out activities and generate enthusiasm for its programs. Chaired by Ambassador Allan Culham, Permanent Representative of Canada, the Group of Friends of the Columbus Memorial Library participated in several book donation ceremonies and discussion forums.

2.3 SECRETARIAT FOR POLITICAL AFFAIRS

The mission of the Secretariat for Political Affairs (SPA) is to help strengthen political processes in the member states, in particular to support democracy as the best option for ensuring peace, security, and development. The SPA focuses on strengthening the role of the Organization as the primary political forum in the inter-American system and on actively helping to maintain democracy in the member states. The SPA is composed of the Executive Office of the Secretary for Political Affairs, the Department of Electoral Cooperation and Observation, the Department of Sustainable Democracy and Special Missions, and the Department of Effective Public Management.

2.3.1 Department of Electoral Cooperation and Observation (DECO)

In 2012, the 50th anniversary year of the OAS Electoral Observation Missions (EOMs), seven EOMs were deployed, four of them for general elections: Mexico, the Dominican Republic, The Bahamas, and Belize; two for municipal elections: Nicaragua and El Salvador; and one for primary elections: Honduras. In addition, institutional accompaniment was provided for parliamentary elections in Quebec and for primary elections in Paraguay. It bears mentioning that this was the first time the OAS deployed EOMs for general elections in Mexico and The Bahamas. In 2012 as well, the Permanent Council adopted resolution CP/RES. 1007 (1875/12), which declared February 4 OAS Electoral Observation Day.

As concerns electoral studies and projects, work was completed on a methodology for observing political-electoral financing systems, which was applied during five missions in 2012: El Salvador, the Dominican Republic, Mexico, Nicaragua, and Honduras. In addition, the specialized gender mainstreaming methodology was used for the EOMs in three countries: Mexico, the Dominican Republic, and Nicaragua, with a measurement and analysis made of women's participation as voters, candidates, and political actors. Also noted during those five missions was how financing systems affect fairness and transparency in the electoral process. In 2012, women comprised 16 percent of the mission chiefs and 83 percent of the assistant chiefs. In all, 190 people, from 27 member states and eight permanent observer countries, took part in these EOMs. With an overall gender balance of 50 percent, this was the first time that the EOMs achieved gender parity.

As part of the program "Strengthening the Installed Capacity of the Hemisphere's Electoral Authorities," Mexico held the Fifth Inter-American Electoral Seminar, with the participation of 27 election officials from 21 member states. Similarly, the Eighth Inter-American Meeting of Electoral Management Bodies was held in Jamaica. Participating in it were 37 representatives of the electoral authorities of 20 countries of the region. It bears noting that this was the first time this meeting was held in a Caribbean country.

In the framework of its cooperation with other organizations, DECO concluded agreements with the Political Observatory of Latin American and the Caribbean (OPALC) and with the University of Salamanca, in Spain, to collaborate on initiatives designed to improve electoral and

democratic institutions in the OAS member states. DECO also organized the XLV Policy Roundtable of the OAS, at which the publication “Funding of Political Parties in Latin America” was launched. In addition, at the 15th International Anti-Corruption Conference, in Brazil, a workshop was held on increasing transparency in political financing through innovative methods of electoral observation and oversight.

For its part, the Electoral Technical Cooperation Section published a special volume on the systematization of judicial decisions on electoral matters, Political Inclusion of Women: Quotas and Parity. Noteworthy among the projects on technical cooperation with member states are: Diagnostic Assessment of the System for Voter Registration and Electoral Rolls, in Antigua and Barbuda; Support for the Implementation of Electronic Voting in Jalisco, Mexico; and advisory services for drafting a new electoral code in the Dominican Republic as well as for auditing its voter registry. With regard to international quality certification standards (ISO17582), the OAS took part in the XXIX meeting of the International Organization for Standardization through the organization of a workshop, thus strengthening relations with representatives of Asia, Africa, Latin America, and Europe.

2.3.2 Department of Effective Public Management (DEPM)

As part of the Universal Civil Identity Program in the Americas (PUICA), the project “Promotion and Access to the Right to Identity in Bolivia, Ecuador, Paraguay, and Peru” was able, through awareness and registration campaigns and the dissemination of best practices, to record 1,081 births and make 5,757 corrections in birth records in Bolivia; to process 4,297 documents, including certificates and copies of records, identity cards, and indigenous IDs, in Paraguay; and to register and provide identity cards for 4,956 people in Ecuador. In the Department of Piura, Peru, 944 men and women were registered for the first time, with another 933 helped to complete various procedures.

In Haiti, through the civil registry program, training was provided to more than 2,000 staff members of the National Identification Office (ONI); equipment and technology were provided to 141 offices throughout the country; and the number of birth registrations increased twofold to 15,564 over a period of 10 months in the Cité Soleil and Delmas hospitals. As a result of public awareness campaigns, approximately 151,571 people were registered. Records were established for a total of 17,099,416 births, deaths, marriages, divorces, and adoptions. In addition, new draft legislation was prepared with a view to making Haiti’s civil registration system more efficient, transparent, and nondiscriminatory. This program ended in mid-2012.

In Honduras, the registration and identification campaign along the Chamelecón River in San Pedro Sula resulted in 2,200 new registrations, 349 people identified, and 1,279 repositioned. As part of the initiative to increase hospital registrations, new auxiliary offices were opened in eight national hospitals in Guatemala and seven hospitals in El Salvador. The Ninth Meeting of the Latin American and Caribbean Council for Civil Registration, Identity, and Vital Statistics (CLARCIEV) was held in Ecuador, at which 19 countries reconfirmed their membership and reiterated their support for the role of PUICA/OEA as Technical Secretariat. In the Caribbean,

PUICA continued to support six countries in civil registry modernization, implementing automated databases and vital records. In Belize, 430 books containing birth, death, and marriage records were digitized.

Two ministerial meetings were held in the area of e-government: the VIII Annual Conference of the Inter-American Government Procurement Network, in Panama; and the II Meeting of Ministers and IV of High Authorities of Electronic Government of Latin America and the Caribbean, in Costa Rica. The Efficient and Transparent Municipality Program (MuNet) reached an agreement with the Government of Bolivia for said program's implementation in 15 municipalities of the Department of Oruro.

The Virtual Campus provided training to 1,838 people across the region, which represents a 30 percent increase in participation. Forty courses were offered in public management, and 133 civil servants received training in land record management.

The International Seminar "Innovative Experiences in Effective Public Management and Strategies for Regional Cooperation" was held and issued a publication, followed by a presentation to the Committee on Juridical and Political Affairs (CAJP) proposing the establishment of an Inter-American Cooperation Mechanism for Effective Public Management. Likewise, work was completed on guides that give a detailed picture of the present status of public management in 10 countries.

2.3.3 Department of Sustainable Democracy and Special Missions (DSDSM)

In 2012, the DSDSM gave ongoing support to the GS/OAS for the protection and promotion of democracy, in the context of the Inter-American Democratic Charter. Through its political and forecasting analysis system, it provided advisory services and technical support to the Secretary General for addressing and following up on various political situations in the region. In response to the political crisis in Paraguay in June 2012, the GS/OAS established a Political Accompaniment Mission for political dialogue among the diverse national sectors, in light of the electoral process scheduled for April 2013. The Secretary General appointed Oscar Arias, former President of Costa Rica and a Nobel Peace Prize laureate, as Chief of Mission. Moreover, support was given to the EOMs for political-electoral analysis and for training coordinators and observers.

The principal achievements of the Mission to Support the Peace Process in Colombia (MAPP/OEA) include the acquisition of information products with an impact on various national and territorial public policy matters, and the facilitation of opportunities for coordinating interinstitutional efforts and community efforts with institutions. The Mission has achieved a strong position with regard to processes related to transitional justice, in particular land restitution, without neglecting support for reintegration.

Efforts in the gender area were strengthened as was work with civil society, especially the women's group, and support was extended to the process of developing human rights policy

for Colombia's regions. In addition, the land restitution monitoring team was consolidated, and tools were developed both for gathering data and for analyzing security and risk conditions in areas targeted for restitution. The organizational structure on the ground was reinforced through macroregions and the establishment of the Popayán regional office.

As concerns support to the Governments of Belize and Guatemala, great strides were made in 2012 in achieving a permanent, peaceful solution to the territorial differendum. After meeting with the Secretary General, the foreign ministers of the two countries set October 6, 2013, as the date for holding referendums, in which their respective peoples would decide whether to submit the dispute to the International Court of Justice. The countries also presented their roadmaps for public awareness campaigns, and support was received from members of the international community.

With regard to mediation and the promotion of dialogue, technical assistance was offered to various institutions in Guatemala, Haiti, and Peru to strengthen their institutional capacity in conflict prevention, management, and resolution. Subregionally, a meeting of government experts was held on the management of socio-environmental conflicts and, internally, more than 20 GS/OAS staff members received training. Work continued on the Roster of Technical Experts and the compilation of lessons learned in OAS peace missions. In this connection, for the second year a joint work plan was concluded with the United Nations Mediation Support Unit (MSU). Inputs were provided for developing the United Nations Guidance for Effective Mediation, published by MSU/UN; and Democratic Dialogue – A Handbook for Practitioners was drawn up in collaboration with the United Nations Development Programme (UNDP).

In order to provide support to legislative bodies, technical cooperation was extended to the Legislature of the City of Buenos Aires, Argentina, and the Legislative Assembly of El Salvador. Workshops were held in Argentina, Costa Rica, El Salvador, Guatemala, Mexico, and Nicaragua on public security, parliamentary integrity and probity, social responsibility, and public-private partnerships. The OAS also contributed to the drafting of the Santiago Declaration on Transparency and Integrity in Parliaments and Political Parties; the creation of the Parliamentary Network for Transparency, Access to Public Information, and Probity; and the resolution of the Forum of Presidents of the Legislative Bodies of Central America, the Caribbean Basin, and Mexico (FOPREL) on the promotion and implementation of strategies for corporate social responsibility and parliamentary management. In addition, the Third Latin American Democracy Forum was held in conjunction with the Federal Electoral Institute of Mexico (IFE), the International Institute for Democracy and Electoral Assistance (International IDEA), and the College of Mexico.

2.4 EXECUTIVE SECRETARIAT FOR INTEGRAL DEVELOPMENT (SEDI)

The OAS Charter and the Statutes and Rules of Procedure of the Inter-American Council for Integral Development (CIDI) and its subsidiary bodies, along with the Strategic Plan for Partnership for Integral Development 2006-2009 (still in effect) determine the role of the Executive Secretariat for Integral Development (SEDI) in promoting dialogue and cooperation

among the member states with a view to fostering their integral development. It is structured in accordance with Executive Order 08-01, Rev. 5, "Structure of the General Secretariat" and comprises the Office of the Executive Secretary and four departments.

The mission of SEDI is to support member states' efforts to reduce poverty and achieve greater economic and social development through political dialogue at the highest level aimed at formulating policies and setting priorities. The Secretariat also promotes, coordinates, and implements cooperation programs, projects, and activities in the areas of social development, education, labor, culture, science and technology, trade, tourism, and sustainable development. Its activities are especially designed to enhance human capacity building and institution-building as ways of consolidating democratic governance in the member states. SEDI functions as a catalyst for translating political agreements into concrete actions.

SEDI receives its mandates from the General Assembly and from the Inter-American Council for Integral Development (CIDI), at the latter's regular, sectoral, and specialized meetings, as well as from CIDI's subsidiary bodies, including the Inter-American Agency for Cooperation and Development (IACD) and the inter-American committees. It also receives mandates from the Strategic Plan for Partnership for Integral Development 2006-2009 (still in effect), which coordinates cooperation policies, programs, and actions for integral development. SEDI serves as the Secretariat for all CIDI bodies.

2.4.1 Department of Human Development, Education, and Culture (DHDEC)

SEDI/DHDEC diversified its strategies for strengthening human and institutional capacity-building in member states and consolidated its social inclusion role. Hands-on cooperation models were developed with various member states, permanent observers, educational institutions, and the private sector.

As a result of these partnerships, SEDI/DHDEC has five scholarship programs, with resources of over US\$10 million. In 2012, the following scholarships were awarded: 442 professional development scholarships, 530 scholarships through the Partnerships for Education and Training Program, 54 through the Regular Program for Academic Scholarships (42 postgraduate 12 undergraduate), seven through the Mac Lean Scholarship Program for Peruvian women, and 122 to Haitian citizens as part of the Scholarship Program for Haiti.

In 2012, 99 new educational loans secured by the OAS through the Rowe Fund were granted, 79 of them to international students and 20 to GS/OAS staff.

More than 4,000 benefited from courses offered on the Educational Portal of the Americas. The new online courses provided advisory, planning, and implementation services to further learning.

Virtual Educa, a multilateral initiative for innovative projects in the areas of education and professional training for human development, held its first event for non-Spanish-speaking countries of the Caribbean. More than 11,000 people attended.

The Ministers of Education, at their seventh meeting (Suriname), decided to establish a Knowledge Bank in order to shore up horizontal cooperation and thus strengthen the teaching profession, as a fundamental step toward improving educational quality in the region. This Bank is being administered by the Inter-American Teacher Education Network, which now has more than 6,000 members.

A democratic culture in education was promoted through cooperation missions among 31 institutions in 12 member states; a virtual library to support the development of democratic classrooms; and the “Armando Paz” Project, which fostered the inclusion of youth in decision-making on development and security in Central America. Support was given to the establishment of networks of legislators and of entrepreneurs committed to early childhood education, and ties were strengthened with the Inter-American Development Bank (IDB), the World Bank, the Council of Europe, the Central American Integration System (SICA), and numerous civil society institutions.

In the framework of the Inter-American Committee on Culture, efforts were launched to design a regional framework for consolidating the protection of cultural heritage, as a key factor in the socioeconomic development of 14 Caribbean countries; new initiatives were undertaken to measure the impact of culture on economies; an analysis of technical cooperation missions was published; and the portfolio of best practices was expanded.

2.4.2 Department of Economic Development, Trade, and Tourism (DEDTT)

SEDI/DEDTT focused on human and institutional capacity building and on support for dialogue on items on the hemispheric economic development agenda, including: trade; competitiveness; tourism; science, technology, and innovation; and corporate social responsibility. It contributed to the design of public policies and initiatives for partnership for development geared toward reducing poverty and inequity. Development of the micro, small, and medium-sized enterprise (MSMSE) sector, with a gender focus, was the crosscutting axis of its work.

The Inter-American Competitiveness Network (RIAC) published, with support from SEDI/DEDTT, the report “Signs of Competitiveness in the Americas,” http://www.riacreport.org/riac_english/, setting out more than 50 experiences with cooperation offers and requests, on the basis of which aid missions will be carried out in 2013. The Sixth Americas Competitiveness Forum (FCA), held from October 24 to 26, in Cali, Colombia, focused on innovation, an essential element in public and private strategies for promoting growth and development. The next meetings of the Forum will be held in Panama (2013), Trinidad and Tobago (2014), Guatemala (2015), and Mexico (2016).

The II Inter-American Dialogue of High-Level MSME Authorities (New Orleans) afforded an opportunity for the exchange of experiences and the identification of cooperation initiatives on public policies and programs for promoting MSME competitiveness and innovation as well as participation in trade. Support was expanded to institutions responsible for the MSME sector, through models based on government-enterprise-university partnerships. Institutional capacities for negotiating and managing trade and investment agreements were strengthened, especially in the Caribbean.

Consultation with the private sector was supported and consolidated in the framework of the Sixth Summit of the Americas and the forty-second regular session of the OAS General Assembly.

With more than 2.8 million hits in the course of the year, SICE (www.sice.oas.org) continued to be one of the principal reference sources on trade, providing access free of charge to more than 20,000 documents.

The XX Inter-American Congress of Ministers and High-level Authorities of Tourism (Ecuador) adopted the Quito Consensus on Conscientious Tourism in the Americas. The first call was issued for projects for the Hemispheric Tourism Fund, to support communities with tourism potential that live in extreme poverty. The first Forum for Caribbean Small Hotels (Antigua and Barbuda) was held in the framework of the Small Tourism Enterprise Network. In conjunction with the Secretariat of the Inter-American Committee against Terrorism (CICTE), courses on tourism security were taught in Mexico, Jamaica, and El Salvador.

The Inter-American Committee on Science and Technology (COMCYT) considered the progress made in implementing the Plan of Action of Panama 2012-2016 and moved forward, through its working groups, in the priority areas of innovation, human resources, quality infrastructure, and technological development. Support continued for institutional capacity-building in engineering and innovation.

The Corporate Social Responsibility (CSR) program continued to promote the incorporation of CSR principles and guidelines into negotiation strategies, with an emphasis on the extractive sector and MSMEs. With assistance from SEDI/DEDTT and the Secretariat for Political Affairs, the Forum of Presidents of the Legislative Bodies of Central America (FOPREL) met in Nicaragua, and confirmed the importance of promoting public-private partnerships to recognize the impact of CSR and the need to include it on government agendas.

