

# Annual Report of the Secretary General

# 2010



Organization of  
American States

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## I. 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 functions 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 shall 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.*

#### ▪ Fortieth regular session of the General Assembly

The fortieth regular session of the General Assembly was held in Lima, Peru, from June 6 to 8, 2010. The Assembly adopted three declarations and 86 resolutions. The outcome of the General Assembly session is published in the document Proceedings (OEA/Ser.P/XL-O.2), which has two volumes. Volume I contains the certified texts of the declarations and resolutions adopted. Volume II contains the verbatim minutes of the plenary sessions, the summary minutes of the General Committee, and other documents pertaining to this session.

The Assembly adopted important decisions on such issues as peace, hemispheric security and cooperation, democracy, human rights, freedom of expression, legal development, social development, terrorism, corruption, civil society, removal of anti-personnel landmines, combating the manufacturing of and illicit trafficking in arms, cooperation in dealing with criminal gangs, drug abuse control, natural disasters, trade, tourism, scholarships, disability, women, children, and indigenous peoples. The Assembly also adopted resolutions on the topics entrusted to the organs, agencies, and entities of the Organization, as well as resolutions on matters of General Secretariat administration.

#### Declarations adopted:

AG/DEC. 63 (XL-O/10)	Declaration of Lima: Peace, Security, and Cooperation in the Americas
AG/DEC. 64 (XL-O/10)	Solidarity with Guatemala, El Salvador, and Honduras in view of the Recent Natural Disasters
AG/DEC. 65 (XL-O/10)	Declaration on the Question of the Malvinas Islands:

The following resolutions were adopted:

AG/RES. 2531 (XL-O/10)	Resolution on the situation in Honduras
AG/RES. 2532 (XL-O/10)	Follow-up to the Special Conference on Security
AG/RES. 2533 (XL-O/10)	Disarmament and Nonproliferation in the Hemisphere
AG/RES. 2534 (XL-O/10)	Support for Implementation at the Hemispheric Level of United Nations Security Council Resolution 1540 (2004)
AG/RES. 2535 (XL-O/10)	Inter-American Convention against the Illicit Manufacturing of and Trafficking in Firearms, Ammunition, Explosives, and Other Related Materials
AG/RES. 2536 (XL-O/10)	Support for the Work of the Inter-American Committee against Terrorism
AG/RES. 2537 (XL-O/10)	Observations and Recommendations on the Annual Report of the Inter-American Drug Abuse Control Commission
AG/RES. 2538 (XL-O/10)	Multilateral Evaluation Mechanism of the Inter-American Drug Abuse Control Commission
AG/RES. 2539 (XL-O/10)	Amendments to the Model Regulations of the Inter-American Drug Abuse Control Commission on Money Laundering Offenses Connected to Illicit Drug Trafficking and Other Serious Offenses
AG/RES. 2540 (XL-O/10)	Follow-up to the Meetings of Ministers Responsible for Public Security in the Americas
AG/RES. 2541 (XL-O/10)	Regional Strategy to Promote Hemispheric Cooperation in Dealing with Criminal Gangs
AG/RES. 2542 (XL-O/10)	Social Charter of the Americas: Renewal of the Hemispheric Commitment to Fight Poverty in the Region
AG/RES. 2543 (XL-O/10)	Execution of the Hemispheric Plan of Action against Transnational Organized Crime and Strengthening of Hemispheric Cooperation
AG/RES. 2544 (XL-O/10)	Mechanism to Follow Up on Implementation of the Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women, "Convention of Belém do Pará"

AG/RES. 2545 (XL-O/10)	Promotion by the Inter-American Telecommunication Commission (CITEL) of Cooperation for the Development and Dissemination of Information and Communication Technologies in the Americas
AG/RES. 2546 (XL-O/10)	Modifications to the CITEL Statute and Regulations
AG/RES. 2547 (XL-O/10)	Free Trade and Investment in the Hemisphere
AG/RES. 2548 (XL-O/10)	Prevention and Eradication of Commercial Sexual Exploitation and Smuggling of and Trafficking in Minors
AG/RES. 2549 (XL-O/10)	Consumer Protection: Network for Consumer Safety and Health in the Americas
AG/RES. 2550 (XL-O/10)	Recognition of the International Year for People of African Descent
AG/RES. 2551 (XL-O/10)	Work Plan against Trafficking in Persons in the Western Hemisphere
AG/RES. 2552 (XL-O/10)	Inter-American Convention on Transparency in Conventional Weapons Acquisitions
AG/RES. 2553 (XL-O/10)	Towards the Establishment of Priorities on the Youth of the Americas
AG/RES. 2554 (XL-O/10)	Promotion of Corporate Social Responsibility in the Hemisphere
AG/RES. 2555 (XL-O/10)	Promotion and Strengthening of Democracy: Follow-up to the Inter-American Democratic Charter
AG/RES. 2556 (XL-O/10)	Hemispheric Drug Strategy and Preparation of Its Plan of Action
AG/RES. 2557 (XL-O/10)	Contributing to the Reconstruction Process in Haiti in the Wake of the January 12, 2010, Massive Earthquake
AG/RES. 2558 (XL-O/10)	Coordination of Volunteers in the Hemisphere in Response to Natural Disasters and the Fight against Hunger and Poverty – White Helmets Initiative
AG/RES. 2559 (XL-O/10)	The Americas as an Antipersonnel-Land-Mine-Free Zone
AG/RES. 2560 (XL-O/10)	Strengthening of the Inter-American Commission of Women

AG/RES. 2561 (XL-O/10)	Promotion of Women's Human Rights and Gender Equity and Equality
AG/RES. 2562 (XL-O/10)	Human Rights and Older Persons
AG/RES. 2563 (XL-O/10)	Support for and Follow-Up to the Summits of the Americas Process
AG/RES. 2564 (XL-O/10)	Follow-Up and Implementation of the Mandates of the Declaration of Commitment of Port of Spain of the Fifth Summit of the Americas
AG/RES. 2565 (XL-O/10)	Draft American Declaration on the Rights of Indigenous Peoples
AG/RES. 2566 (XL-O/10)	Continuing Participation in the Inter-American Council for Integral Development by Member States That Have Not Ratified the Protocol of Managua
AG/RES. 2567 (XL-O/10)	Report of the Specialized CIDI Meeting of High-Level Cooperation Authorities
AG/RES. 2568 (XL-O/10)	Second Meeting of Ministers and High Authorities of Social Development within the Framework of CIDI
AG/RES. 2569 (XL-O/10)	Eradicating Illiteracy and Fighting Diseases that Affect Integral Development
AG/RES. 2570 (XL-O/10)	Fifth Inter-American Meeting of Ministers and Highest Appropriate Authorities of Culture within the Framework of CIDI
AG/RES. 2571 (XL-O/10)	Inter-American Program on Education for Democratic Values and Practices
AG/RES. 2572 (XL-O/10)	Second Meeting of Ministers and High-Level Authorities on Sustainable Development within the Framework of CIDI
AG/RES. 2573 (XL-O/10)	Support for the Activities of the Inter-American Defense Board
AG/RES. 2574 (XL-O/10)	Hemispheric Cooperation against the Crime of Kidnapping and for Support for Victims
AG/RES. 2575 (XL-O/10)	Promotion of and Respect for International Humanitarian Law

AG/RES. 2576 (XL-O/10)	Follow-up on the Inter-American Convention against Corruption and on the Inter-American Program for Cooperation in the Fight against Corruption
AG/RES. 2577 (XL-O/10)	Promotion of the International Criminal Court
AG/RES. 2578 (XL-O/10)	Internally Displaced Persons
AG/RES. 2579 (XL-O/10)	Human Rights Defenders: Support for Individuals, Groups, and Organizations of Civil Society Working to Promote and Protect Human Rights in the Americas
AG/RES. 2580 (XL-O/10)	Protecting Human Rights and Fundamental Freedoms While Countering Terrorism
AG/RES. 2581 (XL-O/10)	Meeting of Ministers of Justice or Other Ministers or Attorneys General of the Americas
AG/RES. 2582 (XL-O/10)	Protocol of San Salvador: Composition and Functioning of the Working Group to Examine the Periodic Reports of the States Parties
AG/RES. 2583 (XL-O/10)	Extension of the Term of the Strategic Plan for Partnership for Integral Development 2006-2009
AG/RES. 2584 (XL-O/10)	Report of the Sixteenth Inter-American Conference of □Ministers of Labor
AG/RES. 2585 (XL-O/10)	Report of the Sixth Regular Meeting of the Inter-American Committee on Ports: “Declaration of Panama on Guidelines for Environmental Port Protection”
AG/RES. 2586 (XL-O/10)	Inter-American Competitiveness Network
AG/RES. 2587 (XL-O/10)	Observations and Recommendations on the Annual Report of the Inter-American Court of Human Rights
AG/RES. 2588 (XL-O/10)	Climate Change in the Countries of the Hemisphere
AG/RES. 2589 (XL-O/10)	Report of the Sixth Meeting of Ministers of Education within the Framework of CIDI
AG/RES. 2590 (XL-O/10)	Inter-American Program for the Development of International Law
AG/RES. 2591 (XL-O/10)	The Importance of Tourism Cooperation in the Americas



AG/RES. 2592 (XL-O/10)	Study of the Rights and the Care of Persons Under Any Form of Detention or Imprisonment
AG/RES. 2593 (XL-O/10)	The Human Rights of All Migrant Workers and of Their Families
AG/RES. 2594 (XL-O/10)	Persons Who Have Disappeared and Assistance to Members of Their Families
AG/RES. 2595 (XL-O/10)	Right to the Truth
AG/RES. 2596 (XL-O/10)	Support for the Committee for the Elimination of All Forms of Discrimination against Persons With Disabilities
AG/RES. 2597 (XL-O/10)	Protection of Asylum Seekers and Refugees in the Americas
AG/RES. 2598 (XL-O/10)	Program of Action for the Decade of the Americas for the Rights and Dignity of Persons with Disabilities (2006-2016) and Support for Its Technical Secretariat (SEDISCAP)
AG/RES. 2599 (XL-O/10)	Prevention and Reduction of Statelessness and Protection of Stateless Persons in the Americas
AG/RES. 2600 (XL-O/10)	Human Rights, Sexual Orientation, and Gender Identity
AG/RES. 2601 (XL-O/10)	Observations and Recommendations on the Annual Report of the Inter-American Court of Human Rights
AG/RES. 2602 (XL-O/10)	Follow-Up to the Inter-American Program for Universal Civil Registry and the "Right to Identity"
AG/RES. 2603 (XL-O/10)	Strengthening the Activities of the Justice Studies Center of the Americas
AG/RES. 2604 (XL-O/10)	Education on Human Rights in Formal Education in the Americas
AG/RES. 2605 (XL-O/10)	Strengthening of Human Rights Systems Pursuant to the Mandates Arising from the Summits of the Americas
AG/RES. 2606 (XL-O/10)	Draft Inter-American Convention against Racism and All Forms of Discrimination and Intolerance
AG/RES. 2607 (XL-O/10)	Model Inter-American Law on Access to Public Information

AG/RES. 2608 (XL-O/10)	Migrant Populations and Migration Flows in the Americas
AG/RES. 2609 (XL-O/10)	Extension of the Mandate of the CEPCIDI Working Group to Strengthen CIDI and its Organs
AG/RES. 2610 (XL-O/10)	Existing Mechanisms for Disaster Prevention and Response and Humanitarian Assistance among the Member States
AG/RES. 2611 (XL-O/10)	Observations and Recommendations on the Annual Report of the Inter-American Juridical Committee
AG/RES. 2612 (XL-O/10)	Increasing and Strengthening the Participation of Civil Society and Social Actors in the Activities of the Organization of American States and in the Summits of the Americas Process
AG/RES. 2613 (XL-O/10)	Financing of the 2011 Program-Budget of the Organization
AG/RES. 2614 (XL-O/10)	Place and Date of the Forty-First Regular Session of the General Assembly
AG/RES. 2615 (XL-O/10)	Place and Date of the Forty-Second Regular Session of the General Assembly
AG/RES. 2616 (XL-O/10)	Vote of Thanks to the People and Government of Peru

▪ **Thirty-Ninth Special Session of the General Assembly**

The thirty-ninth special session of the General Assembly was held on March 24, 2010 at the headquarters of the Organization, to elect the Secretary General and the Assistant Secretary General of the Organization of American States.

▪ **Fortieth special session of the General Assembly**

The fortieth special session of the General Assembly was held on September 30, 2010 at the headquarters of the Organization, to adopt the Regular Fund program-budget of the Organization for 2011 and allocation of quotas and contributions for FEMCIDI for 2010.

The following resolution was adopted:

AG/RES. 1 (XL-E/10) corr. 1	Program-Budget of the Regular Fund of the Organization for 2011 and Contributions to FEMCIDI
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▪ **Twenty-Sixth Meeting of Consultation of Ministers of Foreign Affairs**

The Twenty-Sixth Meeting of Consultation of Ministers of Foreign Affairs was held at the headquarters of the Organization on December 7, 2010, to hear the report of the Secretary

General and to consider the situation in the border area between Costa Rica and Nicaragua; and to decide on appropriate measures to be adopted.

The Meeting of Consultation adopted resolution RC.26/doc.8/10 rev. 1, in which, as a confidence-building measure, it called upon the parties to implement, simultaneously and without delay, the recommendations adopted through the Permanent Council resolution on the "Situation in the Border between Costa Rica Nicaragua," CP/RES. 978 (1777/10), which was adopted on November 12, 2010.

## 1.2 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 authority 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 should decide otherwise.*

### ▪ **Chair and Vice Chair**

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

The following is a list of the officers of the Permanent Council in 2010:

January to March 2010:

Chair: Ambassador José Enrique Castillo, Permanent Representative of Costa Rica.

Vice Chair: Ambassador Gillian Bristol, Permanent Representative of Grenada.

April to June 2010:

Chair: Ambassador Carmen Lomellin, Permanent Representative of the United States.

Vice Chair: Ambassador Joaquín Maza, Permanent Representative of El Salvador.

July to September 2010:

Chair: Ambassador María Isabel Salvador, Permanent Representative of Ecuador.

Vice Chair: Ambassador Joaquín Maza, Permanent Representative of El Salvador.

October to December 2010:

Chair: Ambassador Joaquín Maza, Permanent Representative of El Salvador.

Vice Chair: Ambassador María Isabel Salvador, Permanent Representative of Ecuador.

### ▪ **Presentations**

During this reporting period, the Secretary General and the Assistant Secretary General addressed the Permanent Council on a number of occasions to report on various matters of interest to the Council. The following were among the issues addressed: the situation in Haiti after the earthquake of January 12, 2010, and developments in the political arena and the

electoral process in that country. They also reported on various activities carried out in the countries of the region and other events such as the crisis in Ecuador on September 30 and the border dispute between Costa Rica and Nicaragua, on which the Meeting of Ministers of Foreign Affairs issued a statement on December 7, 2010. The Permanent Council received the respective reports on the electoral observation missions conducted by the General Secretariat in Saint Vincent and the Grenadines, Bolivia, Dominica, Saint Kitts and Nevis, Costa Rica, Colombia, the Dominican Republic, and Suriname. The General Secretariat also presented a report on its participation in the electoral observation conducted in Togo under an agreement with the African Union.

