

ANNUAL REPORT OF THE SECRETARY GENERAL

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Organization of
American States

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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-third regular session of the General Assembly**

The forty-third regular session of the General Assembly was held in the city of Antigua, Guatemala, from June 4 to 6, 2013. The Assembly adopted three declarations and 49 resolutions. The outcome of the General Assembly session has been published in the document *Proceedings* ([OEA/Ser.P/XLIII-O.2](#))

The Assembly made important decisions on such matters as policies to be adopted to address the drug problem in the Americas; strengthening of human rights education, democracy, peace, hemispheric security, cooperation, 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, the promotion of hemispheric security, trade, tourism, and scholarships; as well as protection of persons with disabilities, women, children, the indigenous, and migrants.

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

The forty-fourth special session of the General Assembly was 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 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.” The Assembly adopted resolution [AG/RES. 1 \(XLIV-E/13\)](#) rev. 1, “Results of the Process of Reflection on the Workings of the Inter-American Commission on Human Rights with a view to Strengthening the Inter-American Human Rights System.”

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

The forty-fifth special session of the General Assembly was held on October 30, 2013, at the headquarters of the General Secretariat of the Organization in Washington, D.C., to consider and approve the program-budget of the Organization of American States for 2014. The Assembly adopted resolution [AG/RES. 1 \(XLV-E/13\)](#) rev. 1, “Program-Budget of the Organization for 2014.”

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.

There were no Meetings of Consultation of Ministers of Foreign Affairs during this period.

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. Listed below are the officers of the Permanent Council in 2013:

January to March:

Chair: Ambassador Denis Moncada Colindres, Permanent Representative of Nicaragua

Vice Chair: Ambassador John Beale, Permanent Representative of Barbados

April to June:

Chair: Ambassador Arturo Vallarino, Permanent Representative of Panama

Vice Chair: Ambassador Elliston Rahming, Permanent Representative of The Bahamas

July to September:

Chair: Ambassador Martín Sannemann, Permanent Representative of Paraguay

Vice Chair: Ambassador Deborah-Mae Lovell, Permanent Representative of Antigua and Barbuda

October to December:

Chair: Ambassador Walter Alban, Permanent Representative of Peru; Ambassador Juan Federico Jiménez Mayor, Permanent Representative of Peru

Vice Chair: Ambassador Deborah-Mae Lovell, Permanent Representative of Antigua and Barbuda

- **Presentations**

During the period covered by this report, 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.

The Permanent Council considered and approved the schedule for the Work Plan for implementation of 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." On March 7, 2013, the Permanent Council held a special meeting with civil society and other actors in and users of the inter-American human rights system. On March 8, a dialogue took place between the member states and the Inter-American Commission on Human Rights (IACHR).

On February 6, a progress report on the electoral process in the Republic of Paraguay was presented, followed by a report on the general elections in that country. The Permanent Council received reports on the General Secretariat's electoral observation missions in Honduras, Ecuador, Paraguay, and Grenada.

In 2013, the Permanent Council also undertook to review the distribution of OAS mandates and to consider and follow up on deliberations on their prioritization and classification.

Noteworthy is the introduction of the document "A Strategic Vision of the OAS – Second Presentation" on April 17, as well as the submission to the Permanent Council of the Report of the Working Group of the Permanent Council on the Strategic Vision of the OAS, on December 18.

- Working Group of the Permanent Council on the Strategic Vision of the OAS

Pursuant to Article 24 of the Rules of Procedure of the Permanent Council, the Working Group of the Permanent Council on the Strategic Vision of the OAS (GT/VEOEA) was installed by the Council on September 20, 2013, with a mandate to hold political dialogue to determine how best to fulfill the purposes for which the OAS was created and to reach conclusions that would guide final prioritization of the mandates that the Organization should pursue.

The Permanent Council elected Ambassador Emilio Rabasa, Permanent Representative of Mexico, as Chair of the Group and Ambassador John Beale, Permanent Representative of Barbados to the OAS, as Vice Chair.

In 2013, the Working Group on the Strategic Vision of the OAS held 10 meetings to consider and approve working procedures, review pillars and progress in the process to improve administrative management in the Organization, hear presentations by the executive secretaries on their respective areas according to a standard format, and listen to other stakeholders involved in the topic.

- **Visits to the Permanent Council**

At special and regular meetings, the Council received Ban Ki-Moon, Secretary-General of the United Nations; José de Jesús Orozco Enríquez, President of the Inter-American Commission on Human Rights; Carolyn Rodrigues-Birkett, Minister of Foreign Affairs and Foreign Trade of Guyana; Ambassador Luis Fernando Carrera Castro, Minister of Foreign Affairs of Guatemala; Roberto Cuellar, Director of the Inter-American Institute of Human Rights (IIHR); Sofia Acselrad, Clerk, and Gabriela Pastorino, Assistant Clerk, of the Supreme Court of Argentina; Federico Franco Gómez, President of the Republic of Paraguay; Diane Ablonczy, Minister of State of Foreign Affairs of Canada; General David Mungia Payes, Minister of Justice and Public Security of El Salvador; José Manuel García-Margallo y Marfil, Minister of Foreign Affairs and Cooperation of Spain; Ollanta Humala Tasso, Constitutional President of Peru; Stalin Basantes, Deputy Minister of Security Coordination of Ecuador; Favio Chávez, Director of the Recycled Instruments Orchestra of Cateura, Paraguay; Gil Kerlikowske, Director of the Office of National Drug Control Policy of the United States of America; Keith Claudius Mitchell, Prime Minister of Grenada; Juan Manuel Santos, President of Colombia; and Jon Andrus, Deputy Director of PAHO.

Participating in the special meetings of the Council 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 on Human Rights and the inter-American human rights system.

- **Declarations and resolutions**

From January to December 2013, the Permanent Council adopted 14 resolutions, the complete texts of which are available on the Permanent Council [web page](#).

During the same period, the Council and its subsidiary organs held more than 250 formal and informal meetings. The installed capacity to process the following official documents (transcription, review, and editing services) was also strengthened:

- The volumes of minutes and documents from the forty-third regular session of the General Assembly and the forty-fourth and forty-fifth special sessions 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 45 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.

Officers 2013:

January - June

Chair: Ambassador Nestor Mendez, Permanent Representative of Belize

Vice Chair: Ambassador Roy Chaderton Matos, Permanent Representative of Venezuela

July - December

Chair: Ambassador John Beale, Permanent Representative of Barbados

Vice Chair: Ambassador Deborah-Mae Lovell, Permanent Representative of Antigua and Barbuda

CIDI began its work by confirming Sherry Tross as Executive Secretary of the Executive Secretariat for Integral Development. Her confirmation provided an opportunity for a first reflection on promotion of the Organization's development agenda and on the strengthening of CIDI, which has been reviewed in greater depth in thematic meetings on topics ranging from the post-2015 development agenda and the Organization's sphere of action and participation to integration of social inclusion into the development agenda; investment in human capital for development and innovation in education; the role of micro, small, and medium-sized enterprises in development; and challenges in building more sustainable cities and communities. Likewise, specific presentations have pointed up findings and actions and, at the same time, identified the comparative advantages of the OAS in the development area.

CIDI established that SEDI should provide it with periodic reports and sought to have sectoral authorities report directly on the objectives and results of meetings. All of this was done to

acquaint the delegations at headquarters with sectoral activities and provide them with related information. The Chairs of CIDI took part in several high-level meetings, thus learning first-hand about the sectoral dynamics and scope of the technical cooperation in which SEDI was engaged.

The following sectoral meetings were held within the framework of CIDI:

The XXI Inter-American Congress of Ministers and High-level Authorities of Tourism (San Pedro Sula, Honduras) with the theme, “Geotourism for the Benefit of Local Communities.” A declaration was adopted in which the states committed to advance as a region in accordance with the guiding elements of geotourism, which consisted of sustaining, preserving, and enhancing the integrity and geographical character of the environment, culture, aesthetics, and heritage of tourist destinations, as well as the well-being of the community. They agreed that the next meetings would be held in Barbados (2014) and Peru (2015).

The XVIII Inter-American Conference of Ministers of Labor (IACML) (Medellín, Colombia), with the theme “50 Years of Inter-American Dialogue for the Promotion of Social Justice and Decent Work: Progress and Challenges towards Sustainable Development.” The Conference marked its 50th anniversary as it brought together ministers of labor and finance for dialogue. It adopted the Declaration and Plan of Action of Medellín. A tripartite dialogue was held with worker and employer representatives, who signed a Joint COSATE–CEATAL Declaration. The delegation of Mexico offered to host the event in 2015.

Meetings were held by the Inter-American Committees on Culture, Ports, and Science and Technology, which moved forward with their work plans.


CIDI made progress in its day-to-day activities through the Committee on Partnership for Development Policies, the Committee on Migration Issues (CAM), the Working Group to Strengthen CIDI, and the Ad Hoc Working Group to Review Mandates on Integral Development. It also managed the joint working group with the Permanent Council to draw up the Plan of Action of the Social Charter of the Americas.

Work advanced in the following areas:

- i. Modification of the Statutes and Rules of Procedure of CIDI and its organs and of the General Standards to reflect the elimination of the Permanent Executive Committee of CIDI and the creation of the CAM.
- ii. Negotiation of omnibus rather than individual resolutions, using as a reference the process in the Committee on Hemispheric Security in 2012.
- iii. Classification of mandates on development, with the addition of those issued in 2013.
- iv. Continued review of the Inter-American Program for the Promotion and Protection of the Human Rights of Migrants, Including Migrant Workers and Their Families, with a view to optimizing its objectives.

The IACD Management Board approved the designation of Sherry Tross as its Director General. Approval was given to FEMCIDI programming in science and technology, culture, and tourism, and to the project presented by Haiti for financing under the “FEMCIDI-Haiti” subaccount.

All official CIDI documents are available on its web page: <http://www.oas.org/en/cidi>.



2. GENERAL SECRETARIAT

Chapter XVI of the Charter defines 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 in connection with the promotion of economic, social, legal, educational, scientific, and cultural relations in the member states of the Organization.

In 2013, 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. Likewise, 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.

In January 2013, a ceremony was held to mark the transfer of leadership of the Summits process, with the handing over of the Inukshuk statue from the Government of Colombia to the Government of Panama. Since then, the Summits Secretariat has been providing assistance and support to the Government of Panama in preparations for the Seventh Summit of the Americas. In 2013, a SIRG meeting was held at the ministerial level, in the framework of the OAS General Assembly. At that meeting, the JSWG and the states made presentations on progress made in implementing the Summit mandates.

During its 2013 meetings, the JSWG actively sought to strengthen ties between the inter-American ministerial processes and the Summits process, following up on mandates from the ministerial processes and on activities carried out by the respective institutions to move toward implementation of said mandates. This effort seeks not only to reinforce the bonds between the ministerial processes and the Summits but also to strengthen the part played by the JSWG in the Summits process.

Following up on the Sixth Summit Program of Implementation, launched in 2012, the Summits Secretariat continued to work with the states and the JSWG institutions to receive reports on implementation of the Sixth Summit mandates and on updating of the implementation portal.

In March 2013, activities were held with social actors and civil society in follow-up to the Sixth Summit of the Americas, with the theme “Connecting the Americas: Advancing Partnerships for Action on Energy, the Environment, and Infrastructure.” The first activity was a virtual consultation, held to facilitate broad participation and to complement dialogue on issues that would subsequently be discussed at a face-to-face meeting in Washington, D.C. The latter meeting focused on the implementation phases of the Summits process and afforded the participants an opportunity to share ideas and experiences on implementation of the Sixth Summit mandates. In addition, in the course of 2013, the Summits Secretariat opened up the Summits Virtual Community to different OAS areas in order to encourage widespread participation by social actors in the Organization’s various consultation processes.

The Summits Secretariat continued its communication strategy to provide information and heighten awareness of the process, by distributing information on the impact of mandates implemented by the states and the JSWG and by remaining visible 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. The 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 and the following Secretariats: SEDI, SPA, SMS, SAF, SLA, and SER; special missions, offices, and units of the General Secretariat in the member states; and the Office of the Inspector General.
- iii. Specialized organs and agencies and other entities: IACHR, CIDI, IACD, CIM, IIN, CITEL, CICTE, CFDH, IICA, IABA, CIP, IADB, Administrative Tribunal, Trust for the Americas, and YABT.
- iv. Permanent and ad hoc committees of the General Secretariat: 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, electoral observation, 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**

The Department of Legal Services addressed approximately 2,000 matters and issued about 1,200 legal opinions in writing and 650 orally. It provided advisory services at more than 400 meetings.

Among other things:

- i. It successfully defended the Secretary General in a case before the Administrative Tribunal.
- ii. It concluded conciliatory agreements with present and former staff members.
- iii. It successfully defended the General Secretariat, on the basis of its privileges and immunities, in the local courts of the host country, against a claim made by the spouse of a former staff member.
- iv. It successfully argued before the Administrative Tribunal that a bond of more than US\$8,000 should be posted by a former staff member who had filed an action against the Secretary General in relation to the termination of her continuing contract.
- v. It counseled the SFA and the CAAP and its working groups on administrative, budgetary, and procedural matters.
- vi. It advised the General Secretariat regarding the amendment of its financial rules.
- vii. It collaborated with the Inspector General on investigations and interpretations.
- viii. It advised the CIM on the negotiation and conclusion of agreements with judicial bodies in various member states.
- ix. It counseled CITEL on the amendment of its Statute and Rules of Procedure.
- x. It advised CIDI on the amendment of its normative instruments.

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 matters related to 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.

- **Protocol and ceremonial occasions**

The Office of Protocol organized the protocolary meetings to receive the heads of state of Peru, Colombia, Grenada, and Paraguay and the United Nations Secretary-General and it 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 El Salvador, Panama, The Bahamas,

Mexico, Grenada, Argentina, the Dominican Republic, Paraguay, and Peru, as well as the presentation of credentials of the Permanent Observer of France and courtesy calls from various permanent observers. It organized receptions to bid farewell to the ambassadors of Grenada, Mexico, Ecuador, Paraguay, Peru, and the Dominican Republic. 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 Office of Protocol, six “Country Weeks” were held. “Country Weeks” is a program whereby member states and observers are assigned a week in which they hold cultural or academic events. The Office provided protocolary assistance for some openings of exhibits of the Art Museum of the Americas and organized almost all ceremonies to mark the signing, deposit, or ratification of protocols and other agreements between the Organization and member states or other entities (52 ceremonies in all).

During the forty-third regular session of the General Assembly, in La Antigua, Guatemala, the Office of Protocol collaborated closely with the host country in organizing the inaugural session. Coordination services were provided for 93 bilateral meetings. 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 500 guests. Organizing the reception entailed negotiating and contracting with suppliers, printing and sending invitations, and working in close coordination with the Ministry of Foreign Affairs of Guatemala and with the country’s security officials.

- **Administration of the Main Building**

The Office of Protocol administers the use of the Main Building of the OAS in Washington, D.C. The process for private use of the facility 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 2013, 94 receptions, luncheons, dinners, and conferences were held, with rental income for the year expected to total US\$356,978. Throughout the year, the Office 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.

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

The Office of Protocol reviewed and joined the “E-gov” system” established by the Department of State for the submission of applications. Some 5,100 applications were submitted by permanent missions and their staff, including applications for accreditation, visa changes and renewals, extensions of stays, work permits and renewals, importation and acquisition of duty-free items, work authorizations for dependents, tax exemption cards, and driver’s licenses, as well as

applications related to automobile registration, registration renewals, insurance verification, and purchase or exportation. Letters were written and sent to United States consulates requesting visas abroad for high-level officials and some 500 letters for driver's licenses for OAS staff and non-diplomatic staff of the permanent missions. The Office served as liaison with the State Department Escort Service and with airlines to arrange for the Secretary General's travel within the United States.

In the course of the year, arrangements were made for three White House tours for permanent mission ambassadors.

- **Directory of Permanent Missions**

The Office continued to update and publish the "Directory of Permanent Missions, Heads of State, Senior Government Officials, OAS Organs and Affiliated Entities" on the OAS website. It also kept a monthly schedule of activities in the Main Building and, every two weeks, published the diplomatic Gazette.

- *Notes Verbales*

The Office sent *notes verbales* to the missions and the Department of State to inform them about formalities and requirements related to 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 Organization of American States maintained its support to Haiti in 2013, through both new and existing mechanisms and initiatives. Assistance was given to more than 10 projects in such areas as capacity building in trade and investment, institutional capacity building in mediation and dialogue, strengthening the legal framework for persons with disabilities, the scholarship program, support to the Office of National Identification for local and legislative elections, tourism, and CICAD projects. The OAS disbursed close to US \$1.6 million toward these ongoing projects in 2013, in addition to significant technical expertise and support from Secretariat staff. Assessments and reviews of ongoing projects and technical support were coordinated through regular meetings of the Haiti Task Force, which includes project managers, directors, and support personnel, and is chaired by Assistant Secretary General Ramdin.