2.4.3 Department of Sustainable Development (DSD)

SEDI/DSD continued to foster stronger institutions and legislation in the member states. Two of its initiatives were a parallel event to the United Nations Conference on Sustainable Development and the OAS-cosponsored World Congress on Justice Governance and Law for Environmental Sustainability. The latter resulted in the establishment of an International Advisory Council, on which six OAS member states are represented. SEDI/DSD prepared the

Third Evaluation Report: Monitoring Progress of the Environmental Cooperation Agenda in the CAFTA-DR Countries. An agreement was signed for establishment of the mechanism for facilitating the Pathways to Prosperity in the Americas Initiative.

Under the Sustainable Cities program, supported by the United States, SEDI/DSD launched a competitive program on small donations for innovative best practices, with a view to shoring up the capacity of civil society organizations. As part of the Western Hemisphere Migratory Species Initiative (WHMSI), supported by the U.S. Fish and Wildlife Service and the Government of Monaco, SEDI/DSD has undertaken cooperation strategies for the conservation of migratory species. Under the ReefFix initiative, a coastal zones integrated management project supported by Chile, Mexico, and the Principality of Monaco, SEDI/DSD has given resources to government agencies in the Caribbean.

SEDI/DSD continued promoting the Inter-American Network for Disaster Mitigation. It advised the Joint Working Group of the Permanent Council and CEPAC on Existing Mechanisms for Disaster Prevention and Response and Humanitarian Assistance among the Member States as well as the Summits Implementation Review Group in this regard, which resulted in the endorsement of the “Inter-American Plan for Disaster Prevention and Response and the Coordination of Humanitarian Assistance” by the General Assembly at its forty-second regular session, held in Cochabamba.

SEDI/DSD supported numerous projects implemented by the Energy and Climate Partnership of the Americas (ECPA) and/or its partners. SEDI/DSD lent assistance to six pilot renewable energy projects in the Caribbean, facilitated the research of, and exchanges between, biofuel experts in the United States and Colombia, and contributed to the manufacture and distribution of hundreds of clean cook stoves in Central America. It is also spearheading efforts in research on the potential of electrical interconnection between the islands of the region. In South America, SEDI/SDS and its partners in Ecuador are working on innovative ways to address clean production; and, for the first time in Latin America and the Caribbean, a “cradle-to-cradle” certification was received for the packaging of a food product.

SEDI/DSD is contributing to the capacity-building of member states of the South American Gran Chaco region, the River Plate Basin, and the Río Bravo Basin, in the effective management of transboundary water resources. Likewise, it continued its highly regarded program on the sustainable use of 73 transboundary aquifers in the Americas, which is being implemented jointly with the United Nations Educational, Scientific and Cultural Organization (UNESCO).

2.4.4 Department of Social Development and Employment (DSDE)

SEDI/DSDE seeks to further social development with equity by addressing social development, migration, labor, social protection, and consumers’ right issues, along with the concerns of persons with disabilities and older persons. To that end, it has generated synergies and strategic partnerships with the International Labour Organization (ILO), the Economic Commission for Latin America and the Caribbean (ECLAC), the Inter-American Development

Bank (IDB), the Organisation for Economic Co-operation and Development (OECD), the Inter-American Institute of Human Rights (IHR), the Pan American Health Organization (PAHO), the United Nations Food and Agriculture Organization (FAO), and the United Nations Children's Fund (UNICEF), in addition to subregional mechanisms and universities.

SEDI/DSDE supported the efforts that culminated in the adoption of the Social Charter of the Americas as a regional benchmark for social policy, and it is providing technical assistance to the Working Group entrusted with negotiating the Charter's Plan of Action.

Likewise, it is supporting the launching of the mechanism for following up on the Protocol of San Salvador by defining and approving an initial group of indicators. The first regional course on indicators of economic, social, and cultural rights was held in Uruguay.

SEDI/DSDE supports the ministries of social development and relevant actors through the launching of the Knowledge and Learning Portal of the Inter-American Social Protection Network (IASPN), a tool designed to facilitate the exchange of knowledge and experiences on social protection and to provide virtual training. The IASPN carried out two cooperation activities and received 59 expressions of interest in exchanges between states. It also offered, in Spanish, the First Diploma Course in Social Protection, with the participation of officials from 15 countries.

With regard to labor, it supported capacity-building in ministries of labor, through implementation of its agenda, which emphasizes hemispheric dialogue on freedom of association and collective bargaining, and 10 bilateral cooperation projects under the Inter-American Network for Labor Administration (RIAL) in the area of gender equality in the workplace, freedom of association, and employment services, among other things.

Efforts continue to consolidate the Consumer Safety and Health Network, in partnership with PAHO, through the establishment of national market surveillance systems in at least five countries and the organization of the second postgraduate course in partnership with the Pompeu Fabra University of Barcelona and the Catalan Consumer Agency.

In addition, support is being extended to the negotiation process for the Inter-American Convention on the Human Rights of Older Persons and to dissemination of the matter at the hemispheric level and worldwide. Work began on the drafting of the second report on compliance with the Inter-American Convention on the Elimination of All Forms of Discrimination against Persons with Disabilities and the OAS Program of Action for persons with disabilities (CIADDIS-PAD), and cooperation agreements were signed with the Pontifical Catholic University of Peru and with the International Telethon Organization for dissemination of the regional normative instruments.

In Haiti, SEDI/DSDE focused on strengthening the government's institutional, regulatory, and human resource capacities for effective implementation of the law on "Inclusion of Persons with Disabilities," and it encouraged the signing of the "Montana Declaration," which

guarantees the inclusion of persons with disabilities in all government programs. Likewise, accessibility for persons with disabilities was included in the National Building Code, and related training was provided to civil servants.

Support is being given to the Committee on Migration Issues, and the Second Report of the Continuous Reporting System on International Migration in the Americas (SICREMI) was drafted jointly with the OECD, with IDB participation and information from 18 member states.

2.5 SECRETARIAT FOR MULTIDIMENSIONAL SECURITY

The Secretariat for Multidimensional Security (SMS) is governed by Executive Order 08/01, Rev. 5, issued on April 20, 2012. According to this mandate, the SMS comprises the Executive Office of the Secretary for Multidimensional Security; the Executive Secretariat of the Inter-American Drug Abuse Control Commission (ES/CICAD), at the department level; the Secretariat of the Inter-American Committee against Terrorism (S/CICTE), at the department level; and the Department of Public Security (DPS).

2.5.1 Executive Office of the Secretary for Multidimensional Security (SMS)

- **Strengthening of national security institutions**

In 2012, a diagnostic assessment was made of security in Honduras, Belize, and Costa Rica. In El Salvador, after one year of trips and collaboration with the government, OAS services were offered for supporting gang pacification and for strengthening public security. In Honduras, in keeping with the recommendations of that assessment and with those of the Truth Commission, the Government of Honduras set up the “Commission to Reform Public Security in Honduras,” entrusted with making recommendations on reforms to the police, the judicial system, and the public prosecutor’s office, and their departments. Said commission comprises five members, including the Secretary of the SMS.

- **Reduction of violence**

In June 2012, the Secretary General agreed to be the guarantor of a peace process between the two rival gangs in El Salvador. The SMS set up and headed the Technical Committee to Coordinate the Process to Reduce Violence in El Salvador, initiated following a truce between gangs. One of the priorities of the SMS through the Committee has been to encourage the government to take greater ownership of the process. Following negotiations with government entities and the other committee members, the President of the Republic formally appointed the Minister of Security and Justice to the Committee. The truce’s negotiators and the committee members, were able to achieve a second phase in the truce between the gangs, called “Violence-Free Municipalities.”

2.5.2 Executive Secretariat of the Inter-American Drug Abuse Control Commission (CICAD)

At the Summit of the Americas in Cartagena de Indias in April, the heads of state and government entrusted the OAS Secretary General with preparing a study on the drug problem in the Americas. The Executive Secretariat of CICAD joined in lending technical and administrative support to this effort. The study was divided into two: an “Analytical Report,” which provides an overview of current policies based on existing knowledge, summarizes lessons learned, and provides a range of policy choices, and a “Scenarios Report,” which puts forward the possible outcomes of various policy options.

- **Multilateral Evaluation Mechanism (MEM)**

At its 52nd regular session, held in San José, Costa Rica, the Commission adopted a proposal for a new evaluation instrument for the Sixth Round of the MEM (2013-2015). Said instrument is based on 27 recommendations taken from the Hemispheric Drug Strategy and its Plan of Action and enables the Government Expert Group to improve on evaluations of the member states, prioritize actions and policies, and bring them into line with the new Strategy.

- **Demand reduction**

At the request of member states, the scope of the Training and Certification Program for Treatment and Rehabilitation of Drug Abuse and Violence (PROCCER) was broadened to include prevention. The Program in Costa Rica and El Salvador started to graduate its first certified professionals; Mexico completed the pilot phase in six federal states; and 14 Caribbean countries developed a regional model for training specialists in prevention and treatment. In addition, a meeting of 80 academics from the Americas was held, at which they commented on the drug problem and on how their curricula and research could be adjusted to address the problem.

- **Supply reduction and control**

At 32 national and regional training seminars, training was provided to 1,270 officials of security, police, customs, regulatory, and other bodies from 28 member states, in such areas as tactical intelligence to combat drugs; drug trafficking control; port, airport, and border customs security; control of chemical substances, and the production and use of synthetic drugs, among other things.

- **Combating money laundering**

Twelve seminars were held, with about 440 judges, prosecutors, police, and intelligence unit analysts trained in the detection, investigation, and prosecution of money laundering cases. Likewise, six workshops were held on seizure and the administration of goods of illicit origin, with the participation of about 330 officials from eight countries. CICAD adopted documents on

standards for sharing confidential financial intelligence as well as recommendations on the creation and operation of bodies specialized in managing seized goods.

- **Institutional strengthening**

The project Health and Life in the Americas (SAVIA) sponsored the development of four training programs for local actors working on matters related to drug consumption, and it co-financed about 29 local projects in Colombia, Ecuador, Peru, and Uruguay. As part of the Drug Treatment Court Program for the Americas (DTC), Trinidad and Tobago launched the first DTC pilot project in the city of San Fernando. The Governments of Barbados, Costa Rica, and the Dominican Republic signed agreements with the OAS to move on to the execution stage. More than 400 judges, prosecutors, defense attorneys, treatment providers, and parole officers from seven countries benefited from the specialized training.

- **Inter-American Observatory on Drugs**

The Observatory published the first regional analytical report on drug use in the Western Hemisphere (2002-2009), which focuses on alcohol, marijuana, inhalants, cocaine and related products, and the non-medical use of pharmaceuticals, as well as on the perceived risk of drug use and availability. It also published a comparative study on drug use among the prison population in four Caribbean countries, in order to study the relationship between drugs, violence, and crime.

2.5.3 Secretariat of the Inter-American Committee against Terrorism (S/CICTE)

In 2012, S/CICTE trained 9,950 participants at 163 events.

- **Border controls**

Maritime security: Training for 6,404 officials at 41 activities.

Airport security: 14 national courses, four subregional workshops, and five specialized evaluations. Awarding of 54 scholarships to officials for 10 courses organized by the International Civil Aviation Organization (ICAO). Training of 455 officials.

Document security: Training of 277 officials at 22 technical assistance activities

Customs and immigration controls: Training of 274 participants at six workshops

- **Critical infrastructure protection**

The Cyber Security program continued to support the Hemispheric Network of Cyber Security Incident Response Teams (CSIRT), which comprises 17 national CSIRTs and 100 users from 19 countries. Training was provided to 778 officials, through 19 events.

The Tourism Security program held nine workshops and courses, with 640 participants trained. It established a network of experts identified during previous training activities in Mexico and Central America.

The Security for Major Events project conducted five activities, with 213 officials taking part.

- **Legislative assistance and combating terrorism financing**

Jointly with the United Nations Office on Drugs and Crime (UNODC) and ES/CICAD, the Secretariat supported the legislative process in Suriname and Panama for the amendment of their national laws on combating terrorism and its financing. Seventeen events were held, attended by 340 officials.

- **Strengthening strategies against emerging terrorist threats**

Seven activities involving simulation exercises were carried out, and 208 officials met to assess response and crisis-management capacity.

- **Partnerships with other multilateral and international organizations**

S/CICTE stepped up its interaction and cooperation with the United Nations Security Council Counter-Terrorism Committee (CTC), the [UN] Counter-Terrorism Implementation Task Force (CTITF), the United Nations Office on Drugs and Crime (UNODC), the United Nations Interregional Crime and Justice Research Institute (UNICRI), the International Maritime Organization (IMO), the International Civil Aviation Organization (ICAO), and the International Criminal Police Organization (INTERPOL). It also had contacts with regional entities, including the Council of Europe, the Central American Integration System (SICA), the Caribbean Community (CARICOM), and Asia-Pacific Economic Cooperation (APEC). Its partnership and alliances with over 40 international, regional, and subregional organizations provide an excellent framework for promoting the OAS in the area of international cooperation, to the benefit of the member states. CICTE held its twelfth regular session in Washington, D.C., on March 7, 2012, chaired by Grenada (Vice Chair: Guatemala).

2.5.4 Department of Public Security (DPS)

- **Prison officials**

Technical and administrative support was provided to the Third Meeting of Officials Responsible for Penitentiary and Prison Policies, held at OAS headquarters on September 17 and 18, 2012, with a view to promoting the exchange of information and experiences.

- **Combating trafficking in persons**

The Third Meeting of National Authorities on Trafficking in Persons was held on October 15 and 16, 2012, in Guatemala. Likewise, in the course of the year, training was provided to more than 250 officials responsible for law enforcement in six countries of the region, in order to enhance their capacities to detect, prevent, and combat the crime of trafficking.

- **Combating the illicit arms trade**

The following meetings were held: Fifth Meeting of the OAS Group of Experts to Prepare Model Legislation (February 9, 2012); Thirteenth Regular Meeting of the Consultative Committee of the CIFTA (February 10, 2012); and Third Conference of the States Party to the CIFTA (May 14 and 15, 2012). Model legislation was adopted on the controlled delivery of firearms, ammunition, explosives, and other related materials. Support was extended for the destruction of half a ton of ammunition and 1,864 firearms in El Salvador; 20 tons of ammunition in Honduras; 983 firearms in Guatemala; and 17 tons of ammunition and 1,995 firearms in Costa Rica. Through the project “Promoting Firearms Marking in Latin America and the Caribbean,” 25 member states have marked more than 250,000 firearms as of the date of this report.

- **Humanitarian demining**

In Colombia, education campaigns on the danger of mines and explosive devices were mounted in eight municipalities, with 6,747 people made more aware of the risks involved; assistance was provided to 78 survivors, and the quality management system and the accreditation process were applied to the humanitarian demining organizations. With technical support from the Inter-American Defense Board (IADB), the DPS was instrumental in the clearing of 214,751 square meters of land, the destruction of 113 explosive devices, and the release of 715,000 square meters in the country. In Ecuador, it provided support for four survivors and conducted six education campaigns on the risks involved, reaching 2,047 individuals. The IADB trained 36 individuals on the military medical team in pre-hospital treatment for trauma victims. Ecuador worked on 18 mine fields, covering a total of 57,292 square meters, removing 203 mines and certifying the nonexistence of 78 others. Peru worked on 13 mine fields. Its national authority, CONTRAMINAS, reported that 13,790 square meters had been cleared, with 3,783 mines removed. Together with Nicaraguan Army Corps of Engineers and the Golden West Humanitarian Foundation, the DPS undertook land remediation in the Gocen District on the Chiltepe Peninsula by sweeping 79,142 square meters and destroying 1,371 explosive devices, to the benefit of 599 inhabitants of the district; it also provided support to 98 survivors and educated 1,115 people about the dangers posed.

- **Prevention of violence**

The DPS ended its tenure as Technical Secretariat to the Inter-American Coalition for the Prevention of Violence (IACPV), promoting greater interagency coordination in the area and

enhancing dialogue and cooperation between the member organizations and local governments. It executed the “Armando Paz” project, promoting the participation of over 10,000 youths in activities related to the prevention of violence in its diverse manifestations and reinforcing capacities as well as channels for dialogue and cooperation among governments, civil society, the private sector, and youth in five Central American countries.

- **Alliances with strategic partners**

A work plan was approved to guide joint activities for 2012 with the American Police Community (AMERIPOL).

- **Hemispheric Security Observatory**

The Observatory organized seminars and drew up a manual on the development of institutional capacities. It provided technical assistance on handling the United Nations Survey on Crime Trends and the Operations of Criminal Justice Systems, supporting the collection, systematization, analysis, and evaluation of official data on public security. It published the second Report on Citizen Security in the Americas, including official indicators of security for all countries of the Hemisphere.

2.6 SECRETARIAT FOR ADMINISTRATION AND FINANCE (SAF)

The SAF is composed of the Department of Human Resources, the Department of Financial and Administrative Management Services, the Department of Information and Technology Services, the Department of Planning and Evaluation, the Department of Procurement, and the Department of General Services. Its mission is to provide leadership and guidance on administrative support activities, including budgetary and financial management; General Secretariat information technology services; planning, evaluation, and operational monitoring of programs; general services management; procurement and contracting of goods and services; as well as personnel management and training, in accordance with established principles of professional management.

Office of the Secretary

The Office of the Secretary continued to support the Organization's policy-making bodies, mainly the Committee on Administrative and Budgetary Affairs (CAAP), serving as the primary link between the CAAP and General Secretariat.