#### ▪ **Visits to the Permanent Council**

The Council held protocolary meetings to receive various prominent figures from the Americas, among them Álvaro Colom, President of the Republic of Guatemala, and Kamla Persad-Bissessar, Prime Minister of the Republic of Trinidad and Tobago. It also received Aurelio Pastor, Minister of Justice of Peru; Juan Carlos Varela, Vice President of the Republic of Panama and Minister of Foreign Affairs; Thérèse Marie Michèle Rey, Minister of Foreign Affairs of Haiti; José Antonio García Belaúnde, Minister of Foreign Affairs of Peru; Hugo Martínez, Minister of Foreign Affairs of El Salvador; Peter Kent, Minister of State of Foreign Affairs of Canada; René Castro, Minister of Foreign Affairs of Costa Rica; Leonardo Garnier, Minister of Education of Costa Rica; and Nardi Suxo Iturry, Minister of Institutional Transparency and the Fight against Corruption of Bolivia. In addition to the Princess of Spain, Doña Cristina de Borbón y Grecia, Duchess of Palma, and Don Iñaki Urdangarín, Duke of Palma, the Council was visited by Percival J. Patterson, Special Representative of the heads of government of CARICOM for Haiti; Jeffrey D. Sachs, Director of the Earth Institute and Special Adviser to the United Nations Secretary-General; Edmond Mulet, Head of the United Nations Stabilization Mission in Haiti (MINUSTAH); Frank J. Pearl, High Counselor for Peace of the Republic of Colombia; Boni Soares, Director of the Department of Asset Recovery and International Legal Cooperation of the Ministry of Justice of Brazil; and Rogério Ghesti, Chief of Cabinet and International Relations Adviser of the National Drug Policy Secretariat of the Ministry of Institutional Security of the Office of the President of the Federative Republic of Brazil.

Permanent Council meetings were attended by representatives of international and inter-American organizations, such as the African Union (AU); the United Nations Population Fund (UNFPA); the Inter-American Court of Human Rights; the Inter-American Commission on Human Rights; the Washington Office of the Economic Commission for Latin America and the Caribbean (ECLAC); the United Nations Stabilization Mission in Haiti (MINUSTAH); the Inter-American Development Bank (IDB); the Inter-American Institute for Cooperation on Agriculture (IICA); and the Pan American Health Organization (PAHO). The Council also heard presentations by civil society organizations and prominent academics.

#### ▪ **Declarations and Resolutions**

In 2010, the Permanent Council adopted four declarations and 14 resolutions, the complete texts of which are available at <http://www.oas.org/consejo/resolutions/resolutions2010.asp>.

- CP/RES. 980 (1782/10) Smoke-Free Environment Policy at the Headquarters of the Organization of American States (Adopted at the meeting of November 23, 2010)
- CP/RES. 979 (1780/10) Convocation of the Meeting of Consultation of Ministers of Foreign Affairs to Assess the “Situation in the Border Area between Costa Rica and Nicaragua” (Adopted at the meeting of November 18, 2010)
- CP/RES. 978 (1777/10) Situation in the Border Area between Costa Rica and Nicaragua (Adopted at the meeting of November 12, 2010)
- CP/DEC. 47 (1775/10) Declaration by the Permanent Council on the Passing of Mr. Nestor Carlos Kirchner, Former President of Argentina (Adopted at the meeting of October 27, 2010)
- CP/DEC. 46 (1775/10) Declaration of the Permanent Council on the Passing of the Prime Minister of Barbados, the Honorable David John Howard Thompson, Q.C., M.P. (Adopted at the meeting of October 27, 2010)
- CP/RES. 977 (1772/10) corr. 1 Situation in the Republic of Ecuador (Presented by the delegations of Argentina, Bolivia, Brazil, Canada, CARICOM, Colombia, Costa Rica, Chile, Dominican Republic, El Salvador, Guatemala, Mexico, Nicaragua, Panama, Paraguay, Peru, United States, Uruguay, and Venezuela) (Adopted at the special meeting of September 30, 2010)
- CP/RES. 976 (1770/10) Fourth Meeting of the Forum on Confidence-and Security-Building Measures (Adopted at the meeting of September 29, 2010)
- CP/RES. 975 (1768/10) corr. 1 Granting to the Principality of Monaco the Status of Permanent Observer to the Organization of American States (Adopted at the meeting of September 15, 2010)
- CP/RES. 974 (1768/10) First Technical Meeting of the Network for Legal Cooperation in the Area of Family and Child Law within the Framework of the Meetings of Ministers of Justice or Other Ministers or Attorneys General of the Americas (REMJA) (Adopted at the meeting of September 15, 2010)
- CP/RES. 973 (1761/10) Date of the Third Inter-American Meeting of Experts and Representatives of Electoral Bodies (Adopted at the meeting of July 7, 2010)

CP/RES. 972 (1761/10)	Rules of Procedure of the Specific Fund for the Working Group to Examine the Periodic Reports of the States Parties to the Protocol of San Salvador (Adopted at the meeting of July 7, 2010)
CP/RES. 971 (1751/10)	Amendment of Resolution CP/RES. 965 (1733/09), “Templates to Be Used by the Permanent Council for Resolutions to Be Referred to the General Assembly for Consideration” (Adopted at the meeting of April 28, 2010)
CP/RES. 970 (1751/10)	Invitations to the Fortieth Regular Session of the General Assembly (Adopted at the meeting of April 28, 2010)
CP/DEC. 45 (1742/10)	Support for the People and Government of Chile in the Wake of the Devastating February 27, 2010, Earthquake (Adopted at the meeting of March 3, 2010)
CP/RES. 969 (1742/10)	Invitations to the Thirty-ninth Special Session of the General Assembly (Adopted at the meeting of March 3, 2010)
CP/RES. 968 (1742/10)	Calendar for Consideration and Approval of the 2011 Program-Budget (Adopted at the meeting of March 3, 2010)
CP/DEC. 44 (1740/10) corr.1	Support for the People and Government of Haiti in the Aftermath of the January 12 Massive Earthquake (Adopted at the meeting of February 17, 2010)
CP/RES. 967 (1738/10)	Convocation of the Thirty-ninth Special Session of the General Assembly to Elect the Secretary General and the Assistant Secretary General of the Organization of American States (Adopted at the meeting of February 3, 2010)

During the year, the Council and its subsidiary bodies held the following formal and informal meetings:

Permanent Council:

Regular meetings:	25
Special meetings:	17
Protocolary meetings:	5
Joint meetings:	5

General Committee: 8

Committee on Administrative and Budgetary Affairs (CAAP):	11
Working Group on the Review of OAS Programs:	11
Working Group to Prepare the Draft Resolution on the Program-Budget for 2011:	6

Working Group to Review the Proposed Program-Budget for 2011:	11
Committee on Juridical and Political Affairs (CAJP):	32
Special meetings of the CAJP	5
Working Group on Racism:	2
Working Group on Indigenous Peoples:	6
Committee on Hemispheric Security (CSH)	31
Working Group to Prepare a Regional Strategy to Promote Inter-American Cooperation in Dealing with Criminal Gangs.	7
Informal Group to Reflect on the Issue of the Inter-American Defense Board	3
Committee on Inter-American Summits Management and Civil Society (CISC):	9
Special Committee on Migration Issues (CEAM)	9
Joint Permanent Council/CEPCIDI Working Group on the Social Charter:	14
Joint Permanent Council/CEPCIDI Working Group on Existing Mechanisms for Disaster Prevention and Response and Humanitarian Assistance:	9
<b>TOTAL</b>	<b>226</b>

Efforts continued, during the reporting period, to strengthen installed capacity to process the following official documents (transcription, review, and editing services):

- The volumes of minutes and documents from the fortieth regular session of the General Assembly, the thirty-ninth and fortieth special sessions of the General Assembly, and the Twenty-sixth Meeting of Consultation of Ministers of Foreign Affairs;
- The minutes of the meetings of the Preparatory Committee of the General Assembly;
- 109 verbatim minutes were transcribed, 74 edited, and 63 proofread;

Presented and adopted by the Permanent Council: 56 minutes of regular, special, and protocolary meetings and of joint meetings with the Permanent Executive Committee of the Inter-American Council for Integral Development.



### 1.3 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: its Permanent Executive Committee (CEPCIDI), the Inter-American Agency for Cooperation and Development (IACD), the nonpermanent specialized committees (CENPES), and the inter-American committees.*

In addition to its regular meeting, CIDI conducted the Second Meeting of Ministers and High Authorities of Social Development (Cali, Colombia, July 8-9, 2010) on "Strengthening Social Protection Systems and Rendering Them Sustainable" and adopted the "Communiqué of Cali," which not only established guidelines for the work of the Inter-American Committee on Social Development for 2010-2012 but also specified the need to continue reflecting on intersectoral challenges and to continue working to strengthen the Inter-American Social Protection Network as a hemispheric cooperation mechanism for combating poverty and inequity.

The Second Meeting of Ministers and High-Level Authorities on Sustainable Development (Santo Domingo, the Dominican Republic, November 17-19, 2010) adopted the Declaration of Santo Domingo for the Sustainable Development of the Americas, which includes a series of concrete initiatives and extends the period in which the Inter-American Program for Sustainable Development (PIDS) is in force from 2010 to 2014. It requests the Inter-American Committee on Sustainable Development (CIDS) to review and update that Program, based on member states' assessments.

The Sixth Meeting of the Inter-American Committee on Ports (Panama City, March 21-24, 2010) adopted the Declaration of Panama on Guidelines for Environmental Port Protection and 18 resolutions, and evaluated the first two years of the CIP Action Plan 2008-2011. The Declaration of Panama recognized, *inter alia*, the need to intensify efforts to develop and implement action programs at regional, national, and local levels for environmental protection in port activities and reaffirmed the relevance and importance of environmental protection measures in port activities and the need to incorporate these measures at all levels in public and private sectors.

The areas relating to culture, social development, science and technology, education and labor continued implementing their programs, guided by their authorities and with SEDI support.

The Permanent Executive Committee of CIDI (CEPCIDI) focused on strengthening CIDI. It made progress in its efforts to strengthen the Special Multilateral Fund of CIDI (FEMCIDI) and approved a new structure to be initiated in the education, culture, and science and technology areas. The new FEMCIDI seeks to ensure a close match between the priorities set by the political bodies and the Fund's activities; to finance activities at the hemispheric, regional, or subregional level, with the option of national components tailored to a country's particular circumstances; to increase external funding contributions; to ensure that its work has a concrete,

visible, and measurable impact; and to foster the sharing of experiences and successful practices through different forms of cooperation.

Two Joint (CIDI - Permanent Council) Working Groups held a series of meetings. One Group worked on the Draft Social Charter of the Americas, while the other looked at existing mechanisms for disaster prevention and response and humanitarian assistance among the member states.

The Management Board of the IACD approved the 2010 FEMCIDI Programming Proposal, which may be summarized as follows:

<b>Projects approved in April 2010</b>		
<b>Sector Account</b>	<b>Number of projects</b>	<b>Amounts (US\$)</b>
Education	19	1,397,605
Social Development	12	557,987.25
Sustainable Development	18	1,119,786
Science and Technology	10	848,000
Trade	3	288,105
Culture	3	132,500
Democracy	5	307,429
Tourism	8	415,365
Integral development	0	0
<b>TOTAL</b>	<b>79</b>	<b>5,066,777.25</b>

All the projects in the 2010 FEMCIDI programming proposal will culminate in June 2011. The next programming proposal will consider projects under the new FEMCIDI structure.

## II. GENERAL SECRETARIAT

*Chapter XVI of the Charter describes the functions and attributes of the General Secretariat, the OAS' central and permanent organ headquartered in Washington, D.C. Elected by the General Assembly, the Secretary General 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, to determine the number of staff members, appoint them, and regulate their duties and functions.*

### 2.1 OFFICE OF THE SECRETARY GENERAL

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

In 2010, the Office of the Secretary General supported and complemented the activities carried out by the various organs, secretariats, departments, and units of the Organization. It also conducted research, prepared drafts of the Secretary General's speeches, and served as liaison with the permanent missions, government agencies, and civil society. By the same token, it organized the Secretary General's missions away from headquarters, his official visits to meet with the heads of the member states, and his participation in ministerial and other international conferences and events.

#### 2.1.1 Office of the Chief of Staff of the Secretary General

##### 2.1.1.1 Department of Legal Services

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

- i. Policy-making bodies: General Assembly (GA); Permanent Council (PC), particularly its Committee on Administrative and Budgetary Affairs (CAAP); OAS Commissions and Special Missions.
- ii. General Secretariat (GS): Offices of the Secretary General and of the Assistant Secretary General and their Chiefs of Staff; Secretariats of SEDI, SPA, SMS, SAF, SLA, and SER; offices, special missions, and technical offices of the OAS in the member states and the Office of the Inspector General.
- iii. Specialized agencies and other entities: IACHR; CIDI; IACD; CIM; IIN; CITEL; CICTE; CFDH; IICA; CIP; IADB; Administrative Tribunal; Trust for the Americas and Young Americas Business Trust (YABT).

- iv. Permanent and *ad hoc* committees of the GS: Committee on Insurance, Selection and Awards Committee, Project Evaluation Committee, Ethics Committee, Publications Committee, Sales Committee, Committee of the Board of Trustees of the Medical Benefits Fund, Retirement and Pension Committee, and Committee of the Leo Rowe *Memorial Fund*. Advisory services to the Joint Disciplinary Committee, Joint Committee on Reconsideration and Joint Committee on Reduction in Force.

Advisory services include:

- i. Legal representation in litigation, arbitration, and other disputes.
- ii. Preparation and negotiation of commercial, real estate, cooperation, contribution, election monitoring, and other contracts and agreements with private and government entities, NGOs, multilateral organizations, member states, permanent observers, etc.
- iii. Application of international law and member state laws as well as GS rules to tax, labor, immigration, intellectual property, bankruptcy, privileges and immunities, contractual, commercial, and other matters.
- iv. Preparation of regulatory instruments of the GS 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, trusts, tax law, and pensions.
- vii. Participation in conferences, and contact with public and private multilateral sectors.

▪ **Activities in 2010:**

The DLS received more than 2,250 cases, and issued about 1,750 legal opinions in writing and 1,700 orally. DLS provided advisory services at approximately 500 meetings.

Examples of its activities:

- i. Advised the *Core Group* on elections in Haiti and negotiated the protection agreement with the UN, as well as the arrangement with the Government of Haiti establishing the Verification Commission.
- ii. Advised the CAAP on administrative, budgetary, and procedural matters.
- iii. Advised the Truth Commission in Honduras on a variety of issues, including on its establishment, legal structure, and privileges and immunities.
- iv. Revised Executive Order No. 08-01 and the Spanish version of the Staff Rules.

- v. Advised the Chiefs of Electoral Observation Missions in Bolivia, Colombia, Costa Rica, Haiti, Paraguay, Peru, Dominican Republic, Saint Kitts and Nevis, and Suriname.
- vi. Advised IICA with respect to the criminal investigation conducted in Colombia of the *Agro-Ingreso Seguro* (Safe Agro-Income) Program.
- vii. Advised the GA and CITEL, IIN, and CIM during their annual meetings.

### **2.1.1.2 Office of Protocol**

The Office of Protocol plans and coordinates the official ceremonies of the political 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 U.S. Department of State and the permanent missions on matters related to registration and visas for staff of the missions and to the privileges and immunities of diplomats accredited to the Organization. It also organizes and coordinates the use of the Main Building for protocolary or social-cultural functions and prints and keeps current the Directory of Permanent Missions on the Organization's intranet.

#### **▪ Protocol and Ceremonial Occasions**

The Office of Protocol organized the protocolary meetings to receive the heads of state of Guatemala and Trinidad and Tobago. In addition, it provided support for the special meetings convened by the Permanent Council for the reelection of the Secretary General and the Assistant Secretary General. It also organized protocolary meetings to commemorate Pan American Day, the anniversary of the birthday of Simón Bolívar, and the Discovery of America - Encounter of Two Worlds. Furthermore, it organized the ceremonies for the dedication of the "Toussaint Louverture" Delegates Lounge, the unveiling of the commemorative plaque to Benito Juárez, and the inauguration of the Inukshuk statue in the gardens of the Main Building.

The Office coordinated the presentation of credentials of the permanent representatives of Peru, Chile, Jamaica, El Salvador, Dominica, Ecuador, Canada, and Suriname, as well as of the permanent observer of France. It also organized courtesy calls on the Secretary General and the Assistant Secretary General by a number of permanent observers, high-ranking dignitaries, and world leaders, as well as receptions to bid farewell to the ambassadors of Peru, Chile, Jamaica, Argentina, Canada, and Trinidad and Tobago. The Office coordinated the ceremonies to mark the election of a new Chair of the Permanent Council and prepared letters of congratulations to heads of state, permanent representatives, and permanent observers on their national days.