In addition, the OAS convened meetings of the Group of Friends of Haiti in Washington, D.C. The Group of Friends includes OAS member states and observers, representatives of the inter-American institutions, and other key stakeholders. Its mission is to assess and respond to developments in the country. Its meetings also provide a platform for the Permanent Mission of Haiti to address and respond to specific issues and engage in dialogue with partners.

In 2013, the OAS continued its dialogue with a cross-section of stakeholders in Haiti, including government representatives, senators, deputies, ministers of government, and civil society representatives. The OAS leadership, through the Assistant Secretary General, has also maintained direct, ongoing contact with other key stakeholders in the country.

In 2013, the OAS took note of the decision of the Supreme Court of the Dominican Republic on the nationality of persons of Haitian descent born in the Dominican Republic. Following a meeting of the Permanent Council, an IACHR mission traveled to the Dominican Republic to assess the impact of the ruling. The OAS continues to monitor the situation as well as the steps taken thus far.

The Assistant Secretary General addressed the Government and people of Haiti during the inaugural session of the governmental forum on the social reintegration of persons with disabilities, organized by the Haitian Government in collaboration with the OAS and sponsored by the Agency for International Development (USAID). The OAS and USAID have worked with the Haitian Government to strengthen the legal framework so as to guarantee equal rights and treatment for persons with disabilities.

Youth

In 2013, the Office of the Assistant Secretary General (OASG) worked on two levels of engagement in support of youth in the Americas. On one level, the OASG continued its efforts to strengthen strategic partnerships with intergovernmental organizations and private sector leaders to enhance the scope of OAS activities on youth. On a second level, through the Interdepartmental Working Group on Youth (IWGY), the OASG participated in several youth-focused projects and programs.

- Model OAS General Assembly (MOAS):

On January 1, 2013, the Model OAS General Assembly Program for students of the Hemisphere (MOAS) was transferred to the Office of the Assistant Secretary General. During that year, eight Model General Assembly sessions were held: two for universities (one hemispheric and one mainly for U.S. universities), three for OAS interns, one for high schools in the United States, and two national sessions for high schools (one in the Dominican Republic and one in Colombia). By organizing these Model General Assembly sessions, in 2013 the GS/OAS fulfilled its goal of promoting democratic values and of disseminating the work of the OAS among 1,741 students of the Hemisphere.

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 conferences and meetings.

- **Conference Section**

In 2013, a total of 36 videoconferences were held. In addition, support was provided for holding 94 videoconferences through Adobe Connect.

- **Language Section**

The DCMM provided simultaneous interpretation services in the four official languages for a total of 507 meetings of organs, agencies, and entities of the Organization, at headquarters and in member states. Moreover, it processed more than 4,500 translation requests, with approximately 7.4 million words translated into the four official languages of the Organization.

- **Documents Section**

In 2013, the Documents Section reproduced and distributed official documents of the Organization, including printing of master copies and their photocopying, distribution, and electronic storage. Likewise, it designed and printed 500 copies of the book “From Cartagena Forward: VI Summit of the Americas,” 500 copies of the brochure “Working in Benefit of the Citizens of the Americas,” 200 of the “Social Charter of the Americas,” and 100 of the brochure “Strategic Plan for Mobilization of External Funds in the OAS with Permanent Observers and Voluntary Donors,” among other books, brochures, and special publications.

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

As of June 19, coordination of the Offices and Units of the General Secretariat in the Member States was transferred to another area of the General Secretariat. Until that date, 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.

- **Communication and dissemination**

The website launched in 2012 has become the main gateway to the OAS and is an outstanding tool for obtaining information on activities, programs, and projects carried out by the member states. For example, the website provides information on the Rowe Fund, the scholarships fund, and the Department of Education and Culture.

- **Administration and finance**

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

- **Project Evaluation Committee**

In order to identify the role the offices play in executing programs and projects in the member states, the Coordinating Office worked with the Project Evaluation Committee to include a corresponding box on the project evaluation form.

- **Training and development**

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.
- Performance Evaluation System (PES): Continued contact with the DHR on implementation of the PES in the offices in the member states.
- Internship program: incorporation of the offices into this program.

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.

- **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 2013, the Library responded to 11,277 requests for information. The Current Awareness Political News Service created profiles for OAS staff and sent out 29,372 articles of interest electronically. In the same year, 3,442 materials were digitized as part of the Digitization Project, thus strengthening the Digital Library. These documents include OAS documents created before 1997 that are used to respond to information requests.

- **Documents control services**

The Columbus Memorial Library receives, classifies, and indexes all official documents of the OAS. In 2013, this section responded to 1,653 reference requests for OAS and Pan American Union documents. It provided technical assistance in the use of 68 classification codes, 147 requests for an International Standard Book Number (ISBN), and 89 requests for Cataloging in Publication (CIP) data for new OAS publications. As concerns the Organization's "Access to Information Policy," 257 requests for information were processed.

- **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 <http://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 2013, the U.S. Library of Congress digitized and added 30 historical maps from the OAS collection to the WDL.

- **Donations**

The Library continued to accept donations in keeping with its Acquisitions Policy, which represent an important addition to the Library's inadequate budget. In 2013, it received donations from individuals and from Brazil, Canada, Costa Rica, Dominica, the Dominican Republic, Guatemala, Jamaica, Mexico, Panama, Peru, Spain, and Venezuela.

- **Exhibits**

The Columbus Memorial Library mounted several exhibits in 2013, including: Guatemala: History, Nature, and Culture; Celebration of International Day of La Francophonie; the Caribbean and the OAS (with a brief video to celebrate Caribbean Heritage Month); Rare Books of Spain; Costa Rica; Caribbean Cuisine; The Independence of Dominica; Peru and Peruvians on the Hemispheric Agenda; Panama and the Panama Canal; and Book Donations by the First Lady of Panama.

- **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. In 2013, the Group met frequently for book donation ceremonies, a Happy Hour, and discussion forums, including one on the cultural legacy of Caribbean cuisine and another to receive a donation and engage in discussion with Ambassador Jorge Sáenz Carbonell of Costa Rica. It is chaired by Ambassador Allan Culham, Permanent Representative of Canada.

2.3 SECRETARIAT FOR POLITICAL AFFAIRS

The mission of the Secretariat for Political Affairs (SPA), created in 2006, 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 Department of Electoral Cooperation and Observation (DECO), the Department of Sustainable Democracy and Special Missions (DSDSM), and the Department of Effective Public Management (DEPM). Among its priorities are the deployment of Electoral Observation Missions (EOMs) and support for member states who wish to improve their electoral systems, crisis prevention and response and the peaceful settlement of disputes among states, and implementation of programs to strengthen democratic institutions in the member countries, including programs on electoral financing, support for efficient public government, e-government, and civil identity.

2.3.1 Department of Electoral Cooperation and Observation (DECO)

In 2013, Electoral Observation Missions (EOMs) were deployed to Ecuador (February), Grenada (February), Paraguay (April), and Honduras (November).

Two new methodologies were published for observing key matters related to transparency and equity in electoral processes: the methodology for observing political-electoral financing systems and the methodology for incorporating a gender perspective into EOMs. A study was published titled “The 2007-2012 Electoral Cycle in the Americas: A Review by the OAS General Secretariat,” which helps identify priority areas in which improvements are needed if the OAS is to contribute more effectively to strengthening political-electoral processes in the Hemisphere.

The Sixth Inter-American Electoral Seminar was held in Mexico, in collaboration with the Federal Electoral Institute of Mexico and International IDEA. Likewise, in conjunction with the Educational Portal of the Americas, FLACSO-Chile, and the Federal Electoral Institute of Mexico, the Second Diploma Course on Electoral Processes in the Americas was held. At the request of the National Electoral Council of Ecuador, a special version of the course was offered and provided training to 28 staff members of that institution.

DECO participated as a guest in the most recent meeting of the Latin America Subcommittee of the Venice Commission. In addition, the OAS, through DECO, signed agreements with the University of Salamanca, Georgetown University, and the Political Observatory for Latin America and the Caribbean (OPALC) to collaborate on research and methodologies for the observation, production, dissemination, and exchange of knowledge.

In 2013, 10 electoral technical cooperation projects were executed, among them: advisory services for the implementation of electronic voting in Costa Rica; support for the activities of the High-level Committee of the Supreme Electoral Tribunal of Honduras; assistance in the implementation of a new digital system for the transmission of preliminary election results in Paraguay; and organization of an international seminar on electronic voting in Peru. Similarly, a diagnostic assessment was made of the gaps in compliance with standard ISO/DIS 17582 in Ecuador and Peru, and a quality control and certification system was implemented according to ISO standards in the Central Electoral Board of the Dominican Republic.

As concerns electoral registration, the OAS signed a technical cooperation agreement with the Supreme Electoral Tribunal of El Salvador and evaluated the voter registration process in Grenada. With regard to the project on systematization of court decisions on electoral matters, three volumes were published, the American Electoral Jurisprudence Portal was launched, and the third meeting of the Working Group on American Electoral Jurisprudence was held.

The first course of the Electoral Observation School in Salamanca was held and provided training to 54 people from 25 countries. In the framework of the agreement between the OAS and MAEC-AECID, a face-to-face course was held to strengthen the capacities of EOM regional coordinators. Participating were 19 people from different Latin American countries and from Canada, Germany, and Spain.

2.3.2 Department of Sustainable Democracy and Special Missions (DSDSM)

In 2013 the DSDSM monitored and reviewed political developments in the region. It also provided support on political-electoral analysis to the EOMs in Ecuador, Paraguay, and Honduras. It collaborated with the United Nations system in setting up the Mission of Latin American Leaders to Honduras with the purpose of establishing a process of dialogue with the various presidential candidates in order to guarantee a transparent electoral process and democratic governance after the elections. Similarly, in collaboration with UNDP, it supported a process of national dialogue in Paraguay, which culminated in the signing of an agreement on democratic governance (“Agreement for Paraguay”) between President Horacio Cartes and representatives of the major political parties.

The DSDSM offered training to OAS/GS staff on various topics and developed a module on democratic dialogue as part of the Seminar on the Inter-American Democratic Charter. Likewise, it provided technical assistance to various institutions in Peru, Haiti, Guatemala, Ecuador, and Paraguay in strengthening institutional capacity in conflict prevention, management, and resolution. In addition, progress was made toward the creation of strategic partnerships in these areas; in particular the work plan with the Mediation Support Unit of the UN Department of Political Affairs was expanded and the *Practical Guide on Democratic Dialogue* was drawn up with the UNDP and presented at the 53rd OAS Policy Roundtable.

The Mission to Support the Peace Process in Colombia (MAPP/OAS) maintained its support for the processes underway in Colombia for transitional justice and comprehensive rehabilitation of victims of violence, including the restitution of lands and territories. In addition to advising the government on these matters, measures were taken to facilitate forums for dialogue, consensus-building, and debate among the various stakeholders in the processes at the regional and national levels, and the reintegration of former combatants was monitored. The mandate of the MAPP/OAS was renewed until 2015.

The DSDSM continued to play a role in the territorial differendum between Belize and Guatemala, following the suspension of the referendums. Specifically, it supported the Governments of Belize and Guatemala and facilitated a series of bilateral meetings with foreign ministers, vice ministers, legislators, electoral authorities, trade representatives, etc. At the end of the year, the Ministers of foreign affairs of the two countries, in the presence of the Secretary General, adopted a

Plan of Action to strengthen bilateral relations with a view to creating the climate of confidence needed to set a new date for the referendums.

Noteworthy among the activities in support of representative institutions in 2013 were a meeting of young leaders of the Americas in Colombia, five seminar-workshops on public-private partnerships and legislative activity, and a legislative seminar on public security, held in Costa Rica on the occasion of the presentation of the report on drugs prepared by the General Secretariat. The OAS also played a key role in the work of the Open Parliament initiative, part of the Open Government Alliance, as it was the first international organization to offer an online course on the Open Parliament and its evaluation. Throughout the year, diverse partnerships were formalized for initiatives in the legislative area with the Autonomous Technological Institute of Mexico, the Documentation Sciences Foundation of Spain, the National Democratic Institute, and the Pan American Health Organization.

2.3.3 Department of Effective Public Management (DEPM)

In 2013, the Universal Civil Identity Program in the Americas (PUICA) implemented approximately US\$1,122,000 in civil registration projects in 13 countries of the region. Likewise, the DEPM published a methodology for installing hospital registration systems. It also executed three technical cooperation projects in El Salvador and Costa Rica, designed to help public institutions become more transparent and effective and provide mechanisms for citizen participation, in keeping with the open-government approach. In addition, to support the development of e-government strategies in municipalities, the Program on Municipal Management Modernization implemented the MuNet e-government project in 15 municipalities in the Department of Oruro, Bolivia.

Outstanding among the initiatives for effective public management were the launching of the Inter-American Prize for Innovation in Public Management, the creation of a database on innovation experiences in public management at the central and local levels, and the development of guides on strategies and methodologies on public management for 18 countries of the region.

The Virtual Campus, which offered 35 courses, provided training to 1,562 public officials. In 2013, a virtual course was held on civil registration and another was launched for government staff on the use of social networks.

The DEPM organized four regional and five subregional meetings:

- Annual meeting of the Council of Latin America and the Caribbean on Civil Registry, Identity, and Vital Statistics (CLARCIEV)
- IX Conference and Meeting of the Inter-American Network on Government Procurement (RICG)
- Seminar on Municipal Management Modernization
- Subregional Seminar on Access to Public Information
- Central American Meeting of Civil Registry Authorities
- Subregional Meeting of Colombia, Ecuador, and Peru on cooperation in civil registry matters

- RICG meeting of the working group on public procurement indicators in the Americas
- RICG Reverse Auction Seminar
- International Conference and RICG Seminar on MSMEs Access to Public Procurement

Noteworthy in the area of cooperation with other international organizations were the initiatives taken with the IDB in e-government, public procurement, and support for holding CLARCIEV and RICG meetings; work with the OECD in the provision of documents and analytical frameworks in public management; CAF support for the Seminar on Municipal Management Modernization; UNICEF support for the Regional Conference on the Right to Identity and Universal Birth Registration; CLAD support for the Inter-American Prize for Innovation in Public Management; and UNDP funding for the civil registration project in Haiti.

2.4 EXECUTIVE SECRETARIAT FOR INTEGRAL DEVELOPMENT (SEDI)

The Executive Secretariat for Integral Development (SEDI) is the dependency of the General Secretariat charged with supporting the Inter-American Council for Integral Development (CIDI) and its subsidiary organs. Its mission derives from the OAS Charter, the Statutes and Rules of Procedure of CIDI and its subsidiary organs, and the Strategic Plan for Cooperation for Integral Development 2006-2009 (still in effect). Its structure is governed by Executive Order No. 08-01 Rev.6 and responds to mandates from the General Assembly, CIDI, the Summits of the Americas, and the Organization's instruments, as well as specific requests for technical assistance cooperation from the states.

In 2013, SEDI reduced the number of its departments to three. As of December 2013, the Executive Secretariat of the Inter-American Telecommunication Commission (CITEL) was transferred to this Secretariat. Moreover, the Technical Cooperation Section was established in the Office of the Executive Secretary. In the same year, SEDI submitted periodic reports to CIDI and published a monthly newsletter, *SEDI News*.

- **Policy dialogue on development**

SEDI provided support for the following meetings of ministers and high-level authorities and of inter-American committees: XXI Inter-American Congress of Ministers and High-level Authorities of Tourism (San Pedro Sula, Honduras, September 5-6); VII Americas Competitiveness Forum (ACF) and Annual Meeting of the Inter-American Competitiveness Network (RIAC) (Panama, October 2-4); XVIII Inter-American Conference of Ministers of Labor (IACML) and its 50th anniversary (Medellín, Colombia, November 11-12); Third Inter-American Dialogue of High-level MSME Authorities (micro, small, and medium enterprises) (Brasilia, Brazil, November 11-12); Fifth Meeting of the Inter-American Committee on Culture (CIC) (OAS headquarters, March 21-22); Eighth Meeting of the Inter-American Committee on Ports (CIP) (Cartagena, Colombia, October 10-13); and Eighth Regular Meeting of the Inter-American Committee on Science and Technology (OAS headquarters, November 14-15). In each of these cases, the states were represented at the ministerial or vice ministerial level. Offers have been received to host the next two or three meetings

for all but the MSME meeting. Support was expressed for the various thematic networks that provide a permanent mechanism for cooperation and the exchange of experiences and best practices.

In the course of the year the following were issued: the regional report “Decent Work and Gender Equality,” presented by the ILO and the UN, and “Better Pensions, Better Jobs,” presented by the IDB.

- **Capacity-building**

Set out below are the most important programs in the areas of education, energy policy, integrated water resource management, and small business development. A complete list is available in the annual SEDI Work Plan (CIDI/doc.70/13).