It also coordinated with the various areas of the General Secretariat to support their programs from a financial and administrative standpoint, leading a series of reforms aimed at modernizing the General Secretariat and maintaining its transparency. Progress on several of these aspects has been reported regularly to member states and executive-level staff through the Quarterly Report on Resource Management in the OAS. This report covers the activities of

the SAF in response to the recommendations of the OAS Board of External Auditors and to the mandates arising from the budget resolution.

2.6.1 Department of Human Resources (DHR)

The DHR, in addition to its regular administrative work, developed and implemented actions to increase the efficiency of human resource management through:

- **Modernization efforts**

In keeping with resolution AG/RES. 2755 (XLII-O/12), a revised proposal for a Human Resources Strategy was drawn up and presented to the CAAP. It includes revisions to the General Standards to Govern the Operations of the General Secretariat, with a view to streamlining processes. Said strategy involves, among other things, reinforcement of the principles of transparency, accountability, and equity in processes and an increase in the General Secretariat's responsiveness to the mandates and priorities of the member states. The revised Human Resources Strategy will be considered in detail by the CAAP Working Group in 2013.

Two electronic tools were implemented in conjunction with the Department of Information and Technology Services (DOITS) to facilitate human resource management. The OAS Personnel Database (OPDB) provides information every month to member states and personnel on staff members, associates, and independent consultants. The Results-Based Contracting System (RBCS) is an automated system for processing and approving performance contracts (CPRs) for natural consultants, thus facilitating the creation of an accurate database.

An electronic tool for recruitment and selection, Taleo, was launched for the GS/OAS competitive selection process; it streamlines the process of reviewing applicants' information and enables them to manage their information profiles online.

The forms for travel documents and home leave were updated, which has simplified the application process for staff members.

- **Staff development**

The Performance Evaluation System (PES) tool was updated to reflect the agreements with the Staff Committee.

Training sessions on performance conversations and on languages were held for staff members in the offices of the GS/OAS in the member states.

A memorandum of agreement was signed with George Washington University to offer GS/OAS staff members a tuition discount for Master in Business Administration programs.

2.6.2 Department of Financial and Administrative Management Services (DFAMS)

In 2012, the DFAMS continued its efforts to achieve immediate and long-term goals, including: (1) improving the transparency of financial information; and (2) increasing process efficiency.

Listed below are some noteworthy actions taken by the DFAMS in 2012:

- **Implementation of the Travel Expense Claim System (TECS) in coordination with DOITS**

This tool makes it possible to:

- Generate TECs electronically
- Submit travel expense reports online
- Automate verification, approval, and reimbursement processes
- Shorten the timeframe for reviewing and filing documentation and responding to travelers
- Centralize documentation

- **Electronic transfers for foreign exchange purchases in the offices of the GS/OAS**

In 2012, the DFAMS continued to implement the project for purchasing foreign exchange through the platform sponsored by INTL Global Currencies, LTD (IGC), expanding the use of this service to 27 OAS offices in the member states, thereby increasing the purchasing power of the offices and of projects in the field by two percent.

- **GS/OAS budgetary results**

Regular Fund

- At its special session on November 15, 2012, the General Assembly approved a program-budget totaling US\$83,870,507 for fiscal year January–December 2013. That total represents a US\$1,480,293 drop compared to the January–December 2012 fiscal period. Quota assessments totaled US\$ 81,105,400 and other income, US\$2,765,107.
- At the close of the 2012 fiscal period, the General Secretariat had executed US\$83.5 million, corresponding to 97.8 percent of the approved budget.
- Although the Reserve Subfund closed with a deficit of US\$4.8 million at year's end 2012, the deficit is covered by the balance of US\$4.9 million in quotas past due at the end of 2012, the majority of which were received on January 2, 2013.

Specific funds

- Cash contributions to the Specific Funds amounted to a net US\$64.9² million in 2012, compared to a net of US\$60.7³ million in 2011.
- The three largest contributors in 2012 were the United States, with US\$22.3 million; followed by Canada, with US\$20.6 million; and the Netherlands, with US\$4.4 million. Of the US\$64.9 million in contributions for 2012, 71.9 percent came from member states, 20.4 percent from permanent observers, and 7.7 percent from other institutions and donors.
- In 2012, the total amount of expenditures reached US\$62.6 million, a decline of US\$9.8 million compared to 2011. More than 34.3 percent of total expenditures were for projects managed under Chapter 5 – Secretariat for Multidimensional Security, followed by Chapter 6 – Secretariat for Political Affairs, with 26.4 percent, and Chapter 7 – Executive Secretariat for Integral Development, with 17.8 percent.
- As concerns the US\$62.6 million in total expenditures, US\$24.5 million related to performance contract costs while US\$11.6 million corresponded to travel expenses. Personnel costs totaled US\$11.2 million.

2.6.3 Department of Information and Technology Services (DOITS)

As part of the modernization process proposed by the SAF, the Department of Information and Technology Services has introduced a number of information services: OAS Personnel Database (OPDB), the Results-Based Contracts System (RBCS), and the Travel Expense Claim (TEC) Management System, in the framework of the human resources strategy pursued by the Secretariat. This set of corporate applications has been complemented by a series of services tailored to specific areas of the Organization.

To improve tools for staff productivity, the migration of workstations to an environment called OAS Universal Desktop has begun, which includes implementation of Windows 7/Office 2010/Sharepoint. This initiative has been complemented with the migration of mail servers to Exchange 2010.

As part of the technological upgrades needed to support the aforementioned services, work has been initiated on the first phase of migration of the telephony systems to a latest-generation VoIP (Voice over Internet Protocol) platform. Moreover, the OAS Workstation Energy Management System (OWEMS) strategy was implemented to reduce gas emissions, thus saving about US\$160,000 over the year.

Pursuant to the various mandates governing the Organization, DOITS has continued supporting the diverse OAS areas. Of special note is its launching of the Informatics Security Laboratory which, together with the member states and the Executive Secretariat of CICTE, made it

2. As of January 17, no instructions had been received from the United States on programming funds for FEMCIDI.

3. The amounts shown for 2011 are taken from the GS/OAS annual audit book.

possible to provide training in the terrorism area in such countries as Colombia and Argentina in 2012.

2.6.4 Department of Planning and Evaluation (DPE)

Achievements in 2012:

- i. Proposed program-budget for 2013, complemented by the 2013 Operating Plan
- ii. Detailed report on costs related to resolutions submitted to the General Assembly
- iii. New reports presented to the CAAP on mandates, expected outcomes, and programmed resources
- iv. 67 new project proposals analyzed and submitted to the Project Evaluation Committee (CEP)
- v. Project Formulation Module with updated information
- vi. Mid-term evaluations of projects on electoral technical assistance, the Political Analysis and Multiple Scenarios System (SAPEM), and the Inter-American Commission of Women (CIM)
- vii. Staff of the General Secretariat, the permanent missions to the OAS, and institutions in the member states trained in project design, monitoring, and evaluation.

2.6.5 Department of Procurement (DP)

- **Procurement management**

- Reviewed internal processes and identified efficiencies and cost reductions, primarily for routine actions with little added value
- Supported implementation of the TEC and RBCS systems
- Made progress in incorporating a more robust credit card system and replaced the card used to buy travel tickets with a system that is more advantageous to the Organization
- Held meetings and talks with the World Bank, the International Monetary Fund, the Pan American Health Organization, and the Inter-American Development Bank, thus establishing permanent contacts for sharing information and receiving support in implementing improvements in various areas related to procurement.
- Completed more than 36,000 transactions, valued at more than US\$85 million
- In 2012, finalized five bidding processes pending from 2011 and initiated 22 new processes. These processes resulted in direct savings of about US\$190,000.
- Reviewed the GS/OAS insurance portfolio, lowering premium renewal costs by about US\$15,588, and also updated renewals to bring them into line with annual budget constraints.

- **Travel management**

- Monitored the purchase of airline tickets and ensured full compliance with the Permanent Council resolution requiring that all tickets be purchased in economy class or be authorized by the Secretary General.

- Coordinated the purchase of almost 6,000 tickets through Omega World Travel (OWT) for an approximate amount of over US\$4.8 million.
- Continued its negotiations with the major airlines for more deals, fare discounts, and better terms for the GS/OAS. It is estimated that the savings achieved amounted to more than US\$95,000.
- Established preferential rates and benefits with the major hotels in the Washington, D.C., metropolitan area. Likewise, concluded agreements and held negotiations with international chains, which reduced costs and created efficiencies. The savings in this category came to more than US\$90,000.
- The DP and the DFAMS streamlined travel expense reconciliation. Considerable efforts were made with the areas to streamline processes and close the books each month.

The Department of Procurement continued to review travel reports in order to recover tickets that had been canceled and not re-used. The savings from this activity amounted to more than US\$30,000.

2.6.6 Department of General Services (DGS)

In keeping with Executive Order No. 08-01 Rev. 5, dated April 20, 2012, the Department of General Services (DGS), through the Secretary for Administration and Finance, acts as the advisory office to the General Secretariat and the political bodies on all administrative matters related to plans, policies, procedures, and standards for building management and maintenance; and as a provider of general services, including security, office rental, messenger and transportation services, document reproduction, parking, and inventory.

The Department of General Services spent US\$6,568,000 for building maintenance and repair; mortgage (GSB); electricity, water, and steam; security; cleaning; and general services.

A total of US\$480,000 was invested in capitalization and modernization, primarily for the new cooling tower for the air conditioning system in the MNB, the smoke detector and fire alarm system in the MNB and the ADM, replacement of the air conditioning system in the Museum, and adaptation of the fourth floor of the *Casa del Soldado* for use by the Trust for the Americas.

The DGS spent US\$919,000⁴ for security: US\$855,000 for personnel; US\$34,000 for equipment; and US\$30,000 for maintenance.

As far as mail is concerned, a total of 44,000 packages were dispatched, at a cost of US\$120,000; and 290,000 pieces were distributed internally. Vehicle maintenance costs amounted to US\$51,800.

A total of 2,229 assets were retired from use (10 years, zero value), and certification of the inventory of the Offices of the General Secretariat in the member states was completed.

4. This figure is also part of the total \$6.568 million used for building management.

With regard to the rental of offices, US\$2,019,508 was collected for an area of 52,713 square feet; UNAIDS is the new tenant.

The 85 special events held brought in US\$380,710.

The DGS spent US\$134,000 for maintenance and upgrading of photocopying equipment and for paper; a server was purchased to centralize management of the printers and scanners.

Revenues for parking totaled US\$626,000 and expenditures, US\$784,000; the Parking Fund has an approximate balance of US\$373,897.

2.7 SECRETARIAT FOR LEGAL AFFAIRS

The Secretariat for Legal Affairs (SLA) provides advisory support, within its areas of competence, to the General Assembly, the Meeting of Consultation of Ministers of Foreign Affairs, the Permanent Council, the Meeting of Ministers of Justice or Other Ministers or Attorneys General of the Americas, the General Secretariat, and other organs, agencies, and entities of the OAS. It provides advisory services concerning international law and the development and codification of inter-American law; supports the follow-up mechanisms for certain inter-American conventions; serves as a depository and source of information for inter-American treaties and the agreements of the OAS and its organs; disseminates information on the legal instruments of the OAS and its legal programs; develops, promotes, and implements the Inter-American Program for the Development of International Law; and provides other services related to inter-American legal cooperation. The SLA comprises the Executive Office of the Secretary and the following dependencies: the Department of International Law and the Department of Legal Cooperation (Technical Secretariat for Legal Cooperation Mechanisms).

- **Executive Office of the Secretary for Legal Affairs**

The Executive Office of the Secretary for Legal Affairs directed, planned, and coordinated the programs, activities, and actions of the area. Particularly in its support role for the bodies responsible for the development of inter-American law, it participated in providing advisory services to the General Assembly and the Permanent Council, as well as in the sessions of the Inter-American Juridical Committee and in the Course on International Law. It also participated in the Ninth Meeting of Ministers of Justice or Other Ministers or Attorneys General of the Americas, held in Quito, Ecuador, and in the preparatory meetings for it, in particular the one on mutual assistance in criminal matters and extradition, held in Asunción, Paraguay.

To disseminate information about the legal work of the Organization, in 2012 the Secretary for Legal Affairs took part in seminars and courses and lectured at various diplomatic academies in member countries and at academic meetings such as the Congress of the Hispano-Luso-

American Institute of International Law, in San Juan, Puerto Rico, and the Conference of the European Society of International Law, in Valencia, Spain.

Inter-American Program of Judicial Facilitators

In resolution AG/RES. 2703 (XLII-O/12), the OAS General Assembly expressed support for the Inter-American Program of Judicial Facilitators and urged the General Secretariat to continue assisting member states who ask to establish national judicial facilitator services.

To that end, collaboration was extended to six countries, and a subregional program was initiated to support courts throughout Central America. Moreover, by year's end 2012, a network had been established with 5,673 facilitators, 40 percent of them women. The facilitators are local leaders who, as volunteers in their communities, collaborate in the administration of justice. They are selected by their communities and appointed by local judges, who train and supervise them.

In carrying out their functions, they performed 10,000 services to facilitate access to justice (work entrusted to them by judicial officials, or cases that the facilitators referred to said officials) as well as 30,000 preventive services (advisory services and mediation), and informed more than 100,000 people about various legal norms.

In addition, the Inter-American Program of Judicial Facilitators, in partnership with four local universities, provided training at the postgraduate level to 181 judicial officials.

2.7.1 Department of International Law (DIL)

In 2012, the DIL rendered legal services in the area of international law to the bodies of the OAS (the General Assembly, the Permanent Council, and the Committee on Juridical and Political Affairs and its working groups) on such matters as access to public information, protection of personal data, access to justice, human rights, discrimination and intolerance, indigenous peoples, persons of African descent, older persons, LGBTI groups, refugees, internally displaced persons and stateless persons, the International Criminal Court, and international humanitarian law. The DIL was also responsible for activities under the Inter-American Program for the Development of International Law.

As secretariat to the Inter-American Juridical Committee (CJI), the DIL provided that body with technical and administrative support throughout the year.

The DIL also continued implementing projects financed by specific funds:

- The Program of Action on Indigenous Peoples in the Americas, for the purpose of providing training to indigenous leaders in such areas as good governance, women's political participation, human rights, and the design of logical frameworks for self-managed projects.

Support was given to the numerous replications carried out by participants in their own countries.

- The Inter-American Program on Access to Public Information, for the purpose of enhancing the capacity of member states to increase the transparency of, and equitable access to, public information, pursuant to the Model Inter-American Law adopted by the General Assembly in 2010.
- The Secured Transactions Project, for the purpose of supporting member states in implementing reforms to their systems, including promotion of access to credit, on the basis of the Model Inter-American Law adopted by CIDIP-VI (Sixth Inter-American Specialized Conference on Private International Law) and in creating public registries based on the Model Inter-American Model adopted by CIDIP-VII (Seventh Inter-American Specialized Conference on Private International Law).
- The arbitration program, for the purpose of strengthening the capacity of member states to enforce arbitration decisions in the area of trade through training for judges and other public officials in the effective enforcement of treaties and international standards in force, with a particular emphasis on the implementation of arbitration decisions and awards.
- The Afro-descendant program, aimed, among other things, at training leaders in the use of the protection standards and mechanisms offered by the inter-American system and at supporting replications that the participants carry out in their own countries.
- In fulfillment of the Inter-American Program for the Development of International Law , the DIL organized the following events:
 - o The XXIX Course on International Law, Rio de Janeiro, August 6–24, 2012
 - o The Fifth Course on International Humanitarian Law, Washington, D.C., January 26, 2012
 - o The Course on Fundamental Elements for Identification and Protection of Stateless Persons and Prevention and Reduction of Statelessness in the Americas, Washington, D.C., February 23, 2012

With regard to publications, the DIL edited, published, and distributed the XXXVIII Course on International Law and the Manual for Training Trainers of Afro-descendant Leaders in the Americas.

Over the past year, the DIL has continued to administer its web page as well as that of the Inter-American Juridical Committee (CJI). Its online bookstore features a complete catalogue of all DIL publications.

The DIL continued acting as the depository for inter-American treaties and bilateral agreements. The DIL web page has up-to-date information on this area as well as on follow-up to all activities undertaken by the Department in 2012. The DIL also publishes frequent bulletins and/or press releases with details on all its activities.