The Office of Protocol also rendered protocolary and logistical support for the celebrations to mark the centenary of the House of the Americas. Under its coordination, 10 "Country Weeks" were held. "Country Weeks" is a program to promote the culture and academic activities of member and observer states. The Office also lent its support for other art exhibits unrelated to that program. Almost all ceremonies to mark donations and the signing, deposit, or ratification of protocols and other agreements between the Organization and member states or other entities were organized by the Office of Protocol (some 48 ceremonies in all).

For the General Assembly held in Peru, the Office of Protocol worked closely with the host country to organize the opening ceremony. Apart from organizing agreement-signing and other ceremonies. It also staged two institutional lunches, a lunch and two breakfasts hosted by the Secretary General and the Assistant Secretary General, and a sizeable reception offered by the Secretary General for approximately 700 guests.

- **Administration of the Main Building**

Use of the Main Building is administered by the Office of Protocol, which entails drawing up rental agreements between the Organization and users, coordinating logistical support for events, and monitoring collection of rental payments. Over the course of 2010, there were some 70 receptions, lunches, dinners, and lectures, which are expected to yield approximately US\$168,955.40. The Office worked closely with the Organization of Women of the Americas on the organization of the Food Festival of the Americas and the end-of-year raffle, among other events. The Office also organized and coordinated breakfasts, lunches, dinners, and receptions, 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 US Department of State**

Before referring them to the Department of State, the Office of Protocol reviewed and entered in the "E-gov" system some 4,000 applications from OAS permanent missions and their staff. The system was established by the Department of State to centralize document processing connected with the registration, visa issuance, and privileges and immunities of mission staff.

- **Support services for travel by the Secretary General**

The Office of Protocol liaised with the State Department's Escort Service and with airlines to organize expedited passage through security clearance and on to connecting flights at US airports for the Secretary General. This work also involved coordinating with the Transportation Security Agency (TSA) and Protocol Services at airports.

- **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 Organization's website. Furthermore, it continued to post a monthly calendar of activities in the Main Building and published the diplomatic Gazette every two weeks.

- **Verbal notes**

The Office sent verbal notes to the permanent missions and the Department of State to inform them about formalities and requirements connected with, inter alia, accreditations, vehicles, and use of the Main Building.

### **2.1.2 Summits of the Americas Secretariat**

The mandates of the SCA include: to maintain the institutional memory of the Summits process; to assist the host country in preparing for the next summit; to facilitate follow-up on mandates; to provide technical and logistical support to the Summit Implementation Review Group (SIRG); to serve as chair and coordinate the activities of the Joint Summits Working Group (JSWG); to provide technical advice to the Permanent Council's Committee on Inter-American Summits Management and Civil Society Participation in OAS Activities; to coordinate civil society participation in the Summits process, and to strengthen linkages between the Summit and the various inter-American ministerial processes.

In 2010, two regular meetings of the SIRG were held in order to continue the preparations for the Sixth Summit of the Americas, which is to be held in Cartagena de Indias, Colombia, in April 2012. In the course of these meetings, Colombia, as the host country, briefed the member states on progress made by its government in preparing for the Sixth Summit. In addition, the member states discussed the state of implementation of commitments from the Fifth Summit, the strengthening of links between the Summits and Ministerial processes, and mechanisms for the participation of social actors and civil society in the Summits process. It also held discussions with the institutional partners of the JSWG on their respective programs associated with the commitments of the Fifth Summit.

A meeting of the SIRG was held at the ministerial level in the framework of the General Assembly at which the ministers were briefed on progress in implementation of mandates from previous summits, based on the information contained in National Reports.

The JSWG continued to hold regular meetings in order to coordinate activities and allow the dialogue between the institutions concerned to proceed. The JSWG published and presented in the framework of the General Assembly the document "Collaborating to Implement the Inter-American and Summit Agendas." The JSWG also provided assistance to the Government of Colombia in defining the thematic framework for the Sixth Summit.

In order to strengthen the system for monitoring implementation of summit mandates, the OAS Secretary General launched the Summits of the Americas Follow-Up System (SISCA), the purpose of which is to facilitate reporting on implementation of the commitments adopted at the Fifth Summit.

As regards civil society participation in the Summits process, the SCA took part and assisted in the organization of various events that concerned indigenous peoples (including follow-up on implementation of the Declaration of the Third Indigenous Leaders Summit of the Americas) as well as groups representing people of African descent and youth. Similarly, the SCA launched the Summits Virtual Community as a measure to encourage participation in and dialogue on the Summits process by the general public. In November, a forum was held in preparation for the ministerial meeting on sustainable development held in the Dominican Republic, at which more than 25 discussion groups were established on Summit-related issues.

Throughout 2010, the Summits of the Americas Secretariat continued to work in coordination with the host country of the Sixth Summit on the preparations for that event.



## 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 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.*

Executive Order 08-01, rev. 3 specifies that the Office of the Assistant Secretary General is responsible for the Office of the Secretariat of the General Assembly, the Meeting of Consultation, the Permanent Council, and Subsidiary Organs, the Department of Conferences and Meetings Management (DCMM), the Coordinating Office for the Offices and Units of the General Secretariat in the Member States, the Columbus Memorial Library, and the Secretariat of the Inter-American Committee on Ports (CIP).

### ▪ Assistance to member states

Given that the Assistant Secretary General (ASG) is the Secretary of the Permanent Council (PC), his Office worked with the permanent representatives of the member states and permanent observers to prepare and hold regular, special, and protocolary meetings of the PC. It also provided assistance with joint meetings of the PC and CEPCIDI and the meetings of the Joint Working Groups of the PC and CEPCIDI.

The OASG coordinated technical and operational services, as well the negotiation of resolutions, during the fortieth regular session of the General Assembly, held in June 2010, in Lima, Peru. It also coordinated the thirty-ninth special session of the General Assembly of March 24, 2010, in which the Secretary General and Assistant Secretary General were elected, and, in September 2010, the fortieth special session of the General Assembly, convened to adopt the program-budget of the Organization for 2011.

In addition, the OASG was in charge of organizing and coordinating the twenty-sixth Meeting of Consultation of Ministers of Foreign Affairs, held at the Organization's headquarters on December 7, 2010, to consider the situation involving Costa Rica and Nicaragua.

### ▪ Technical functions and responsibilities in specific areas

Natural disasters:

At the behest of the Secretary General, the OASG continues to coordinate the Secretariat's activities with respect to natural disasters. With the acquiescence of the Secretariat for Administration and Finance (SAF), the General Secretariat donated a total of US\$176,700 to six countries through the Inter-American Emergency Aid Fund (FONDEM). Each of the following countries received US\$25,000: Belize, Costa Rica, Haiti, Saint Vincent and the Grenadines, and Saint Lucia. Satellite telephones worth US\$26,700 were donated to Chile following the earthquake of February 2010.

Haiti:

As Chair of the Group of Friends of Haiti, the ASG constantly convened meetings to provide and receive up-to-date information and to channel assistance to the Haitian people. He chaired the Working Group on Haiti to coordinate OAS programs in that country and, as in previous years, he traveled to Haiti to meet with senior officials.

The OASG undertook a number of initiatives following the earthquake of January 12, 2010. The ASG headed an inter-American consortium to assess needs and expedite relief work. On January 22, the OASG organized an event which raised US\$22,862, which was then channeled through the Pan American Development Foundation (PADF) for relief work in Haiti.

In September, the OASG launched the "Backpacks for Haiti's Children" initiative, which has so far collected 568 backpacks filled with school kits to enable Haitian children to continue their education following the earthquake.

The ASG represented the OAS during the November 28, 2010 presidential elections. He met with the President, the Prime Minister, the Provisional Electoral Council (CEP), the diplomatic corps, the private sector, civil society, the international community, and with the three leading presidential candidates. After the announcement of the preliminary results of the elections, the ASG convened in Washington, D.C. a group of OAS member states and permanent observers with interests in Haiti to define the mandate of a Group of Experts of the Organization that would undertake to verify the disputed results of the first round of elections.

Youth:

During the thirty-eighth regular session of the General Assembly, the OAS member states adopted the Declaration of Medellin [AG/DEC. 57 (XXXVIII-O/08)], which instructed the General Secretariat to "mainstream the youth perspective into the programs and activities of the OAS." The Inter-Departmental Working Group on Youth, chaired by the ASG, is mandated to mainstream the youth perspective in the OAS: a task it continued to perform in 2010. This Group followed up on youth-related issues and on meetings on the subject, held in Suriname, Brazil, and Mexico. The OASG also worked with the Permanent Mission of Antigua and Barbuda and with technical areas of the Organization on drafting the document that gave rise to resolution AG/RES. 2553 (XL-O/10), "Toward the Establishment of Priorities on the Youth of the Americas."

### **2.2.1 Office of the Chief of Staff of the Assistant Secretary General**

### **2.2.2 Department of Conferences and Meetings Management**

The Department of Conferences and Meetings Management (DCMM), whose mandate is set forth in Executive Order 09 -01 Rev. 3, is composed of the Conferences Section, the Languages Section, and the Documents Section. Its principal function is to provide the Organization with a wide range of services required for its conferences and meetings.

- **Conferences Section**

Towards the end of 2010, with the help of the Department of Information and Technology Services (DOITS), the videoconferencing service was inaugurated in the Simón Bolívar Room, with a capacity for up to five simultaneous connections, audio teleconferencing, wireless control panels for video teleconferencing and local presentations, recording capacity, capacity to deliver local presentations, and other facilities.

The technological capabilities of the Simón Bolívar Room and the Sir Arthur Lewis Multimedia Room have served to triple the number of videoconferences between OAS headquarters and the member states. The 59 videoconferences held in 2010 saved approximately US\$362,555 in travel expenses (assuming, conservatively, that 4 people would otherwise have traveled per conference).

In 2010, the Conferences Section provided logistical support for some 1,254 meetings (310 more than in the previous year). Approximately 1,242 meetings of political and technical bodies were held at headquarters. They consisted primarily of meetings of the Permanent Council and CIDI, and of their subsidiary bodies, as well as of meetings of the other organs and specialized organizations, such as CICTE, the IACHR, the CIM, CITES, and CICAD. In addition, on December 7, 2010, services were provided for the Twenty-sixth Meeting of Consultation of Ministers of Foreign Affairs. Away from headquarters, there were 12 meetings. They were either ministerials or meetings of a technical nature.

- **Languages Section**

The DCMM provided simultaneous interpretation services in the four official languages of the Organization for more than 506 meetings of the organs, agencies, and entities of the Organization at headquarters and in the member states. In addition, more than 11 million words were translated into the four official languages.

The Section continued to expand its roster of freelance translators and interpreters through a program designed to increase the number of interpreters and translators in the member states. In 2010, exams were held to that effect in Colombia and Mexico.

In the course of 2010, seven members of the staff of the DCMM's Languages Section were called upon, exceptionally, to participate in 76 meetings as interpreters into the four official languages: a saving of US\$37,240.

- **Documents Section**

This section, through the digitalization of all its activities, reproduced and distributed official documents of the Organization, including printing of master copies and their photocopying, distribution, and electronic storage.

Particularly notable activities included: electronic distribution of more than 9,454 documents and 1,960 CDs (a 50% increase in the distribution of electronic texts); and a 715,000-page drop in paper use (143 boxes less than in the previous year).

### **2.2.3 Offices of the General Secretariat in Member States**

The Office of the Assistant Secretary General continued to apply the strategy that it has pursued since 2005 aimed at strengthening the political scope and technical support role of offices in member states. Inter alia, this strategy is designed to: a) increase the visibility of the Organization of American States (OAS) in member states; b) highlight the important technical work done by the OAS and country offices; c) improve the way in which those offices share and distribute information on the OAS and on its activities and contributions to member states, and d) promote the "OAS brand" throughout the Hemisphere.

Thanks to this strategy, the OAS has accomplished several important objectives that have undoubtedly enabled it to attain a position of political prominence in the Hemisphere. Thus, interaction has increased between OAS representatives and government officials from member states at high-level meetings, as has identification of national actors that work in the areas with which the OAS is concerned. By the same token, the Organization has successfully widened its contacts with civil society organizations and their representatives, as well as refining the quality, implementation, and coordination of technical cooperation programs and projects in countries.

Thus, country offices have improved and enhanced the management of OAS activities, in addition to introducing rapid response mechanisms for addressing critical situations in member states. As a result, these offices have the capability to provide immediate support for high-level missions of the Secretary General, special representatives of the Secretary General, and technical and electoral observation missions in countries. This aspect of the country offices' role has also allowed the OAS to renew its efforts as regards establishing relations of mutual assistance in the political, technical, and financial arenas with the UNDP, IDB, PAHO, IICA, PADF, World Bank, European Union, and USAID, as well as raising and upgrading the profile of the OAS in the Hemisphere.

Over the last year, a study was carried out that led to the implementation of improved administrative processes which have resulted in more effective and transparent communication between country offices and OAS headquarters on one hand, and with project stakeholders and donors on the other. The OAS continued its system of staff rotation designed to afford greater growth and advancement opportunities at its offices in member states.

### **2.2.4 Columbus Memorial Library**

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

The Columbus Memorial Library offers the following services: a) Reference and Research Services, providing access to information that supports OAS programs; b) Document Control Services, responsible for preserving, classifying, and making OAS official documents accessible; c) Technical Services, facilitating electronic access to the collections through the acquisition and cataloging modules of the Integrated Automated Library System and through digitization initiatives; d) Archives and Records Management Services, in charge of management of the administrative archives of the OAS and of identifying, preserving, and making accessible archives that retain their value (historic archives) of the Organization; e) Inter-institutional collaboration across the Americas

- **Reference and research services**

The Columbus Memorial Library offers access to information that supports the work of the OAS General Secretariat and the missions. It also makes information available to the general public concerning the OAS. In 2010 the Library replied to 7,500 inquiries, while demand for reference services rose. Furthermore, the Library's Alert Service created profiles for OAS personnel and electronically sent 27,375 articles of interest.

In 2010, 4,000 items were digitized as part of the Preservation and Digitization Project aimed at strengthening the Digital Library.

- **World Digital Library Project**

UNESCO and 32 partner institutions launched the World Digital Library on April 21, 2009. The Columbus Memorial Library was selected to be one of the original participants in this project.

Featured at the web site [www.wdl.org](http://www.wdl.org) are very unique cultural materials from libraries and archives around the world. They include manuscripts, maps, rare books, music scores, audio recordings, films, photographs, architectural drawings and other important cultural materials.

- **Donations**

In line with the acquisitions policy, the Columbus Memorial Library continued to accept donations, which are an important supplement to its limited budget. In 2010, the Library received donations from Argentina, Brazil, Canada, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Grenada, Mexico, Panama, Peru, and Saint Lucia.

- **Exhibits**

The Columbus Memorial Library staged several exhibits. One of them was the House of the Americas: Centennial. It also selected and displayed photographic materials on Belize, Costa Rica, El Salvador, Grenada, Panama, and Saint Lucia.

- **Group of Friends of the Columbus Memorial Library**

The Group was established in 1994 and is composed of the ambassadors with the permanent missions and permanent observer missions. Its role is to help the Library carry out some of its planned activities and to promote the Library's programs with a view to generating interest among the public. In 2010, the Group held 12 ceremonies to receive donations of materials. Several forums were also held in the Library. The current Chair of the Group is Ambassador José Enrique Castillo Barrantes, Permanent Representative of Costa Rica.

### **2.2.5 Inter-American Committee on Ports (CIP)**

The Inter-American Committee on Ports (CIP) was established by the General Assembly to serve as the permanent inter-American forum of the member states of the Organization for strengthening cooperation in the development of the port sector.