- *Academic development* – 1,744 scholarships were awarded to students from member states through the OAS Scholarship and Training Program, the Partnerships Program for Education and Training (PAEC), the Professional Development Scholarship Program, the Scholarship Program for Haiti, the MacLean Scholarship for Peruvian Women, and the Special Caribbean Scholarship Program (SPECAF) for the English-speaking Caribbean. The various programs and online training courses benefitted more than 200,000 people in 2013.
- *Teacher training* – The Inter-American Teacher Education Network (ITEN) grew to include more than 18,000 active users within and outside the Americas who support one another through the exchange of knowledge, experiences, and strategies and who benefit from professional development opportunities. The “Inter-American Collaboratory on the Teaching Profession (Co-PED),” an open-access multilingual knowledge bank, was launched. In addition, coordination was provided for the first study visit, to Santo Domingo, Dominican Republic, to promote the exchange of knowledge on the teaching profession.
- *MSMEs* – Small business development centers were established in Barbados, Belize, Dominica, Jamaica, and Saint Lucia, in collaboration with the University of Texas at San Antonio, the Caribbean Export Development Agency (Caribbean Export), and the Government of the United States through its Permanent Mission to the OAS. Small businesses in Central America received training on information and communication technologies (ICTs) in cooperation with the Central American Integration System’s Regional Centre for the Promotion of MSMEs (CENPROMYPE). In collaboration with the OAS Educational Portal of the Americas and the Cave Hill School of Business of the University of the West Indies, an online tool designed for MSMEs in the Caribbean was launched on use of the Internet and social media to expand market opportunities.
- *Corporate social responsibility (CPR)* – MSMEs in Honduras, Ecuador, Costa Rica, and Mexico received training on CPR action plans designed to meet their needs to enhance their competitiveness and image and help them gain access to new markets. Work was carried out with the Central American parliaments to provide technical support to legislators, promote policy design, and foster socially responsible management processes.
- *Integrated water resource management* – Technical assistance was rendered to the Governments of Argentina, Bolivia, and Paraguay in the formulation of a strategic policy for development of the Gran Chaco river basin, and work was completed on the design of a course on water diplomacy, which will be included in the curriculum of the Monterrey Technological Institute in Mexico in 2014.

- *Energy and climate change mitigation* – The Caribbean Energy Capacity Building Initiative (CECBI) was introduced in the Caribbean for the purpose of collaborating with the governments of the Caribbean and public power utilities in the development of energy-efficient projects and the implementation of energy-related educational and public awareness projects. A pilot test of Closed Loop Cycle Production in Ecuador, introduced in 2012, was conducted. The outcome of that initiative was the awarding of the “Cradle to Cradle (C2C)” certification in the use of eco-efficient products to an Ecuadorian food company. Support was provided to Guatemala for the design of a National Biofuel Development Plan, through the U.S.-Brazil Biofuel Initiative. Also implemented was the Caribbean Sustainable Energy Project, financed by the European Union, which resulted in national energy policies and action plans in Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, and Saint Lucia.
- *Sustainable communities and risk management* – A total of US\$700,000 was given to 14 NGOs in Central America and the Caribbean for the development of sustainable community projects on clean energies, waste management, recycling, resilience to natural disasters, and sustainable transportation. As part of this initiative, a meeting of mayors, development planners, and civil society was held in Antigua, Guatemala, to share experiences and best practices on how to build more sustainable cities. Assistance was given to Antigua and Barbuda, The Bahamas, the Dominican Republic, Grenada, Haiti, Saint Lucia, Saint Kitts and Nevis, and Saint Vincent and the Grenadines in the restoration of coral reef ecosystem functions for the benefit of fishing and tourism. A manual was drawn up on the design, installation, and operation of an Early Warning System for Floods, which was adopted by Honduras as a guidance document for its National Early Warning System, and will be useful for other states vulnerable to natural disasters. The project “Incorporating a Rights-Based and Gender Perspective in Comprehensive Disaster Risk Management in the Americas” was developed.
- *Payments for ecosystem services* – To protect natural resources and the services they provide, a workshop was held in Copan, Honduras, titled: “Design and Implementation of a Payments Scheme for Ecosystem Services,” which was directed at mayors in the Trifinio region of Honduras.
- *Small Caribbean hotels* – Under a program of the Small Tourism Enterprise Network (STEN), national training workshops were held for owners and operators of small hotels in the countries of the Organization of Eastern Caribbean States (OECS); they focused on achieving excellence in service and enterprise quality.
- *Cultural heritage* – A meeting of consultation of Caribbean experts (Christ Church, Barbados, May 7-9) was held to analyze the most serious challenges to the effective conservation and management of cultural heritage, with a view to unleashing its potential for socioeconomic development.
- *Innovation* – The “Second Seminar on Innovation, Science and Technology for Energy-Efficient Development in Central America,” held in Guatemala, provided an opportunity for government representatives, civil society, academia, and service providers to share experiences aimed at promoting greater energy efficiency in transportation.

- **Cooperation for development**

The number of cooperation programs increased in 2013, with some 20 memorandums of understanding and agreements signed to facilitate cooperation and partnerships. Likewise, through

the newly created Technical Cooperation Section of SEDI, progress was made in achieving greater coordination and synergy among the areas. Some examples include:

- In the framework of the Inter-American Network for Labor Administration (RIAL), technical assistance is regularly provided to strengthen institutional capacity. For example, officials of Guatemala's Ministry of Labor traveled to Ecuador to get a first-hand view of that country's efforts to eradicate child labor. Also, Mexican officials visited Argentina to receive technical assistance on unemployment assistance programs.
- In partnership with the Pontifical Catholic University of Chile and the University of the West Indies (Mona, Jamaica), diploma courses were offered on social protection. An agreement with the American Research Institute will provide access to one of the world's largest organizations for research in the social sciences and behavior.
- Through new agreements signed with the National Council for Science and Technology (CONACYT), Harvard Kennedy School Executive Education, and the University of Cuenca (Ecuador), over 620 scholarships will be awarded for master's and doctoral degrees in science and engineering, along with professional development scholarships. These new agreements are in addition to partnerships already established with the Coimbra Group of Brazilian Universities and others. Various similar agreements are being worked out and are expected to be concluded during the first half of 2014.
- A technical cooperation agreement was reached with the Government of Honduras on the design and execution of integrated water resource management projects in the Trifinio region.
- RIAC was instrumental in the development of 10 initiatives for cooperation among member states in enhancing innovation, output, and competitiveness. As part of South-South cooperation, opportunities were made available for sharing practices and lessons learned.
- Several formal cooperation agreements with strategic partners expanded the Energy and Climate Partnership of the Americas (ECPA) with the addition of 20 institutions.
- An agreement was signed in Jamaica to develop and offer a new post-graduate diploma course for public officials in the framework of the Inter-American Social Protection Network (IASPN).
- Technical support was given to the initiative "Pathways to Prosperity in the Americas," which met in Panama in October, constituting a forum to share experiences and best practices.
- Work was conducted in collaboration with Argentina's White Helmets Program to strengthen the National System of Volunteers of the National Coordinator for Disaster Reduction (CONRED) in Guatemala, as well as on the project "Strengthening the National Civil Protection System" in shelter care and logistic information management in El Salvador.

2.5 SECRETARIAT FOR MULTIDIMENSIONAL SECURITY

The Secretariat for Multidimensional Security (SMS) is governed by Executive Order No. 08/01 Rev.6, issued on December 23, 2013. 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**

The Secretary for Multidimensional Security was a member of the “Committee to Reform Public Security in Honduras” (CRSP), which designed and submitted to the National Council for Defense and Security and the President of the Republic seven reform proposals, aimed at establishing a new structure for the National Security System. In early 2014, the decree that gave the CRSP its mandate lapsed.

- **Social peace processes**

Almost two years have elapsed since the Secretary General agreed to serve as the guarantor of a peace process between two rival gangs in El Salvador. The SMS drew up a comprehensive proposal that seeks to shift to a third phase, headed by the national government and focused on four main courses of action: national dialogue on social integration and pacification; judicial decongestion and improvement of prison conditions; strengthening the process at the grassroots level; and assistance to victims of violence.

- **Mechanisms and forums for cooperation**

The Secretary for Multidimensional Security is a member of the Global Agenda Council on Illicit Trade & Organized Crime of the World Economic Forum, in which he provides regional inputs on how to respond to the most pressing current-day problems as well as opportunities.

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

- **Multilateral Evaluation Mechanism (MEM)**

The Sixth Evaluation Round introduced a new methodology for evaluation based on the implementation of 27 common recommendations by 34 member states, derived from the Hemispheric Drug Strategy and its Plan of Action for 2011-2015. Two regional workshops were held to train each of the countries’ MEM National Coordinating Entities (NCEs) in the use of the new evaluation

instrument and its components. A preparatory meeting of the Governmental Expert Group (GEG) took place to organize and launch the process of evaluation of the 34 national reports. Likewise, a first drafting meeting of the GEG was held as were five national coordination meetings/workshops to familiarize the authorities with this new process and foster their active participation.

- **Demand reduction**

The Training and Certification Program for Drug and Violence Prevention, Treatment and Rehabilitation (PROCCER) served as a vehicle for training 2,450 specialists in Latin America and the Caribbean. The countries served were Honduras, Panama, El Salvador, Nicaragua, Guatemala, and Mexico, as well as Caribbean countries in collaboration with the University of the West Indies.

- **Supply reduction and control**

A total of 28 national and regional training courses and seminars were held, with training provided to 1,180 officials from security, police, customs, regulatory, and other bodies, in such areas as strategic and operational drug control intelligence; prospective anti-drug intelligence; drug trafficking control and interdiction; port, airport, and border customs security; control of chemical substances; the production, identification, and use of synthetic drugs, among others.

- **Combating money laundering**

A total of 19 courses and workshops were held on the handling and disposal of seized and forfeited assets, special investigation techniques, strategic intelligence, investigations, and simulated trials, in which some 800 officials from 10 member states participated. The following documents were approved: a document on measures to strengthen international cooperation to effectively combat money laundering, terrorism financing, and the recovery of assets of criminal origin; a self-assessment guide on forfeited asset systems; a methodological guide for asset investigations; recommendations for the identification and analysis of risk factors associated with money laundering and terrorism financing; and proposed recommendations for improving anti-money laundering systems at the level of the OAS member states.

- **Institutional strengthening**

As part of the Drug Treatment Court Program, Costa Rica, the Dominican Republic, and Argentina launched their first pilot projects. Jamaica inaugurated its third court, whereas Barbados and Peru will initiate their pilot programs in 2014. Efforts are underway to review and evaluate the pilot program in Nuevo León, Mexico. More than 700 officials in eight countries have received specialized training on the model. Local initiatives were co-financed through the SAVIA program, which also implemented training activities for local stakeholders. Subregional consultations were held on social integration policies and a preliminary draft of a public policy guide on social integration and drugs was drawn up.

- **Inter-American Observatory on Drugs**

The Information Networks program in Caribbean and Central American countries was implemented and national and regional training programs organized. A joint UNODC–CICAD report

was issued: “Amphetamine-Type Stimulants in Latin America.” Active participation continued in various activities on methods, indicators, and protocols under the COPOLAD program. The Fifth Biennial Meeting of the Caribbean National Observatories on Drugs was held. In addition, CICAD and the Centre of Addiction and Mental Health (CAMH) continued their joint program to promote training for health researchers.

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

- **Border controls**

Maritime security: Training of 1,629 officials through nine activities. Airport security: 20 national and subregional courses and specialized evaluations, as a result of which 265 officials were trained. Document security: 13 technical assistance activities, with 245 officials trained. Customs and immigration control: three workshops at which 81 participants were trained.

- **Critical infrastructure protection**

S/CICTE continued to support the Hemispheric Network of Cyber Security Incident Response Teams (CSIRT), which comprises 19 national CSIRTS in the member countries. Training was provided to 723 officials through 14 events. The Tourism Security program offered 17 workshops and courses, with 640 participants trained. A network of experts identified during prior training activities in Mexico and Central America was established. The Security for Major Events project conducted three activities, with 61 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 Paraguay and Panama for the amendment of their national laws against terrorism and its financing. It held two events, in which 70 officials participated.

- **Strengthening strategies against emerging terrorist threats**

Twelve activities involving simulation exercises were held, and 359 officials met to assess crisis response and 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 Counter-Terrorism Implementation Task Force (CTITF),

UNODC, UNICRI, the IMO, ICAO, the World Customs Organization (WCO), INTERPOL, and regional entities, including the Council of Europe, SICA, CARICOM, and APEC. Similarly, cooperation agreements were signed with permanent observers, such as Israel and Spain, and

partnerships were strengthened with civil and private organizations, including the World Economic Forum, Microsoft, Symantec, Trend Micro, and Stop Think Connect, among others. With Colombia as Chair and Canada as Vice Chair, CICTE held its fourteenth regular session in Washington, D.C., on February 20 and 21, 2014.

2.5.4 Department of Public Security (DPS)

- **Meeting of Ministers Responsible for Public Security in the Americas (MISPA)**

Technical support was provided for the Fourth Meeting of Ministers Responsible for Public Security in the Americas (November 21-22, 2013, Medellín, Colombia), as well as for the Meeting of the MISPA Subsidiary Technical Group on Police Management (October 8-9, 2013, Mexico City).

- **Combating trafficking in persons**

Among other activities geared toward implementing the Work Plan against Trafficking in Persons in the Western Hemisphere 2010-2015, a roundtable was organized (June 2013) to heighten the awareness of member states, civil society, and the international community concerning the crime of domestic servitude in the Americas. A forum was held in Lima, Peru (September 2013) to promote the collection and exchange of information on labor exploitation and the comprehensive protection of trafficking victims.

- **Combating the illicit arms trade**

Model legislation was drawn up for consideration by the member states, and the Sixth Meeting of the Group of Experts (April 24, 2013, Washington, D.C.) and Fourteenth Regular Meeting of the Consultative Committee of the CIFTA (April 25, 2013) were held. Support was expressed for the destruction of 13,530 firearms (8,498 in Costa Rica, 1,852 in El Salvador, 3,000 in Honduras, and 180 in Dominica) and, among those countries, of over 58,000 units of ammunition, totaling almost 29 tons. As of the date of this report, 25 member states have received marking equipment and have marked more than 285,000 firearms through the project “Promoting Firearms Marking in Latin America and the Caribbean.”

- **Humanitarian demining**

Logistic support was extended to Colombian deminers for the destruction of 192 explosive devices and the clearing of 1,045,240 square meters of land for productive use. In addition, education campaigns were conducted on mine risks, reaching 3,960 people in 10 municipalities; 47 mine survivors were given assistance, and microfinancing was provided for productive projects that benefited 97 persons. Ecuador received support for clearing 88 mines from 8,577 square meters of land in the border area with Peru and, in turn, Peru was helped to destroy 2,058 mines from 24,483 square meters. AICMA provided assistance to 17 Peruvian mine victims for physical and psychological rehabilitation.

- **Prevention of violence**

In Costa Rica, measures were taken to sensitize and train 50 police and community representatives in domestic violence prevention and response. A training workshop was also held to teach life skills and provide job training to young inmates in the Female Juvenile Rehabilitation Center in El Salvador.

- **Prison management**

A standardized methodology was designed to monitor and evaluate social rehabilitation projects and programs aimed at reducing criminal recidivism. The project, implemented jointly with Barbados, Chile, Costa Rica, the Dominican Republic, Jamaica, Panama, and Uruguay, seeks to provide tools for the development of institutional capacities to manage prison systems geared toward the social rehabilitation of persons deprived of liberty.

- **Information on citizen security**

The DPS supports member states in the collection, systematization, analysis, and evaluation of official public security data for the United Nations Survey on Crime Trends and the Operations of Criminal Justice Systems. It participated, together with the Inter-American Development Bank (IDB), in the development of the Regional System of Standardized Indicators in Peaceful Coexistence and Citizen Security (SES). Likewise, it took part in activities to strengthen national citizen security observatories in Barbados, Ecuador, Jamaica, and Trinidad and Tobago, as well as SICA's Observatory and Index on Democratic Security (OBSICA).

- **Alliances with strategic partners**

As part of the cooperation agreement concluded between the American Police Community (AMERIPOL) and the General Secretariat in 2011, two liaison officers were received, who, among other things, provided technical advice on police management.

2.6 SECRETARIAT FOR ADMINISTRATION AND FINANCE (SAF)

Pursuant to Executive Order No. 08-01 Rev.6, of December 23, 2013, 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; and 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 the General Secretariat. It also coordinated with the various areas of the General Secretariat to support their programs from a financial and administrative standpoint, guiding a series of reforms of the General Secretariat. Progress on these aspects has been reported periodically to member states and executive-level staff through the *Quarterly Report on Resource Management in the OAS*.