2.7.2 Department of Legal Cooperation (DLC)

Advisory and technical secretariat services were rendered for the following meetings:

- Meetings of Ministers of Justice or Other Ministers or Attorneys General of the Americas (REMJA)
- Ninth Meeting of Ministers of Justice or Other Ministers or Attorneys General of the Americas (REMJA-IX), Quito, Ecuador, November 28–29, 2012
- Meeting of Central Authorities and Other Experts on Mutual Assistance on Criminal Matters and Extradition, Asunción, Paraguay, March 30–31, 2012
- Two training sessions for over 40 national and foreign users of the Secure Electronic Communication System of the Hemispheric Information Exchange Network for Mutual Assistance in Criminal Matters and Extradition (Criminal Matters Network). Asunción, Paraguay, March 29, 2012
- Expansion, maintenance, and updating of the various components of the Hemispheric Information Exchange Network for Mutual Assistance in Criminal Matters and Extradition (Criminal Matters Network)
 - o Signing of memorandums of understanding on participation in the Network with the National Court of Justice of Ecuador and with the Ministry of Justice of France
 - o Creation of 43 accounts in the Network's Secure Electronic Communications System, for new users in Argentina, Bolivia, Brazil, Canada, Colombia, Dominica, El Salvador, Guatemala, Mexico, Panama, Paraguay, and Suriname
- Meeting of the REMJA Working Group on Cyber-Crime. Washington, D.C., February 6–7, 2012
- Regional Training Workshop on CyberCrime, Guatemala City, Guatemala, March 27–29, 2012
- Regional Workshop on Training in Investigation Techniques in the Area of Cyber-Crime and Electronic Evidence, Montevideo, Uruguay, July 10–13, 2012
- Workshop on Cybersecurity and Cybercrime in the Caribbean, Miami, Florida, August 22–24, 2012

Cooperation in the framework of the Inter-American Convention against Corruption and its Follow-up Mechanism (MESICIC):

- On-site visits to the first group of states to be reviewed in the framework of the Fourth Round of Review (Brazil, El Salvador, Mexico, Bolivia, and Paraguay), March–April 2012
- Twentieth Regular Meeting of the Committee of Experts of the MESICIC, September 10–14, 2012. Reports were adopted for the first group of countries reviewed in the framework of the Fourth Round of Review (Brazil, El Salvador, Mexico, Bolivia, and Paraguay).
- On-site visits to the second group of states to be reviewed in the framework of the Fourth Round of Review (Peru, Costa Rica, Argentina, Trinidad and Tobago, and Honduras), September–October 2012
- Open Government Regional Dialogue, in collaboration with Mexico and the Open Government Partnership (OGP), Mexico City, Mexico, March 20, 2012

Collaboration with other international organizations:

The DLC continues to work in close cooperation with other international institutions, such as the United Nations (UN), the Inter-American Development Bank (IDB), the Council of Europe, and the Organisation for Economic Co-operation and Development (OECD), as well as with subregional bodies.

2.8 SECRETARIAT FOR EXTERNAL RELATIONS

The Secretariat for External Relations (SER) was established for the essential purpose of devising and executing the principal activities needed to disseminate the role of the Organization. It is made up of the Department of Press and Communication, the Department of International Affairs, and the Art Museum of the Americas. The three areas and the Executive Office of the Secretary for External Relations work together to strengthen the image and enhance knowledge of the Organization.

In this framework, the strategies pursued cover institutional identity, formulation and content of messages to impart, relations with different target audiences, cultural support activities, fundraising, the establishment of partnerships, and the development of ties and activities with various governments, international organizations, and sectors of society.

The SER is also responsible for promoting the Organization's image and for developing relations with institutions in the host country, in particular, the U.S. Congress. In the year covered by the report, the Secretariat worked intensively with key members of Congress to strengthen regular contacts and dialogue. It also kept political experts and decision-makers abreast of the Organization's priorities and activities.

Likewise, important efforts were made to establish closer contacts with think tanks and the academic community. In addition to participating in events they organized, the SER held individual and group meetings with experts in the region associated with these opinion-making centers and universities, with special attention paid to Latin American organizations in the United States. Events of great relevance to the Latin American community were held at OAS headquarters on the occasion of President Barack Obama's inauguration.

2.8.1 Department of Press and Communication (DPC)

The DPC identifies and transmits the message that should be sent out to public opinion in the Hemisphere. Accordingly, it develops ties with media across the region and with opinion leaders to keep them informed of the Organization's activities, produces information materials, and undertakes strategies to impart its message to public opinion in the region. Likewise, it keeps the General Secretariat updated (seven days a week) on relevant events and news. In all

these activities, it receives support from the Office of the Chief of Staff of the Secretary General.

In 2012, the Department of Press and Communication took on the responsibilities of the Department of Strategic Communication and Image (DSCI), with almost no additional material resources and with only four technical staff from the DSCI. Nonetheless, the present Department of Press and Communication increased the average number of press releases it published, made progress in developing and producing new products to enhance dissemination, and organized, systematized, and streamlined audio/visual production, social networks, and the website.

- **Written Press Section:**

The Press Section issued 939 press releases (3.74 per day, a 17 percent increase compared to the 3.2 figure in 2011, and a 458 percent increase compared to 0.67 in 2004) and continued sending out news stories to OAS officials (an average of two per day, 365 days a year).

- Mailchimp: Updating of the distribution system through a new transmission tool (Mailchimp), which resulted in the overhaul of mailing lists and their dynamic updating; a new press release subscription system was created, through the web
- DPC products: Addition of photos, video, audio, and speeches/documents to the press releases
- Newsletter: Creation of a monthly bulletin with speeches by the Secretary General and the Assistant Secretary General, directed at think tanks, universities (political science departments), and political parties in the 34 member countries.

- **Audiovisual Section (radio and television)**

The Audiovisual Section (one staff member) systematized production, with a focus on three aspects: videos (204 produced) and audios (133 produced); news about OAS activities; and a mini radio program for the Caribbean called “OAS Today,” initiated on November 6, 2012. The core content sent to radio and television stations in the 34 countries consists of a summary, in English and Spanish, of Permanent Council meetings. In addition, the 54 meetings of the Permanent Council were broadcast in full in both audio and video.

- **Social Network Section**

The Social Network Section (one staff member), working in coordination with secretariats, drew up a strategy for conveying political and programmatic messages by means of products in multiple formats. The method used for message transmission and response over social networks was systematized, while ensuring that its political stance was at all times consistent with the General Secretariat's.

- Facebook: The accounts increased their number of followers by 220 percent (from 7,900 in May 2012 to 17,500 in February 2013).

- Twitter: The number of followers increased by 235 percent (from 11,000 in May 2012 to 25,700 in February 2013).

- **Web Section**

The Web Section (two staff members) began the process of simplifying the Organization's website and making it more dynamic. The home page saw an increase in carousel activity with the announcement of institutional events (164 announced) as well as an increase in the number of photographs and their rotation; the format of the news column was harmonized (345 news stories published); efforts were initiated to periodically update the topics for entering the OAS pillars section and the boxes of other areas, with a special emphasis on minorities; and the section on the country offices was revamped. In addition, the secretariats were sent a protocol with basic guidelines for the subsites administered by other departments, in order to ensure that the web projects a homogeneous institutional image.

- **Institutional Topics Section**

The Institutional Topics Section (one staff member) created a space on the OAS home page titled "OAS at Work," which highlights once a month, through a two-minute clip (produced by the DPC), documents, and other links, OAS activities that reflect positively on the Organization but are not given due attention by the media.

2.8.2 Department of International Affairs (DIA)

The Department of International Affairs (DIA) strengthened relations between the OAS and the permanent observers, civil society organizations (CSOs) and social actors, agencies of the inter-American system and the United Nations, and other international organizations. It also promoted the work of the OAS through outreach programs, such as the Lecture Series of the America, the OAS Policy Roundtable series, briefings, and the OAS Model General Assembly (MOAS).

In 2012, the DIA supported the technical areas of the Organization through the channeling of US\$14,607,632 from permanent observers to the OAS and the facilitation of five cooperation agreements between the General Secretariat and permanent observers. It also coordinated meetings in the framework of the Sixth Summit of the Americas and the forty-second regular session of the General Assembly, held in Cochabamba, Bolivia.

The OAS fostered the participation of 1,068 civil society organizations and social actors in 22 meetings, including the General Assembly, ministerial meetings and specialized conferences, the Sixth Summit of the Americas, and two meetings prior to the United Nations Conference on Sustainable Development (Rio + 20).

In 2012, applications for inclusion in the OAS civil society register were received from 18 civil society organizations (CSOs) in 11 member states and Switzerland. The DIA transmitted

documents and more than 240 communications on activities of the OAS and its political bodies to the 396 registered CSOs and to more than 4,500 organizations not registered.

The Department strengthened relations between the OAS and its institutional partners at the regional and international level through events and meetings to share best practices and engage in political dialogue. Of note are the signing of a memorandum of understanding with the International Organisation of La Francophonie, the launching of the second edition of the publication “Financing of Political Parties in Latin America,” participation in the Inter-Regional Dialogue on Democracy with International IDEA; dialogues with the Council of Europe and the European Court of Human Rights, the development of strategies for cooperation with the League of Arab States and the Inter-American Institute for Cooperation on Agriculture (IICA), and shoring up of programming and institutional coordination with the United Nations.

Approximately 2,000 young people and 150 teachers took part in seven sessions of the OAS Model General Assembly (MOAS), which are aimed at promoting democratic values among the Hemisphere’s youth.

As part of its dissemination activities, the DIA organized 10 OAS Policy Roundtables, a Policy Breakfast, and five lectures as part of the Lecture Series of the Americas. One of them, which took place in Lima, Peru, was divided into six sessions. More than 1,300 people attended these events, in addition to the audience that tuned in to the webcasts.

The DIA organized 93 briefings, thematic presentations, and guided tours of the OAS Main Building for over 2,900 visitors from a variety of backgrounds, including diplomats, military personnel, civil society representatives, and students.

2.8.3 Art Museum of the Americas (AMA)

In 2012, the AMA carried out its mandate to heighten the presence and awareness of the contemporary art of the OAS member states in the United States.

The Museum launched a program that seeks to increase the visibility of the countries chairing the Permanent Council as well as the host countries for General Assembly sessions. In 2012, AMA programming included six museum exhibits, four of them in the F Street Gallery (OAS GSB Building); family workshops; guided tours; lectures; films; and social outreach programs.

- **Press and media coverage**

Media coverage for the AMA exhibits and other programs continued to rise in 2012. A total of 77.5 pages of print articles were published on AMA activities. A quarter-page ad would have cost the Museum US\$700, which means that it received US\$217,000 worth of free publicity.

The exhibits received favorable reviews in such important media as CNN, the *Washington Post* (including a full-color photo on the front page of the Saturday, December 8, edition and a

corresponding article on an activity related to the rights of migrants); the *Washington Diplomat*; the *Huffington Post*; *Washington City Paper* (including a reference to a Jamaican photograph selected as one of the 10 best shown in the city in 2012); WETA Around Town; *NTV ahora* (Spain); *Photographie* (Germany); *Departamento 19* (Honduras); *La Tercera* (Chile); and *Jamaica Observer* and the *Gleaner* (Jamaica), among others.

- **Exhibits**

- i. The Ripple Effect: Currents of Socially Engaged Art, October 25, 2012–January 13, 2013. In collaboration with the Washington Project for the Arts. Funded by the Friends of the AMA and CultureStrike. Attendance as of December 30, 2012: 1,914 persons
- ii. Snapshots of Democracy, November 1–12, 2012. In collaboration with the Department of Electoral Cooperation and Observation. Attendance: 400
- iii. Constellations: Constructivism, Internationalism, and the Inter-American Avant-Garde, June 21–October 7, 2012. An exhibit of pieces from the permanent collection. Sponsored by the Friends of the AMA. Attendance: 3,411
- iv. Exhibit on the project: Two Museums, Two Nations, One Identity, May 30–June 13, 2012. Funded by the American Association of Museums and U.S. Department of State's Bureau of Educational and Cultural Affairs. Joint project with the Museum of Art of El Salvador (MARTE) and the Corcoran College of Art + Design. Attendance: 707
- v. New York, February 16–May 20, 2012. Sponsored by the Friends of the AMA and the Embassy of Spain. Attendance: 3,919
- vi. Traveling Light / Common Place, September 15, 2012–January 22, 2013. Funded by the Ministry of Foreign Affairs of Chile and the Friends of the AMA. Attendance (January): 375
- vii. F Street Gallery exhibits: On Labor, November 7–December 10, 2012. Outward Reach, August 1–September 28, 2012. In Focus, March 14–May 16, 2012. Lost Worlds, December 5, 2011–February 24, 2012

- **Programs and events**

- i. Continuation and conclusion (June 30) of the exchange program for at-risk children in El Salvador and Washington, D.C.
- ii. Great Women Artists, January 1–December 31
- iii. *CineAméricas* Mexico, October 3–December 12
- iv. Art After Dark, May 24, AMA fundraising event, with support from *MTV Latinoamérica* and the IDB Cultural Center
- v. Panel on the exhibit Constellations, September 18
- vi. Ripple Effect workshops in the AMA and on the National Mall, November–December
- vii. Exhibit of the AIDS Memorial Quilt on OAS grounds, Constitution Ave., with support from the NAMES Project Foundation and the IACHR
- viii. *Intimatta*, film projection and discussion organized with the Smithsonian Hirshhorn Museum, June 27
- ix. Region 0. The Latino Video Art Festival of NY at AMA, April 26–28
- x. Neighbors to the President Consortium, Fall Family Day, October 27

- **Cooperation with other organizations / institutions**

Like the youth orchestra program launched by the AMA in the Caribbean, the project “Two Museums, Two Nations, One Identity,” implemented with the American Association of Museums, strengthened the Museum’s commitment to reducing violence among youth through the arts. During a period of one year, the program’s beneficiaries participated in art, photography, and social networking workshops. The ultimate objective was to help increase the probability of their completing secondary school and to reduce risk factors that lead to violent behavior among populations in rural areas of El Salvador and in the Columbia Heights area of Washington, D.C.

The Museum of Art of the Americas works with the Museum of Fine Arts in Houston, Texas, on cataloging and digitizing AMA archives, which will become part of the digital archive *Documents of 20th-Century Latin American and Latino Art*, a project that will provide public access to primary sources and to documents of important historic value.

3. AUTONOMOUS AND DECENTRALIZED ENTITIES AND ORGANS

3.1 INTER-AMERICAN COURT OF HUMAN RIGHTS

The Inter-American Court of Human Rights is an autonomous judicial institution of the Organization of American States, established in 1978. Its purpose is to apply and interpret the American Convention on Human Rights and other treaties concerning that subject matter.

In 2012, the composition of the Court was as follows, by order of precedence: Diego García-Sayán (Peru), President; Manuel E. Ventura Robles (Costa Rica), Vice President; Leonardo A. Franco (Argentina); Margarette May Macaulay (Jamaica); Rhadys Abreu Blondet (Dominican Republic); Alberto Pérez Pérez (Uruguay); and Eduardo Vio Grossi (Chile). The Secretary of the Court is Pablo Saavedra Alessandri (Chile) and the Assistant Secretary, Emilia Segares Rodríguez (Costa Rica).

- **Periods of sessions**

In 2012, the Court held four regular periods of sessions. It also held two special periods of sessions: one in Guayaquil, Ecuador, and the other at its seat, in San José, Costa Rica. The Court sat for a total of 56 days.

- **Powers**

Adjudicatory function

In 2012, the Court issued 21 judgments in the following contentious cases: *Atala Riffo and Daughters v. Chile (Merits, Reparations and Costs)*; *González Medina and Family v. Dominican Republic (Preliminary Objections, Merits, Reparations and Costs)*; *Forneron and Daughter v. Argentina (Merits, Reparations and Costs)*; *Pacheco Teruel et al. v. Honduras (Merits, Reparations and Costs)*; *Barbani Duarte v. Uruguay (Interpretation of Judgment)*; *Díaz Peña v. Venezuela (Preliminary Objection, Merits, Reparations and Costs)*; *Kichwa Indigenous People of Sarayaku v. Ecuador (Merits, Reparations and Costs)*; *Furlan and Family v. Argentina (Preliminary Objections, Merits, Reparations and Costs)*; *Palma Mendoza v. Ecuador (Preliminary Objection and Merits)*; *Vélez Restrepo v. Colombia (Preliminary Objection, Merits, Reparations and Costs)*; *Uzcátegui v. Venezuela (Merits, Reparations and Costs)*; *Río Negro Massacre v. Guatemala (Preliminary Objection, Merits, Reparations and Costs)*; *Nadege Dorzema et al. v. Dominican Republic (Merits, Reparations and Costs)*; *Massacres of El Mozote and Nearby Places v. El Salvador (Merits, Reparations and Costs)*; *Gudiel Álvarez and Others (“Diario Militar”) v. Guatemala (Merits, Reparations and Costs)*; *Atala Riffo and Daughters v. Chile (Interpretation of Judgment)*; *Mohamed v. Argentina (Preliminary Objection, Merits, Reparations and Costs)*; *Castillo González et al. v. Venezuela (Merits)*; *Artavia Murillo et al. v. Costa Rica (Preliminary Objections, Merits, Reparations and Costs)*; *García and Family v. Guatemala (Merits, Reparations and Costs)*; and *the Santo Domingo Massacre v. Colombia (Preliminary Objections, Merits and Reparations)*.

The Court held public hearings on the following contentious cases: *Vélez Restrepo and Family v. Colombia*; *Furlan and Family v. Argentina*; *Pacheco Teruel et al. v. Honduras*; *Palma Mendoza et al. v. Ecuador*; *Castillo González et al. v. Venezuela*; *Massacres of El Mozote and Nearby Places v. El Salvador*; *Gudiel Álvarez and Others ("Diario Militar") v. Guatemala*; *García and Family v. Guatemala*; *Río Negro Massacres v. Guatemala*; *Mohamed v. Argentina*; *Nadege Dorzema (Guayabín Massacre) v. Dominican Republic*; *Santo Domingo Massacre v. Colombia*; *Mendoza et al. v. Argentina*; and *Artavia Murillo et al. ("In Vitro Fertilization") v. Costa Rica*.