Its main activities in 2010 were as follows:

- **Strengthening the inter-American port dialogue:**

Sixth Meeting of the Inter-American Committee on Ports, (Panama, March), with the Panama Maritime Administration (AMP). The Committee elected its Executive Board (2010/12), with Argentina as chair and Barbados, Mexico, Panama, and Peru as vice chairs. The Board's membership also includes Brazil, Chile, Dominican Republic, Ecuador, Guatemala, Jamaica, Paraguay, United States, Uruguay, and Venezuela. The following subcommittees were established: Policy and Coordination (chaired by Argentina), Cargo Services (Brazil), Vessel Services (Jamaica), Port Security (United States), Environmental Protection (Venezuela), Legislation and Investments (Uruguay), and Women (Dominican Republic). The Eleventh Meeting of the Executive Board of the CIP was also held (Panama, March) with the AMP, at which the subcommittees adopted their annual work plans. In addition, the First Hemispheric Convention on Port Logistics and Competitiveness (Mexico, November) was held with the Mexican General Coordination of Ports and Merchant Marine.

- **Training**

The following activities were carried out: (i) Fourth Course on Management of Port Terminals, (Dominican Republic, March), with the Dominican Port Authority (APORDOM); (ii) Seminar on Strategic Port Tariffs, (Peru, March), with the National Port Authority; (iii) Eleventh Ibero-American Course on Port Technology, Operations and Environmental Management, (Spain, May), with State Ports of Spain; (iv) Regional Forum on Customs and Port Facilitation (Dominican Republic, May), with the Customs Bureau (DGA) and APORDOM; (v) Seminar "Branding for Cruise Destinations: Creating the Iconic Cruise Destination" (Barbados, September), with Barbados Ports Inc.; (vi) XIV Ibero-American Course on Port Management (Spain, October) with State Ports of Spain.

- **Direct technical assistance**

The CIP collaborated with APORDOM in drafting a proposed port and maritime law; and with the DGA in managing the project on Trade, Customs, and Ports.

- **Publicizing and promoting the ports of the Americas and the CIP**

The CIP circulated information by way of the CIP web portal ([www.oas.org/cip](http://www.oas.org/cip)), CIP Magazine, the Ports Newsletter, preparation of documents, studies, reports and other technical material on the subject of ports, as well as answering inquiries and transmitting information electronically ([cip@oas.org](mailto:cip@oas.org)).

- **Cooperation**

The principal organizations with which the CIP has established cooperation links are as follows: (i) State Ports of Spain, organization and financing of two courses in Santander and Madrid; (ii) American Association of Port Authorities, promotion of joint activities; (iii) World Bank, Andean Development Corporation, Caribbean Maritime Institute, Port of Le Havre, and the United Nations Conference on Trade and Development (UNCTAD), which provided guest speakers at CIP events; (iv) the CIP also collaborated with different agencies on regional and global activities, including with the Caribbean Shipping Association in the preparation of a Regional Maritime Strategy for the Caribbean, with the Economic Commission for Latin America and the Caribbean (ECLAC) in the Forum on Sustainable Transport Policies in Ibero-America (Uruguay), and with the International Conference of the International Association of Port Cities (Argentina).

## 2.3 SECRETARIAT FOR POLITICAL AFFAIRS

*The mission of the Secretariat for Political Affairs (SPA) is to help strengthen political processes in the member states, in particular to support democracy as the best option for ensuring peace, security, and development. The SPA focuses on strengthening the role of the Organization as the primary political forum in the inter-American system and on actively helping to maintain democracy in the member states. To meet its objectives, the SPA works to enhance the legitimacy of institutions in political processes and to strengthen mechanisms that help to sustain them. The SPA, its dependencies, and its staff are under the overall direction, supervision, and control of the secretary for political affairs, who answers to the Secretary General, in accordance with the Organization's legal system and with the provisions of Executive Order 08-01 Rev. 3.*

The SPA is also composed of the Executive Office of the Secretary for Political Affairs and the following dependencies: The Department of Electoral Cooperation and Observation, the Department of Sustainable Democracy and Special Missions, and the Department of Effective Public Management. These dependencies and their staff are under the overall direction, supervision, and control of the director of each Department, who answers to the secretary for political affairs, in accordance with the Organization's legal system.

### 2.3.1 Department of Electoral Cooperation and Observation (DECO)

DECO comprises the following sections: The Electoral Observation Section; the Electoral Technical Cooperation Section, and the Electoral Studies and Projects Section.

In 2010, 13 electoral observation missions were deployed, with 732 observers taking part. The missions were in Bolivia, Colombia, Costa Rica, Haiti, Paraguay, Peru, Dominican Republic, Saint Kitts and Nevis, Saint Vincent and the Grenadines, and Suriname. Furthermore, DECO worked with the Association of Caribbean Electoral Organizations (ACEO) to organize the latter's fifth general meeting in Port-of-Spain, Trinidad. A training workshop on electoral district demarcation was also jointly organized with *Elections Canada* in Ottawa, Canada.

In partnership with the Department of Effective Public Management, DECO prepared model legislation on financing of political parties and campaigns in the Caribbean. This model legislation was presented to leaders of the governing and opposition parties represented in the parliaments of the 14 Caribbean member states of the OAS.

Through the Electoral Technical Cooperation Section, DECO continued to carry out and support initiatives designed to augment the transparency, efficiency, and credibility of electoral processes:

Costa Rica: The analysis of the certification project according to ISO 9001 quality control standards was delivered to the Supreme Elections Tribunal.

Guatemala: The electoral roll administered by the TSE was audited.



Mexico: Implementation began of a system of quality control in electoral and registry audits at the Electoral Tribunal of the Federal Judiciary.

Mexico and other countries: The Electoral Case-Law Systematization Project got underway with Argentina, Chile, Costa Rica, Mexico, Panama, and the Dominican Republic.

Panama: The Electoral Tribunal of Panama was certified according to ISO 9001 quality standards.

Paraguay: The electoral roll administered by the TSJE was audited.

Peru: A quality control project according to ISO 9001 international quality standards was initiated with the National Elections Panel. Implementation began of an audit of the electronic voting system with the National Elections Procedures Office.

The Electoral Studies and Projects Section designed an Electoral Processes Diploma Course as part of the Program “Strengthening the Installed Capacity of the Hemisphere’s Electoral Authorities.” The Third Inter-American Electoral Training Seminar was held, with 37 electoral officials from different parts of the hemisphere taking part. In addition, three virtual training courses were imparted on electoral participation, voter registries, and political and campaign financing. Equally, in 2010, work began on the design of two specific electoral observation methodologies. The first addresses political and campaign financing; the second is for the inclusion of a gender-awareness perspective in OAS electoral observation missions (EOMs). The second methodology was piloted during the EOM in Paraguay. As regards the media observation methodology, trials were carried out during the EOMs in the Dominican Republic and Peru, in addition to which a validation workshop was held with international experts.

With respect to cooperation with other organizations, the OAS concluded technical cooperation agreements with the Supreme Electoral Tribunal of Brazil and the National Electoral Court of Argentina. The OAS also renewed an agreement with the State Electoral Commission of Nuevo León, Mexico. The Organization also held the Seventh Inter-American Meeting of Electoral Authorities in Washington, D.C., with 50 electoral officials from different parts of the Hemisphere in attendance. That meeting enabled the electoral authorities to move forward on three issues: Models for interaction between electoral authorities and political parties in electoral processes; the role of the media in electoral processes, and access to voting for persons with disabilities.

### **2.3.2 Department of Sustainable Democracy and Special Missions (DSDSM)**

The DSDSM comprises the Political Analysis and Scenarios Section, the Special Missions Section, and the Fund for Peace Section. The main activities and accomplishments in 2010 were support for the special missions of the General Secretariat in Ecuador, Honduras, and Costa Rica-Nicaragua; assistance to the Mission to Support the Peace Process in Colombia (MAPP); continuation of the efforts of the General Secretariat to resolve the territorial differendum between Belize and Guatemala; and support for electoral observation missions led by the Department of Electoral Cooperation and Observation.

In Ecuador, at the invitation of the National Electoral Council (CNE), a support mission was appointed to assist in the selection process for officials of the Citizen Participation and Societal Oversight Council (CPCCS). The CPCCS is part of one of the five branches of the State and this was the first time that the National Electoral Council of Ecuador had carried out this process.

In Honduras the department provided support in the creation of the Truth and Reconciliation Commission, which receives technical and financial assistance. Support was also provided for the work of the High-Level Commission—under the coordination of the Secretary General and composed of permanent representatives of member states—to analyze developments in the political situation in Honduras.

The DSDDSM also furnished technical assistance and support, both for the delegation led by the Secretary General that visited Costa Rica and Nicaragua, and for the visits of personal representatives of the Secretary General on good-offices missions. It also collaborated in the preparation of the reports submitted by the Secretary General to the Permanent Council on his efforts to bring about a rapprochement between the two parties.

The Mission to Support the Peace Process in Colombia (MAPP/OEA) continued to carry out its work, maintaining a presence in 29 of the 32 departments in Colombia. In January 2010, 13 regional offices were opened in order to reinforce the mission's strategic presence. In 2010, the mission focused its attention on projects with indigenous and Afro-descendant communities, as well as on restitution of property to persons and communities affected by illegal groups operating outside the law. The renewal of the MAPP mandate for an additional three years includes tasks connected with the restitution of property in accordance with the land ownership rules.

The DSDDSM continued with its facilitation efforts in the referendum between Belize and Guatemala. The High-Level Working Group between the two countries held its first meeting in March 2010 to evaluate implementation of confidence-building measures, examine specific incidents, discuss pending bilateral issues, and promote direct and fluid channels of communication between the parties. Furthermore, there was a meeting in Guatemala of the "Group of Friends of Belize and Guatemala" to brief those countries on progress in the negotiations. For its part, the Office of the OAS General Secretariat in the Adjacency Zone conducted 23 official verifications and 52 ex officio verification and follow-up measures.

The DSDDSM launched a project to strengthen the mediation capacity of the OAS and the Organization's role in conflict mediation and resolution. As part of this effort, work has begun on the documentation of lessons learned from past mediation initiatives; organization of training opportunities for staff and member states; information and experience exchange with other agencies that specialize in this area; and development of tools and strategies to help improve the work of the OAS in this field. The department also organized the annual ceremony of the Inter-American Peace Forum in Washington, DC, on September 21. Furthermore, on September 23 and 24 it staged the OAS Course on Peace, Democracy, and Conflict Resolution.

As regards cooperation with other international organizations, the DSDDSM continued to share information with the Mediation Support Unit of the United Nations' Department of Political Affairs and the Andean Development Corporation (CAF). The relevant arrangements were also

initiated with the Pan American Institute of Geography and History (PAIGH) for activities in support of mapping efforts (Belize-Guatemala). The OAS also joined the Mediation Friends initiative, in which UN member states and regional organizations have come together to promote the use of mediation in the prevention and resolution of conflicts. The OAS also participated in the International Stabilization and Peacebuilding Initiative (ISPI), which encourages technical exchanges between governmental, international, and regional agencies in order to enhance civilian peacebuilding capacity globally.

Finally, the department provided permanent support to the Executive Office of the Secretary for Political Affairs and the Office of the Secretary General for follow-up and analysis of political affairs and events in the region.

### **2.3.3 Department of State Modernization and Good Governance (DSMGG)**

In 2010, the Department of State Modernization and Good Governance (DSMGG) was reorganized and its name changed to the Department of Effective Public Management (DEPM).

The DEPM is comprised of the Public Management Training Section, the Executive Branch Support Section, and the Support to Legislative Institutions Section. A new initiative known as the Comprehensive Country Support Strategies for Effective Public Management was designed for the purpose of supporting implementation of national development and productive transformation plans and objectives, key elements for strengthening democracy. The program was launched in the Plurinational State of Bolivia and Paraguay with ceremonies for the signing of memoranda of understanding between the governments concerned and the OAS Secretary General.

In Bolivia the Country Strategy Program involves 12 ministries, the Congress, and the Electoral Tribunal (with regard to the civil registry), while in Paraguay it operates through the Civil Service Secretariat. In Bolivia, the program purchased 166 laptop computers together with training in their use for the Congress; provided assistance in the design of the new State Autonomous Service of the Ministry of Autonomous Territories; and made progress with strengthening the civil registry and a program on transparency in municipal budget management. In Paraguay, as one of the contributions of a plan of action agreed on with the authorities, a preliminary version was prepared of a “white paper” on experiences in state reforms for the National Project on Structural Renewal of the Executive Branch under the coordination of the Civil Service Secretariat.

PUICA, the civil registry program, enabled 310,000 people to exercise their right to an identity and supported the strengthening of 13 national civil registry institutions in the region. In Haiti, it provided assistance to the Office National de l’Identification (National Registry Office) in preparation for the presidential elections, replacing and issuing new national identity cards. The DEPM, in partnership with the Ministry of Public Works of Haiti and the Government of Québec, prepared a comprehensive proposal for a seven-year cadastre program aimed to modernize the infrastructure for exercising land ownership rights in the country.

By means of virtual programs, the DEPM provided training to over 1,500 civil servants, awarded over US\$300,000 in grants, and delivered more than 40 editions of its portfolio of 20 on-line training courses. The Citizen and E-government in the Americas project was launched through the Network of e-Government Leaders of Latin America and the Caribbean (RedGEALC). The MuNet e-Government Program was also implemented and cooperation agreements were signed in Panama and Guatemala, with training provided to more than 70 mayors. The Inter-American Government Procurement Network, whose technical secretariat is the OAS, held its annual meeting in Peru with more than 1,200 people in attendance.

As regards access to public information, integrity, and the fight against corruption, the DEPM has carried out a series of activities designed to strengthen cooperation between countries in the region. In that regard the Guide on Mechanisms for the Promotion of Transparency and Integrity in the Americas is notable for its extensive content and thematic scope. It is currently available on the department's website. In addition, the department continued to work on dissemination of the Model Inter-American Law on Access to Public Information and its Implementation Guide.

Finally, the Support to Legislative Institutions Section carried out a review of the civil service in Antigua and Barbuda, and validated it with key stakeholders from the public and private sectors. In addition, two regional training workshops were carried out in the Andean Region of the Southern Cone under the Connected Parliaments Program, which is jointly implemented with the Inter-American Development Bank (IDB). Furthermore, support was provided for the organization of the first Encounter on Promotion of Corporate Social Responsibility among Lawmakers in Latin America, which aims to furnish know-how, tools, and training on the scope and content of this important issue.

## **2.4 EXECUTIVE SECRETARIAT FOR INTEGRAL DEVELOPMENT**

*The OAS Charter and the Statutes and Rules of Procedure of the Inter-American Council for Integral Development (CIDI) and its subsidiary bodies, along with the Strategic Plan for Partnership for Integral Development for 2006-2009 (still in effect) determine the role of the Executive Secretariat for Integral Development (SEDI) in promoting dialogue and cooperation among the member states with a view to fostering their integral development. It is structured in accordance with Executive Order 08-01, rev. 3, "Structure of the General Secretariat" and comprises the Office of the Executive Secretary and four departments: (i) the Department of Human Development, Education, and Culture; (ii) the Department of Economic Development, Trade, and Tourism; (iii) the Department of Sustainable Development; and (iv) the Department of Social Development and Employment.*

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

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

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

DHDEC supports the efforts of member states to achieve quality education at all levels and for all citizens. It also promotes a more prominent role for culture in economic and social development.

In 2010, the DHDEC's Office of Education and Culture (OEC) continued to promote political dialogue, the exchange of experiences and best practices, and the establishment and strengthening of strategic partnerships aimed at supporting member states' efforts to formulate effective public policies and strengthen human and institutional capacity in the areas of education and culture.

The OEC: (a) supported horizontal cooperation through two technical assistance funds, with 20 missions carried out in Education for Democratic Citizenship and practices and 10 in Culture for Development; (b) executed a project to prevent violence affecting youth in Central America, in collaboration with the Secretariat for Multidimensional Security and the Trust for the Americas,

organizing national youth forums in El Salvador, Guatemala, Nicaragua, and Panama, with the participation of more than 400 young leaders and other stakeholders, as well as through training youth to use technology and social media to forge a culture of peace ([www.armandopaz.com](http://www.armandopaz.com)); (c) collaborated in the strengthening of the OAS multilateral fund FEMCIDI, for which the education and culture sectors will be the first to define their key topics for cooperation project financing; and (d) brought together 84 policy-makers in the education and culture sectors of 20 member states to consider ways to strengthen the cultural content of educational curricula.