2.6.1 Department of Human Resources (DHR)

- In keeping with resolution AG/RES. 2755 (XLII-O/12), the DHR continued, together with the Staff Association, to lend technical support to the working group of the CAAP to review the Comprehensive Human Resource Strategy proposed by the GS/OAS.
- A total of 140 competitions for long-term and short-term positions were held, along with more than 360 panel interviews.
- A Continuing Contract competition was held, resulting in the granting of this type of contract to 29 GS/OAS staff members.
- The first formal cycle of the Performance Evaluation System (PES) was initiated.
- In conjunction with the Department of Information and Technology Services (DOITS), automatic updating of subsistence allowance (per diem) rates was introduced into OASES, based on the data published each month by the United Nations (UN). In addition, a web page was designed and developed to provide immediate access to updated data on per diem rates in all destination cities recognized by the UN.
- The License Management System (LMS) was designed and implemented in order to automate and streamline the personnel license management system.
- The payment of statutory benefits (education grant, educational reimbursement, and assignment subsidy) was incorporated into the payroll process, which reduces administrative processing times for these payments.
- Contacts were established with other international organizations to identify best practices for administering G-4 and G-5 visas.
- Working with the Health Unit, the DHR organized the Annual Health Fair to promote the well-being of staff members and their families.
- Information workshops were held on such matters as retirement and stress management, in addition to activities related to bone density, cancer, HIV, and blood donation.
- Tuition discounts were offered for George Washington University's MBA programs and four other master's degree programs offered by that university.
- The DHR worked with DOITS on the design and implementation of an electronic system for intern applications and selection for the national offices and special projects.

- The Staff Awards ceremony was held to acknowledge the outstanding performance and years of service of 129 GS/OAS staff members.
- DHR personnel training and certification was launched as part of implementation of the IPSAS system.

2.6.2 Department of Financial and Administrative Management Services (DFAMS)

• Implementation of the Automated Travel Expense Claim System (TECS)

The TECS System completed its first year of implementation, with the following results demonstrating its success:

- A total of 1,576 TECs were generated, completed, and approved within 30 days following the end of the travel.
 - A total of US\$98,635 was reimbursed to the GS by travelers as a result of canceled trips or changes in initial travel plans.
 - A total of US\$62,281 was reimbursed to travelers for additional costs incurred.
- ### **• Electronic foreign exchange transfers for the offices of the GS/OAS in the member states and project offices**

In 2013, the DFAMS completed implementation of the electronic platform for electronic transfers in local currencies to the offices of the GS/OAS in the member states and project offices, with the exception of Paraguay, which will be added in early 2014.

• GS/OAS budgetary results

Regular Fund

- At its special session on October 30, 2013, the General Assembly approved a program-budget of US\$82,978,100 for the fiscal period January-December 2014. This amount represents a US\$892,407 drop compared to the January-December 2013 fiscal period. The budget will be funded by quota assessments totaling US\$81,105,400 and other income of US\$1,872,700.
- At the close of the 2013 fiscal period, the General Secretariat had executed US\$83.4 million, corresponding to 99.5 percent of the approved budget.
- Although the Reserve Subfund closed with a deficit of US\$0.7 million at year's end 2013, the deficit is covered by the balance of US\$1.9 million in quotas past due at the end of 2013, US\$0.2 million of which was received in January 2014.

Specific funds

- Cash contributions to the specific funds amounted to a net of US\$68.4^{1/} million in 2013, compared to US\$64.9 million in 2012.

1. Preliminary, unaudited figure.

- The three largest contributors in 2013 were the United States, with US\$27.0 million (39.5 % of total contributions), followed by Canada, with US\$13.1 million (19.1%), and the Netherlands, with US\$8.8 million (12.9%). Of the US\$68.4 million in contributions for 2013, 64.3 percent came from member states, 24.7 percent from permanent observers, and 11 percent from other institutions and donors.
- Compared to 2012, the member states reduced their contributions by 5.9 percent. In contrast, contributions from the permanent observers rose by 27.9 percent, attributable mainly to larger contributions from the Netherlands, Sweden, and the European Union.
- Other institutions and donors increased their contributions by 50.9 percent. Some United Nations organizations, the Andean Development Corporation, and the National Space Activities Commission increased theirs considerably. In contrast, the Inter-American Development Bank contributed much less.

In 2013, the total amount of expenditures reached US\$62.2^{2/} million, a decline of US\$0.4 million, or 0.6 percent, compared to 2012. More than 32.9 percent of total expenditures were for projects managed under Chapter 6 – Secretariat for Multidimensional Security, followed by Chapter 8 - Executive Secretariat for Integral Development, with 23.6 %, and Chapter 7 – Secretariat for Political Affairs, with 22.4 %. Of the US\$62.2 million in total expenditures, US\$25.2 million, or 40.5 %, corresponded to performance contracts, while US\$10.9 million, or 17.6 %, were for travel expenses. Personnel costs totaled US\$10.8 million, or 17.4 % of total expenditures.

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 introduced a number of information services (LMS- an integrated License Management System for staff; PMS II – incorporation of improvements requested by users of the Project Management System; “Accountability Tab” on the OAS Portal; OAS OPDB Chart – a system that provides access to the OAS organizational structure, among other services). This set of corporate applications has been complemented by a series of services specifically designed for different areas of the Organization, such as the Electoral Projects Management System, tailored for the electoral observations area. Given the obsolescence of the OASES institutional management system, the Information Technology Governance Committee (ITGC) was presented with alternatives to replace it in terms of both its operational capacity and its data structures.

As part of the technological upgrades required to support existing services, migration of the telephony systems to a latest-generation VoIP (Voice over Internet Protocol) was completed. In addition, DOITS continued to monitor the OWEMS strategy (OAS Workstation Energy Management System) so as to reduce gas emissions, thereby reducing the total cost of energy needed to operate. To adjust technological infrastructure to constant user demands for use of mobile devices, the ITGC approved the proposed strategy, with implementation expected in the first half of 2014. In 2013, DOITS responded to 7,595 requests for technical support through its Help Desk.

Pursuant to the various mandates governing the Organization, DOITS continued to support the diverse OAS areas. Of special note are the three seminars held in conjunction with the Executive

2. Preliminary, unaudited figure.

Secretariat of CICTE, using the Cyber Security Mobile Laboratory to continue efforts to heighten national awareness of the issue.

In compliance with a General Assembly resolution, DOITS submitted an action plan to the CAAP to optimize the use of existing communication technologies in the Organization. Said plan was approved and forwarded to the Permanent Council for consideration.

2.6.4 Department of Planning and Evaluation (DPE)

The following activities were carried out during the period covered by this report:

- A proposed program-budget for 2014, in an expanded version that includes a proposed results-based budget, complemented by the 2014 Operating Plan
- A detailed report on costs related to resolutions submitted to the General Assembly
- New reports presented to the CAAP on mandates, expected outcomes, and programmed resources
- 57 new project proposals analyzed and submitted to the CEP
- A Project Formulation Module with updated information

- Mid-term evaluations of MAAP projects

- 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

- Continued to review processes to create greater efficiencies and proposed alternatives for processing routine actions with little added value.
- Centralized the procurement process for purchases related to the Department of Conferences and Meetings Management.
- Satisfactorily completed the test run of a robust credit card system and succeeded in replacing the risky and obsolete former system with one considerably more beneficial to the Organization.
- Completed more than 35,000 transactions, valued at more than US\$88 million.
- Finalized eight bidding processes pending from 2012 and initiated 21 new ones. These processes resulted in direct savings of more than US\$68,000.
- Reviewed the GS/OAS insurance portfolio and made substantial improvements, reducing the real cost of renewal premiums and updating renewals to bring them into line with annual budget constraints.
- Updated guidelines for competitive bidding processes and evaluation procedures, as requested by the European Commission (FAFA).

- **Travel management**

- Issued the first GS/OAS Travel Policy. Handled the purchase of airline tickets and ensured that every transaction complied 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 5,000 airline tickets through Omega World Travel (OWT), for an amount of over US\$4.8 million.
- The DP and the DFAMS streamlined travel expense reconciliation. Considerable efforts were made with the areas to streamline processes and enable monthly closing of the books.
- The DP continued to review travel reports in order to recover ticket costs that were previously lost. The savings from this activity amounted to more than US\$40,000.

- **Supplier management**

- Continued negotiations with its principal suppliers to obtain more advantages and better terms for the Organization. Notable among these benefits are considerable improvements and better deals with the Hemisphere's major airlines, preferential rates and awards from the leading chains in the Americas, and improvements in the management of office supply purchases. The savings achieved amounted to over US\$375,000.
- The supplier database was reviewed to enhance the registration process and record-keeping. During the process, over 20,000 inactive suppliers were identified.

2.6.6 Department of General Services (DGS)

In keeping with Executive Order No. 08-01 Rev.6, of December 23, 2013, the Department of General Services (DGS), through the Secretariat for Administration and Finance (SAF), acts as:

- An 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
- A provider of general services, including security, office rental, messenger and transportation services, document reproduction, parking, and inventory.

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, 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. In particular, 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.

To disseminate information about the legal work of the Organization, in 2013 the Secretary for Legal Affairs took part in seminars and courses, lectured at various diplomatic academies in member countries, and put forward the Organization's legal agenda at meetings convened by universities and bar associations.

This office is responsible for the programs on judicial facilitators, the consumer safety network, and follow-up to the convention on persons with disabilities.

Program of Judicial Facilitators

The OAS General Assembly adopted resolution AG/RES. 2768 (XLIII-O/13), “Strengthening the Activities of the Inter-American Program of Judicial Facilitators,” and urged the General Secretariat to continue assisting member states that asked to establish National Judicial Facilitator Services.

In 2013, assistance in the establishment of National Judicial Facilitator Services was extended to seven countries: Argentina (Province of Corrientes), Costa Rica, Guatemala, Honduras, Nicaragua, Panama, and Paraguay and to integration bodies in Central America. The network itself was expanded to include 7,266 facilitators, 40 percent of whom are women. The facilitators are local leaders who work with justice systems on a volunteer basis. They are selected by their communities and appointed by local judges, who train and supervise them. In the course of the year, they performed 31,000 services to facilitate access to justice and 80,000 preventive services (advisory services and mediation), and, through the talks they gave, provided more than 202,000 people with information on various legal norms and their rights.

In addition, the Inter-American Program of Judicial Facilitators, in partnership with seven local universities, provided training to 1,198 judicial officials at the postgraduate level and to 40 at the master’s level.

Consumer rights

The SLA carried out activities to create awareness of and strengthen legal protection for consumers. In this connection, the Network for Consumer Safety and Health (RCSS) boosted the capacity to monitor the safety of products available in the Hemisphere by training 500 high-level officials from consumer, metrology, and health authorities, providing them with timely information on warnings about unsafe products on the market. The Network also fostered information exchange and cooperation among countries, becoming the principal hemispheric forum for cooperation in monitoring markets in terms of product safety.

Persons with disabilities

The regulatory and institutional framework in Haiti for the rights of persons with disabilities was consolidated. In addition, 528 ministerial officials and judges received training in the framework of the project “Strengthening the Legal Framework for Disabilities in Haiti.”

The SLA, as Technical Secretariat to the Committee to Follow up on the Inter-American Convention on the Elimination of All Forms of Discrimination against Persons with Disabilities (CIADDIS) collaborated in the adoption of a single format for the report on the Program of Action (PAD) and the Convention. As of the date of this report, a total of 13 national reports have been received.

2.7.1 Department of International Law (DIL)

In 2013, the DIL rendered legal services in the area of international law to the organs of the Organization on the following matters, inter alia: access to public information, protection of personal

data, international humanitarian law, the International Criminal Court, public defense and access to justice, discrimination and intolerance, indigenous peoples, persons of African descent, LGBTI groups, older persons, and refugees and internally displaced and stateless persons. The DIL also implemented 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 to implement projects financed by specific funds related to the Program of Action on Indigenous Peoples in the Americas, the Inter-American Program on Access to Public Information, the secured transactions program, the arbitration program, and the Afro-descendant program, among others, and it gave support to replications carried out by the participants in their own countries.

Pursuant to the Inter-American Program for the Development of International Law, the DIL organized events and prepared and distributed several publications. Detailed information on the Program's implementation is available in document CP/CAJP/INF.211/14 of January 24, 2014. In addition, during the period covered by this report, the DIL continued to administer its web page as well as the CJI's. 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 (www.oas.org/dil) contains up-to-date information on this area as well as on follow-up to all activities undertaken by the Department in 2013. The DIL also publishes frequent newsletters 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)

- 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)

- Creation of 30 accounts in the Network's Secure Electronic Communications System, for new users
- Regular updating of the Criminal Matters Network
- Regional Training Workshop on CyberCrime, Lima, Peru, March 11-13, 2013

Cooperation in the framework of the Inter-American Convention against Corruption and its

Follow-up Mechanism (MESICIC)

- Twenty-first Regular Meeting of the Committee of Experts of the MESICIC, March 18-22, 2013. Reports were adopted for the second group of countries reviewed in the framework of the Fourth Round of Review (Peru, Costa Rica, Argentina, Trinidad and Tobago, and Honduras).
- On-site visits to the third group of countries reviewed in the framework of the Fourth Round of Review (Panama, Chile, Uruguay, Colombia, and Guatemala), April-May 2013.
- Twenty-second Regular Meeting of the Committee of Experts of the MESICIC, September 9-13, 2013. Reports were adopted for the third group of countries reviewed in the framework of the Fourth Round of Review (Panama, Chile, Uruguay, Colombia, and Guatemala).
- On-site visits to the fourth group of countries reviewed in the framework of the Fourth Round of Review (Dominican Republic, Canada, Ecuador, and Guyana), September-October 2013.
- Adoption by the Committee of Experts of:
 - The Model Law on the Declaration of Interests, Income, Assets, and Liabilities of Persons Performing Public Functions (March 2013)
 - The Model Law to Facilitate and Encourage the Reporting of Acts of Corruption and to Protect Whistleblowers and Witnesses (March 2013)
 - The Second Progress Report on Implementation of the Inter-American Convention against Corruption (September 2013)

Collaboration with other international organizations:

The DLC continues to work in close cooperation with other international institutions, such as the United Nations, the IDB, the Council of Europe, and the OECD, as well as with subregional bodies.

2.8 SECRETARIAT FOR EXTERNAL RELATIONS

The Secretariat for External Relations (SER) was established in 2008, through Executive Order No. 08-01, for the 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. It implements strategies related to institutional image, message and content development, relations with various interested audiences, cultural support activities, fundraising, establishment of partnerships, and development of relations and activities with governments, international institutions, and sectors of society.

The Secretariat for External Relations worked with members of Congress to reinforce regular contacts and dialogue. As a result, meetings were held with the offices of senators and representatives on OAS institutional reform, presentation of the report on drugs, the ruling of the Constitutional Court of the Dominican Republic on the definition of citizenship, the truce between the gangs in El Salvador, and the human rights situation and elections in various countries. Important meetings and events were also held with the Latin American community, such as the symposium on its future, held alongside the inauguration of President Barack Obama's second term of office.

Its program also involves think tanks and university leaders in information exchange. The main achievements were two high-level discussions of think tanks and university leaders with the Secretary General, presentation of the OAS report on drugs at the renowned Chatham House in London, launching of the high-level lecture series on the OAS at George Washington University, and OAS participation in the annual conference of the Latin American Studies Association. The Organization played a prominent role in the annual conference on the Americas held in this city and organized jointly by the OAS, the Inter-American Dialogue, and the Development Bank of Latin America. Information on OAS priorities was shared with new leaders on hemispheric issues at the Brookings Institution, the Center for Strategic and International Studies, and the Atlantic Council, among other institutions.

2.8.1 Department of Press and Communications (DPC)

The Department of Press and Communications (DPC) familiarized public opinion in the Hemisphere with the core political message defined by the General Secretariat's senior officials and disseminated information about the OAS secretariats and committees.

Accordingly:

- It produced on a daily basis, seven days a week, press releases accompanied by photographic and audiovisual materials, which are distributed through a valuable mailing list of media outlets developed over the years, which enables it to reach over 6,000 English- and Spanish-speaking media across the Hemisphere along with opinion leaders.
- To achieve the objective of keeping the OAS in the news, strategies are examined and introduced on regular basis, to adjust the DPC's work to journalistic requirements in the 34 countries.

- Along these lines, in 2013, the DPC stepped up activities through social networks and considerably increased its number of followers on “Twitter” and “Facebook.” Messages are updated every day, which results in more “retweets” of our messages on the two major networks. While it is true that some political messages are critical, the obvious, explicit conclusion is that the OAS is viewed as an organization with influence on political reality in the region.
- Audiovisual activities were also expanded, with limited technology. With greater imagination than material resources, the DPC increased the number of spots showcasing OAS activities, in particular those that essentially reflect the importance of the four pillars.
- It distributes a monthly Newsletter containing the Secretary General’s and/or the Assistant Secretary General’s speeches to think tanks, universities, and political parties in the 34 countries.
- It keeps the General Secretariat informed 24/7 of relevant political events and news.
- It continues to send out daily news compilations (365 days a year) to OAS officials.