In 2012, the Court also issued 32 resolutions on monitoring compliance with judgments. It held a private hearing to jointly monitor the following cases: *19 Merchants v. Colombia*; *Mapiripán Massacre v. Colombia*; *Gutiérrez Soler*; *Pueblo Bello Massacre*; *the Rochela Massacre*; *Ituango Massacres*; *Escué-Zapata*; *Valle Jaramillo*; and *Cepeda Vargas*. It held four private hearings on the following cases: *Castañeda Gutman v. Mexico*; *Pueblo Bello Massacre v. Colombia*; *Moiwana Community v. Suriname*; and *Radilla Pacheco v. Mexico*, as well as a public hearing on the case of *Barrios Altos v. Peru*. At this time, 138 cases are being monitored for compliance.

Advisory function

The Court has yet to comment on the joint request by Argentina, Brazil, Paraguay, and Uruguay for an advisory opinion on migrant children.

Provisional measures

The Court issued 28 decisions on provisional measures and the President of the Court ordered nine such measures, for a total of 37 decisions. The Court also held two public hearings on provisional measures in the following cases: *Juan Almonte Herrera et al. regarding the Dominican Republic* and *Gladys Lanza Ochoa regarding Honduras*. It also held a private hearing in the matter of *L.M. regarding Paraguay*. At present, the Court is monitoring 31 provisional measures.

• **Relations with other inter-American organs and with regional and global bodies**

In the course of the year the Court stayed in close contact with the OAS General Secretariat concerning administrative and financial matters, relying at all times on the Secretariat's support and collaboration in its activities. It also maintains close ties with the Inter-American Institute of Human Rights, which was established under an agreement between the Government of Costa Rica and the Court. That agreement entered into force on November 17, 1980. Likewise, the Court has institutional relations with the European Court of Human Rights and the African Court on Human and Peoples' Rights. In this framework, members of the European Court made a visit to the Inter-American Court in 2012 to share experiences. Similarly, the President of the Inter-American Court visited his European counterpart and the Council of Europe. Along the same lines, Tribunal members took part in meetings with high-level national courts, including a visit to the Court by members of the Council of State of Colombia. The Court also concluded

cooperation agreements with different domestic courts, universities, and centers for human rights. These agreements are especially important for strategic coordination of the work done at the domestic and inter-American levels to guarantee more extensive and comprehensive protection of human rights for men and women throughout the Hemisphere.

3.2 INTER-AMERICAN COMMISSION ON HUMAN RIGHTS

The Inter-American Commission on Human Rights was established by resolution of the Fifth Meeting of Consultation of Ministers of Foreign Affairs, in Santiago, Chile, in 1959. The IACHR was formally created in 1960, when the Council of the Organization of American States adopted its Statute. Its Rules of Procedure, first adopted in 1980, have been amended several times, most recently in late 2009. The IACHR is one of two bodies of the inter-American system for the promotion and protection of human rights. It has seven members, who are elected in a personal capacity by the OAS General Assembly for four-year terms; they may reelected only once.

The IACHR is a principal organ of the Organization. Its mandate derives from the Charter of the OAS, the American Convention on Human Rights, other inter-American treaties and protocols in the human rights area, and its Statute.

The Commission's officers for 2012 were elected at the 144th period of sessions, held from March 19 to 30 of that year. They consisted of José de Jesús Orozco, President; Tracy Robinson, First Vice President; and Felipe González, Second Vice President. The other members of the Commission in 2012 were Dinah Shelton, Rodrigo Escobar Gil, Rosa María Ortiz, and Rose-Marie Belle Antoine. Santiago A. Cantón served as Executive Secretary during the first half of the year. In July 2012, the Commission appointed Emilio Álvarez Icaza Longoria as the new Executive Secretary. The post of Assistant Executive Secretary is held by Elizabeth Abi-Mershed.

- **Activities**

- i. Process of strengthening the inter-American human rights system.

On June 29, 2011, the Permanent Council of the OAS created a Special Working Group to Reflect on the Workings of the Inter-American Commission on Human Rights with a View to Strengthening the Inter-American Human Rights System. On December 13, 2011, the Working Group approved a final report, which contains 53 recommendations to the Inter-American Commission on Human Rights. Said report was adopted by the Permanent Council on January 25, 2012, and endorsed by the OAS General Assembly on June 5, 2012.

At its 144th period of sessions, the IACHR decided to undertake an in-depth, careful study of its procedures, policies, and practices and, as a part of this analysis, to hold consultations with all those involved in the inter-American system. On March 28, 2012, it held a hearing on the process of strengthening the inter-American human rights system.

On August 25, 2012 the IACHR published four consultation modules on subjects covered in its Rules of Procedure, namely, individual petitions and cases, precautionary measures, monitoring of country situations, and promotion and universality. It also published a fifth consultation module on other aspects related to strengthening the system.

As part of its process for obtaining inputs for institutional strengthening, during August and September 2012 the IACHR convened five subregional forums in coordination with actors in the Mesoamerican, Andean, Southern Cone, Caribbean, and North American regions. These forums were held in Colombia, Chile, Costa Rica, Mexico, and Trinidad and Tobago. The forums provided broad opportunities for discussion open to all users of the system and parties interested in strengthening it.

On October 24, 2012 the Commission presented to the Permanent Council its document “Reply ... on the Recommendations Contained in the Report of the Special Working Group to Reflect on the Workings of the IACHR with a View to Strengthening the Inter-American Human Rights System” (CP/INF.6541/12 corr. 1). In that document, the Commission outlined the changes in regulatory provisions, policies, and institutional practices that make up its reform agenda for the two-year period 2012-2013.

- ii. To promote greater coordination among donors and improve efficiency levels, the IACHR proposed adopting a system that would demonstrate results achieved in a transparent manner, using measurable and realistic indicators. To that end, it drew up a Strategic Plan 2011-2015 and, in the course of 2012, continued presenting it to member and observer countries.
- iii. With regard to the individual petition and case system, the IACHR received 1,925 new petitions during the year, thus making it the year with the highest number of petitions ever received. It also received 452 requests for precautionary measures, 35 of which were granted. The Commission has continued to make progress in clearing its procedural backlog at the initial examination stage of individual petitions as well as in the review of precautionary measures in place.
- iv. In 2011, the IACHR published the following thematic and/or country reports:
 - Second Report on the Situation of Human Rights Defenders in the Americas
 - Report on the Human Rights of Persons Deprived of Liberty in the Americas
 - Access to Justice for Women Victims of Sexual Violence: Education and Health
 - Access to Justice for Women Victims of Sexual Violence in Mesoamerica
 - The Death Penalty in the Inter-American Human Rights System: From Restrictions to Abolition
 - The Situation of People of African Descent in the Americas
 - Access to Information on Reproductive Health from a Human Rights Perspective
 - Legal Standards Related to Gender Equality and Women’s Rights in the Inter-American Human Rights System: Development and Application

- The Work, Education and Resources of Women: The Road to Equality in Guaranteeing Economic, Social, and Cultural Rights

In 2012, the Inter-American Commission also published the Report on the Human Rights Situation in Jamaica.

- The Inter-American Commission made an on-site visit to Colombia from December 3 to 7, 2012, in response to an invitation from the government, in order to observe the human rights situation in the country. During the visit, the IAHCR delegation visited Bogotá (D.C.), Quibdó (Chocó), Medellín (Antioquia), and Popayán (Cauca), where it met with government officials, civil society organizations, victims of human rights violations, and representatives of international agencies.
- As concerns visits related to country rapporteurships, Commission member Dinah Shelton made a visit to Guatemala to gather information on the observance and guarantee of human rights, with special emphasis on the situation of indigenous peoples, and to learn about the plans and programs that the current government proposed to implement in 2012. For her part, Commission member Rosa María Ortiz visited Haiti to monitor the human rights situation in that country and collect pertinent information.

- **Activities of the IACHR rapporteurships**

The Rapporteurship on the Rights of Indigenous Peoples took part in the regional forum "Indigenous Peoples and Women and Their Right to Prior Consultation: Obstacles and Challenges at the Regional Level (Colombia, Ecuador, Peru and Bolivia)," held in Quito, Ecuador. It also accompanied the Inter-American Court of Human Rights on a visit to the territory of the Kichwa people of Sarayaku in the Ecuadorian Amazon region. The purpose of the visit was to obtain additional information about the situation of victims and the places where some of the events alleged in the case before the Inter-American Court took place.

The Rapporteurship on the Rights of Women participated in several events aimed at disseminating the Rapporteurship's various thematic reports and in promotional events in Peru, Costa Rica, El Salvador, and Colombia.

The Rapporteurship on the Rights of the Child took part in conferences and workshops on the following topics: children and the administration of justice, international adoptions, violence against children in the Caribbean states, the media and adolescents in conflict with the law, and juvenile criminal justice, among others.

The Special Rapporteurship for Freedom of Expression, among other activities, participated in the International Seminar on Access to Information, Protection of Personal Data, and Accountability of the Judicial Branch of the Federation, organized by the Supreme Court of Justice of the Nation and the Council of the Federal Judiciary, in Mexico City. It also participated in the annual meeting of the Open Government Partnership in Brasilia and in academic events

in Peru on freedom of expression and the rights of the child, together with the Office of the Ombudsman, other senior executive-branch officials, and members of civil society. Likewise, the Special Rapporteurship participated in conferences in Colombia, Trinidad and Tobago, and Haiti on access to information and freedom of expression.

The Rapporteurship on the Rights of Persons Deprived of Liberty took part in the following activities, among others: a roundtable organized by the Association for the Prevention of Torture (APT) in Oaxaca, Mexico, in February 2012; a monitoring visit to Honduras from April 23 to 27; and the formal launch of the Report on the Human Rights of Persons Deprived of Liberty in the Americas. It is now making plans for drafting a report on pre-trial detention in the Americas.

The Rapporteurship on the Rights of Afro-Descendants and against Racial Discrimination published its report on the situation of people of African descent in the Americas. It participated in the 11th session of the Office of the High Commissioner for Human Rights' Working Group of Experts on People of African Descent and, in October, in the 10th session of the Intergovernmental Working Group on the Effective Implementation of the Durban Declaration and Programme of Action.

The Rapporteurship on the Rights Migrant Workers and Their Families made a presentation at a conference on the "Current Situation of Human Rights in Mexico." It participated in the 17th meeting of the Regional Conference on Migration (CRM), held in Panama City in June. In 2012, the Rapporteurship continued working on a report on the situation of migrants and other persons in the context of human mobility in Mexico.

The Rapporteurship on Human Rights Defenders carried out several activities to disseminate its Second Report on the Situation of Human Rights Defenders in the Americas. In March, it participated in the Fourth Inter-Mechanisms Meeting on the protection of human rights defenders, which took place in Geneva. In May, it took part in the forum "Challenges in Protecting Human Rights Defenders in Mesoamerica," held in Guatemala City.

In February, the Unit on the Rights of Lesbian, Gay, Trans, Bisexual, and Intersex Persons (LGTBI) held a meeting on violence and impunity, under the auspices of UNAIDS and with the collaboration of the Pan American Health Organization (PAHO). The third Meeting of Experts on the rights of LGBTBI persons was held in Bridgetown, Barbados, on October 11 and 12, in the framework of the hemispheric report on the rights of the LGBTBI population. On November 19, a panel discussion was held in Bogotá on "Experiences of Political Participation by LGBTBI Persons in Latin America."

During its 146th period of sessions, held from October 29 to November 16, 2012, the IACHR decided to set up a Unit on Economic, Social, and Cultural Rights (ESCR), and appointed Commission member Rose-Marie Belle Antoine as its head.

- **Forms of cooperation pursued in 2012**

In 2012, the Commission referred 12 cases to the Inter-American Court of Human Rights and continued participating in that body's periods of sessions.

On April 26, the IACHR signed a cooperation agreement with the International Criminal Court.

In 2012, the Commission met with the European Court of Human Rights, with staff from the African Court and African Commission on Human and People's Rights, the International Committee of the Red Cross, and the Office of the United Nations High Commissioner for Refugees (UNHCR). It also participated in meetings, workshops, and seminars organized by the United Nations (UN) and received the United Nations High Commissioner for Human Rights, Navanethem Pillay.

- **Periods of sessions held**

In 2012, the Inter-American Commission on Human Rights held three periods of sessions: the 144th (March 19–30), 145th (July 16–20), and 146th (October 29–November 16). The IACHR approved a total of 120 reports on individual cases and petitions and held 71 hearings and 48 working meetings on individual petitions and cases, precautionary measures, and other matters of a general nature.

3.3 ADMINISTRATIVE TRIBUNAL

The OAS Administrative Tribunal is an autonomous organ competent to consider controversies that may arise between the General Secretariat of the OAS (GS/OAS) and its staff members when allegations are made regarding nonobservance of the conditions established in their respective appointments or contracts, or violation of the General Standards to Govern the Operations of the General Secretariat or of other applicable provisions, including those concerning the Retirement and Pension Plan of the General Secretariat.

In 2012, the Administrative Tribunal was made up of the following judges: Homero Máximo Bibiloni (Argentina), President; Suzie D'Auvergne (Saint Lucia), Vice President; Alma Montenegro de Fletcher (Panama); Magali Rojas Delgado (Peru); Andre M. Surena (United States); and Héctor Enrique Arce Zaconeta (Bolivia).

During the period covered by this report, the Tribunal satisfactorily completed the process, initiated in 2009, of reviewing and updating its statutory and regulatory standards. Consequently, in June 2012, the OAS General Assembly, at its forty-second regular session, adopted resolution AG/RES. 2700 (XLII-O/12), amending Articles IV, VI, and VII of the Statute of the Tribunal on the quorum for meeting, requirements for admissibility of a complaint, and the procedure for selecting witnesses, respectively. Subsequently, in December 2012, the Tribunal adopted resolution 372, whereby it approved amendments to its Rules of Procedure. These

amendments shorten procedural time periods, allow the use of technologies for complaints, simplify procedural terminology, establish additional functions for the Tribunal Secretariat, and optimize the use of material resources, among other innovations.

In 2012, the Tribunal considered six complaints on post reclassification that required the outsourced services of an auditor specialized in the United Nations post classification system.

The Tribunal held its 60th regular session in Buenos Aires, Argentina, from December 12 to 14, to consider the cases before it, adopt amendments to its Rules of Procedure, and hold a commemorative colloquium to mark the 40th anniversary of its creation and installation. Guests at that commemorative event included judges and secretaries from other international tribunals as well as distinguished government and academic figures from the host country, who came together to discuss new trends in international administrative justice.

The Tribunal strengthened its cooperative relations with other international organizations; for example, discussions were initiated with officials of the Caribbean Community (CARICOM) to explore the possibility of concluding an agreement on extending the Tribunal's jurisdiction. Along the same lines, consultations were held with the United Nations, the Inter-American Development Bank (IDB), and the International Monetary Fund (IMF) on jurisprudence, procedural norms, administrative matters, the Tribunal's structure, and statistical data on cases, among other subject areas.

Of special note are the efforts made to relaunch the Tribunal's web page (with a more advanced document search engine) and to publish the new special edition of the Statute and Rules of Procedure of the Tribunal, with proceedings shown in graphic form to make them more comprehensible to staff members of the General Secretariat of the Organization of American States (GS/OAS).

3.4 INTER-AMERICAN CHILDREN'S INSTITUTE

The Inter-American Children's Institute (IIN) was established in 1927 and classified as a specialized organization of the OAS in 1949. It helps the governments of the member states craft public policy on children and youth. Its organs are the Pan American Child Congress and the Directing Council, which is made up of authorities in the field representing the OAS member states. It carries out activities in compliance with the Plan of Action 2011-2015.

- **Promotion and protection of the rights of children and youth**

Adolescent criminal liability

In 2012, the Institute drafted a position paper titled "Juvenile Criminal Liability Systems in the Americas." Technical guidelines were drawn up for an open approach to dealing with juvenile adolescent offenders after they have served their sentences. The Directing Council

unanimously adopted resolution CD/RES 03 (87-R/12), “Juvenile Justice System” (<http://www.iin.oea.org/IIN2011/english/documentos/Res.3.EN.pdf>).

Early childhood

Technical guidelines were developed for member states on the coordination of comprehensive protection policies for early childhood, together with a basic menu of related indicators.

Rights of children and adolescents exposed to the risk of natural disasters and emergencies

Five case studies (Canada, Chile, Ecuador, the Dominican Republic, and El Salvador) were conducted on specific disaster experiences to identify gaps and lessons learned in relation to the protection of children and adolescents exposed to disaster risk.

- **Training courses**

Courses in Spanish/English: Update on Rights; International Child Abduction; and Child Participation in the Construction of Citizenship and Its Impact on Public Policy. Courses in Spanish: Sexual Exploitation of Children (semi-distance); and The Media and the Rights of Children.

- **Specific projects**

Agreement concluded between the Organization of American States and the Canadian International Development Agency (CIDA). The project was executed in Colombia, Guatemala, and Jamaica.

- **Public policy for children**

Guatemala and Jamaica were provided with technical assistance to design an early-childhood public policy and to update the National Plan of Action for an Integrated Response to Children and Violence, respectively. Colombia received cooperation for the development of a study on experiences in early-childhood care. Updated childhood indicators were developed in the three countries, in keeping with the principal international treaties, with a rights-based approach.