The Office of Education and Culture (a) organized a special joint meeting of the Permanent Council and CEPCIDI to highlight the importance for regional development of investing in early childhood education; (b) published three books of policy analysis, statistics, and case studies focusing on early childhood education in indigenous and rural communities and shared the findings with key authorities through various events; (c) published an analytical report and undertook three case studies (in Argentina, Costa Rica, and Antigua and Barbuda) to document the educational status of migrant children and youth, existing national policies and relevant programs in the member states; (d) launched the Inter-American Teacher Education Network (ITEN) ([www.oas.org/en/iten/](http://www.oas.org/en/iten/)); (e) launched the Childhood Portal ([www.childhoodportal.org/](http://www.childhoodportal.org/)); (f) supported development for teachers and policy-makers through on-line courses on diverse subjects, including technology use in educational projects, early childhood development, and education for democracy; (g) held a plenary meeting of the Inter-American Committee on Education (CIE); and (h) organized a workshop on the future of the Regional Education Indicators Project (PRIE).

The OEC began working on the Plan of Action for the Inter-American Year of Culture to be celebrated in 2011 with national and inter-American activities under the motto "Our Cultures, Our Future." A special meeting of the Inter-American Committee on Culture (CIC) was convened to prepare for the Year of Culture and the Fifth Meeting of Ministers of Culture and Highest Appropriate Authorities. In addition, the Office of Education and Culture prepared a portfolio of 18 best practices in culture for development, which will be published shortly.

In the area of human development and higher education, the DHDEC (a) developed an emergency scholarship program for Haiti, to be implemented in 2011; (b) continued to expand the scholarship program through partnerships with the member and observer states, and institutions for academic and professional development (Program of Partnerships for Education and Training (PPET)); (c) launched the Inter-American Network of OAS Scholars webpage ([www.educalum.org](http://www.educalum.org)) as part of the alumni knowledge-sharing program; (d) co-organized regional meetings, such as the Caribbean Conference on Higher Education; and (e) developed a network of regional partners for the advancement of education using information and communication technologies (ICTs) through the Multilateral Initiative on Educ@tion for Human Development. These activities strengthened the OAS presence in the region with regard to knowledge-sharing and access to quality higher education.

The Academic Scholarships Program directly placed 105 awardees in the 2010-2011 scholarship cycle. A total of 135 students (119 graduate and 16 undergraduate students) selected in that cycle signed their contracts in 2010. The total value of the scholarships awarded was US\$4,469,686.37. The cost distribution by type of scholarship was 17 percent for self-placed

scholarships and 83 percent for OAS-placed scholarships, well above the 2/3 minimum established by the member states for OAS-placed scholarships.

For the 2011-2012 scholarship cycle, 120 awardees were selected in 2010 (109 graduate and 11 undergraduate students). The total cost of scholarships awarded in the 2011-2012 cycle is estimated at US\$4,073,200, to be paid over up to three (3) budgetary periods. The final figures for the 2011-2012 scholarship cycle await placement and contract signing (end-March 2012).

The Professional Development Scholarship Program (PDSP) awarded 735 scholarships in 2010. Scholarships were co-financed by the OAS and partner host institutions in Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Panama, Paraguay, Peru, United States, Uruguay, and Spain.

The Leo S. Rowe Pan American Fund ([www.oas.org/en/rowefund](http://www.oas.org/en/rowefund)) provides interest-free educational loans for studies in United States universities. In 2010, the program granted 97 new loans to citizens of the member states, totaling US\$690,255.00, and 33 new loans to OAS staff, worth US\$162,795.00. Combined, the Leo S. Rowe loans thus totaled US\$853,050.00. The program managed 383 loan accounts in the course of the year, during which 79 existing loans were re-paid in full. The current outstanding loan balance for all loans is approximately US\$2 million.

In 2010, the Educational Portal of the Americas (EPA) ([www.educoas.org](http://www.educoas.org)) trained 1,052 citizens and/or residents of 30 OAS member countries through high quality and cost-effective online distance education programs in Spanish, English, and Portuguese. The EPA continues to establish and maintain a variety of institutional partnerships as well as providing advisory, planning, and implementation services for e-learning development with international organizations, governments, and specialized areas of the OAS General Secretariat. In 2010, the EPA negotiated, through its partnership with Virtual Educa, 32 full scholarships worth an estimated US\$22,400.00 for participants in a specialized online course on virtual learning environments in addition to providing consulting services for the UNDP to support the training of over 362 Corporate Social Responsibility educators.

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

The DEDTT has five sections: Competitiveness; Trade; Tourism; Science, Technology, and Innovation; and the Foreign Trade Information System (SICE). It executes corporate social responsibility (CSR) programs, coordinates with the Secretariat for External Relations to promote effective cooperation through the Inter-American Network of Cooperation, and collaborates with the Young Americas Business Trust (YABT).

The Department's activities are governed by the Strategic Plan for Integral Development: economic diversification and integration; trade liberalization and access to markets; scientific development and technology sharing and transfer; the sustainable development of tourism; along with various other mandates arising from the General Assembly, the Summits of the Americas and meetings of ministers and/or high sectoral authorities in the framework of CIDI.

In 2010, the DEDTT consolidated and strengthened the policy-making processes underlying its programs and activities. With its publication entitled "Promoting Economic Development in the Americas," its updated website, and a comprehensive presentation to CEPCIDI, the Department conveyed a clearer view of the purposes it pursues with its programs and of the outcomes of its activities.

Competitiveness and innovation remain the linchpins of the Department's activities, which are geared to strengthening human and institutional capacities and generating public policies that promote the incorporation of micro, small, and medium-sized enterprises (MSMSEs) in domestic and external markets. In all its activities, the Department places particular emphasis on women, youth, and vulnerable groups.

The Department strengthened the institutionalization of high-level dialogue among competitiveness authorities and councils by bringing together representatives of 27 member states for the Fourth Americas Competitiveness Forum (ACF). That meeting served to analyze the current status of competitiveness and to make progress toward identifying components of a 2020 Productivity and Competitiveness Agenda for the Americas. In addition to holding a workshop to strengthen the institutions that promote productivity and competitiveness in the Caribbean, the Department launched the website of the Americas Competitiveness Observatory. Meetings of the Americas Competitiveness Authorities and Councils, and the ACF will be held in the Dominican Republic in 2011 and Colombia in 2012. Panama has offered to host the 2013 Meeting.

Through its Economic Empowerment and Trade Program, DEDTT continued to support the inclusion of MSMSEs in trade-related business opportunities, as well as trade policy training activities for numerous civil servants in the region. High-level dialogues were also organized to debate public policies, innovations, and the use of ICTs to promote the competitiveness and productivity of MSMSEs. An effort was also made to foster the exchange of successful experiences with institutional models of support to MSMSEs, including those based on public-private-academia partnerships.

With a view to supporting internationalization of MSMSEs, pilot studies and schemes were conducted on replicable practices, such as participation in value chains, associations, and cooperatives, along with coaching programs and the use of intellectual property tools to benefit from the intangible value of distinctive products. Apart from organizing courses on trade policy and the administration of investment and intellectual property agreements, the Department lent its support to Caribbean countries for negotiating the trade agreement with Canada and implementing the CARIFORUM-EC Economic Partnership Agreement. The Pacific Rim Initiatives, the Legal Advice Center on Investment Disputes, the CAFTA-DR Committee on Trade Capacity Building, and Paths to Prosperity in the Americas all received technical support from the DEDTT.

The Department is continuing to move ahead with its human and institutional capacity building work in the tourism sector in the Caribbean and Andean subregions, with a special focus on small hotels. The Supporting Our Caribbean Enterprises (SOURCE) project created replicable business strategies and models to facilitate ties and trade relations between local artisans and



tourism points of sale. In collaboration with the Department of Sustainable Development, the DEDTT organized a technical workshop on increased resilience to natural hazards in the tourism sector in the Americas. A new four-year Agreement was signed by the GS/OAS, the Government of Barbados and the Caribbean Tourism Organization on technical cooperation in tourism. El Salvador offered to host the XIX Inter-American Travel Congress, which will be held in September 2011.

In the area of science, technology, and innovation, the Department organized the Sixth Meeting of the Inter-American Committee on Science and Technology (COMCyT). At it, there were presentations on progress made by the member states with implementing the mandates of the Ministerial Declaration and Plan of Action of Mexico of 2008. It was agreed to work on definition of the Program 20/25 Vision, a new long term Inter-American Program on Science and technology, which will contain clear, measurable goals and objectives. As regards the popularization of science mandates, competitions and seminars on scientific journalism were held, in which 15 countries participated. The Portal for the Inter-American Program on Scientific Journalism was also launched. A diagnostic assessment study was conducted and an Action Plan to Strengthen Basic Skills in Metrology Services in Central America and the Dominican Republic was approved. The "Triangular Cooperation: Natural Gas Metrology for Peru and Bolivia" project continued and there were meetings of the Engineering for the Americas (EftA) Advisory Board and of the Inter-American Metrology System.

Visits to the Foreign Trade Information System (SICE) website increased to almost three million, equivalent to an average of approximately 8,000 hits a day from all over the world. SICE continued to periodically update its sections on trade agreements, trade policy development, and trade disciplines. The SICE website was re-designed to make its provision of information more efficient and its graphical presentation more attractive. This involved a complete revamping of certain sections to ensure homogeneity and ease of access and browsing.

The "Promotion of Corporate Social Responsibility (CSR) in Small and Medium-Sized Enterprises (SMEs) in Latin America" project was conducted through workshops tailored to specific sectors and countries. More than 600 SMEs participated. Efforts were made to build CSR into the SMEs' business strategies, with an emphasis on social innovation as a tool for enhancing their competitiveness. A management tool using sustainability performance indicators was also devised to enable the use of triple outcome or "triple bottom line" objectives (economic-financial, environmental, and social).

The Young Americas Business Trust (YABT) continued promoting youth entrepreneurship in the member states, acting as a catalyst for innovation, leadership, and employment generation. To that end, the Trust carried out activities with the National Chapters and partners, including the Youth Forum of the Americas, Business Labs, Nex Links, Youth Circle, and the 4th Edition of the Talent & Innovation Competition of the Americas (TIC Americas), with 1,300 teams registered.

The Department of Economic Development, Trade, and Tourism works in coordination with international organizations (such as the World Bank, the International Centre for Settlement of Investment Disputes [ICSID], the Organization for Economic Co-operation and Development

[OECD], the World Trade Organization (WTO), the World Intellectual Property Organization [WIPO], the United Nations Development Programme [UNDP], and the United Nations Conference on Trade and Development [UNCTAD]) and with regional organizations (including the Tripartite OAS-IDB-ECLAC Committee, the Central American Bank for Economic Integration [CABEI/BCIE], the Andean Development Corporation (CAF), the Caribbean Community [CARICOM], and the Organisation of Eastern Caribbean States [OECS]), ministries and national entities, academic institutions, and NGOs.

### **2.4.3 Department of Sustainable Development (DSD)**

The DSD is responsible for promoting sustainable development and rational environmental management.

In 2010, the DSD acted as Technical Secretariat in the preparations for the Second Meeting of Ministers and High-Level Authorities on Sustainable Development, held in Santo Domingo, in the Dominican Republic, from November 17 to 19. That meeting adopted the Declaration of Santo Domingo for the Social Development of the Americas, which includes a series of practical initiatives and urges the General Secretariat to promote the mobilization of resources and to facilitate the technical assistance needed to implement them. In addition, the Ministers and High-Level Authorities on Sustainable Development of the Americas extended the life of the Inter-American Program for Sustainable Development (PIDS) so that it is now in effect from 2010 to 2014.

The DSD continued to work with the CAFTA-DR countries on the establishment of performance criteria with respect to long-term environmental governance goals and on the drafting of a second report to be submitted to the CAFTA-DR Environmental Affairs Council.

The DSD contributed to the UNDP report entitled "The Importance of Biodiversity and Ecosystems in Economic Growth and Equity in Latin America and the Caribbean: An Economic Valuation of Ecosystems." Jointly with Paraguay's Institute of Law and Environmental Economics, the OAS/DSD began executing the project entitled "Payment for Ecosystem Services and Sustainable Agriculture for Conservation and Development in Paraguay," for which it received the World Bank's "Development Marketplace 2008" crystal award.

Jointly with the CARICOM Secretariat and with World Bank support, the DSD worked on implementation of the Caribbean Emergency Legislation Project and completed the drafting of recommendations for improving legal instruments and administrative procedures during and immediately after a natural disaster.

In 2010, the Integrated Water Resources Management Section finished formulating, negotiating and the initial phase of execution of the following Global Environment Facility (GEF) projects: (1) "A Framework for Sustainable Water Resources Management in the La Plata Basin"; (2) "Sustainable Forest Management in the Transboundary Gran Chaco Americano Ecosystem "; and (3) "Regional Framework for Sustainable Use of The Rio Bravo Basin." In collaboration with UNESCO and the Special Multilateral Fund of the Inter-American Council for Integral Development (FEMCIDI), the DSD continued executing the "Integrated and Sustainable Management of Transboundary Aquifers in the Americas." In addition to publishing Book III and writing Book IV on "Social, Economic, Environmental, and Climate Change Aspects of

Transboundary Aquifer Systems of the Americas" and to taking part in the main expert panel discussions at the UNESCO International Conference on Transboundary Aquifers in December 2010, the DSD worked on the execution of four projects: The Inter-American Biodiversity Information Network (IABIN); the Andes Amazon Protected Areas Database (AAPAD); the Western Hemisphere Migratory Species Initiative (WHMSI); and ReefFix, an Integrated Coastal Zone Management program.

The DSD, together with seven Andean countries (Argentina, Bolivia, Chile, Colombia, Ecuador, Peru, and Venezuela) and Costa Rica, implemented a Regional Strategy for the Conservation and Sustainable Use of High Andean Wetlands as well as a program to value and compensate environmental services.

With respect to risk management and adaptation to climate change, the Department continued promoting the Inter-American Network for Disaster Mitigation (INDM), funded by Canada's Inter-American Cooperation Program, by setting up the network's Portal and organizing round table discussions on public policies for risk management. Also worth noting was the Second Hemispheric Encounter on National Mechanisms and Networks for Disaster Risk Reduction: Encounter of Santa Marta. The DSD also continued its support of the OAS-White Helmets Program.

In 2010, the DSD concluded its publications on the project entitled "Applying Information and Communication Technologies (ICTs) to Disaster Mitigation in the Central American Isthmus," financed by Canada's International Development Research Centre, IDRC, through the Institute for Connectivity in the Americas (ICA), and the "Flood Vulnerability Reduction and Early Warning Systems Project for Small River Basins in Central America: Development of a Regional Platform," with the support of the United Nations and International Strategy for Disaster Reduction (ISDR Americas) Global Platform for the Promotion of Early Warning and German Government funding.

On April 16, 2010, the DDS organized the Energy and Climate Ministerial Meeting in collaboration with the U.S. Department of Energy and the Inter-American Development Bank (IDB). Through the Caribbean Sustainable Energy Program, national energy policies were developed for Dominica, Saint Kitts and Nevis, and The Bahamas. A National Energy Policy was adopted in Saint Lucia and a National Energy Action Plan was approved in Saint Vincent and the Grenadines. The DSD helped the Nevis Island Administration draw up its Power Purchase Agreement, which led to the first (1.1 MW) wind farm in Nevis, an 8 MW wind farm in Saint Kitts, and a 32 MW geothermal power plant in Nevis.

In keeping with its role as the Information Center for the Energy and Climate Partnership of the Americas (ECPA), the DSD established its website ([www.ecpamericas.org](http://www.ecpamericas.org)) and created a network of focal points. Moreover, through ECPA's Caribbean Sustainable Energy Initiative, the DSD started the process of subsidizing projects in seven Caribbean countries to further research into renewable forms of energy and energy efficiency, as well as their development and use. At the request of the Federal Government of Saint Kitts and Nevis support will be granted for a pre-feasibility study on the potential benefits of a submarine electric power interconnection between the Federation and Puerto Rico.