Written press:

- Press releases: 951 press releases were issued.
Added to the basic text of the press releases were photos, video, audio, and in some cases speeches/documents.
- MailChimp: This distribution system made it possible to overhaul mailing lists and introduce their automated updating.
Distribution is provided to 3,650 media outlets in Spanish, 1,336 in English, 167 in French, and 67 in Portuguese.
The press release subscription system has been continued, through the web.
- Newsletter: 12 bulletins with speeches by the Secretary General and the Assistant Secretary General are distributed each year.

Radio/television:

Production for 2013 included:

- Videos and audios with information on OAS activities.
- A daily mini radio program for the Caribbean called “OAS Today. Provided to radio and television stations in the 34 countries, it essentially consists of a summary, in English and Spanish, of Permanent Council meetings.
- Broadcasting of complete and edited meetings of the Permanent Council in audio and video.

Social networks:

- The strategy for conveying political and programmatic messages was continued, in coordination with secretariats and through multiple-format products. The method used for sending and responding to messages on social networks was systematized, while ensuring that any political position expressed was at all times consistent with the General Secretariat’s.

- Facebook: the upward trend in the number of followers continued.
- Twitter: Here too, the upward trend in the number of followers continued.

Web:

- The Organization's web page has been enhanced to make it more lively and dynamic.
- The carousel, which provides a rotating display of thematic photographs, expanded its content to include institutional news announcements.
- News stories in the press column on the home page were replaced more frequently: 627 were published
- The opening topics in the OAS pillars section and in the 12 boxes on institutional matters were periodically updated, with special attention to minority participation.
- A protocol with basic guidelines for web page subsite management by other departments was distributed to the secretariats, to ensure that the web projected a homogeneous institutional image.

Institutional topics:

- "OAS at Work" highlights once a month, through a two-minute clip (produced by the DPC), documents and other links on 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), social actors, and international organizations. It disseminated its work through the Lecture Series of the America, the OAS Policy Roundtable series, and briefings.

The DIA supported the technical areas of the Organization in channeling US\$18.5 million in cash and in kind from OAS permanent observers for high-impact programs. In addition, requests were received from Montenegro, the Principality of Liechtenstein, and the Sovereign Order of Malta to become permanent observers to the OAS. Said requests were presented to the Permanent Council in 2013 and the first two were approved in 2014.

The Department made arrangements for the Secretary General's visits to France, the Holy See, Italy, Spain, and the United Kingdom, where he met with heads of state and government, ministers of foreign affairs, and other officials. The DIA also organized the second Policy Dialogue between the European Union and the OAS General Secretariat (GS/OAS). It also coordinated briefings between the OAS and permanent observers to describe successful programs and share practices.

The DIA coordinated the participation of civil society organizations (CSOs) in 30 face-to-face and virtual meetings in the framework of the Permanent Council, CIDI, and other General Secretariat activities. Civil society participation in the forty-third regular session of the General Assembly was the highest ever recorded in the history of the OAS, with close to 300 representatives

from 168 organizations in 29 countries taking part. The Permanent Council approved the applications of 35 CSOs for inclusion in the OAS civil society register. What is more, in conjunction with SEGIB and the Vidanta Foundation, the Vidanta Prize was awarded to four CSOs.

In the framework of the United Nations, the DIA coordinated GS/OAS participation in the 68th regular session of the General Assembly of that body as well as the visit of United Nations Secretary-General Ban Ki-Moon to the OAS for a protocolary meeting of the Permanent Council. It facilitated programming meetings with UNDP, the Human Rights Council, UNESCO, the ILO, and UNODC and finalized negotiations for the signing of cooperation agreements with UNAIDS and the Alliance of Civilizations. Activities were carried out with the International Organization of La Francophonie, International IDEA, PAHO, and IICA.

As concerns dissemination programs, 78 briefings were held for 2,206 diplomats, military, civil society, and students. With the participation of about 1,300 people, eight OAS Policy Roundtables and two Lecture Series of the Americas events were held on the following topics: migration, education, human rights, Afrodescendant issues, gender, domestic servitude, political trends and economic outlook for Latin America and the Caribbean in 2013, the drug problem in the Americas, agriculture and access to water, and National Hispanic Heritage Month.

2.8.3 Art Museum of the Americas (AMA)

The AMA was founded in 1976 by a resolution of the Permanent Council to promote the cultural heritage and identity of the OAS member countries. The AMA's programming is possible thanks to partnerships with entities in the member and observer states and with other entities, such as the IDB Cultural Center and the World Bank Art Program. The foundation Friends of the Art Museum of the Americas also plays a key role in fundraising for programs. Other partnerships exist with the Museum of Fine Arts in Houston for a digitization program of the historical archive of the AMA and with the University of Oklahoma and its museum, which held the exhibit "Freedom of Expression: The Art Museum of the Americas and Cold War Politics."

Programming in 2013 included exhibits, lectures, films, workshops, and guided tours. Of the 11,636 visitors during the year, 1,202 took part in public programs. Media coverage of the AMA grew to include new local and international media, such as *The Norman Transcript* (Oklahoma, U.S.), *Bzzz* (Brazil), *Diario Libre* (Dominican Republic), *P3* (Portugal), and *Haiti Innovation*. Also providing coverage were *The Washington Post*, *The Washington Diplomat*, *The Washingtonian*, *Washington City Paper*, *DCist*, *Cultural Tourism DC*, *The Georgetownner*, *Metro Weekly*, and art blogs, among others in Washington, D.C. The Museum received 115 pages of publicity in 2013, which represented a savings of US\$322,000.

Exhibits at the AMA building

- Fusion: Tracing Asian Migration to the Americas through AMA's Collection
- Procession, Eva Rocha, Brazil/U.S. – Virginia Center for Latin American Art
- A Place with No Rest, Luis González Palma, Guatemala
- On Common Ground: Dominican Republic and Haiti

F Street Gallery

- Portraits of Power, Alejandro Almaraz, Argentina
- Brazil, My Brazil: Contrasts of Modernity, Marília Bulhões, Brazil
- The Burning of Visibility, Anne-Lise Large, France/U.S.

Parallel programming

- Sampling of mixographs by Fernando de Szyszlo, Peru
- Wounded to Death, in collaboration with the CIM
- Illuminating Opportunity, Darren Mahuron, U.S.
- The Creative Process: A Talk by Guatemalan Artist Luis González Palma
- Symposium – Constellations: Past, Present & Future Directions of the Art Museum of the Americas
- Art After Dark, main fundraising event (750 participants)
- Concert by the *Fundación Tocando Puertas* Orchestra, Colombia
- Presentation at the XXXI International Congress of the Latin American Studies Association
- Cine Américas – Dominican film series
- Triennial Conference of the Association for Latin American Art (at the AMA)
- 15 workshops for families and school groups

3 AUTONOMOUS AND DECENTRALIZED ENTITIES AND ORGANS

3.1 INTER-AMERICAN COURT OF HUMAN RIGHTS

The Inter-American Court of Human Rights is a treaty body formally established on September 3, 1979, as a result of the entry into force of the American Convention on Human Rights on July 18, 1978. According to its Statute, it is an “autonomous judicial institution” whose purpose is to apply and interpret the American Convention. Based in San José, Costa Rica, it is made up of seven judges who are nationals of the member states of the Organization of American States. In 2013, its composition was the following: Diego García-Sayán (Peru), President; Manuel E. Ventura Robles (Costa Rica), Vice President; Alberto Pérez Pérez (Uruguay); Eduardo Vio Grossi (Chile); Roberto de Figueiredo Caldas (Brazil); Humberto Antonio Sierra Porto (Colombia); and Eduardo Ferrer Mac-Gregor Poisot (Mexico). Judges Roberto de Figueiredo Caldas, Humberto Antonio Sierra Porto, and Eduardo Ferrer Mac-Gregor Poisot began their terms of office on January 1, 2013.^{5/} The judges are assisted in their functions by the Court Secretariat. The Secretary of the Court is Pablo Saavedra Alessandri (Chile)^{6/} and the Deputy Secretary, Emilia Segares Rodríguez (Costa Rica).

- **Principal activities and achievements in 2013**

In 2013, the Court held four regular periods of sessions as well as three special periods of sessions, held in Medellín, Mexico City, and Brasilia. It held 17 public hearings on contentious cases,^{5/} 12 private hearings on monitoring of compliance,^{6/} and one public hearing on provisional measures.^{7/}

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3. At its 101st regular period of sessions, held in San José (Costa Rica), the Court elected its new officers for the 2014-2015 term: Judge Humberto Antonio Sierra Porto as President of the Court and Judge Roberto de Figueiredo Caldas as Vice President.
 4. At its 101st regular period of session, held in San José (Costa Rica), the Court reelected Pablo Saavedra Alessandri as Secretary for the 2014-2018 term.
 5. Case of Quintana Coello *et al.* v. Ecuador, Case of Liakat Ali Alibux v. Suriname, Case of Luna López v. Honduras, Case of Mémoli v. Argentina, Case of Suárez Peralta v. Ecuador, Case of the Afrodescendant Communities of the Cuenca of the Río Cacarica (Operation Génesis) v. Colombia., Case of Camba Campos v. Ecuador, Case of the Pacheco Tineo Family v. Bolivia, Case of García Lucero *et al.* v. Chile, Case of Véliz Franco v. Guatemala, Case of J. v. Peru, Case of Gutiérrez and Family v. Argentina, Case of Norín Catrimán *et al.* (Lonkos, Leaders of and Activists for the Mapuche Indigenous People) v. Chile, Case of Osorio Rivera *et al.* v. Peru, Case of Brewer Carías v. Venezuela, Case of Tide Méndez *et al.* v. Dominican Republic, and Case of Rodríguez Vera *et al.* v. Colombia.
 6. Case of the Five Pensioners v. Peru, Case of Acevedo Jaramillo *et al.* v. Peru, Case of Gelman v. Uruguay, Case of López Álvarez v. Honduras, Case of Anzualdo Castro v. Peru, Case of Juan Humberto Sánchez v. Honduras, Case of Acevedo Buendía *et al.* (“Discharged and Retired Employees of the Comptroller”) v. Peru, Case of the Pueblo Saramaka v. Suriname, Case of the Girls Yean and Bosico v. Dominican Republic, Case of Yatama v. Nicaragua, Case Bello Massador v. Colombia, and Case of the Miguel Castro Castro Prison v. Peru.
 7. Case of the Barrios Family v. Venezuela.

In addition, the Court issued a total of 16 judgments: 13 that resolved objections and/or merits in contentious cases,^{8/} two interpretations of judgments,^{9/} and one request for interpretation.^{10/} The Court issued 26 Monitoring of Compliance orders^{11/} and it adopted three new provisional

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8. Case of Mendoza *et al.* v. Argentina. *Preliminary Objections, Merits, and Reparations*. Judgment of May 14, 2013. Series C No. 260; Case of Suárez Peralta v. Ecuador. *Preliminary Objections, Merits, Reparations, and Costs*. Judgment of May 21, 2013. Series C No. 261; Case of Mémoli v. Argentina. *Preliminary Objections, Merits, Reparations, and Costs*. Judgment of August 22, 2013. Series C No. 265; Case of the Supreme Court of Justice (Quintana Coello *et al.*) v. Ecuador. *Preliminary Objection, Merits, Reparations, and Costs*. Judgment of August 23, 2013. Series C No. 266; Case of the Constitutional Court (Camba Campos *et al.*) v. Ecuador. *Preliminary Objections, Merits, Reparations, and Costs*. Judgment of August 28, 2013. Series C No. 268; Case of García Lucero *et al.* v. Chile. *Preliminary Objections, Merits, Reparations, and Costs*. Judgment of August 28, 2013. Series C No. 267; Case of Luna López v. Honduras. *Preliminary Objections, Merits, Reparations, and Costs*. Judgment of October 10, 2013. Series C No. 269; Case of the Afrodescendant Communities of the Cuenca of the Río Cacarica (Operation Génesis) v. Colombia. *Preliminary Objections, Merits, Reparations, and Costs*. Judgment of November 20, 2013. Series C No. 270; Case of Gutiérrez and Family v. Argentina. *Merits, Reparations, and Costs*. Judgment November 25, 2013. Series C No. 271; Case of the Pacheco Tineo Family v. Bolivia. *Preliminary Objections, Merits, Reparations, and Costs*. Judgment of November 25, 2013. Series C No. 272; Case of Osorio Rivera and Family v. Peru. *Preliminary Objections, Merits, Reparations, and Costs*. Judgment of November 26, 2013. Series C No. 274; Case of García Cruz and Sánchez Silvestre v. Mexico. *Merits, Reparations, and Costs*. Judgment of November 26, 2013. Series C No. 273; and Case of J. v. Peru. *Preliminary Objection, Merits, Reparations, and Costs*. Judgment of November 27, 2013. Serie C No. 275.
 9. Case of the Massacres of El Mozote and Nearby Places v. El Salvador. *Interpretation of the Judgment on merits, reparations and costs*. Judgment of August 19, 2013. Series C No. 264; and Case of Gudiel Álvarez *et al.* (“*Diario Militar*”) v. Guatemala. *Interpretation of the Judgment on merits, reparations and costs*. Judgment of August 19, 2013. Series C No. 262.
 10. Case of the Massacre of Santo Domingo v. Colombia. *Request for interpretation of the Judgment on preliminary objections, merits, reparations, and costs*. Judgment of August 19, 2013. Series C No. 263.
 11. Case of García Asto and Ramírez Rojas v. Peru. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of November 26, 2013; Case of Atala Riffo and Daughters. Chile. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of November 26, 2013; Case of Cesti Hurtado v. Peru. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of November 26, 2013; Case of Castillo Páez v. Peru. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of November 26, 2013; Case of the Saramaka People v. Suriname. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of September 4, 2013; Case of Castañeda Gutman v. Mexico. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of August 28, 2013; Case of Yatama v. Nicaragua. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of August 22, 2013; Case of Salvador Chiriboga v. Ecuador. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of August 22, 2013; Case of Chitay Nech *et al.* v. Guatemala. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of August 22, 2013; Case of Juan Humberto Sánchez v. Honduras. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of August 22, 2013; Case of Cabrera García and Montiel Flores v. Mexico. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of August 21, 2013; Case of Huilca Tecse v. Peru. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of August 21, 2013; Case of Anzualdo Castro v. Peru. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of August 21, 2013; Case of López

measures,^{12/} reiterated or expanded seven provisional measures,^{13/} and lifted 13 provisional measures (in part or in full).^{14/}

Lastly, in 2013, 11 new contentious cases were submitted to the Court.^{15/}

Álvarez *v.* Honduras. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of May 29, 2013; Case of Abril Alosilla *et al.* *v.* Peru. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of May 22, 2013; Case of the Ituango Massacres *v.* Colombia. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of May 21, 2013; Case of González *et al.* ("Cotton Field") *v.* Mexico. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of May 21, 2013; Case of Contreras *et al.* *v.* El Salvador. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of May 14, 2013; Case of Ibsen Cárdenas and Ibsen Peña *v.* Bolivia. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of May 14, 2013; Case of Radilla Pacheco *v.* Mexico. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of May 14, 2013; Case of Gelman *v.* Uruguay. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of March 20, 2013; Case of Vélez Lloor *v.* Panama. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of February 13, 2013; Case of Gómez Palomino *v.* Peru. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of February 13, 2013; Case of Albán Cornejo *et al.* *v.* Ecuador. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of February 5, 2013; Case of Kimel *v.* Argentina. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of February 5, 2013; Case of Baena Ricardo *et al.* *v.* Panama. Monitoring of Compliance with the Judgment. Order of the Inter-American Court of Human Rights of February 5, 2013.

12 Matter of Rodríguez regarding Mexico, Case of Pacheco Teruel *et al.* regarding Honduras, Matter of B regarding El Salvador.

13 Case of the Socio-educational Inpatient Unit regarding the Federative Republic of Brazil; Wong Ho Wing Matter regarding Peru; Adrián Meléndez Quijano *et al.* matter regarding El Salvador; Case of the Barrios Family regarding Venezuela; Case of Almanza Suárez regarding Colombia; Matter of Flores *et al.* in relation to the Case of Torres Millacura *et al.* *v.* Argentina; Matters of Certain Venezuelan Prisons, Penitentiary Center of the Central Occidental Region (Uribana Prison) regarding Venezuela.

14 Matter of Flores *et al.* in relation to the Case of Torres Millacura *et al.* *v.* Argentina; Case of Pacheco Teruel *et al.* regarding Honduras, Matter of B regarding El Salvador; Matter of Marta Colomina regarding Venezuela; Matter of Guerrero Larez regarding Venezuela; Matter of Natera Balboa regarding Venezuela; Matter of the Communities of the Jiguamiandó and the Curvaradó regarding Colombia; Matter of Dottin *et al.* regarding Trinidad and Tobago; Matter of Meléndez Quijano *et al.* regarding El Salvador; Case of the Barrios Family regarding Venezuela; Matter of Almanza Suárez regarding Colombia; Matter of Millacura Llaipén regarding Argentina; and Matter of Giraldo Cardona *et al.* regarding Colombia.