- **Birth registration and the right to identity**

This component was executed in Guatemala in compliance with the guidelines of the Inter-American Program for Universal Civil Registry and the Right to Identity (PUICA). A methodology was developed to reduce underregistration by addressing it through prevention and restitution of the right to identity and birth registration. This methodology made it possible, through awareness-raising among citizens, to resolve or draw attention to more than 1,000 cases of underregistered children and led to the creation of an office responsible for the matter in the national civil registry office.

- **Child participation**

Technical tools for institutions were developed and a strategy for training trainers was implemented, resulting in the participation of 150 civil servants in training.

3.5 INTER-AMERICAN COMMISSION OF WOMEN

Established in 1928, the Inter-American Commission of Women (CIM) was the first intergovernmental organizations created to ensure recognition of the human rights of women. In 1948, it became a specialized agency of the OAS. The CIM's highest authority is its Assembly of Delegates, which brings together representatives from all of the OAS member states. The CIM's mandates derive from the Assembly of Delegates, the OAS General Assembly, and the Summits of the Americas. The CIM's broadest mandate, adopted in 2000, is the Inter-American Program for the Promotion of Women's Rights and Gender Equity and Equality (IAP).

In 2011, the Executive Committee, in fulfillment of the General Assembly's decisions on strengthening the Commission, adopted the Strategic Plan of the CIM 2011–2016. The Plan seeks to strengthen the Commission's two core roles: as the Hemisphere's political forum for women's human rights and gender equality and as a technical advisory body for mainstreaming a gender rights and equality perspective in all OAS policies, project, meetings, forums, and activities.

In 2012, the CIM executed projects and provided technical support in the following key areas:

- **Women's political citizenship for democracy**

The CIM pursued an innovative process of dialogue to strengthen democratic systems in the region from the perspective of women's full citizenship, with support from the Spanish Agency for International Development Cooperation (AECID), the Government of Mexico, UN Women, and the International Institute for Democracy and Electoral Assistance (International IDEA). The Second Hemispheric Forum, "Women's Full Citizenship for Democracy," held in July 2012 in Santo Domingo, Dominican Republic, to follow up on the 2011 results, discussed a regional analytical frame of reference on democracy according to women's vision, experience, and rights.

- **Women's human rights and gender violence**

The Fourth Conference of States Parties to the Convention of Belém do Pará (April 2012) adopted 27 national reports and the Second Hemispheric Report on the Implementation of the Convention of Belém do Pará (MESECVI, 2012).

At its ninth meeting (November 2012), the Committee of Experts of the MESECVI adopted the first Strategic Plan of the MESECVI 2013–2017 and the first regional system of indicators to

evaluate the exercise of women's rights to live a life free from violence. Likewise, an international seminar was held on indigenous women and the inter-American system of justice, to examine obstacles to the full participation of women from indigenous communities in justice systems, identify concrete actions to strengthen their participation in the MESECVI, and incorporate an evaluation of their right to live free from violence.

- **Women's economic security and citizenship**

The study "Institutionalization of a Gender Perspective in the Ministries of Labor of the Americas. Follow-up to the Workshops on Strategic Planning with a Gender Perspective" was drafted (CIM, 2012), to follow up on the subregional workshops on strategic planning with a gender perspective. Said workshops were held in the framework of the hemispheric project "Advancing Gender Equality in the Context of Decent Work" (2009–2011), with the OAS Department of Social Development and Employment and the International Labour Organization (ILO) and with the participation of all member states through their ministries of labor and national mechanisms for the advancement of women.

To maximize the impact of its work at the regional, subregional, and national levels, the CIM has established strategic partnerships with:

- International organizations: UN Women, the International Institute for Democracy and Electoral Assistance (International IDEA), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Population Fund (UNFPA), the Pan American Health Organization (PAHO), the Inter-American Institute of Human Rights (IHR), and the International Labour Organization (ILO).
- Intergovernmental mechanisms: the Network of Women Parliamentarians of the Parliamentary Confederation of the Americas (COPA) and the Council of Central American Ministers for Women's Affairs (COMMCA).
- Civil society organizations and networks: the Latin American and Caribbean Committee for the Defense of Women's Rights (CLADEM), the Latin American Justice and Gender Team (ELA), the Vance Center of the New York Bar Association, the American Bar Association (ABA), the International Community of Women Living with HIV/AIDS (ICW), the More Peace Less AIDS Foundation, the Institute for Justice & Democracy in Haiti (IJDH), and Just Associates.

For further information on advances made by the OAS General Secretariat in integrating a rights-based and gender equality approach, see the Report of the Secretary General on the Implementation of the "Inter-American Program of Women's Human Rights and Gender Equity and Equality" Pursuant to Resolution AG/RES. 2709 (XLII-O/12). ([CP/doc.4686/12](#))

3.6 INTER-AMERICAN TELECOMMUNICATION COMMISSION

The Inter-American Telecommunication Commission (CITEL) was established by the General Assembly through resolution AG/RES. 1224 (XXIII-O/93), in accordance with Article 52 of the Charter of the OAS. Its mission is to facilitate and promote the integral, sustainable development of telecommunications and of information and communication technologies (ICTs) in the Hemisphere, based on the principles of universality, solidarity, transparency, equity, reciprocity, nondiscrimination, technological neutrality, and resource optimization, taking into account the environment and sustainable human development for the benefit of society in each country of the region.

CITEL is currently composed of the Assembly of CITEL, the Permanent Executive Committee (COM/CITEL), the Steering Committee, the Permanent Consultative Committees (PCCs), and the Secretariat.

Mandates and recommendations derive from resolutions, recommendations, and decisions of the OAS General Assembly and its committees and from the Plans of Action and Declarations of the Summits of the Americas.

The role of ICTs as an effective instrument for promoting peace and economic growth and consolidating democracy, social cohesion, and good governance at the national, regional, and international levels is well known. In a context of technological advances and the evolution of national policies and regulations, CITEL works within the region to safeguard the fundamental right of all people to communicate.

The following CITEL activities were especially noteworthy in 2012:

- Presentation and coordination during the meetings of the International Telecommunication Union (ITU) of: 220 inter-American proposals and 70 multi-country proposals to the World Radiocommunication Conference; four multi-country proposals to the Radiocommunication Assembly; 14 inter-American proposals to the World Telecommunication Standardization Assembly; and 39 inter-American proposals to the World Conference on International Telecommunications of the International Telecommunication Union (ITU).
- Telecommunications training through 66 scholarships awarded to participants from 18 countries of the region for 12 courses (online and on-site). CITEL now has 21 Regional Training Centers and coordinates its work with the International Telecommunication Union (ITU).
- Studies on telecommunication policies; the status of mobile network termination rates in the Americas; aspects related to fraud and anti-regulatory practice prevention and detection in telecommunication/ICT service provision; analysis of regional policies for the adoption and coexistence of IPv4 and IPv6 in the region; a recommendation on measures

for the exchange of information on mobile terminal devices reported stolen or lost and their recovery; and international roaming.

- Consideration of technical subjects such as: frequency arrangements in the bands identified for international mobile telecommunications (IMT); harmonization in the Americas of the primary allocation of the band 698–806 MHz to the mobile service; regulations on mobile communications on board aircraft; compatible frequency arrangements for terrestrial mobile systems in the bands 1710–2025 MHz and 2110–2200 MHz; use of the frequency range 807–849 / 852–894 MHz for mobile cellular services; analysis of current and projected services for the 470–698 MHz band in the Americas; frequency arrangements for mobile broadband systems in the band 3400–3600 MHz; use of the bands 110–1780 / 2110–2180 MHz in the Americas for mobile broadband services; and introduction of the fixed satellite service in the Ka band.

CITEL has signed cooperation agreements with 20 international and regional organizations as a means of avoiding duplication of effort by improving the signatories' efficiency.

Notable among the 16 meetings held by CITEL are the seminars on: regional solutions for mobile-to-mobile termination rates (MTM-MTR); results of WRC-12 and future satellite-related matters; Internet standards framework; and cloud computing. In addition, Permanent Consultative Committee I (PCC.I) and Permanent Consultative Committee II (PCC.II) each held a meeting in connection with the activities described above.

3.7 OFFICE OF THE INSPECTOR GENERAL

The Office of the Inspector General (OIG) operates under the provisions of Chapter IX—Advisory services, Auditing, and Fiscal Control—of the General Standards to Govern the Operations of the General Secretariat, and Executive Order 95-05. These provisions establish the internal audit function, which helps the Secretary General and the governing bodies monitor and ensure proper fulfillment of the responsibilities of the various levels of management with respect to the programs and resources of the General Secretariat. The objective of the OIG is to ensure a systematic review of operating procedures and financial transactions at headquarters and in the offices of the General Secretariat in the member states. The OIG also checks to ensure that established policies, regulations, and practices are followed efficiently, effectively, and economically.

- **Audits**

In 2012, the Office of the Inspector General conducted two audits covering operations and activities at headquarters, and a third one is under way. In carrying out its activities, the OIG focused on operations with a high degree of risk and those with the greatest potential for improving efficiency, effectiveness, and economy in the use of General Secretariat resources.

During this period, the operational audits focused on a review and evaluation of the activities of the GS/OAS Summits Secretariat, the Benefits Section of the Department of Human Resources, and the Building Management and Maintenance Section of the Department of General Services.

- **Investigations**

The OIG maintains a hotline for allegations of financial misconduct. The OIG issued reports on its investigation of two allegations; other allegations examined were not substantiated. Those two investigations led to the formulation of four recommendations aimed at strengthening internal controls, improving the procurement process and project management, and enforcing compliance with current rules and regulations under the legal system governing the General Secretariat.

- **Other Activities**

The Office continued to advise and assist the General Secretariat through analyses, evaluations, investigations, and recommendations, its participation as an observer in a number of General Secretariat committees, and the presentation of reports to various established bodies. During the last quarter of 2012, with a view to initiating the process of implementing the recommendations of the Board of External Auditors, the OIG staff attended a comprehensive internal audit quality-assurance course. In addition, the OIG contracted services to install and implement an audit management software to enhance, formalize, and streamline audit procedures.

3.8 BOARD OF EXTERNAL AUDITORS

Pursuant to General Assembly resolution AG/RES. 123 (III-O/73), adopted on April 14, 1973, and Permanent Council resolution CP/RES. 124 (164/75) of June 10, 1975, the Board of External Auditors is responsible for the external auditing of the accounts of the General Secretariat of the Organization of American States (GS/OAS).

The Board held its annual meeting from April 16 to 20, 2012, to prepare its report on the external audit of the accounts and comparative financial statements of the GS/OAS for the years ended December 31, 2010 and 2011.

On May 2, 2012, the Board presented its observations (OEA/Ser.S, JAE/doc.42/12). The report has four sections: (a) Board of External Auditors' Report; (b) Financial Statements of the OAS; (c) Financial Statements of Agencies and Entities related to the OAS; and (d) the OAS Retirement and Pension Fund.

Based on the unqualified opinions issued by Ernst & Young, LLP, the financial statements corresponding to the audited entities tally with the books, documents, and vouchers of the GS/OAS.

The recommendations can be summarized as follows:

To the Permanent Council and/or General Assembly:

- Avoid a structural deficit in future by ensuring consistency between the mechanism for setting OAS quotas and the mechanism for setting expenditures.
- Introduce penalties for the late payment of quotas.
- Allocate the necessary funding to develop an implementation strategy and proceed to adopt the International Public Sector Accounting Standards (IPSAS).
- Authorize changes to the General Standards and implement human resource reforms.

To the OAS General Secretariat:

- Implement a sustainable real property strategy.
- Continue implementing the Secretariat of Administration and Finance (SAF) streamlining initiatives and other cost-reduction measures across the Organization.
- Maintain a thorough workforce planning process and determine those positions which should be staffed through employment mechanisms versus contract mechanisms.
- Evaluate alternatives for supporting program delivery and improving internal controls in national offices.
- Have the IT Governance Committee establish formal operational structure policies and procedures.
- Transfer funding and responsibility for the maintenance and repairs of the *Casa del Soldado* to the Department of General Services.

After summarizing the financial situation of the Regular Fund, the specific funds, and special contributions to the OAS, the Board addressed the GS/OAS management's initiatives to implement the recommendations contained in the previous year's Board report, as well as other matters of interest to the Board.

The Board underscored that the independent auditing firm issued unqualified ("clean") opinions, which are the best possible outcomes of an audit, for the following 2011 financial statements:

- Regular Fund, Special Multilateral Fund of the Inter-American Council for Integral Development (FEMCIDI), and specific and services funds of the OAS
- Leo S. Rowe Pan American Fund
- Rowe Memorial Benefit Fund
- Trust for the Americas
- Medical Benefits Trust Fund
- Inter-American Defense Board
- Retirement and Pension Fund

4. SPECIALIZED ENTITIES AND ORGANIZATIONS

4.1 INTER-AMERICAN DEFENSE BOARD

The Inter-American Defense Board (IADB) provides advisory services to the programs of the Organization of American States (OAS), promotes peace and security in the Hemisphere, fosters trust among the member states through consultancy services on matters related to military issues, strengthens relations between civilians and the military, and supervises the higher education program of the Inter-American Defense College (IADC).

In 2012, the Inter-American Defense Board (IADB) continued its advisory work on defense matters with a view to contributing to the implementation of resolutions of the General Assembly of the Organization of American States.

In order to strengthen ties with related institutions, various exercises were organized with the participation of ministries of defense, governmental and nongovernmental organizations, and regional and subregional hemispheric military defense organizations, which sought to enrich background information for the “Plan for Improving Advisory Capabilities of the IADB to the Inter-American System in Cases of Disaster.” The Board made several proposals for cooperation and exchange that are at the resolution and adoption stage.

The Information Sharing and Analysis Center was set-up in the *Casa del Soldado* for constant monitoring of diverse natural phenomena that occur in the Hemisphere.

During the year covered by the report, the IADB made great strides through its specialized advisory work, seminars, workshops, working groups, and conferences. Of special note are the Board’s participation in the Tenth Conference of Defense Ministers of the Americas (CDMA), in Uruguay, in support of the Conference Secretariat; humanitarian demining; confidence- and security-building measures; peacekeeping operations; and the role of the armed forces in support of various defense- and security-related situations.

Smooth interaction between the IADB and the Committee on Hemispheric Security, the Secretariat for Multidimensional Security, and other OAS departments and related institutions made it possible to share capacities and resources in order to carry out planned activities more efficiently.

The Inter-American Defense College (IADC) graduated its first class in which all students were given an option to obtain a Master’s Degree in Defense and Security Studies of the Americas, through an agreement with the National Academy for Political and Strategic Studies of Chile (ANEPE). This was an important step in the College’s efforts to develop a fully accredited program available to all member states. Alongside this popular academic program were outreach activities, seminars, and symposiums moderated by a select group of presenters, including two former national leaders who number among the College’s alumni.

Some of the Board's activities included a study on the participation of armed forces in support of public security activities, pursuant to a request by the OAS General Secretariat; submission of an analytical report on the inter-American defense system, requested by the Permanent Mission of Canada; and research on the history of the IADB, requested by the Permanent Mission of Argentina.

These activities marked an important milestone in the history of the Inter-American Defense Board, as they served a purpose formulated by the OAS in various resolutions and constituted a stimulus for other member states and for the Board itself, allowing them to leverage the available potential and capabilities the IADB can offer the countries of the Hemisphere.

4.2 INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

The mission of the Inter-American Institute for Cooperation on Agriculture (IICA) is to “provide technical cooperation, innovation, and specialized knowledge to contribute to the competitive and sustainable development of agriculture in the Americas.” Created in 1942 by the Governing Board of the Pan American Union, IICA is recognized by the Organization of American States (OAS) as the agency of the inter-American system specializing in agriculture and the well-being of the rural population. For IICA, 2012 was a year of celebration and recognition of the work it has performed for seven decades on behalf of agriculture in the Hemisphere. Its current Director General is Dr. Víctor Villalobos, a Mexican national.

The Institute's main activities were designed to provide the member states with updated or new instruments for modernizing their national innovation systems and government plant and animal health services; to strengthen the capabilities of the public and private sectors to take advantage of opportunities for agricultural trade; and to address issues such as area-based management, biotechnology, biosafety, food security, climate change, and greenhouse gas mitigation.

In Guatemala, Honduras, Nicaragua, and Panama, diagnostic assessments were made that led to improvements in national organic production systems, while in El Salvador, Nicaragua, Costa Rica, Uruguay, Paraguay, Peru, Bolivia, and Mexico reviews were conducted of the capabilities for institutional development and the design of policies for innovation. A good example of the institution's activities is the application of the agricultural innovation model used in the Family Agriculture Plan (PAF) of the Ministry of Agriculture and Livestock of El Salvador, specifically under the PA–Production Chains Program, which benefited nearly 16,000 producers through a series of production tools and methods as well as support for associativity, marketing, and institution building. In addition, through the Observatory of Institutional Innovations and the INNOVAGRO Network, IICA shared nearly 50 innovation experiences and systematized four institutional research models.