In connection with the Biofuels Agreement between the United States and Brazil, feasibility studies and assessments were conducted on biofuels in Haiti, Dominican Republic, El Salvador, and Saint Kitts and Nevis, and the governments of the following countries received technical assistance with developing biofuels policies: El Salvador, Dominican Republic, Saint Kitts and Nevis, Haiti, Guatemala, and Jamaica. With Canadian Government support, the DSD helped Belize formulate its National Energy Policy. In addition, the DSD continued to serve as the Latin America and Caribbean Region Secretariat for the Renewable Energy and Energy Efficiency Partnership (REEEP).

#### **2.4.4 Department of Social Development and Employment (DSDE)**

The Department of Social Development and Employment (DSDE) supports efforts by the member states to further development with equity, by promoting poverty reduction policies and programs, fostering work, and generating employment. In the area of migration, the DSDE is developing information systems designed to facilitate multilateral dialogue on the subject.

The mandates governing DSDE activities stem from resolutions of the General Assembly, the Summits of the Americas, and the social development and labor ministerials.

The DSDE's main achievement in 2010 was to implement mandates 9, 10, and 15 of the Fifth Summit of the Americas, regarding the Inter-American Social Protection Network, the Forum of Ministers of Social Development, and the Inter-American Conference of Ministers of Labor, respectively.

The Second Meeting of Ministers and High Authorities of Social Development was held in July 2010, in Cali, Colombia. Delegations from 28 OAS member states, together with high authorities of 12 inter-American and global organizations, met there to discuss "Strengthening and Sustaining Social Protection Systems." The Cali Communiqué established the guidelines for the Forum's Work Plan 2010-2012. Brazil was elected Chair of the Inter-American Committee on Social Development (CIDES) for that period, in which El Salvador (2010-2011), Mexico (2011-2012), and Barbados will be vice chairs.

The Inter-American Social Protection Network (RIPSO) was constituted as a cooperation tool for stepping up the promotion and strengthening of social policies in the region. RIPSO is a platform for sharing and exchanging knowledge and experience regarding social protection policies and programs, based on South-South cooperation, with the help of online tools and distance education.

In the RIPSO framework, the Department stepped up its horizontal cooperation efforts through the Bridge Program in the Caribbean, sharing some aspects of Chile's experience of social protection with Barbados, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, and Trinidad and Tobago. Apart from face-to-face training activities, the Program launched an on-line forum and on-line classroom for ongoing exchanges of knowledge and experiences regarding the formulation and implementation of social protection strategies in the Caribbean.

## **2.5 SECRETARIAT FOR MULTIDIMENSIONAL SECURITY**

*As of the date of publication of this report, the Secretariat for Multidimensional Security (SMS) is governed by Executive Order 08/01, Rev. 4, issued on February 28, 2011. However, this report covers 2010, when the SMS was governed by Executive Order 08-01, Rev. 3, which dates back to 2001. According to this [latter] mandate, the SMS comprised the Executive Office of the Secretary of Multidimensional Security; the Executive Secretariat of the Inter-American Drug Abuse Control Commission (CICAD), at the rank of Department; the Secretariat of the Inter-American Committee against Terrorism (CICTE), at the rank of Department; and the Department of Public Security (DPS).*

### **2.5.1 Executive Office of the Secretary of Multidimensional Security (SMS)**

The Executive Office of the Secretary of Multidimensional Security coordinated activities related to cooperation among member states to address threats to national security and to citizens, and actively coordinated with member states and various other organizations and institutions to support activities to implement the Declaration on Security in the Americas. It also provided support to the policy-making bodies within the framework of the Committee on Hemispheric Security, and coordinated the mobilization of external resources to support efforts undertaken by countries through institutional strengthening and human resource training programs and projects.

It developed the SMS Strategic Plan, in conjunction with its three departments, establishing working and coordination mechanisms.

- **Committee on Hemispheric Security**

As technical secretariat to the Committee on Hemispheric Security, it planned and coordinated Committee meetings and prepared reports and technical documents related to the issues discussed, to support officers of the Committee.

- **Disarmament**

It continued efforts to urge member states to contribute more fully to openness and transparency by sharing information on weapon systems included in the United Nations Register of Conventional Arms.

The Executive Office established cooperation links with the United Nations Office of Disarmament Affairs, in order to expedite and synchronize the mechanism for referral of reports of states party to the UN Register of Conventional Arms and to the OAS Inter-American Convention on Conventional Weapons Acquisitions.

- **Inter-American Defense Board**

It held regular cooperation and working meetings with the Inter-American Defense Board (IADB) and with the Inter-American Defense College (IADC), pursuant to General Secretariat directives, and participated in meetings of the IADB Council of Delegates.

- **Coordination and technical support for programs and projects**

In consultation with the SMS subsidiary bodies, The Executive Office prepared the draft program-budget of the Regular Fund and prepared external funding projections for 2011. It coordinated an assessment of relevance of Secretariat programs and projects to be executed with specific funds based on criteria established by the Project Review Committee. It coordinated the special review of projects funded by Canada, the United States, and Spain.

- **Strengthening International Cooperation**

It promoted mechanisms and forums for activities geared towards strengthening international cooperation, collaborating closely with international, regional, and subregional bodies, among them the Inter-American Development Bank (IDB), United Nations and its Office on Drugs and Crime (UNODC), United Nations Office of Disarmament Affairs (UNODA), Pan American Health Organization (PAHO), UN-LiREC, Andean Community of Nations (CAN), Inter-American Institute for Cooperation on Agriculture (IICA), Financial Action Task Force of South America (GAFISUD), Central American Permanent Commission against Drugs (CCP), Caribbean Community (CARICOM) Secretariat, Caribbean Financial Action Task Force (CFATF), Swedish Institute of International Affairs (SIPRI), European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), INTERPOL, Implementation Agency for Crime and Security (IMPACS), Lions Club International Foundation (and national Lions Clubs), World Cocoa Foundation, National Institute on Drug Abuse (NIDA, USA), USAID, Centre for Addiction & Mental Health (CAMH, Canada), Royal Canadian Mounted Police, International Association of Drug Treatment Courts, Latin American Psychiatric Association (APAL), Business Alliance for Secure Commerce (BASC) and its country offices, Organization for Security and Co-operation in Europe (OSCE), European Commission, CIDA, DFAIT, and the governments of Spain, France, and Greece, as well as nongovernmental and private sector organizations engaged in the area of security.

During the period covered by this report, the SMS participated in the Third Summit of the Police Community of the Americas, held in Mexico on October 8, 2010, and in the Conference of the States Parties to the United Nations Convention against Transnational Organized Crime, in Vienna, Austria, on October 16. It undertook missions with senior UNODC officials, on human trafficking, law enforcement, organized crime and money laundering, demand reduction and alternative development, organized crime and illegal trafficking, and terrorism. Jointly with the government of Peru, it organized the Fourth Forum on Confidence- and Security-Building Measures, in Lima, Peru, from November 15-16.

In 2010 as well, the SMS participated in the Ninth Conference of Defense Ministers of the Americas, held in Bolivia from November 22- 25. With support from Universidade do Estado do

Rio de Janeiro (UERJ), it conducted a workshop on Security, Violence, and Human Rights in the Americas: Challenges and Prospects, from December 2-3, to discuss the crackdown on drugs, firearms proliferation, and human trafficking affecting the countries of the region. It strengthened partnerships with the Royal Canadian Mounted Police (RCMP) to build capacity through CICAD and CIFTA training programs, and strengthened multidimensional security cooperation with permanent observer countries.

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

The fortieth regular session of the OAS General Assembly adopted the Hemispheric Drug Strategy that CICAD had approved in May 2010, thus completing a process spanning 12 months and four working group meetings that undertook a comprehensive review of national program guidelines, regional cooperation, and policy consensus on the issue of drugs. Work began on preparation of an action plan to translate the Strategy guidelines into more specific recommendations for national and regional policies and programs, with clear, measurable, and achievable priorities, within specific time-frames and with specific CICAD tasks to support member states. The Government of Mexico will be the general coordinator of the new High-Level Group, supported by five thematic coordinators: institutional strengthening (Suriname); demand reduction (United States); supply reduction (Colombia); control measures (Argentina); and international cooperation (Venezuela).

#### **▪ Multilateral Evaluation Mechanism (MEM)**

The Analysis of MEM Recommendations 2010, a study of the recommendations assigned to member states over a 10-year period, was published in May. In December, CICAD approved 33 national reports that assess the progress of drug control policies from 2007 to 2009, assigning a total of 350 recommendations whereby multilateral cooperation and national policies can be strengthened.

#### **▪ Demand reduction**

The scope of the program was broadened to include all of Latin America, in order to improve the quality of drug addiction treatment center services through systematic training and certification for their counselors; and to improve the capacity of states to set and ensure quality standards in treatment and rehabilitation.

#### **▪ Supply Reduction and Control**

Twenty eight seminars and workshops were organized in 14 countries, training 1,100 officials from law enforcement, customs, intelligence agencies, as well as other participants, drawing on the experience of a number of regional and international sources to improve their ability to detect and stem illicit drug trafficking and related crimes.

- **Combating Money-Laundering**

Seventeen seminars and workshops were organized in 14 countries, training 700 judges, prosecutors, financial analysts, officials, and police to detect, investigate, and prosecute cases of drug trafficking-related financial crimes.

- **Institutional Strengthening**

Supported by the Argentine Drug Control Agency (SEDRONAR) and the Costa Rican Drug Institute, CICAD wrote and published a Spanish-language guide to formulating, implementing, and evaluating plans and programs. Entitled *How to Develop a National Drug Policy: A Guide for Policy Makers, Technicians, and Experts*, the publication brings together the vast experience of national drug commissions. This followed the English-language edition published the previous year.

- **Inter-American Observatory on Drugs (OID)**

In collaboration with UNODC/Bogotá, six national drug observatories and the OID, it disseminated information on the publication of the second study: *Surveys on drug use among high school students-A comparative guide* (Argentina, Bolivia, Chile, Ecuador, Peru, and Uruguay).

### **2.5.3 Secretariat of the Inter-American Committee against Terrorism (CICTE)**

The Inter-American Committee against Terrorism (CICTE) was established in 1999 (by AG/RES. 1650 (XXIX-O/99) to promote and develop cooperation among member states in order to prevent, combat, and eliminate terrorism. The CICTE Secretariat was established in 2002. Its functions are established in the CICTE Statute (AG/RES. 2010 XXXIV-O/04), in the pertinent regulations, and in Executive Order 08-01, Rev. 3. Its responsibilities are: technical and administrative support for CICTE meetings; providing member states with training and technical assistance in response to their needs and requests; and promoting coordination and cooperation among member states and multilateral and international organizations.

The CICTE program areas are outlined in its Work Plan (CICTE/doc.4/10 rev.1), which was adopted by the Committee's member states. In 2010, the CICTE Secretariat staged 114 technical assistance events, training 3,505 participants.

- **Border controls**

- Maritime Security: It staged 22 activities and programs that trained 1,542 officials.
- Airport Security: It staged 23 events with 384 officials participating.
- Document Security: 6 technical assistance activities were carried out, training 225 officials.
- Customs and immigration controls: 3 training workshops were held for 110 participants.



- **Critical infrastructure protection**

Through the Cyber Security program, the Secretariat has supported the creation of a hemispheric network of Cyber Security Incident Response Teams (CSIRT), which involves some 100 users from 19 countries. The number of national CSIRTs increased to 14. Training was provided for 411 officials, through 11 events. Through the Tourism Security program, 7 workshops were conducted and 414 participants were trained.

- **Legislative assistance and combating terrorism financing**

In conjunction with the United Nations Office on Drugs and Crime (UNODC) and the Executive Secretariat of CICAD, it provided support for the legislative process in Bolivia and for the adoption of two new domestic laws to combat terrorism and terrorism financing. Fourteen events were held, with 513 officials participating.

- **Strengthening strategies against emerging terrorist threats**

Three simulation exercise-related activities were held, and 184 officials were brought together to review the response capacity and crisis management capacity in the event of a bioterrorist attack.

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

The CICTE Secretariat stepped up its interaction and cooperation with the United Nations Security Council Counter-Terrorism Committee (CTC), the [UN] Counter-Terrorism Implementation Task Force (CTITF), UNODC, UNICRI, IMO, ICAO, and the World Customs Organization (WCO), as well as with such regional bodies as the Council of Europe, the Organization of Eastern Caribbean States (OECS), and APEC. Its partnership and alliances with over 40 international, regional and subregional organizations, provide an excellent framework for promoting the OAS in the area of international cooperation to benefit member states. Under the chairmanship of Mexico and vice-chairmanship of The Bahamas, CICTE held its Tenth Session in Washington, D.C., from March 17-19.

#### **2.5.4 Department of Public Security (DPS)**

The activities of the DPS are geared towards strengthening national capacities of states and promoting the implementation of tools to fight crime and violence in the region.

- **MISPA Process**

DPS organized a meeting of government experts, which brought together 86 representatives from 26 member- and observer states, to consider the basic outlines of an agenda for the Third Meeting of Ministers Responsible for Public Security (MISPA III), to be held in Trinidad and Tobago in 2011.

A meeting was organized for Caribbean academics and experts to explore the MISPA process and initiatives implemented by the OAS.

- **Combating the Illicit Arms Trade**

The Department supported member states in the areas of weapons handling, firearms marking, and in implementing CIFTA provisions. It supported the governments of Guatemala and Nicaragua with the destruction of 500 tons of ammunition, grenades, and aircraft bombs. It built a mobile weapons and ammunition destruction system, and continues to execute the project that will provide 30 member states with firearm marking equipment and the training needed to use it.

- **Humanitarian demining**

The Department also helped Nicaragua gain landmine-free status, after 17 years of OAS assistance. It helped with the destruction of 4 million devices in Guatemala and 377,000 devices in Nicaragua, and with mine-sweeping of more than 443,000 meters<sup>2</sup> of contaminated land. It also helped Colombia complete its sweep of 82 mined areas, and continues its demining support in the Ecuador-Peru border area. It also organized campaigns to educate thousands of people about the risk posed by landmines, and helped more than 400 landmine survivors get physical, psychological, or vocational rehabilitation; or helped them with micro projects for socio-economic reintegration.

- **Strengthening national capacities**

In coordination with the IDB and UNODC, the Department sought to strengthen the capacities of states to collect, analyze, and disseminate information on crime and violence. It conducted courses aimed at strengthening national security indicators, with 15 participating countries. A workshop was held on Victimization Surveys in the Caribbean, to share experiences and discuss methods and techniques.

DPS trained more than 500 judges, prosecutors, and police officers from 14 Caribbean countries to identify and combat human trafficking, especially trafficking in women and girls. It organized seminars to strengthen the capacity of parliaments to enforce public security laws, based on instruments developed regionally. It also held courses on Accountability and Modernization of the Police and Police Intelligence, aimed at sharing experiences and best practices.

The Department of Public Security served as technical secretariat for implementation of the Hemispheric Plan of Action against Transnational Organized Crime, and as secretariat to the Inter-American Coalition for the Prevention of Violence (IACPV), thus strengthening its ties with the IDB, World Bank, PAHO, USAID, CDC, and UN-Habitat.

## 2.6 SECRETARIAT FOR ADMINISTRATION AND FINANCE

*The SAF was established by Executive Order 08/01Rev. 3 (October 1, 2009). It comprises: the Department of Human Resources; Department of Financial Management and Administrative Services; Department of Information and Technology Services; Department of Planning and Evaluation; Office of Procurement Services; and Office of General Services. Its mission is to provide leadership and guidance on administrative support activities, including budgetary and financial management, information technology services of the General Secretariat, planning, evaluation and operational monitoring of programs, general services management (including buildings and security services), the procurement of goods and services as well as personnel management and training, in accordance with established principles of professional management.*

### ▪ Office of the Secretary

During the period covered by this report, the Office of the Secretary for Administration and Finance continued to support the Organization's policy-making bodies, mainly the Committee on Administrative and Budgetary Affairs (CAAP), serving as the primary link between the CAAP and General Secretariat.