15 Case of the Garífuna Community of "Triunfo de la Cruz" and Its Members *v.* Honduras, Case of the Kuna Indigenous People of Madungandi and Emberá Indigenous People of Bayano and Their Members *v.* Panama, Case of Marcel Granier *et al.* *v.* Venezuela, Case of García Cruz and Sánchez Silvestre *v.* Mexico, Case of Rochac Hernández *et al.* *v.* El Salvador, Case of Zulema Tarazona Arrieta *et al.* *v.* Peru, Case of the "Santa Barbara" Campesino Community *v.* Peru, Case of the Garífuna Community of Punta Piedra and Its Members *v.* Honduras, Case of Wong Ho Wing *v.* Peru, Case of García Ibarra and Family *v.* Ecuador, and Case of Carlos Alberto Canales Huapaya *et al.* *v.* Peru.

- **Relations and forms of cooperation with other inter-American, extra-regional, or global organizations in the execution of activities**

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 the Court's activities.

The Court also maintains close institutional ties with the Inter-American Commission on Human Rights through meetings that, on the General Assembly's recommendation, their members are to hold.

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. The Institute is an autonomous international entity, of an academic nature, which is involved in human rights education, research, and promotion from an interdisciplinary and global perspective.

Moreover, the Court has institutional relations with the European Court of Human Rights and the African Court on Human and Peoples' Rights. Similarly, it has concluded cooperation agreements with different domestic courts, universities, and centers for human rights.

3.2 INTER-AMERICAN COMMISSION ON HUMAN RIGHTS

The Inter-American Commission on Human Rights (IACHR) is an autonomous organ of the Organization of American States. Its mandate is prescribed in the OAS Charter, the American Convention on Human Rights (American Convention), and its Statute. The IACHR is one of the two organs of the inter-American system responsible for the promotion and protection of human rights, the other being the Inter-American Court of Human Rights. The IACHR consists of seven members who carry out their functions independently, without representing any particular country. Its members are elected by the OAS General Assembly for four years and may be reelected only once. The Executive Secretariat performs the tasks assigned to it by the IACHR and provides the Commission with legal and administrative support in the pursuit of its functions.

- **Periods of sessions of the Inter-American Commission in 2013**

The Inter-American Commission held three periods of sessions in 2013: the 147th (March 7-22), the 148th (July 8-19), and the 149th (October 24-November 8).^{16/} In the course of the year, the Inter-American Commission approved a total of 44 admissibility reports, nine inadmissibility reports, six reports on friendly settlement, 38 decisions to archive, and 16 reports on merits. It also held 114

16. As concerns these periods of sessions, see the following IACHR press releases: 23/13 and 83/13.

hearings and 36 working meetings. The Commission received 374 requests for hearings in 2013 and held 114.

- **Working visits**

Dominican Republic: The Inter-American Commission conducted an on-site visit to the Dominican Republic from December 2 to 5, 2013, in response to an invitation from the state. The purpose of the visit was to observe the situation related to the rights to nationality, identity, equality, and nondiscrimination, along with other related rights and issues.

Suriname: The Commission undertook a working visit to Suriname from January 23 to 25, 2013, to examine the rights situation of women and indigenous peoples. The delegation comprised Commissioner Dinah Shelton, Rapporteur on the Rights of Indigenous Peoples; Commissioner Tracy Robinson, First Vice President and Rapporteur on the Rights of Women; and staff from the Executive Secretariat.

Argentina: A delegation from the Executive Secretariat visited Argentina from May 9 to 13, 2013, to conduct a diagnostic assessment of compliance with the IACHR recommendations contained in Merits Report No. 2/12 on the case of the Indigenous Communities Members of the Lhaka Honhat Association of Argentina, adopted on January 26, 2012.

Honduras: From May 14 to 18, 2013, the Rapporteur for Honduras, Commissioner Tracy Robinson, and the Commission's Executive Secretary, Emilio Álvarez Icaza Longoria, visited Honduras in the framework of their participation as speakers at the Third Assembly of the Latin American and Caribbean Network for Democracy (LAC Network). The delegation met with government officials, representatives of civil society organizations, and representatives of international and regional organizations. It also met with indigenous women leaders from various parts of the country and organized two meetings on friendly settlement cases and three meetings on precautionary measure monitoring.

Canada: The Commission made a working visit to Canada from August 6 to 9, 2013, to look into the disappearance and murder of indigenous women in British Columbia, Canada. The delegation was made up of Commissioner Dinah Shelton, Rapporteur on the Rights of Indigenous Peoples; Commissioner Tracy Robinson, First Vice President and Rapporteur on the Rights of Women; and staff from the Executive Secretariat.

Guatemala: The Rapporteurship on the Rights of Indigenous Peoples made a visit to Guatemala from August 21 to 30, 2013. The visit was intended to gather information on the situation of indigenous peoples in Guatemala.

- **Thematic rapporteurships and forms of cooperation with other bodies**

In compliance with its promotion mandate, the Commission carried out visits to Argentina, The Bahamas, Brazil, Canada, Chile, Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Panama, Peru, Suriname, the United States, and Uruguay. It also made presentations to promote the inter-American system and held meetings to establish closer relations with the regional systems in Africa, Asia, and Europe.

In 2013, the Commission adopted thematic reports that set inter-American standards in the corresponding areas and in which, as appropriate, recommendations are made to the states on how to move forward in adhering to those standards:

- Report of the Inter-American Commission on Human Rights on the Situation of Persons Deprived of Liberty in Honduras
- Children's Right to Family. Alternative Care. Ending Institutionalization in the Americas
- Guarantees for the Independence of Justice Operators. Towards Strengthening Access to Justice and the Rule of Law in the Americas
- Report on the Impact of the Friendly Settlement Process
- Indigenous Peoples in Voluntary Isolation and Initial Contact: Recommendations on Full Respect for Their Human Rights
- Report on the Use of Preventive Custody in the Americas
- Report on the Human Rights Situation of Migrants and Other Persons in the Context of Human Mobility in Mexico
- Truth, Justice and Reparation: Fourth Report on the Situation of Human Rights in Colombia

Links were strengthened with civil society, as were cooperative relations with diverse international organizations in the Americas, Asia, and Europe. In particular, forums for exchange and dialogue were established with the International Committee of the Red Cross, and with OHCHR, UNAIDS, UNHCR, UNICEF, UNODC, ILANUD and the United Nations Special Rapporteurs on torture, freedom of expression, and extrajudicial executions, among others.

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 in which 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 GS/OAS.

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

The Administrative Tribunal held its 61st regular session from August 21 to 23, 2013, to conduct witness hearings and hold oral debate on Complaint 299, which had been presented in April that year. In addition, in August 2013, Complaint 300 was presented. Its documentary phase continued until the end of the year.

On October 1, 2013, the Tribunal issued Judgment 161, which brought Complaint 299 to a close.

In the second half of 2013, electronic versions (e-books) of the Administrative Tribunal's most recent publications were produced: "*Statute and Rules of Procedure of the OAS Administrative Tribunal*" and "*Current Issues in the Law and Practice of International Administrative Tribunals*." Also published was a new print version of the Statute and Rules of Procedure of the Administrative Tribunal, which incorporates the amendments adopted to the two regulatory instruments in 2012 and contains content commemorating the 40th anniversary of this organ.

With support from the Department of Information and Technology Services (DOITS), progress was made in designing a new web page, which meets the GS/OAS institutional identity standards and will provide new tools for decision searches and results management. Similarly, with support from the Columbus Memorial Library, data on all members, sessions, and annual reports of the Administrative Tribunal since its inception in 1972 were systematized.

The Administrative Tribunal also strengthened its cooperative relations with other entities by participating in meetings that brought together judges and secretaries from other administrative tribunals and by sharing information at the secretariat level on such matters as the selection of judges, procedures for handling cases, legal precedents, applicable forms of compensation, and other matters.

3.4 INTER-AMERICAN CHILDREN'S INSTITUTE

The Inter-American Children's Institute (IIN) was established in 1927 and was 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; the Directing Council, which is made up of authorities in the field representing the member states; and the Secretariat of the Institute. It carries out activities in compliance with the Plan of Action 2011-2015 and other mandates issued by the Organization.

- **Juvenile criminal liability**

The technical guidelines for non-custodial penalties were implemented. To that end, the IIN worked with Colombia and Guatemala on guidelines and intervention models for juvenile sexual offenders and, in Panama, on the implementation of re-education measures. This project was supported by semi face-to-face training in three countries, with the participation of 90 officials.

With support from technical liaisons in the states that make up the working group on juvenile criminal liability, a general course on the subject was developed and a comparative compilation drawn up of Legislation on Juvenile Criminal Liability in the Region.

- **Early childhood**

A paper was prepared on guidelines for the promotion of family caregiving and upbringing capabilities, which focused on early childhood, in the formulation of public policy and actions promoted by states in the area.

- **Child rights in the face of natural disaster risk and emergencies**

The policy framework for child rights in the face of natural disaster risk was transferred to the Governments of Peru and the Dominican Republic, as were the complementary guides “Management and Coordination – Operating Tools for Civil Servants” and “Handbook on Prevention and Caregiving for Children in Disasters and Emergencies,” targeted at civil servants.

- **“Inter-American Program of Cooperation to Prevent and Remedy Cases of International Abduction of Children by One of Their Parents,” AG/RES. 2133 (XXXV-O/05)**

Developed in cooperation with the Argentine Republic were guidelines for the design of interventions that avoid revictimization and detect psychosocial intervention needs of child victims of abduction. The IIN web page on the matter was also updated.

- **“Inter-American Cooperation Program for the Prevention and Eradication of Sexual Exploitation and Smuggling of and Trafficking in Children,” AG/RES. 2771 (XLIII-O/13)**

A recompilation and update of information in the region was made available to the states, through ongoing relations with the national commissions. Technical assistance was provided to Government of Chile in the formulation of the Second Framework of Action against SESTC. Assistance was provided to the Government of Uruguay in preparing its country report, in keeping with the Optional Protocol on the Sale of Children, Child Prostitution, and Child Pornography.

- **Training courses:**

The following training courses were offered: “Update on Rights,” “Early Childhood,” “Child Participation,” “International Child Abduction,” “Juvenile Criminal Liability,” “The Media and Rights of Children,” and “Sexual Exploitation of Children.” Taking part were 255 officials from 13 countries.

3.5 INTER-AMERICAN COMMISSION OF WOMEN

Established in 1928, the Inter-American Commission of Women (CIM) was the first intergovernmental organization 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 of all 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 provisions on strengthening the Commission,^{17/} 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, projects, meetings, forums, and other 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 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 right 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 a life free from violence.

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

From 2009 to 2011, the CIM, in conjunction with the Department of Social Development and Employment (DSDE/OAS) and the ILO, implemented the hemispheric project "Advancing Gender

17. AG/RES. 1451 (XXVII-O/97), AG/RES. 1592 (XXVIII-O/98), AG/RES. 1625 (XXIX-O/99), AG/RES. 1777 (XXXI-O/01), AG/RES. 1941 (XXXIII-O/03), AG/RES. 2021 (XXXIV-O/04), AG/RES. 2124 (XXXV-O/05), AG/RES. 2161 (XXXVI-O/06), AG/RES. 2323 (XXXVII-O/07), AG/RES. 2441 (XXXIX-O/09), AG/RES. 2560 (XL-O/10), AG/RES. 2685 (XLI-O/11), and AG/RES. 2710 (XLII-O/12).

Equality in the Context of Decent Work.” 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, 2013) to follow up on the subregional workshops on strategic planning with a gender perspective.

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, International IDEA, UNAIDS, UNFPA, PAHO, IIHR, and the 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.

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. In 2013, the Inter-American Telecommunication Commission was composed of its Assembly, the Permanent Executive Committee (COM/CITEL), the Steering Committee, the Permanent Consultative Committees (PCCs), and the Secretariat.

The members of CITEL recognize that telecommunications/ICTs are the most efficient and effective instruments for facilitating universal access to information and education. Thus, ICTs are essential to ensuring freedom of expression, a key element in promoting democracy, protecting human rights, guaranteeing security, and promoting integral development and prosperity in the Hemisphere—the four pillars of the OAS.

The mandates and recommendations of CITELE 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.

In 2013, 10 meetings of committees and working groups were held, along with 10 seminars, workshops, and courses. Noteworthy among them were those on the following topics: Internet interconnection and routing; promotion of the program for the inclusion of women and girls in ICT use; ICT service quality, control, and supervision; tools, roles, and other considerations for combating SPAM; and fixed and mobile satellite services.

Other important CITELE activities in 2013 included:

- Analysis of telecommunication/ICT policies and regulations, including: child online protection; ICT quality, control, and supervision; a diagnostic report on international roaming; studies on waste electrical and electronic management; regional studies on access by women and children to ICT use; analysis of joint measures by OAS member states to prevent the activation of mobile terminals that have not been fully identified or have been stolen and/or lost; analysis of mobile application for the Bring Your Own Device (BYOD) mode; report on mobile to mobile termination rates; and strategies for the deployment of broadband in the Americas region.
- Consideration was also given to such technical matters as: minimum required procedures for technical spectrum monitoring; use of the band 698-806 MHz in border areas; development of principles for radiocommunications aspects in national broadband plans; recommendation on public protection and disaster relief (PDR) based on International Mobile Telecommunication (IMT) systems; guidelines to facilitate coordination of spectrum use by terrestrial fixed and mobile services in coordination areas; analysis of current and planned use of the 1350-1400 and 1427-1525 MHz bands and of use of the 1710-1780 / 2110-2180 MHz bands in the Americas for broadband mobile services.
- Likewise, efforts continued to prepare inter-American proposals for the 2014 World Radiocommunication Conference and the 2014 Plenipotentiary Conference, as well as the 35 items on the agenda of the 2015 World Radiocommunication Conference of the International Telecommunication Union (ITU). To enable the 193 countries represented at these world conferences to work more efficiently, their work is coordinated by six regions, with the OAS, through CITELE, representing the Americas.
- Telecommunications training was provided through 59 scholarships awarded to participants from 16 countries of the region for 13 courses (online and face-to-face). CITELE now has 22 Regional Training Centers and coordinates its work with the International Telecommunication Union.

Lastly, it bears noting that CITELE signed cooperation agreements with 20 international and regional organizations as a means of avoiding duplication of efforts by improving efficiency in the achievement of results.

3.7 OFFICE OF THE INSPECTOR GENERAL

The Office of the Inspector General 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 Office of the Inspector General is to ensure a systematic review of operating procedures and financial transactions at headquarters and in the offices in the member states.

- **Consolidation of its functions**

In 2013, the Office of the Inspector General focused on establishing coherent policies and procedures. These included the implementation of a program to improve quality control and an annual plan based on risk assessment, updating of the manual of auditing procedures, and development of a mechanism for following up on pending recommendations. In drawing up these policies and procedures, the Office of the Inspector General has made considerable headway toward standardizing internal operating procedures. These efforts established a sound basis for guaranteeing productivity and efficiency in future years.

In response to the pending recommendations of the Board of External Auditors, the Inspector General presented a timetable for a plan of action to improve operations.

- **Audits**

In 2013, the Office of the Inspector General reported on six audits and one online consultation. In addition, as of the date of the present report, reports are being prepared on two other audits and another audit is being conducted in the field. In its activities, the Office of the Inspector General focused primarily on operations with a high degree of risk and those with the greatest potential for improving efficiency, effectiveness, and use of resources in the General Secretariat.

Over this period, the operational audits conducted at headquarters focused on the following: cash management services, security and information, the master file of suppliers, indirect cost recovery, the Office of the GS/OAS in Honduras, the Office of the GS/OAS in Uruguay, the Inter-American Children's Institute (IIN), compliance with the economy-class travel requirement, and audio-taping during the forty-third regular session of the General Assembly.

- **Investigations**

The Office of the Inspector General maintains a direct confidential hotline through which alleged financial dishonesty may be reported. In 2013, the Office of the Inspector General presented four investigation reports, with three allegations still under investigation. These reports contained recommendations to strengthen internal controls, enhance the procurement and project management

systems, and monitor 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, 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 2013, an external evaluation was conducted of the quality of the Office of the Inspector General. The evaluation report will be presented to the Permanent Council and the Board of External Auditors, along with the Inspector General's corresponding plan to address its recommendations.

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 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 15 to 19, 2013, 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, 2012 and 2011.

On May 15, 2013, the Board presented its observations (OEA/Ser.S JAE/doc.43/13). 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) 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 the General Assembly:

- Avoid a structural deficit in the 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 and dispense with early payment discounts.
- Allocate necessary funds for the implementation of IPSAS.

To the GS/OAS:

- Implement a real property strategy that includes the sale of the *Casa del Soldado*.
- Continue implementing the SAF streamlining initiatives.
- Evaluate alternatives for supporting program delivery and improving internal controls in the national offices.
- Have the IT Governance Committee focus on a sustainable corporate enterprise system.
- Create a single, centralized investment committee to provide oversight for all investment funds.
- Continue to monitor the potential funding shortfall in the defined-benefit retirement and pension plan.