The Institute enhanced the pest-risk-analysis expertise of over 106 professionals in Mexico, the Dominican Republic, Ecuador, Colombia, Peru, Bolivia, Paraguay, Brazil, and a number of

Central American and Caribbean countries; promoted an exhaustive discussion of international sanitary standards; and contributed to the historic vote on the acceptance of maximum residue levels for ractopamine, a process spearheaded by the Codex Coordinating Committee for Latin America and the Caribbean (CCLAC). The foregoing demonstrates that IICA has consolidated its position in international forums as a go-to organization for plant health issues and has also increased the active participation of its member states in the global and hemispheric bodies related to the Codex and sanitary measures.

Thanks to the Institute's support, 31 businesses, 36 producer organizations, and more than 600 stakeholders in 20 member countries improved their export capabilities, business management, agro-tourism operations, product safety, and chain organization. In the public institutional frameworks of 25 member states, officials acquired new expertise in marketing, value added, associativity, insurance, and agrifood chains. Furthermore, 1,400 persons working in the public and private sectors of Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, the Dominican Republic, Paraguay, Uruguay, and Brazil enhanced their institutional and technical capabilities for leading and implementing effective processes for area-based management.

Through the IICA-led mechanisms for collaboration and joint action, the Central American Integration System (SICA) adopted the strategic and supranational guidelines of the Central American Strategy for Rural Area-based Development (ECADERT), which is enabling countries in the region to incorporate regulatory, technical, and institutional frameworks into their area-based development policies, programs, and projects. Another of the Institute's contributions was the multinational project "Innovative Policies for the Development of Rural Territories in Latin America (PIDERAL)," financed by the Spanish Agency for International Development Cooperation (AECID). Under that initiative, Peru, Ecuador, Costa Rica, and the Dominican Republic received assistance with the design and implementation of policies for the development of rural territories.

With respect to inter-institutional relations and forms of cooperation, IICA played a key role in the meeting of the Group of 20 (G20), assisting Mexico, which chaired the event, with the implementation of forums, terms of reference for the agricultural scientific leaders, and an interagency document on productivity. Moreover, the Institute prepared a report titled "The Food Security Situation in the Americas," which was used as the basis for discussions at the forty-second regular session of the OAS General Assembly, held in Cochabamba, Bolivia; and, in collaboration with the Economic Commission for Latin America and the Caribbean (ECLAC) and the UN Food and Agriculture Organization (FAO), it produced an updated version of the report "The Outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean 2012." IICA has a wide variety of partners, including those already mentioned, the United Nations, the Government of Finland, Germany's *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ), Canada's International Development Research Centre (IDRC), the international agricultural research centers of the CGIAR System, and numerous agricultural universities, among others.

It is worth noting that, in partnership with Mexico's National Science and Technology Council (CONACYT), the Institute implemented a scholarship program to promote technical capabilities in agriculture, thanks to which 30 students began master's and doctoral degree courses in that country. IICA's Competitive Fund for Technical Cooperation (FonCT) also approved 18 new multinational technical cooperation projects financed with the organization's own resources.

In 2012, the Thirty-second Regular Meeting of the Executive Committee (EC) was held at the Institute's headquarters in Costa Rica. A number of institutional reports and studies were approved, including one related to the methodology and policy for the Institutional Net Rate (INR) that is used in the administration of technical cooperation projects.

The Institute has implemented a financial strategy designed to bring about continuous improvements in institutional management, while at the same time lowering internal costs and making the most efficient possible use of resources. The SAP (Systems, Applications, and Products) financial administration platform has now been installed in 97 percent of IICA's offices in the member countries, enabling 300 technical cooperation projects to be administered efficiently and transparently.

Furthermore, action was taken to reverse the freeze on the quota contributions of the member states in effect for more than 16 years, thanks to which several countries will increase their contributions or offer to make special ones. Apart from the financial benefits, such contributions and the fact that 98.7 percent of quotas were collected on time in 2012 are an endorsement of the Institute's work on behalf of agriculture and the well-being of rural dwellers in the Americas.

4.3 INTER-AMERICAN JURIDICAL COMMITTEE

The Inter-American Juridical Committee (CJI) is one of the organs through which the OAS accomplishes its purposes (Article 53 of the Charter). Chapter XIV of the Charter defines its composition, powers, and functions as follows: it serves as an advisory body to the Organization on juridical matters, promotes the progressive development and codification of international law, and studies juridical problems related to the integration of the developing countries of the Hemisphere.

In 2012, the Inter-American Juridical Committee held its eightieth regular session, in Mexico City, Mexico, from March 5 to 9, and its eighty-first regular session, at its headquarters in Rio de Janeiro, Brazil, from August 6 to 10.

In the course of the year, the CJI adopted six final reports, four of which give effect to General Assembly requirements in matters relating to strengthening of the inter-American system for the protection and promotion of human rights, CJI/RES. 192 (LXXX-O/12); privacy and personal data protection in the Americas, CJI/RES. 186 (LXXX-O/12); cultural diversity in the development

of international law, CJI/RES. 185 (LXXX-O/12); and access to justice in the Americas, CJI/RES. 187 (LXXX-O/12).

The Committee also approved two reports in response to mandates established by its members: a Draft Model Law on Simplified Joint Stock Companies, CJI/RES. 188 (LXXX-O/12); and a Guide for Regulating the Use of Force and Protection of People in Situations of Internal Violence That Do Not Qualify as Armed Conflict (CJI/doc.401/12 rev. 4). The Committee completed its consideration of both issues.

In addition, the CJI established four rapporteurships to keep track of the following new mandates issued by the Committee: general guidelines for border integration; the immunity of states; electronic customs receipts for agricultural products; and inter-American judicial cooperation. The plenary of the Committee continued its consideration of the following topics: sexual orientation and gender identity and expression, and model legislation on the protection of cultural property in the event of armed conflict.

The XXXIX Course on International Law was held at its usual venue of Rio de Janeiro, Brazil, from August 6 to 24, 2012, under the central theme: "Law and Current International Relations." In attendance were 35 participants from various countries of the Hemisphere, 20 of whom had received OAS-funded fellowships.

The Inter-American Juridical Committee was composed of the following members: João Clemente Baena Soares (Brazil, Chair), Fabián Novak Talavera (Peru, Vice Chair), Jean-Paul Hubert (Canada), Ana Elizabeth Villalta Vizcarra (El Salvador), David P. Stewart (United States), Hyacinth Evadne Lindsay (Jamaica), Freddy Castillo Castellanos (Venezuela), Miguel Aníbal Pichardo Olivier (Dominican Republic), Fernando Gómez Mont Urueta (Mexico), José Luis Moreno (Ecuador), and Carlos Mata Prates (Uruguay).

Secretariat services and technical support for the Juridical Committee were provided by the OAS Department of International Law.

4.4 PAN AMERICAN DEVELOPMENT FOUNDATION

Established in 1962, the Pan American Development Foundation (PADF) is a private, nongovernmental nonprofit organization that operates under a cooperation agreement with the Organization of American States to support development programs and assist victims of natural disasters and humanitarian crises. The OAS Secretary General is the Chair of the Board of Directors, whose members include 18 leaders from the private sector from countries across the Hemisphere. The President of the Foundation's Board of Trustees is Frank Gómez, and the Vice Presidents are Frank Kanayet Yepes of Colombia and Reginald Boulos of Haiti. The Executive Director is John Sanbrailo and the Deputy Executive Director, Judith Hermanson. All the members of the Board of Directors work on a voluntary basis, serve as a support group to the OAS, and make monetary and in-kind contributions to the Foundation's programs.

The PADF's mission is to promote integral development among the most disadvantaged in Latin America and the Caribbean, in order to "create a Hemisphere of opportunity for all." This mission is accomplished by forming innovative partnerships with private, public, and nonprofit organizations, in furtherance of OAS priorities. One of the Foundation's most important objectives is to strengthen civil society in support of the Inter-American Democratic Charter. The PADF receives donations from businesses, individual supporters, civic groups; national governments, and international organizations such as the United States Agency for International Development, the World Bank, the Inter-American Development Bank, the Red Cross, and the Clinton-Bush Haiti Fund.

Under the leadership of the Secretary General and the Assistant Secretary General of the OAS, 2012 proved to be an outstanding year because of the numerous fundraising activities for development programs which benefited more than 8 million people in 29 countries through job-creation projects, technical training, agricultural development, community development, strengthening of civil society, human rights protection, and assistance to victims of natural disasters and humanitarian crises. The PADF also managed financing for OAS/FEMCIDI-supported projects in different countries, using contributions from corporate donors.

In close coordination with the OAS, the PADF responded to the massive January 12, 2010, earthquake in Haiti, which dominated many of its activities in 2011 and 2012. The OAS designated the Foundation to lead the management of resources and channel them to the victims in and around Port-au-Prince, working with ministries and other Haitian entities. The main activities carried out in Haiti involved repair of homes, clearing of rubble, comprehensive urban reconstruction, community development and promotion of local participation and democracy, human rights protection, support to combat community violence, and financing for small and medium-size enterprises as a way to generate more sustainable jobs. In 2012, donations worth more than US\$25 million were mobilized for the country.

In response to the humanitarian crisis from the displacement of Colombians and in support of the country's Victims Law, the PADF continued to expand its programs to support displaced persons, persons of African descent, indigenous peoples, and peasants who had abandoned illicit crops. In collaboration with local organizations, the program delivers community services, technical training, income generation, and institutional strengthening. Implementation of an innovative initiative called "South-South Cooperation Strategy" continued as well, through the OAS, to deliver Colombian technical assistance to Caribbean Basin countries. In addition, in partnership with the Ministry of Foreign Affairs, another program was launched to combat the forced recruitment of young people by criminal gangs: the "Integral Program – Boys, Girls and Adolescents with Opportunities" (PIP). In 2012, the PADF disbursed more than US\$20 million in cooperation aid to Colombia.

As part of its mandate to strengthen civil society in the region, the PADF continued to support nonpartisan NGOs as an inter-American instrument to revitalize democratic values and

principles through greater participation by citizens in nongovernmental organizations made up of all sectors in various countries. The Foundation also continues to execute projects in corporate social responsibility in different countries of the region, which helps to increase contributions to integral development projects and aid to victims of natural disasters. In 2012, through its In-Kind Donations Program, the PADF sent medical teams, tools, computers, and emergency supplies valued at US\$6.1 million to Argentina, Bolivia, Colombia, Chile, El Salvador, Haiti, and Uruguay. Additional donations were made to nongovernmental organizations in other countries, such as Argentina, Chile, Cuba, Ecuador, Honduras, and Venezuela.

With the participation of OAS staff, the Foundation's Board of Directors held several fundraising meetings in 2012 for victims of natural disasters in Haiti and other countries, as well as for flood victims in Colombia, Panama, and Central American and Caribbean countries. Likewise, the Executive Director and Foundation staff participated in the Inter-American Committee on Natural Disaster Reduction, the Group of Friends of Haiti, and several events with civil society organizations from the region and with Diaspora groups interested in supporting development projects in their respective countries.

The PADF completed its Strategic Plan for 2008–2012, raising more than US\$250 million over that five-year period. Said Plan has channeled its growth in support of the OAS and the inter-American system, while strengthening the role of civil society and the private sector so as to enhance integral development in the region. The Foundation continues to encourage corporate social responsibility as a mechanism for increasing funding for social development projects and outreach to more victims of natural disasters and humanitarian crises. The OAS was the first international organization to create its own foundation, the PADF, in 1962, as a demonstration of the solidarity of the inter-American system with the region's most disadvantaged population. Moreover, the Foundation celebrated the 50th anniversary of its creation as a mechanism for promoting partnerships with the private sector and civil society in the region.

4.5 PAN AMERICAN HEALTH ORGANIZATION

The Pan American Health Organization (PAHO), founded in 1902 by the First General International Sanitary Convention of the American Republics, is the specialized health agency of the inter-American system and serves as the Regional Office for the Americas of the World Health Organization. Its mission is “to lead strategic collaborative efforts among Member States and other partners to promote equity in health, to combat disease, and to improve the quality of, and lengthen, the lives of the peoples of the Americas.”

PAHO operates under the mandates of its Constitution and the resolutions adopted by the health authorities of its member states during meetings of its Governing Bodies—the Directing Council (which meets every year) and the Pan American Sanitary Conference (which meets every five years).

In 2012, PAHO provided technical cooperation and mobilized joint activities for tackling, *inter alia*, the prevention, control, and treatment of communicable and noncommunicable diseases; health systems and services strengthening; health sector policy development, planning, and financing; maternal, child, and reproductive health; environmental health; and the social determinants of health.

Among the most significant achievements in 2012 were the 10th anniversary of Vaccination Week in the Americas; the creation of the Regional Coalition on Water and Sanitation for the Elimination of Cholera on the Island of Hispaniola; the vaccination of three million children in Haiti against poliomyelitis, measles, and rubella; the creation of the Regional Platform on Access and Innovation for Health Technologies (PRAIS); the publication of PAHO's quinquennial Health in the Americas report; and the launch of the multisectoral Pan American Forum for Action on Noncommunicable Diseases. Moreover, during 2012 the Revolving Fund purchased US\$518 million in vaccines and other supplies on behalf of PAHO member states, and the Strategic Fund procured US\$36.5 million in medicines and medical equipment.

During the 28th Pan American Sanitary Conference (September 2012), strategies and plans of action were approved on noncommunicable diseases; radiation protection; improved coordination of international humanitarian assistance in health in case of disasters; integrated child health; knowledge management and communications in health; and maintaining measles, rubella and congenital rubella syndrome elimination in the Region of the Americas. The addition of Aruba, Curaçao, and Sint Maarten as Associate Members of PAHO was also approved, and Dr. Carissa F. Etienne was elected the Organization's 10th Director (Dr. Etienne took office on January 31, 2013).

Among PAHO's collaborative efforts with the Organization of American States was a memorandum of understanding signed in May 2012 to cooperate on reducing the demand for drugs. In addition, the Director of PAHO attended the forty-second regular session of the OAS General Assembly, presented the 2011 Annual Report of the Director to the OAS Permanent Council (March 2012), and reported to the OAS permanent representatives on the 28th Pan American Sanitary Conference.

4.6 PAN AMERICAN INSTITUTE OF GEOGRAPHY AND HISTORY

Established at the Sixth International Conference of American States (Cuba, 1928), the PAIGH offers member states technical cooperation and internationally promotes scientific publications and activities in the fields of cartography, geography, history, and geophysics. The Institute addresses the demand of the international scientific community in its task of land interpretation, with a geographical and historical analysis and a hemispheric vision. Its activities are carried out in accordance with mandates contained in the Organic Statutes and in resolutions of the Directing Council and the Meeting of Officers, consistent with the "Pan American Agenda for the Advancement of the PAIGH 2010–2020" (Res. 4, 2009).

- **Financial situation 2012**

The Institute's revenue is extremely limited as it comes directly from the maintenance quotas contributed by the member states, which have not changed since 1996. However, the PAIGH has a sound Operating Fund, which enables it to meet its short-term obligations. The quotas for fiscal year represent 91.8 percent of the Regular Fund. Under these conditions, the PAIGH has administrative and financial sustainability, given that it is current in all its labor-related obligations and, in particular, that it efficiently executes the resources required to back the Technical Assistance and Publications Programs. To continue operating under these conditions and to project growth, the member states' current level of financial support and effort must be maintained.

- **Department of Technical Assistance**

As part of the 2012 Regular Fund budget, the Directing Council (Dominican Republic, 2011) approved a Technical Assistance Program consisting of 24 projects, the cost of which—including counterpart contributions—was US\$686,241. In 2012, multiple efforts were consolidated in the areas of capacity-building, technological developments, and innovations. Noteworthy are the results achieved through the following activities:

- Andean Development Corporation (CAF)–PAIGH Geospatial Network of Latin America Program
- Geocentric Reference System for the Americas, SIRGAS
- Ibero-American Infrastructure of Geographic Information, R3IGeo
- Assistance with the recovery of Haiti's historical archives
- Integrated Digital Map of Central America

- **Publications Department**

The output of periodicals and occasional publications was satisfactory. Of special note was the publication of the first volume of the series "Cultural Heritage of the Americas." Likewise, the Institute's bibliographic holdings continued to grow; the Bibliographic Fund currently has 230,590 titles.

- **Meetings and statutory matters**

The following statutory meetings were held in 2012:

- 77th Meeting of Officers (Golden, Colorado, United States, June 13–15)
- 78th Meeting of Officers (Buenos Aires, Argentina, November 12–13)
- 44th Meeting of the Directing Council (Buenos Aires, Argentina, November 14–16)

The 44th Meeting of the Directing Council (Argentina, 2012) adopted 12 resolutions. The General Secretariat has monitored strict compliance with each of them. With the exception of those of a multi-year nature, the resolutions have been implemented.