The Office of the Secretary also coordinated with the various areas of the General Secretariat to support their programs from a financial and administrative standpoint, leading a series of reforms aimed at modernizing the General Secretariat and making it more transparent.

Progress on several of these aspects has been reported regularly to member states and the Executive Director through the "OAS Quarterly Resource Management Report." This report brings together the activities of the SAF, presenting the activities carried out, and comes in response to recommendations of the OAS Board of External Auditors and mandates arising from the budget resolution.

### 2.6.1 Department of Financial and Administrative Management Services (DFAMS)

In 2010, the DFAMS continued its efforts to achieve immediate and long-term goals, including: 1) improving the transparency and efficiency of financial information; and 2) promoting coordination among departments, to ensure service quality.

Highlighted below are some important steps taken by DFAMS in 2010.

#### Foreign currency exchange rate

DFAMS established partnership with INTL Global Currencies, Ltd. (IGC), a firm that provides a variety of foreign currency products and services, including worldwide payments in 170 countries. By using their services, the OAS has gained access to competitive exchange rates that are much more favorable than those received from local banks. Through this competitive process, DFAMS ensures that projects in the field get the maximum local funding possible.

### Expense report mechanisms

DFAMS is currently in the testing phase of implementing Concur Expense and Cliqbook, online tools that facilitate the travel and expense reporting process. This means that the Organization will be able to have greater access to its travel expenses and resource control.

### More useful financial statements

DFAMS recently implemented a tool for computerized generation of individual financial statements for Specific Funds. This allows the GS/OAS to prepare standard user-friendly statements that will help meet the requirements of donors. Thanks to this new format, project managers can now easily monitor the execution of their projects and ensure that the approved budget is not exceeded in the approved headings.

### International Public Sector Accounting Standards (IPSAS)

During 2010, GS/OAS redefined the terms of reference of its contract with external auditors Ernst & Young (E&Y), for IPSAS-related advisory services. To this end, a meeting was held to assess the Organization's needs in order to move forward and establish how E&Y could better guide GS/OAS in the implementation process.

During the second quarter, DFAMS offered a training program on IPSAS through IBTCI, the firm that developed IPSAS training for the UN. Staff from the SAF and the Office of the Inspector General participated in that course.

#### ▪ **GS/OAS budgetary results**

##### Regular Fund

- At its fortieth special session, held on September 30, 2010, the General Assembly adopted the program-budget for a total US\$85,351,000 for fiscal year January-December 2011, representing a US\$4,774,200 reduction compared to fiscal year January-December 2010.
- That budget included a quota allocation increase totaling US\$2,357,800 (equivalent to 3% compared to 2009). This increase was adopted by the General Assembly for fiscal year 2011 in response to the economic difficulties in funding the program-budget for that year.
- At the close of fiscal year January-December 2010, the General Secretariat executed US\$90.1 million, corresponding to 100% of the approved budget.
- The Reserve Subfund of the Regular Fund closed with a balance of US\$46,000 for 2010, which balance does not take into account the US\$1,066,287 in quotas assessed but not collected for the year 2010, nor uncollected quotas in arrears, which mostly envisage a long-term payment plan for US\$216,372.

## Specific Funds

- Cash contributions to the Specific Funds amounted to a net US\$68.6 million<sup>1</sup> in 2010 compared to a net of US\$70.1 million<sup>2</sup> in 2009 - a US\$1.5 million or 2.1% decrease.
- The three largest contributors for 2010 continued to be Canada with US\$22.3 million, or 32.5% of total contributions; followed by the United States, with US\$20.0 million, or 29.2%; and Spain, with US\$5.2 million, or 7.6%. Of the 2010 contributions of US\$68.6 million, 66.7% came from member states, 23.0% from permanent observers, and 10.3% from other institutions and donors.
- Compared to 2009, member state contributions increased by 4.9%, largely accounted for by Canada and the United States. By contrast, contributions from permanent observers decreased by 19.6%, a drop attributed mainly to a decrease in contributions from Spain. A substantial decrease notwithstanding, except for Denmark, Greece, and Italy, a significant recovery was noted for several of the European contributors, compared to 2009.
- Likewise, other institutions and donors increased their contributions by 4.0%. The United Nations reduced its contribution by 27.4%, followed by a 17.8% cut by the World Bank. At the same time, contributions from the International Organization for Migration helped to offset this reduction with a significant increase in its 2009 contributions.
- In 2010, the level of total expenditures continued the upward trend and reached US\$68.8 million, an increase of US\$5.2 million, or 8.1% more than in 2009. More than 35% of total expenditures related to projects managed by Program 6 - Secretariat for Political Affairs; followed by Program 5 - Secretariat for Multidimensional Security, with 23%; then Program 7 - Executive Secretariat for Integral Development, with almost 18%. Of the US\$68.8 million in total expenditures, US\$26.6 million, or 38.7%, was related to performance contracts, while US\$14.7 million, or 21.4%, was related to travel expenses.

### **2.6.2 Department of Human Resources**

During 2010, the DHR continued efforts to streamline human resources management through:

#### **▪ Staff Development**

The GS/OAS training strategy was related to implementation of the Performance Evaluation System (PES), as well as to strengthening of supervisory and leadership skills of staff with management responsibilities, through five training programs that included a total of 112 staff members.

Phases two and three of the PES pilot, “Performance Conversations” and “Formal Meeting on Performance,” respectively, were implemented, with a total of 646 participants. DHR is currently

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<sup>1</sup> In February 2011 instructions were received from the United States to program US\$1.2 million in funds for FEMCIDI. The 2011 statements will reflect this programming.

<sup>2</sup> This does not include US\$3 million from the United States, programmed afterwards for FEMCIDI.

working with the Department of Human Development, Education, and Culture (DHDEC) on a distance-learning tool for the Country Offices, to be available in the first quarter of 2011.

Through its internship program, the GS/OAS provided 240 young people with opportunities to work in different areas and enhance their professional experience. Through the Department of International Affairs (DIA), the OAS/Korea agreement was renewed until 2013, to include 10 interns from that country over the next few years.

A pilot internship program for the Country Offices was launched with 15 interns participating from the Panama, Venezuela, MAPP/Colombia, and IIN/Uruguay offices. The program affords students an internship opportunity in other countries, with limited funding for travel to Headquarters in Washington, D.C., and enables them to assist the Country Offices in meeting their objectives.

In order to develop more direct and efficient communication with interns and former interns, a virtual community was launched to provide a forum to share information and discuss issues relevant to their internship.

- **Insurance/Health Unit**

Events promoting a healthy lifestyle were held, among them the “Health Fair” and “Ergonomic Evaluations.” The annual programs aimed at improving the quality of life and productivity of staff, such as blood donation, flu vaccines, and psychological therapy services, were continued.

- **Benefits**

Various internal reports were created and they improved control in recording and terminating staff in terms of G4 visas.

Also conducted was a seminar on fiscal responsibility of staff members who hire domestic helpers with G5 visa.

- **Operations**

A large group of CPRs in Haiti were regularized with Special Observer Contracts and Local Contracts as part of process of standardization and proper implementation of hiring mechanisms, thus reducing potential risks to the Organization.

The necessary personnel action was taken to cut 52 positions in the Regular Fund, in keeping with the program-budget approved by the General Assembly for 2011.

- **Retooling**

Significant progress was made in the Position Control System, with all positions tested in the system and these will be ready to operate in the OASES system in the HR module in early 2011. Collaboration will continue with DFAMS to include the budget for these positions in the system.

### **2.6.3 Department of Information and Technology Services**

In keeping with the guidelines of the SAF/DOITS Strategic Development Plan, the following activities were carried out in 2010:

New computer equipment was brought in, strengthening the existing equipment, so as to continue making the services provided to the Organization more efficient and effective, particularly as regards the email platform; the Headquarters buildings were interconnected through the installation of new technologies; a new secure remote access mechanism for the organization's internal network (SSL-VPN) was implemented; and finally, high-tech equipment was installed in the Simón Bolívar (seat of the Permanent Council) to facilitate high quality, multi-point videoconferencing.

With respect to computer security, SAF/DOITS developed an interactive map that allows real-time viewing of the number and origin of cyber-attacks, which are detected and neutralized by the Organization's computer security system, after procedures to be followed in case of a security breach were determined. In 2010, SAF/DOITS collaborated with computer security experts from member countries as part of the computer security initiative spearheaded by the Executive Secretariat of the Inter-American Committee against Terrorism (CICTE).

In providing support for the mandates carried out by other departments of the Organization, SAF/DOITS developed 18 new software applications, including:

- Content Management System for the Inter-American Commission on Human Rights (IACHR).
- Management System Update for Electoral Observation Missions (EOMs) to include the process of evaluation of the Organization's Electoral Observation Missions.
- The first phase of the new Content Management System for the Organization's website.
- New credit card transaction system for online payments and donations.
- First phase of the Project Design, Monitoring, and Evaluation System.
- Interactive Map of Temporary Employment Programs for Migrant Workers (MINPET).
- Inter-American Security Observatory

The areas' increasing demand for social networking platforms such as Facebook, Twitter, and MySpace led to the implementation of a single "Virtual Communities" platform. Several departments are now using this platform, which allows individuals and/or organizations, including member states, civil society, experts, and others, to collaborate. During the year, ten virtual communities were launched, to various levels of reception.

Given the growing demand for and development of ad-hoc software, optimization and use of the Software Development Platform has continued. It was launched to ensure the quality of software products provided by SAF/DOITS and of their respective costing.

Computer Equipment Acquisition and Software Outsourcing policies were successfully formulated and implemented, based on which the technical accreditation process for external software vendors was implemented in order to ensure integrity and consistency with existing applications.

## 2.6.4 Department of Planning and Evaluation

The Department of Planning, Control, and Evaluation was established by Executive Order No. 05-15 and incorporated into the new organizational structure established by Executive Order No. 05-13. In December 2008, the Department, using the name Department of Planning and Follow-Up, was incorporated into the SAF. In October 2009, its name was changed to Department of Planning and Evaluation, with the added functions of budgetary formulation and control and management of organizational structures.

Through reiterated General Assembly mandates in the area of results evaluation and control, the Department provides support to establish appropriate planning, control, and evaluation so that member states can follow up on budgetary programming and control, and, in addition, develop a program and project evaluation framework pursuant to mandates established by the policy-making bodies and in view of the Organization's comparative advantage.

Along the same lines, the Board of External Auditors and other institutions related to the inter-American system have put forward a series of recommendations.

Among the main activities, it: a) served as technical secretariat to the Project Evaluation Committee; b) provided all areas of the GS with assistance in project formulation and monitoring; c) coordinated the mid-term project evaluations related to the PUICA and the inter-American human rights system; d) developed technical tools for gender mainstreaming in project management; e) developed a computerized system for project formulation; f) administered the Spanish Fund for the OAS; g) prepared the proposed program-budget for 2011, providing technical assistance in the deliberations of the CAAP, and editing the approved program-budget; h) managed the follow-up of results achieved in 2010 for all areas of the Organization; i) developed the estimated costs associated with General Assembly resolutions adopted in 2010; and j) provided members of permanent missions with training in the cost estimation process for resolutions.

Accomplishments of 2010 included:

- Proposed Program-Budget 2011 presented to the CAAP.
- Costs related to resolutions adopted by the General Assembly, estimated based on a methodology authorized by the CAAP.
- Project Formulation Module developed, as a first component of an Integrated Project Management System.
- Mid-term evaluation of projects under the Universal Civil Identity Program in the Americas (PUICA) and projects for institutional strengthening of the inter-American human rights system.
- Progressive quality improvement of projects formulated by the areas of the GS.

The Department maintains ongoing relations with various subsidiary bodies of the Ministry of Foreign Affairs and Cooperation of Spain, through the Permanent Observer Mission of Spain to the OAS, as part of its management of the Spanish Fund for the OAS.



The Department also maintains relations with the World Bank's Human Development Network, to jointly organize the design and implementation of a project to assess the impact of the PUICA Program and the Judicial Facilitators Program.

During 2010, approximately 10 weekly meetings were held (500 for the year), bringing together professionals and technicians from different areas of the GS for assistance in project formulation and monitoring.

Five project management training workshops for GS staff, including one for staff of the Offices of the General Secretariat in Member Countries.

Four project management training workshops for representatives of indigenous peoples (in Lima) and government officials in Ecuador, El Salvador, and Trinidad and Tobago.

### **2.6.5 Office of Procurement Services (OPS)**

During 2010, the Office of Procurement Services undertook the following activities:

- **Procurement area**

The GS/OAS Office of Procurement Service participated actively in the second meeting of International Financial Institutions (IFIs). This meeting was aimed at sharing experiences and best procurement practices. Among the topics, presentations were made on existing practices relating to the use of corporate credit cards, the establishment of preferred provider lists for recurrent purchases, and management of formal bids.

- **Oracle Management System (OASES)**

Measures were approved to procure goods or services worth more than \$100 million, as indicated in the table below:

	<b>Requisitions</b>	<b>Purchase Orders</b>
<b>2008</b>	37,600	41,519
<b>2009</b>	39,726	43,328
<b>2010</b>	39,499	42,509

More than 2,400 orders from the customer care system were handled.

In coordination with DHR, OPS certified over 35 users in the OASES system.

Management of the vendors database was formally transferred to the OPS in mid-October 2010, pursuant to Executive Order No. 08-01 Rev. 3. Once the OPS functions were transferred, resources revolved around improving the quality of information and expediting the registration process (125 duplicate records were identified towards the end of 2010). Parameters were established to standardize information and effort was made to cut registration time from 5 to 3 days. As well, the Office of Procurement Services has allocated resources to prepare reports for

better monitoring of recorded information, to help identify the providers most frequently used and to assess purchase volumes by supplier during predetermined periods. OPS and DOITS also worked on the presentation of a project to develop a platform for provider registration online. Finally, talks resumed with *Lyons Registry* and other similar companies, with a view to implementing a providers verification service to comply with OFAC regulations.

- **Contracts, insurance, and tenders**

26 formal bids were made. A total of US\$1,800,000 was awarded for bids.

The Office of Procurement Services is working on updating purchase regulations in order to establish a document or archives that reflects current needs.

- **Assistance to Electoral Observation Missions**

This office sent staff on preliminary visits, and support to the Secretariat for Political Affairs continued from headquarters, for activities related to the procurement areas of electoral observation missions conducted in several member states. It is worth noting the support to the Electoral Observation Mission in Haiti, for which the procurement area provided one of its staff members on full-time loan.

- **Travel area**

The purchase of more than 6,000 tickets through Omega Travel (OWT), for over US\$5.5 million was coordinated. For those trips, the processing of more than 650 immigration visas was also facilitated.

With the OWT reports, the Office of Procurement Services managed to negotiate agreements with the major airlines for more deals, fare discounts, and better points systems for the Secretariat. After reviewing the use of the services of such carriers and calculating discounts, OPS estimates that direct savings of \$90,000 were realized.

OPS continued to meet with representatives of major airlines and hotels that offer better deals to the Organization. For 2011, OPS plans to conclude an agreement with American Airlines (the airline most frequently used by the GS/OAS) to secure preferential airfares. The amount negotiated with American Airlines in 2010 was approximately US\$2.3 million, and so a 5 or 10% discount would be significant.

In 2010, continuous monitoring of travel-related transactions from OWT reports was implemented. There was improved reconciliation of those reports with the reports of the central financial institution (American Express). This has enabled an uninterrupted transaction process, better control, and the timely payment of travel-related accounts with OWT. The Office of Procurement Services is working with DFAMS to incorporate a solution that will streamline the travel-related processes as better controls related to cash advances, travel reports, and other audit recommendations are put in place.

## **2.6.6 Office of General Services (OGS)**

Pursuant to Executive Order No. 08-01 Rev. 3, on 1 October 2009 the Office of General Services (SAF/OGS), through the Secretary of Administration and Finance, advised the General Secretariat and the policy-making bodies on all administrative matters related to the plans, policies, procedures, and rules of buildings management and maintenance, delivery of general services, including security, rental of offices, messenger services, and transport, document copying, parking, and inventory.