To the Office of the Inspector General:

- Complete a full organizational review of OIG operations and provide the Board with an action plan for improved operations by December 31, 2013.
- Have a peer review evaluation conducted of the Office of the Inspector General.

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 made by the Board in its previous year's 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 2012 financial statements:

- Regular Fund, 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 2013, the Inter-American Defense Board (IADB) continued to provide technical and educational advice and consultancy services on matters related to military and defense issues in the Hemisphere, with a view to contributing to implementation of the OAS Charter.

It also continued stepping up its role as a facilitator among the OAS, member countries, conferences of ministers of defense, regional and subregional organizations, and armed forces, in addition to encouraging more countries to become IADB members.

Its work has focused on responding to OAS programs, seeking to forge cooperative relations among the military, strengthen ties between civilians and the military, and shore up the IADC curriculum.

In 2013, the Board's activities and functions were guided by those established in its Statute and those stemming from its analysis of resolution AG/RES. 2809 (XLIII-O/13).

The IADB held working meetings with the following officials: the Secretary General, the Assistant Secretary General, the Chair of the CSH, the Secretary for Multidimensional Security, the Secretary for Administration and Finance, ambassadors from various OAS countries, ministers and vice ministers of defense or public security, and high-level defense or police officials of several countries.

Cooperation and interaction increased with other regional and hemispheric organizations, such as the Conference of Defense Ministers of the Americas (CDMA) and its Pro Tempore Secretariat, the Conference of Central American Armed Forces (CFAC), the Caribbean Community (CARICOM), the South American Defense Council (CDS), the Inter-American Naval Conference (IANC), the Conference of American Armies (CAA), and the System of Cooperation among the American Air Forces (SICOFAA), resulting in the implementation of several joint activities.

The IADB is providing technical and administrative support to the Pro Tempore Secretariat of the XI CDMA, through advisors carrying out the activities and tasks assigned by that body.

The IADB Plan of Work for 2013-2014 was presented to the CSH in September 2013.

Inputs concerning changes in the IADB's functions were submitted to the CSH in the context of the Strategic Vision of the OAS.

Students from institutes of higher learning and schools of strategic studies in Argentina, Peru, Paraguay, and Guatemala visited the *Casa del Soldado*.

The IADB continued to study protocols used for the destruction of arsenals and munitions in poor condition and held a seminar on techniques and experiences in the management and destruction of surplus arms.

The symposium "Armed Forces and Their Participation in Public Safety and Development Tasks" was held in the auditorium of the Inter-American Defense College, and the Humanitarian Assistance III Exercise (AH III) was held in the *Casa del Soldado*.

National defense doctrine and policy were drafted in connection with the member countries' white papers.

Ongoing support was given to OAS meetings on the development of new measures for security promotion and coordination.

The diverse phenomena occurring in the Hemisphere were monitored in order to follow up on natural disaster prevention and response and coordination of humanitarian assistance action by the different armed forces in support of an affected country.

Studies are continuing on the components of a Cyber-Defense Strategy for the small island states of the Caribbean.

The First Inter-American Conference on Logistics (CILog) was held, which provided tools and information regarding support in response to natural disasters.

The Group of International Monitors (GMI) is continuing its work in Colombia under the AICMA program, and the activities of MARMINAS have come to an end, with closing ceremonies in the respective countries in January 2014.

The IADC, which now has students from 15 OAS member countries, has an outstanding academic program and is working tirelessly toward accreditation of a master's degree program for its graduates. In 2013, the College held seminars on human rights/international humanitarian law, complex emergencies and large-scale disasters, and peace operations.

In addition, the IADC took steps to apply for a license from the District of Columbia Education Licensure Commission and sought accreditation from the Accrediting Council for Independent Colleges and Schools (ACICS).

4.2 INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

The mission of the Inter-American Institute for Cooperation on Agriculture (IICA),

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, is to “provide technical cooperation, innovation, and specialized knowledge to contribute to the competitive and sustainable development of agriculture in the Americas.” Its Director General, who was reelected for a four-year term in 2013, is Dr. Víctor Villalobos, a Mexican national.

One of the principal commitments made by IICA in 2013 was to strengthen its technical capacity to support the countries in their efforts to achieve more competitive, inclusive, and sustainable agriculture. To that end, in the course of the year it executed 492 technical cooperation projects, 183 of which were financed with its own resources and 309 with external funds. The main contributions the Institute made in 2013 as a result of these projects are summarized below:

- The Hemispheric Agricultural Innovation System was revitalized; public-private consortia and innovation networks operating at the regional level were created; and innovative technologies were developed to benefit producers, which enabled countries to improve their genetic materials and increase supply to markets.
- More than 2,400 members of the national innovation systems in countries of the South American tropics and the Caribbean had access to the results of studies and to technological advances achieved in the context of various regional networks and through efforts undertaken with international research centers.
- The Initiative for Central America on Biotechnology and Biosafety (ICABB) was established and provided training to over 2,000 people in topics related to biosafety, risk analysis, bio-inputs and communications.
- Bolivia, Peru, Ecuador, and Colombia approved a joint proposal on regional standards for organic production.
- More than 30 technical cooperation instruments were validated as part of an IICA agribusiness toolbox, which made it possible to strengthen the capabilities of 30 producers' organizations in Ecuador, Paraguay, and Guatemala, as well as to train approximately 5,000 agricultural sector stakeholders in business management, added value, and export promotion, among other topics.
- Thanks to the strengthening of the Institute's links with the International Plant Protection Convention (IPPC), the World Organization for Animal Health (OIE), and the Codex Alimentarius, its member countries were able to participate in virtual meetings and in forums and committees in which plant health and food safety standards were discussed and approved.
- The Institute spearheaded efforts, together with two strategic partners, to implement projects to create two virtual schools for food and plant health inspectors.
- IICA supported field operations in Mexico aimed at maintaining the country's phytosanitary status as an area free of the Mediterranean fruit fly; in Paraguay, efforts were aimed at restoring the country's status as an area free from foot-and-

mouth disease with vaccination; and in Central America, support was given to combating coffee leaf rust.

- IICA supported legal and regulatory innovations, established intersectoral arrangements, and implemented institutional management models adapted to the specific needs of different rural territories. It also strengthened the management capabilities of more than 1,100 leaders of public institutions, local governments, and other organizations in 13 countries, using the area-based approach.
- In partnership with CONACYT of Mexico, the Institute implemented a scholarship program that enabled 98 professionals from 20 Latin American and Caribbean (LAC) countries to pursue postgraduate studies in Mexican institutions of higher education specialized in agriculture.
- In the ministries of agriculture and environment, IICA promoted consideration of the effects of climate change and the measures required to adapt to it, mitigate its effects, and stave off any further deterioration of the food security situation. Over 200 specialists from 16 countries improved their capacities in climate change adaptation. The Institute also succeeded in increasing the participation of agricultural sector representatives from various member countries in the international negotiations on climate change.
- In collaboration with the Economic Commission for Latin America and the Caribbean (ECLAC) and the United Nations Food and Agriculture Organization (FAO), the Institute published the report, “Outlook for Agriculture and Rural Development in the Americas: a Perspective on Latin America and the Caribbean 2014,” one of nearly 50 technical and scientific publications posted on the website (www.iica.int).
- IICA disseminated numerous methodologies for evaluating the impact of public policies, analyzing the degree of market integration, promoting knowledge management, and identifying products with strong commercial potential and bottlenecks in the use of information and communication technologies (ICTs).

The Institute’s actions were further enhanced by its close cooperation with strategic partners such as FAO, IFAD, ECLAC, the World Trade Organization (WTO), the United Nations, various international research centers, and development agencies in Spain, Finland, Switzerland, Canada, and the EU.

With respect to the activities of IICA’s governing bodies, the Executive Committee held its Thirty-third Regular Meeting in Mexico City, while the Seventeenth Regular Meeting of the Inter-American Board of Agriculture (IABA) and the 2013 Meeting of Ministers of Agriculture of the Americas took place in Buenos Aires, Argentina. The central topic of discussion at the ministerial meeting was “Water to feed the land,” on which a consensus was reached regarding a document that outlines the main challenges to improving the productivity of water in agriculture.

In the area of corporate management, even though there was no increase in the countries’ contributions, the results of IICA’s institutional management were highly satisfactory, thanks to its rigorous, equitable, and transparent administration of available resources. The Institute maintained its financial and operational viability, thereby ensuring greater continuity in the provision of technical cooperation services. At the same time, the institutional net rate (INR), used to recover indirect costs generated by the administration of externally funded projects, reached an average of 7 percent.

Finally, IICA implemented new management systems for the planning, monitoring and organization of human resources, making its hemispheric operations more efficient. As far as financial accounting is concerned, the SAP system was fully installed throughout the Institute, making the management of resources more secure, expeditious, and efficient.

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.

During the period covered by this report, the Inter-American Juridical Committee was composed of the following members: João Clemente Baena Soares (Brazil, Chair), Fabián Novak Talavera (Peru, Vice Chair), 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), Carlos Mata Prates (Uruguay), and Gélin Imanès Collot (Haiti, elected by the General Assembly session held in Cochabamba in June 2012). Secretariat services and technical support for the Juridical Committee were provided by staff from the Department of International Law and the Secretariat for Legal Affairs.

The Inter-American Juridical Committee (CJI) held its 82nd and 83rd regular sessions at its headquarters in Rio de Janeiro, Brazil, in March and August 2013, respectively, and adopted three reports: “Sexual Orientation, Gender Identity and Gender Expression” (CJI/doc.417/12 rev. 2 corr. 1), “Model Legislation on Protection of Cultural Property in the Event of Armed Conflict” (CJI/doc.403/12 rev. 5), and “Inter-American Judicial Cooperation” (CJI/doc.428/13 rev. 1).

The CJI established four rapporteurships to keep track of new mandates: drafting of a Model Law on the protection of personal data (mandated by General Assembly resolution AG/RES. 2811 (XLIII-O/13); corporate social responsibility in the field of human rights and the environment in the Americas; alternatives for regulating the use of psychotropic substances and preventing drug addiction; and guidelines for migration management in bilateral relations. The CJI decided to continue its work on the following topics: sexual orientation, gender identity and expression; general guidelines for border integration; immunity of states and international organizations; electronic warehouse receipts for agricultural products; and inter-American judicial cooperation.

In 2013, the CJI met with members of the United Nations International Law Commission, the African Union Commission on International Law, the United Nations Office on Genocide Prevention and the Right to Protect, the International Humanitarian Fact-Finding Commission, the Federal Institute for Access to Information and Data Protection (IFAI) of Mexico, the Inter-American

Commission on Human Rights, and the Inter-American Court of Human Rights. Also, together with the Department of International Law, the CJI organized the Course on International Law, held from August 5 to 23, 2013, an activity that commemorated its 40th anniversary. In attendance were 20 participants from countries of the Hemisphere who had received OAS-funded scholarships and 13 participants, both national and foreign, who paid their own way.

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 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 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. To accomplish its mission, the

PADF receives donations from businesses, individual supporters, civic groups, OAS member states,

bilateral donors, and international organizations such as USAID, the World Bank, the Inter-American

Development Bank, the Red Cross, and the Clinton-Bush Haiti Fund.

In 2013, funds were raised for development programs that benefited more than eight million people in 23 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 was also involved in managing resources for OAS-supported projects in different countries, through contributions from public and private donors.

In close coordination with the OAS, the PADF responded to the January 12, 2010, earthquake in Haiti through activities deemed a priority in 2011-2013. The Foundation was selected to head up the management of resources and to channel them to 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. In 2013, donations of more than US\$15 million were made to the country.

In response to the humanitarian crisis resulting 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, the indigenous, at-risk youths, and other vulnerable groups. In collaboration with local organizations, the program provides income generation, technical training, community services, and institutional strengthening. Likewise, implementation continued of an innovative initiative called the "South-South Cooperation Strategy," aimed at delivering Colombian technical assistance to Caribbean Basin countries. Also, in support of the Ministry of Foreign Affairs, another program, called the "Comprehensive Plan for the Promotion of Children and Adolescents with Opportunities" (PIP), was launched to combat the forced recruitment of youths by delinquent groups. The PADF disbursed over US\$40 million to Colombia in 2013.

The PADF continued to support nonpartisan NGOs as an inter-American instrument to revitalize democratic values and principles. The Foundation also continues to execute projects in corporate social responsibility in different countries, which helps increase contributions to integral development projects and aids victims of natural disasters. In 2013, through its In-Kind Donations Program, the PADF sent medical equipment, tools, computers, and emergency supplies valued at US\$6.2 million to Argentina, Colombia, Chile, Cuba, the Dominican Republic, El Salvador, Haiti, Mexico, Suriname, 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 2013 for victims of natural disasters in Haiti and other countries. Likewise, the Executive Director and Foundation staff participated in various meetings of OAS committees, such as 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 approved a new Strategic Plan for 2013-2017 aimed at raising up to US\$350 million during that period. Under its previous plan (2008-2012), the PADF disbursed US\$262 million in 29 countries in support of the inter-American system, strengthening the role of civil society and the private sector in boosting integral development in the OAS member countries. The Foundation continues to encourage corporate social responsibility as a mechanism for increasing funding for social development projects and outreach to a greater number of victims of natural disasters and humanitarian crises.

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), the Pan American Sanitary Conference (which meets every five years), and the Executive Committee (which meets twice a year).

In January 2013, PAHO installed Dr. Carissa F. Etienne, a national of Dominica, as its new Director. Dr. Etienne introduced a new organic structure, which was intended to reposition PAHO as a flexible, transparent, and responsive organization and, at the same time, enhance synergy and complementarity in the Organization's core technical programs. Dr. Etienne established four priorities for PAHO's technical cooperation and promotion of public health: reducing inequities in health, strengthening health systems, addressing the social and environmental determinants of health, and achieving universal health coverage. The new priorities were incorporated, along with an ongoing focus on communicable and noncommunicable diseases, multisectoral approaches, and collaborative activities, into the PAHO Strategic Plan adopted by the 52nd Meeting of the Directing Council in October 2013.

PAHO's technical cooperation contributed to various regional achievements in public health in 2013. Among them are verification of the elimination of onchocerciasis in Colombia (the first country in the world to eliminate the disease), the entry into force of new tobacco control regulations in Jamaica, the launching of the Caribbean Public Health Agency (CARPHA), the signing of the Declaration of Panama pledge to end all avoidable child and maternal deaths by 2035, a clear consensus among PAHO member states on achieving universal health coverage, and commitments by health authorities to reduce the number of deaths from noncommunicable diseases and to promote equal access to health services for homosexual, bisexual, and transsexual persons.

Prominent among specific technical cooperation activities carried out by PAHO in 2013 were the regional promotion and coordination of the 11th Vaccination Week in the Americas, a yearly event; the establishment of a new SaltSmart consortium, to foster cuts in salt consumption and thus reduce hypertension; the formulation of model legislation on reproductive health and healthy motherhood; and the launching of a process to develop a roadmap outlining the path toward universal health coverage in the Hemisphere. In addition, PAHO published reports, *inter alia*, on violence against women, cancer in the Region of the Americas, antiretroviral treatment, integrated management of noncommunicable diseases, road security, mental health systems, and radiation safety.

Collaborative activities between PAHO and the Organization of American States in 2013 included a memorandum of understanding, signed in May 2012, on cooperation in drug demand reduction in the PAHO and OAS member states. Moreover, 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 results of 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 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, Ecuador, 2009).

- **Financial situation 2013**

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.

- **Department of Technical Assistance**

The Directing Council (Argentina, 2012) approved a Technical Assistance Program consisting of 22 projects, with a cost—including counterpart projects—of US\$695,633. In addition, several efforts were consolidated in the areas of capacity building, technological development, and innovations. Noteworthy are the results achieved through the following activities:

- *Capacity-building in Reference Systems (SIRGAS)*
- *Initiative on Central American Geospatial Data Integration*
- *CAF-PAIGH-GeoSUR Program – Geospatial Network for Latin America*
- *Impact of globalization on the rural landscape*
- *Ibero-American Network of Geographic Information Infrastructures, R3IGeo*
- *Joint Plan of Action for the Development of the Spatial Data Infrastructure of the Americas*

- **Publications Department**

Twenty titles were published on specialized topics, noteworthy among which were the “Comparative History of Women in the Americas,” “Cultural Heritage in the Americas: Preservation, Trade, and Social Uses,” and “The Americas: The Consolidation of Nations.”

- **Meetings and statutory matters**

The following statutory meetings were held in 2013:

- 79th Meeting of Officers (Mexico City, June 13- 14)
- 80th Meeting of Officers (Montevideo, Uruguay, November 17)
- 20th General Assembly (Montevideo, November 20-22)

The 20th General Assembly adopted 31 resolutions. It marked the end of the term of office of Santiago Borrero as Secretary General. Rodrigo Barriga was elected as his replacement for the 2014-2017 term.