5. ACTIVITIES OF THE SECRETARY GENERAL AND THE ASSISTANT SECRETARY GENERAL AWAY FROM HEADQUARTERS

5.1 ACTIVITIES OF THE SECRETARY GENERAL AWAY FROM HEADQUARTERS

January

01/13/2012 Guatemala City, Guatemala: Meeting with the outgoing President of the Republic of Guatemala, Álvaro Colom, and with President-elect Otto Pérez Molina. Swearing-in of the President-elect

February

02/27/2012 Georgetown, Guyana: Meeting with the President of Guyana, Donald Ramotar; with the Minister of Foreign Affairs, Carolyn Rodrigues-Birkett; and with the Secretary-General of CARICOM, Irwin LaRocque
Paramaribo, Suriname: Participation in the opening ceremony of the Seventh Inter-American Meeting of Ministers of Education. Meeting with the Chair of the National Assembly, Jennifer Simons-Gerling
Mexico City, Mexico: Participation in the High-Level Hemispheric Meeting against Transnational Organized Crime. Remarks at the inaugural ceremony of the 80th regular session of the Inter-American Juridical Committee
Lecture at the Metropolitan Autonomous University

March

03/04/2012 Boston, United States: Keynote speaker at the XV MIT Latin American Conference

03/14/2012 New York City, United States: Meeting with Minister of Foreign Affairs Harold Caballeros

03/15/2012 Montevideo, Uruguay: Forum of Top Regional Economic Authorities, organized by ALADI/CAF/ECLAC/SEGIB. Annual Meeting of the Board of Governors of the IDB

03/21/2012 Miami, United States: Remarks at the gala dinner of ORITEL - ORITEL/OAS, roundtable on the rights of persons with disabilities
Santiago, Chile: Keynote address at the VI Latin American Congress of Cities and Local Governments. Meeting with Minister of the Interior Rodrigo Hinzpeter Kirberg
Kingston, Jamaica: Signing of the Agreement on Firearms Marking. Meeting with the Minister of National Security, Peter Bunting. Phone call with the Minister of Foreign Affairs, Arnold J. Nicholson

April

- 04/10/2012 Cartagena de Indias, Colombia: Sixth Summit of the Americas
Puerto Vallarta, Mexico: World Economic Forum, (WEF) on Latin America
- 04/27/2012 Santo Domingo, Dominican Republic: First Meeting of the Consultative Board on Citizen Security, organized by the Global Foundation for Democracy and Development (GFDD)

May

- 05/09/2012 Quito, Ecuador: Meeting with the President of Ecuador, Rafael Correa; the Minister of Foreign Affairs, Ricardo Patiño; and the Minister of Justice, Johana Pesántez
Lima, Peru: Lecture Series of the Americas, event organized by the University of San Martin de Porres
- 05/31/2012 Cochabamba, Bolivia: Forty-second regular session of the OAS General Assembly

June

- 06/08/2012 New York City, United States: Meeting of Heads of Regional and Other Organizations, hosted by the United Nations Secretary-General
- 06/13/2012 International Economic Forum of the Americas, 18th Conference of Montreal
- 06/18/2012 Panama City, Panama: Speech at the inaugural session of the XIII Virtual Educa International Symposium. Meeting with the President of the Republic, Ricardo Martinelli, and with the Minister of Foreign Affairs, Roberto Henríquez

July

- 07/04/2012 Castries, Saint Lucia: Thirty-third Regular Meeting of the Conference of Heads of Government of CARICOM
- 07/12/2012 San Salvador, El Salvador: Visit to Esperanza Prison to support the decision of two groups of prisoners to initiate a peace process aimed at ending clashes between gangs, one of the most serious problems faced by the Government of El Salvador
- 07/25/2012 Mexico City, Mexico: *Círculo de Montevideo* Foundation, XVIII Plenary Meeting

August

08/07/2012 Managua, Nicaragua: Participation in the Summit of the Central American Integration System (SICA)

08/15/2012 Santo Domingo, Dominican Republic: Swearing-in of President-elect Danilo Medina

September

09/12/2012 San José, Costa Rica: Participation in the XXX Interdisciplinary Course on Human Rights, organized by the Inter-American Institute of Human Rights (IIHR)

09/24/2012 New York City, United States: 67th regular session of the United Nations General Assembly

October

10/10/2012 Punta del Este, Uruguay: Tenth Conference of Defense Ministers of the Americas
Mexico City, Mexico: Third Latin American Democracy Forum

10/21/2012 Guatemala City, Guatemala, and Belize City, Belize: Meeting of the Group of Friends of Belize and Guatemala
Cali, Colombia: VI Americas Competitiveness Forum

November

11/11/2012 Dubai, United Arab Emirates: World Economic Forum (WEF): First Meeting of Leaders of Regional Organizations

11/14/2012 Cádiz, Spain: XXII Ibero-American Summit of Heads of State and Government

11/28/2012 Quito, Ecuador: Ninth Meeting of Ministers of Justice or Other Ministers or Attorneys General of the Americas (REMJA-IX)
San José, Costa Rica: 52nd regular session of the Inter-American Drug Abuse Control Commission (CICAD). Meeting with Foreign Minister Enrique Castillo

December

12/1/2012 Mexico City, Mexico: Swearing-in of President-elect Enrique Peña Nieto

5.2 ACTIVITIES OF THE ASSISTANT SECRETARY GENERAL AWAY FROM HEADQUARTERS

January

01/17/2012 Port-au-Prince, Haiti: Official visit to meet with senior government officials

February

02/01/2012 Guatemala City, Guatemala: Signing of the agreement on execution of the project “Promoting Firearms Marking in Latin America and the Caribbean”

02/24/2012 Brussels, Belgium: OAS–European Union Policy Dialogue

March

03/08/2012 San José, Costa Rica: Meeting on Cybercrime and Cybersecurity Policies and Legislation in Central America

03/10/2012 Bogotá, Colombia: Seminar for the Andean Region States: United Nations Security Council Resolution 1540

April

04/03/2012 New York City, United States: Declaration of Global Principles for Non-partisan Election Observation and Monitoring by Citizen Organizations

04/11/2012 Cartagena de Indias, Colombia: Sixth Summit of the Americas

04/18/2012 Bridgetown, Barbados: Peaceful Caribbean Conference

04/22/2012 Cochabamba, Bolivia: Preliminary visit, preparations for the forty-second regular session of the OAS General Assembly

May

05/01/2012 Paramaribo, Suriname: Meeting of the Council for Foreign and Community Relations (COFCOR)

05/12/2012 Trinidad and Tobago: Meeting of Business Executives from Central America and the Caribbean: “Opportunities for Business, Trade and Investment”

05/23/2012 Port-au-Prince, Haiti: Official visit, meetings with senior government officials

June

06/03/2012 Cochabamba, Bolivia: Forty-second regular session of the OAS General Assembly

06/13/2012 Guatemala City, Guatemala: Signing of the agreement: “Destruction of Weapons and Other Devices”

06/17/2012 Rio de Janeiro, Brazil: World Congress on Sustainable Development

06/26/2012 San Salvador, El Salvador: Conference titled “Education in Central America: the Commitment of Diasporas, Governments, and the Private Sector in Education for Development”

July

07/03/2012 Saint Lucia: Thirty-third Regular Meeting of the Conference of Heads of Government of the Caribbean Community (CARICOM)

September

09/09/2012 Trinidad and Tobago: Launch of the first Drug Treatment Court pilot project; signing of the Memorandum of Understanding with the Inter-American Drug Abuse Control Commission (CICAD)

09/27/2012 United Nations General Assembly

October

10/03/2012 Port-au-Prince, Haiti: OAS Special Mission to Haiti, headed by the Assistant Secretary General

10/14/2012 Guatemala City, Guatemala: Third Meeting of National Authorities on Trafficking in Persons

10/24/2012 Cancún, Mexico: XXIII Annual Assembly of the Latin American Business Council (CEAL)

November

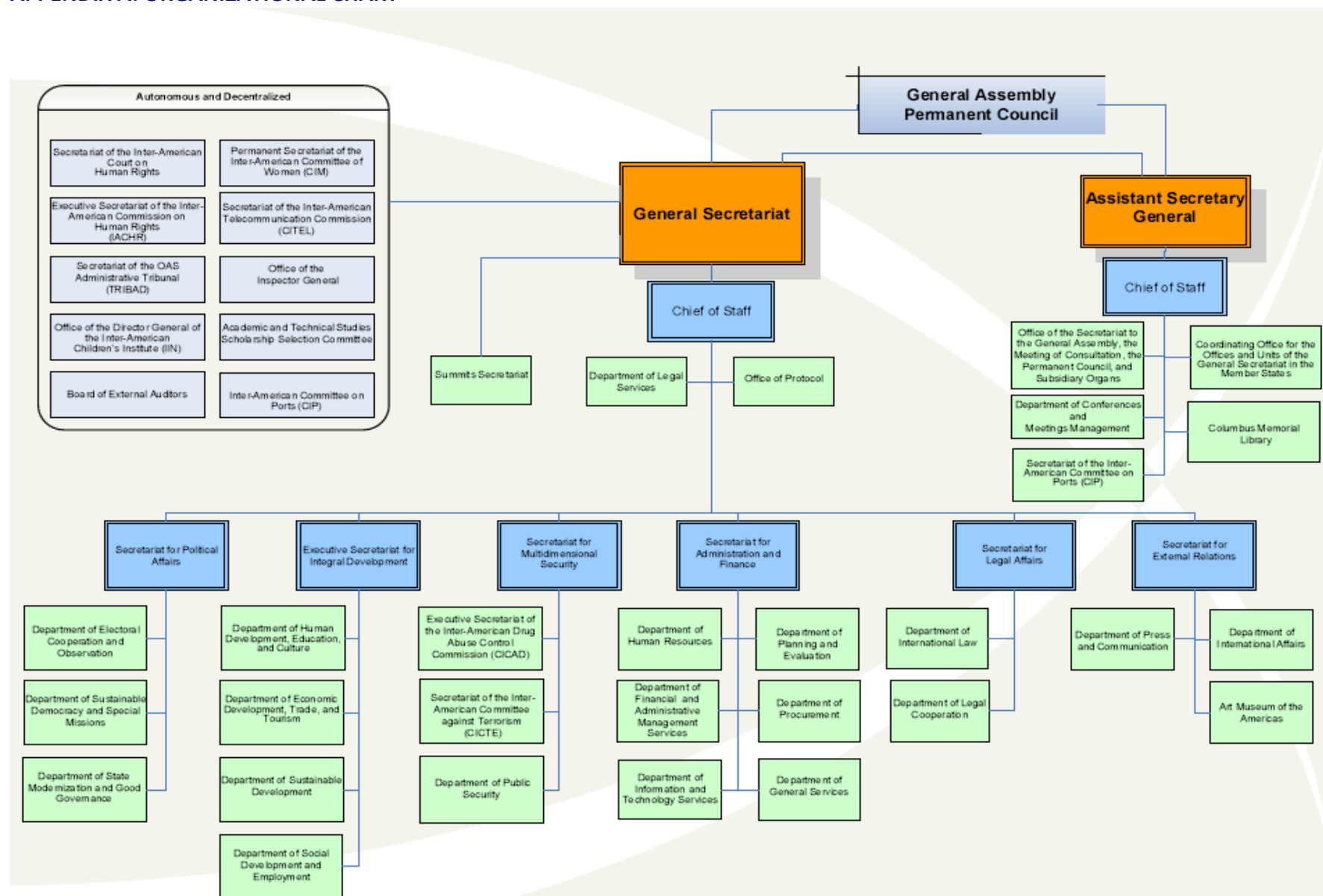
11/04/2012 Saint Lucia: Official visit to meet with senior government officials

11/18/2012 Ottawa, Canada: Official visit and presentation at Ottawa University

11/29/2012 New Orleans: 36th Annual Conference on the Caribbean and Central America

APPENDIXES

APPENDIX A: ORGANIZATIONAL CHART



APPENDIX B: OAS FINANCIAL STATEMENT

Combining Statement of Assets, Liabilities and Fund Balance

As of December 31, 2012 with comparative totals for 2011

Preliminary and unaudited

(in thousands of USD)

						Combined	
	Regular Fund	FEMCIDI	Specific Funds	Service Funds ^(A)	Elimination of Interfund Transactions	2012	2011
ASSETS							
Cash and Equity in OAS Treasury Fund	3,462	8,353	89,548 ^(D)	4,785	-	106,148	95,075
Quotas/pledges receivable	4,850	-	-	-	-	4,850	2,908
Less: Allowance for quotas/pledges receivable	(4,850)	-	-	-	-	(4,850)	(2,908)
Deferred charges related to future year's appropriations (B)	5,703	-	-	-	-	5,703	5,835
Deferred charges related to future year's appropriations (Scholarships) (C)	2,960	-	-	-	(2,960)	-	-
Due from the Regular Fund (C)	-	-	2,960	-	(2,960)	-	-
Advances to employees and other receivables	406	-	-	59	-	465	636
Investment in fixed asset fund	51,480	-	-	-	-	51,480	52,875
Total Assets	64,011	8,353	92,508	4,844	(5,920)	163,796	154,421
LIABILITIES AND FUND BALANCE							
Unliquidated obligations	1,129	22	13,127	1,786	-	16,064	16,784
Quotas / Pledges collected in advance	6,780	-	-	-	-	6,780	1,052
Amounts to be charged to future year's appropriations (B)	5,703	-	-	-	-	5,703	5,835
Amounts to be charged to future year's appropriations (Scholarships) (C)	-	-	2,960	-	(2,960)	-	-
Due to the Capital Fund for the OAS Scholarship and Training Programs (C)	2,960	-	-	-	(2,960)	-	-
Accounts payable and other liabilities	90	107	10,203 ^(D)	841	-	11,241	2,122
Reserve for payroll terminations	623	-	6	3,272	-	3,901	4,281
Demand notes payable	21,330	-	-	-	-	21,330	21,830
Total liabilities	38,615	129	26,296	5,899	(5,920)	65,019	51,904
FUND BALANCES							
Unrestricted reserve subfund	(4,754)	-	-	-	-	(4,754)	(2,938)
Fund balance	-	8,224	66,212	(1,055)	-	73,381	74,410
Total fund balance	(4,754)	8,224	66,212	(1,055)	-	68,627	71,472
Restricted for fixed assets	30,150	-	-	-	-	30,150	31,045
Total liabilities and fund balance	64,011	8,353	92,508	4,844	(5,920)	163,796	154,421

(A) Includes tax equalization account.

(B) Present value of OAS annuities (life payments to former Secretary Generals and former Assistant Secretary Generals).

(C) Temporary loan balance from the Regular Fund to the Capital Fund for the OAS Scholarship and Training Programs to be repaid in successive annual installments by 2016 as per CEPICDI/RES.187/11.

(D) Includes USD 7,984 thousand in pass-through funds from a Member State to PADF, received in December 2012 and paid in January 2013.

Table 2

Combining Statement of Changes in Fund Balance

For the period ended December 31, 2012 with comparative totals for 2011

Preliminary and unaudited

(in thousands of USD)

	Regular Fund	FEMCIDI	Specific Funds	Service Funds ^(A)	Elimination of Interfund Transactions	Combined	
						2012	2011
Increases							
Quota & pledge receipts	79,164	646	-	-	-	79,810	79,933
Less: prompt payment credits	(422)	-	-	-	-	(422)	(540)
Contributions	-	-	64,938	-	-	64,938	60,749
Tax reimbursement	-	-	-	3,733	-	3,733	10,620
Transfers	-	800	1,012	5,209	(6,823)	198	81
Interest income	75	89	940	54	-	1,158	1,222
Administrative and technical support	1,500	-	-	6,803	(8,303)	-	-
Rental	500	-	-	2,288	(500)	2,288	2,223
Other income & refunds	888	389	379	3,672	(2,130)	3,198	2,834
Total increases	81,705	1,924	67,269	21,759	(17,756)	154,901	157,122
Decreases							
Expenditures & obligations	83,515	65	63,131 ^(B)	16,224 ^(B)	(14,453)	148,482	162,043
Tax reimbursement	-	-	-	7,189	-	7,189	10,503
Transfers	6	-	1,575	2,066	(3,303)	344	1,488
Returns to donors	-	-	1,612	-	-	1,612	3,119
FONDEM grants	-	-	-	-	-	-	20
Americas magazine	-	-	-	119	-	119	393
Total decreases	83,521	65	66,318	25,598	(17,756)	157,746	177,566
Net increase (decrease) during period	(1,816)	1,859	951	(3,839)	-	(2,845)	(20,444)
Fund balances, beginning of period	(2,938)	6,365	65,261	2,784	-	71,472	91,916
Fund balances, end of period	(4,754) ^(C)	8,224	66,212	(1,055)	-	68,627	71,472

(A) Includes tax equalization account.

(B) Net execution, comprised of 2012 expenditures plus 2012 Unliquidated Obligations less carryover obligations.

(C) Amount to be financed by the member states quota receivables of USD 4,850 thousand. On January 2013 USD 4,371 thousand were received.

REGULAR FUND EXPENSES AND OBLIGATIONS PER CHAPTER

For the period ended December 31, 2012

(in thousands of US\$)

	2012	2011
Secretary General	\$ 3,868.43	\$ 4,085.99
Assistant Secretary General	16,890.59	16,391.89
Autonomous and/or Decentralized Entities	11,855.24	11,188.33
Secretariat for Legal Affairs	2,685.49	2,639.40
Secretariat for Multidimensional Security	3,748.91	3,887.99
Secretariat for Political Affairs	4,142.21	4,142.02
Executive Secretariat for Integral Development	13,102.12	10,804.93
Secretariat for External Relations	3,906.51	4,811.63
Secretariat for Administration and Finance	10,570.56	10,890.12
Basic Infrastructure and Common Costs	12,745.10	14,197.91
Fellowships	-	24.92
TOTAL	\$ 83,515.16	\$ 83,065.13

PROGRAM-BUDGET: EXECUTION