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

- 11 - 13 Viña del Mar, Chile:
Second Meeting of the Advisory Council on Citizen Security
- 24 - 28 Santiago, Chile:
Inauguration of the Fourth International Seminar on Airport Cities
1st EU-CELAC Summit
- 28 - 29 Bogotá, Colombia:
Official visit – Sustaining Latin America’s Leadership on Drug Policy, Inter-American Dialogue, University of the Andes and CESED
- 31 - Feb. 1 Mexico City:
Official visit – Meeting with the President of the Republic
Meeting with the Secretary of Foreign Affairs of the Republic

February

- 18 - 21 London, England:
Official visit to meet with senior government officials
- 21 - 22 Paris, France:
Official visit – High Level Panel of the President of the United Nations General Assembly

March

- 7 - 8 Caracas, Venezuela:
Official visit – Funeral of Commander President Hugo Chávez Frías
- 8 - 9 Mexico City:
Official visit to meet with senior government officials
- 17 -20 Rome, Italy:
Official visit – Participation in the Inaugural Mass of Pope Francis

April

- 2 -4 Madrid, Spain:
Official visit – Meeting with the Prime Minister and other senior government officials

8 - 9 Palm Beach, Florida:
Palm Beach Strategic Forum 2013

23 - 25 Lima, Peru:
WEF World Economic Forum–Latin America

May

8 - 10 Bridgetown, Barbados:
Official visit – Forum on Political Financing in the Caribbean

16 - 17 Bogotá, Colombia:
Official visit – Presentation of the report “The Drug Problem in the Americas”

23 - 25 Quito, Ecuador:
Official visit – Presidential inauguration

June

1 - 9 Guatemala City:
OAS General Assembly

10 -11 Montreal, Canada:
International Economic Forum of the Americas. 19th Conference of Montreal

29 - July 3 Santiago, Chile:
Official visit – Presentation of the report “The Drug Problem in the Americas,”
ECLAC

July

3 -5 Port of Spain, Trinidad and Tobago:
Thirty-fourth Regular Meeting of the Conference of Heads of Government of
CARICOM

7 - 8 New York, New York:
UN – Debate on Inequality

21 -23 Montevideo, Uruguay:
Official visit – Public presentation of the report “The Drug Problem in the Americas”

23 - 25 Asunción, Paraguay:
Official visit to meet with senior government officials

25 - 26 San Salvador, El Salvador:
Official visit to meet with senior government officials

29 – Aug. 1 London, England:
Official visit to meet with senior government officials
Chatham House: International Security. The Drug Problem in the Americas

August

6 -8 New York, New York:
UN – United Nations Security Council

14 -16 Asunción, Paraguay:
P Presidential inauguration

30 - Sept. 1 Riviera Maya, Mexico:
Third Meeting of the Advisory Board -UNDP
Topic: Public Security

September

7 - 9 New York, New York:
High-level Meeting, President of the United Nations General Assembly

10 - 13 Rome, Italy:
European Italian Foundation

23 - 26 New York, New York;
UN General Assembly

27 - 29 Mexico City:
Presentation of the report on drugs to the Senate
Meeting of the Latin American Alternative Group

October

8 -10 Mexico City:
IV Latin American Democracy Forum

18 -20 Panama City, Panama:
XXII Ibero-American Summit of Heads of State

26 -27 Charleston, South Carolina:
Conference of the *Círculo Hispano-Americano de Charleston*

November

13 - 15 La Paz, Bolivia:
Official visit to meet with senior government officials

- 21 -23 Medellín, Colombia:
Fourth Meeting of Ministers Responsible for Public Security in the Americas (MISPA)
- 23 - 26 Mexico City, Mexico:
Council of Councils Americas Regional Conference and the Hemispheric Meeting of Councils on International Relations “The Future of the Americas in Global Governance” COMEXI
International Seminar – Convention of Belém do Pará: First Meeting of the Regional Group of Experts on Indicators on the Exercise of Women’s Rights

December

- 12 Bogotá, Colombia:
54th Regular Session of CICAD

5.2 ACTIVITIES OF THE ASSISTANT SECRETARY GENERAL AWAY FROM HEADQUARTERS

January

1/18/2013 Paramaribo, Suriname: Official visit to meet with senior government officials

February

2/3/2013 Guatemala City, Guatemala: Preparations for the General Assembly

2/20/2013 Guatemala City, Guatemala: Dominican Model Inter-American System (MODOSI)

March

3/14/2013 Port of Spain, Trinidad and Tobago: Official visit to meet with senior government officials

3/16/2013 Kingston, Jamaica: Official visit to meet with senior government officials

April

4/14/2013 Belize City, Belize: Official visit to meet with senior government officials

4/23/2013 Nassau, The Bahamas: Official visit to meet with senior government officials

4/24/2013 Bridgetown, Barbados: Official visit to meet with senior government officials

4/30/2013 Saint George's, Grenada: Official visit to meet with senior government officials

May

5/2/2013 Paramaribo, Suriname: Launching of the Project on Youth Development and Juvenile Justice – Marking of Firearms

5/4/2013 La Antigua, Guatemala: Preparations for the General Assembly

5/9/2013 Port-au-Prince, Haiti: Official visit to meet with senior government officials

5/25/2013 Brussels, Belgium: Third High Level Meeting of the Inter-Regional Dialogue on Democracy, European Commission

5/29/2013 Guatemala City: SICA-CARICOM Meeting of CEOs

5/31/2013 La Antigua, Guatemala: OAS General Assembly

July

- 7/3/2013 Port of Spain, Trinidad and Tobago: Thirty-fourth Regular Meeting of the Conference of Heads of Government of CARICOM
- 7/24/2013 Key Biscayne, Florida: Meeting of the Latin American Business Council (CEAL)

August

- 8/6/2013 Bridgetown, Barbados: Food Security
- 8/9/2013 Saint George's, Grenada: Official visit to meet with senior government officials

September

- 9/4/2013 San Pedro Sula, Honduras: Ministerial Meeting on Tourism
- 9/5/2013 San Salvador, El Salvador: Official visit to meet with senior government officials
- 9/8/2013 Port-au-Prince, Haiti: Official visit to meet with senior government officials
- 9/11/2013 Cali, Colombia: World Summit of Afro-descendant Mayors and Leaders
- 9/15/2013 Medellín, Colombia: 88th Regular Meeting of the Directing Council of the IIN
- 9/24/2013 New York, New York: Parallel meetings on Haiti alongside the United Nations General Assembly

October

- 10/2/2013 Panama City, Panama: VII Americas Competitiveness Forum
- 10/8/2013 Palm Beach, Aruba: Caribbean Renewable Energy Forum
- 10/14/2013 Port of Spain, Trinidad and Tobago: Launching of Virtual Educa
- 10/16/2013 Paramaribo, Suriname: Official visit to meet with senior government officials

November

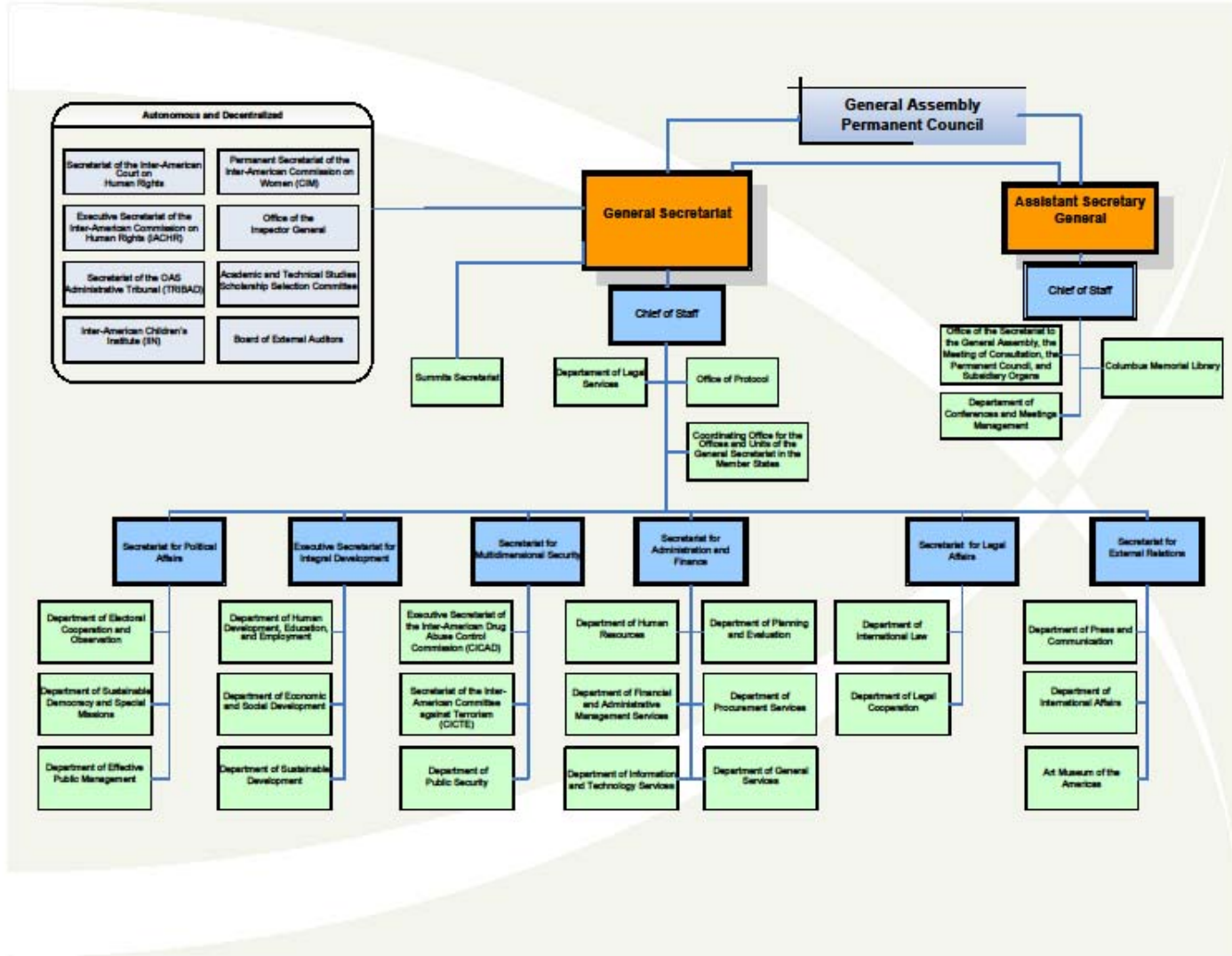
- 11/6/2013 Saint George's, Grenada: Caribbean-led Strategy on Debt Management
- 11/10/2013 Brasilia, Brazil: III Inter-American Dialogue of High-level Micro, Small, and Medium Enterprise Authorities

December

12/3/2013 Brussels, Belgium: High-level Conference on Managing Complex International Crises

APPENDIXES

APPENDIX A: ORGANIZATIONAL CHART



APPENDIX B: OAS FINANCIAL STATEMENT

Table 1

Combined Statement of Assets, Liabilities, and Fund Balances

As of December 31, 2013, with comparative totals for 2012

Preliminary, unaudited

(in thousands of US\$)

	Regular Fund	FEMCIDI	Specific Funds	Service Funds	Elimination of Interfund Transactions ^(A)	Combined	
						2013	2012
Assets							
Cash and equity in OAS Treasury Fund	8,341	8,648	86,564	8,288	-	111,841	106,148
Quotas/pledges due	1,983	-	-	-	-	1,983	4,850
Less: Provision for quotas/pledges due	(1,983)	-	-	-	-	(1,983)	(4,850)
Deferred charges related to future year's appropriations (B)	5,703	-	-	-	-	5,703	5,703
Deferred charges related to future year's appropriations (Scholarships) (C)	2,220	-	-	-	(2,220)	-	-
Due from the Regular Fund ©	-	-	2,220	-	(2,220)	-	-
Advances to employees and other receivables	452	-	-	55	-	507	465
Investment in fixed asset fund	50,117	-	-	-	-	50,117	51,470
Total assets	66,833	8,648	88,784	8,343	(4,440)	168,168	163,786
Liabilities and fund balances							
Unliquidated obligations	1,271	149	12,203	2,110	-	15,733	16,064
Quotas/pledges collected in advance	7,520	-	-	-	-	7,520	6,780
Amounts to be charged to future years appropriations (B)	5,703	-	-	-	-	5,703	5,703
Amounts to be charged to future years (Scholarships) (C)	-	-	2,220	-	(2,220)	-	-
Due to the Capital Fund for the OAS Scholarship and Training Programs ©	2,220	-	-	-	(2,220)	-	-
Accounts payable and other liabilities	109	157	2,289	776	-	3,331	11,241
Reserve for payroll terminations	588	-	6	3,419	-	4,013	3,901
Demand notes payable	20,800	-	-	-	-	20,800	21,330
Total liabilities	38,211	306	16,718	6,305	(4,440)	57,100	65,019
Fund balances							
Unrestricted reserve subfund	(695)	-	-	-	-	(695)	(4,754)
Fund balance	-	8,342	72,066	2,038	-	82,446	73,381
Total fund balance	(695)	8,342	72,066	2,038	-	81,751	68,627
Restricted for fixed assets	29,317	-	-	-	-	29,317	30,140
Total liabilities and fund balance	66,833	8,648	88,784	8,343	(4,440)	168,168	163,786

(A) Includes tax equalization account

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

(C) Balance of the temporary loan from the Regular Fund to the Capital fund for the OAS Scholarship and Training Program, to be repaid in annual payments until 2016 as per resolution CEPCIDI/RES.187/11.

Table 2

Combined Statement of Changes in Fund Balances

For the period ended December 31, 2013, with comparative totals for 2012

Preliminary, unaudited

(in thousands of US\$)

	Regular Fund	FEMCIDI	Specific Funds	Service Funds	Elimination of Interfund Transactions ^(A)	Combined	
						2013	2012
Increases							
Quota & pledge receipts	83,972	902	-	-	-	84,874	79,810
Less: prompt payment credits	(337)	-	-	-	-	(337)	(422)
Contributions	-	-	68,408	-	-	68,408	64,938
Tax reimbursements	-	-	-	7,714	-	7,714	3,733
Transfers	-	-	871	5,295	(6,166)	-	198
Interest income	69	36	379	5	-	489	1,158
Administrative and technical support	2,047	-	-	7,033	(9,080)	0	-
Rental income	500	-	6	2,421	(500)	2,427	2,288
Reserve Fund replenishment	500	-	-	-	(500)	-	-
Other income and reimbursements	726	28	429	3,540	(2,125)	2,598	3,198
Total increases	87,477	966	70,093	26,008	(18,371)	166,173	154,901
Decreases							
Expenditures & obligations	83,418	848	61,252 ^(B)	16,088 ^(B)	(16,012)	145,594	148,482
Tax reimbursement	-	-	-	4,659	-	4,659	7,189
Transfers	-	-	1,473	2,168	(2,359)	1,282	344
Returns to donors	-	-	1,514	-	-	1,514	1,612
Américas magazine	-	-	-	-	-	-	119
Total decreases	83,418	848	64,239	22,915	(18,371)	153,049	157,746
Net increase (decrease) during period	4,059	118	5,854	3,093	-	13,124	(2,845)
Fund balance, beginning of period	(4,754)	8,224	66,212	(1,055)	-	68,627	71,472
Fund balance, end of period	(695) ^(C)	8,342	72,066	2,038	-	81,751	68,627

(A) Includes tax equalization account.

(B) Net execution comprising 2013 expenditures plus 2013 obligations less carryover obligations.

(C) Amount based on 1.983 million in member state quotas due. In January 2014, US\$175,000 was received.

REGULAR FUND EXPENSES AND OBLIGATIONS BY CHAPTER

For the year ended December 31, 2013

(in thousands of US\$)

	2013	2012
Office of the Secretary General	\$ 3,699.25	\$ 3,868.43
Office of the Assistant Secretary General	3,841.61	3,810.48
Principal and Specialized Organs	9,906.60	9,048.35
Other Entities and Dependencies	1,460.22	1,571.38
Secretariat for Legal Affairs	2,328.76	2,273.27
Secretariat for Multidimensional Security	4,024.62	3,748.91
Secretariat for Political Affairs	4,047.85	4,142.21
Executive Secretariat for Integral Development	13,033.93	13,685.73
Secretariat for External Relations	3,001.52	3,785.95
Secretariat for Administration and Finance	10,047.79	10,570.56
Basic Infrastructure and Common Costs	14,146.35	12,745.10
Conferences and Meetings Management	5,428.91	5,573.40
Offices and Units of the General Secretariat in the Member States	7,131.71	7,627.27
Compliance Oversight Management Bodies	1,319.34	1,064.12
TOTAL	\$ 83,418.46	\$ 83,515.16

PROGRAM-BUDGET: EXECUTION