### **▪ Buildings management**

The SAF/OGS invested US\$6,546,000 in building maintenance operations, which mainly entailed the GSB mortgage payment, utilities (electricity, water, steam for heating), outsourced services (security, night cleaning, and general services), hiring of maintenance and repair services, routine maintenance, and purchasing of goods, materials and supplies in general.

The General Secretariat has put a great deal of effort into keeping operating costs low. As a result, the General Secretariat spends approximately US\$10.09 per square foot, 11% below the national average of US\$11.44 per square foot. This expenditure includes maintenance contracts, utilities (electricity, water, steam for heating), garden maintenance, night cleaning, and administrative expenses).

### **▪ Urgent repairs**

On August 20, 2009, the Committee on Administrative and Budgetary Affairs (CAAP) authorized the use of US\$1,209,000 from the Capital Fund (CP/RES. 831), to start urgent repairs to the infrastructure of the Main Building (MNB) and the General Secretariat Building (GSB), and to install boilers in the MNB.

All urgent structural repairs have been successfully completed, with a total estimated cost that is under budget. The design and installation of boilers remains to be completed in 2011.

### **▪ Office rental**

The SAF/OGS collected US\$1,987,000 from rental of 50,467 square feet of office and commercial space and storage in the GSB. The current tenants are IICA, PAHO, PADF, Gateway Development Foundation, the OAS Credit Union, Juan Valdez Café, and Private Sector of the Americas.

### **▪ Security**

The SAF/OGS invested US\$1 million in security.<sup>3/</sup> This amount includes the annual hiring of guards, as well as the purchase and maintenance of equipment to enhance surveillance of the buildings.

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<sup>3/</sup> This amount is also included in the total of US\$6.546 million used for maintaining the buildings.

- **Photocopying equipment upgrading and maintenance**

The SAF/OGS continued the policy of modernizing and replacing equipment, with US\$55,000 invested in new equipment. The cost of photocopying services was put at US\$97,000, including costs for maintenance, paper, and other supplies.

- **Mail, messenger service, and transportation**

The Messenger, Mail, and Transportation Section de patched 80,000 packages at a cost of approximately US\$170,000, and distributed more than 300,000 pieces of mail internally. The SAF/OGS invested more than US\$52,000 in the maintenance of its fleet of vehicles.

- **Parking**

The SAF/OGS continued to manage the parking paid for by users themselves with no direct cost to the General Secretariat.

Income exceeded US\$659,000, derived from monthly deductions from users, plus interest. The expenditures totaled some US\$692,000, leaving a deficit of nearly US\$32,000 for the period covered by this report. The main expenses were the cost of administrative and service staff, additional parking space in a private garage, the contribution of US\$100,000 to repair the C Street parking lot, buying *Smarrtrips*, and improvements in general. The Parking Fund has a balance of US\$286,000.

## 2.7 SECRETARIAT FOR LEGAL AFFAIRS

*The Secretariat for Legal Affairs (SLA) provides advisory support, within its areas of competence, to the General Assembly, the Meeting of Consultation of Ministers of Foreign Affairs, the Permanent Council, the Meeting of Ministers of Justice or of Ministers or Attorneys General of the Americas, the General Secretariat, and other organs, agencies, and entities of the OAS. It provides advisory services concerning international law and the development and codification of inter-American law; supports the follow-up mechanisms for certain inter-American conventions; serves as a depository and source of information for inter-American treaties and the agreements of the OAS and its organs; disseminates information on the legal instruments of the OAS and its legal programs; develops, promotes, and implements the Inter-American Program for the Development of International Law; and provides other services related to inter-American legal cooperation. The Secretariat for Legal Affairs is comprised of the Executive Office of the Secretary for Legal Affairs and the following dependencies: The Department of International Law and the Department of Legal Cooperation. Until December 2010, the Department of Special Legal Programs was also a part of this Secretariat.*

### ▪ 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 action of the area. Particularly in its support role for the bodies responsible for the development of inter-American law, it participated in providing advisory services to the General Assembly and the Permanent Council, as well as in the sessions of the Inter-American Juridical Committee, the Course on International Law, the Meeting of Ministers of Justice or of Ministers or Attorneys General of the Americas, and in the Meeting of States Parties to the Mechanisms for Follow-up on Inter-American Convention against Corruption.

In order to disseminate information about the legal work of the Organization, in 2010 the Secretary for Legal Affairs spoke at various international meetings and seminars. Of particular note, he lectured a course on the OAS and development of international law, at the Academy of International Law at The Hague, and participated at a meeting of legal advisers from United Nations member states, at UN Headquarters. He also addressed the annual meetings of the American Bar Association and the American Association of Private International Law.

### Judicial Facilitators Program

The Executive Office of the Secretary directly supervises the Inter-American Judicial Facilitators Program for Strengthening Democracy in the Americas. Through this program, a National Judicial Facilitators Service has been established in Nicaragua, Paraguay, and Panama, and activities have been embarked on in Guatemala.

Thanks to pro bono work by more than 3,600 facilitators (35% female), two million individuals now have access to justice. In 2010, facilitators pursued 4,000 cases with authorities and undertook 15,000 prevention activities, and 60,000 individuals were educated about their rights. In addition, by year end, 1,000 judges, prosecutors, defenders, police officers, and other judicial

officers passed a Diploma Course in National Judicial Facilitators Service, offered by local universities.

### **2.7.1 Department of International Law (DIL)**

In 2010, DIL provided legal services in the area of international law to the bodies of the Organization, in the preparation of draft resolutions and in organizing special sessions and meetings of experts.

The following topics were considered: indigenous peoples, people of African descent, family law, the Inter-American International Law Program, access to information, sexual orientation, democracy, discrimination and intolerance, refugees, displaced persons, stateless persons, consumer protection, protection of personal data, International Criminal Court, international humanitarian law, and secured transactions.

As secretariat to the Inter-American Juridical Committee (CJI), DIL provided technical and administrative support during the two regular sessions of the CJI.

DIL also continued implementing projects financed by specific funds:

- With respect to the Network for Legal Cooperation in the Area of Family and Child Law, the second pilot workshop for English-speaking countries and the Technical Meeting were held as requested by REMJA. They discussed the need for the Network to be consolidated.
- The Program for People of African Descent in the Americas: Legal Protection, Development and Inclusion, which gave visibility to the issue of people of African descent within the OAS and promoted the Organization's work on this issue, among leaders of African descent.
- The Program of Action on Indigenous Peoples in the Americas, which facilitated training for indigenous leaders on good governance, women's political participation, human rights, and logical framework design for self-managed projects.
- Preparation and implementation of the Model Law on Access to Public Information.

In fulfillment of the Inter-American Program for the Development of International Law, DIL organized the following events in 2010:

- 27th Course on International Law, August 2-20, Rio de Janeiro, Brazil.
- 10th International Law Symposium, February 2-5, San José, Costa Rica
- Second Course on International Refugee Law, on February 17, Washington, D.C.
- Fourth Course on International Humanitarian Law, on January 28, Washington, D.C.

In terms of publications, DIL edited, published, and distributed material on the 36th Course on International Law, held in Rio de Janeiro in August 2009.

Last year, DIL continued updating the content, design, management, and control of its website, as well as the CJI website. Its online store has a catalog of 28 publications.

DIL also continued its role as depositary for inter-American multilateral treaties and for bilateral agreements concluded by OAS organs. The DIL website now has up-to-date information on inter-American treaties and bilateral cooperation agreements as well as on follow-up of all activities undertaken by DIL in 2010. DIL also publishes a quarterly newsletter with details on those 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 of Other Ministers or Attorneys General of the Americas (REMJA)

- Sixth Meeting of the Working Group on Cyber-Crime, held in Washington, D.C., from January 21-22, 2010. The recommendations can be found at: (<http://www.oas.org/juridico/english/cyber.htm>)
- Eighth Meeting of Ministers of Justice or of Other Ministers or Attorneys General of the Americas, held in Brasilia, Brazil, from February 24-26, 2010. The recommendations can be found at: (<http://www.oas.org/en/sla/dlc/remja/meetings.asp>)

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

- Sixteenth Regular Meeting of Experts of MESICIC, held in Washington, D.C., from March 22-25, 2010. The reports for the second group of countries reviewed in the framework of the Third Round of Review (Bolivarian Republic of Venezuela, Ecuador, Mexico, Trinidad and Tobago, and Colombia) were adopted.
- Seventeenth Regular Meeting of the MESICIC Committee of Experts, held in Washington, D.C., from September 13-16, 2010. The reports for the third group of countries reviewed in the framework of the Third Round of Review (Panama, Chile, El Salvador, Dominican Republic, Nicaragua, and The Bahamas) were adopted.
- Program for development of national action plans for implementing the recommendations of the MESICIC Committee of Experts in the Mechanism's member states, with financial support from the United States and Spain. Accordingly, workshops were held in Belize City, Belize (March 11-12, 2010); Guatemala City, Guatemala (April 12-13, 2010); Santo Domingo, Dominican Republic (April 19-20, 2010); Paramaribo, Suriname (June 7-8, 2010); Trinidad and Tobago (September 28-29, 2010); San José, Costa Rica (October 28-29, 2010); and La Paz, Bolivia (October 29, 2010).

- Conference on progress and challenges in hemispheric cooperation against corruption, held in Lima, Peru, June 3-4, 2010. This event marked a culmination of the aforementioned development program on action plans to support member states in the implementation of the recommendations of the Mechanism for Follow-Up on the Inter-American Convention against Corruption (MESICIC).
- Third Meeting of the Conference of States Parties to the MESICIC, held in Brasilia, Brazil, on December 9-10, 2010. The recommendations can be found at: [http://www.oas.org/juridico/spanish/mesicic\\_conf\\_est\\_parte.htm](http://www.oas.org/juridico/spanish/mesicic_conf_est_parte.htm)

#### Collaboration with other international organizations:

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

### **2.7.3 Department of Special Legal Programs (DSLPP)**

#### Access to Justice:

A pilot project to promote access to justice and free legal aid for vulnerable groups has been implemented through support to 45 university legal aid clinics in Guatemala, El Salvador, Uruguay, and Paraguay. This plan generated active response, with the OAS given a prominent role in the area of university legal aid, warranting even the conclusion of cooperation agreements with the IDB and USAID. The projected outcomes are implementation or upgrading, as appropriate, of legal advisory services and pro bono legal representation provided by universities, diversifying these services towards outreach to new target groups, such as domestic workers, inmates, and consumers.

Training, dissemination, and promotion activities on access to justice and the preparation of systematization and diagnostic studies of national experiences were also organized.

#### Consumer Protection:

In partnership with PAHO, the DSLPP coordinated the design and implementation of the Network for Consumer Safety and Health, the first inter-American initiative to assist in the formation and strengthening of national and regional product safety monitoring systems, and consolidated the OAS as a key player in global efforts being undertaken in the field. The broad consensus on the importance of the issue led to the adoption of resolution AG/RES. 2549 (XL-O/10), which mandated moving towards an Inter-American Rapid Alert System.

Through its website [www.oas.org/rcss](http://www.oas.org/rcss), the network serves as a tool for sharing information and experiences and for dissemination of and education in consumer product safety issues and their impact on health, and also serves as a regional training forum. Using this tool, the first online course on product monitoring and safety, offered by Pompeu Fabra University, was launched.



Seniors:

With national representatives and experts participating from academia, international organizations, and civil society, a special Permanent Council meeting was held to identify specific needs and public policies for seniors, exchange information and best practices, and to examine the feasibility of preparing an inter-American convention on their rights.

Persons with Disabilities:

The DSLP was engaged in promoting and monitoring the principal policy instruments of the inter-American system on the subject area:

With respect to the Inter-American Convention on the Elimination of All Forms of Discrimination against Persons with Disabilities, the first report on compliance by states parties was prepared and submitted, and the First Meeting of the Working Groups of CEDDIS was held to address the issues of the parameters for measuring progress and the legal capacity of persons with disabilities.

In relation to the Program of Action for the Decade of the Americas for the Rights and Dignity of Persons with Disabilities, the Second Meeting of Directors of Disability Institutions and Public Disability Policy Makers was held, to review the progress made in implementing and establishing a cooperation network for social inclusion.

## **2.8 SECRETARIAT FOR EXTERNAL RELATIONS**

*The Secretariat for External Relations (SER) was established in 2008, through Executive Order 08-01, its principal purpose being to devise and execute the major actions needed to disseminate the role of the Organization.*

The Executive Office of the Secretariat coordinates the work of four departments: Strategic Communication and Image, International Affairs, Cultural Affairs, and Press, which work jointly to increase dissemination, strengthen the image, and enhance knowledge of the Organization.

Using coordinated strategies, these four departments work together to highlight the role of the OAS as the principal forum for promoting democratic governance, sustainable development, multidimensional security, and respect for human rights in the Hemisphere.

These strategies cover institutional identity, formulation and content of messages to get across, relations with stakeholders, cultural support activities, the establishment of partnerships, and cultivation of initiatives for developing ties with both the public and the private sector. The SER works in a coordinated and effective manner to provide services and support and promote projects, programs, activities, and institutional identity, as established in the four thematic pillars of the OAS General Secretariat, thereby enabling the GS/OAS to achieve its objectives.

The SER is also responsible for promoting the Organization's image with institutions in the host country, the U.S. Congress in particular. In 2010, the Secretariat worked intensively with key members of Congress to strengthen regular contacts and dialogue, and kept political experts and decision-makers abreast of all OAS priorities and activities.

Through these efforts, the team refreshed and improved ties with members of Congress, staying constantly in contact and communicating with their offices and staff. Congressional staff began receiving regular e-mails containing news and updates on topics of interest to them regarding the OAS. SER also worked closely with offices on Capitol Hill, sending them messages regarding OAS in-house reforms, budget issues pending, and other matters relating to the revitalization and reform of the Organization.

### **2.8.1 Press Department**

The Press Department feeds the mass media in the Hemisphere with information on the Organization's activities and disseminates the courses of action it is pursuing, along with the main political thrust of OAS discourse as reflected in speeches by the Secretary General and the Assistant Secretary General. It also keeps the SG, ASG, Secretaries, and chief advisors informed (around the clock, seven days a week) of breaking news in the region and in the world as a whole, which clearly impinges on political dialogue.

As the Organization's presence in hemispheric politics has increased, its press releases have received increased coverage in the media -- newspapers, radio, television, digital media -- and there is more and more demand for the Organization's opinion, which is then relayed through agencies and the media as part of the political debate being conducted in the region. Whenever a

political event occurs in a country, the media automatically start pressing for an opinion of the Secretary General.

That being so, and based on perceptions elicited through the Department's opinion polls, it was decided to boost the conceptual content of press releases, in order to highlight political positions vis-à-vis events in the member states. The objective is to cast light on the OAS role and its opinion and, above all, to ensure consistency in the views expressed by the SG and ASG.

In recent years, the OAS has acquired a more prominent role as a political player in the region, and one of the reasons for that is its consistency vis-à-vis even the most complex regional issues: a single opinion and a single approach. This is a deliberate feature of OAS press releases. Honduras, Haiti, matters to do with the strengthening of democracy, migration, drug trafficking, terrorism, gender are all issues the media constantly asks the OAS to pronounce on.

The Department's work is divided into two phases: it begins with coverage and the production of the press release (drafting and editing) and then comes distribution. A good communiqué without good distribution is a non-starter. This kind of work is constantly evolving, in order to take advantage of new technology to reach ever wider audiences, quickly and with high quality copy.

Use of *flickr* (the online photo sharing application) for sending photographic material has led to a major increase in the receipt and dissemination of information focusing on both photo and text. The use of photographs by the media more than tripled at peak points (special meetings), from 10,490 hits a month to 38,963, and increased to 12,047 even in slack times (vacation periods).

The purchase of a special server to distribute press releases also resulted in increased and higher quality reception by more media in the Hemisphere. In that connection, we were able to take stock of certain facts that should serve as guidelines for our work with the media. One obvious conclusion to be drawn from a study of hits on the Press Department website is that the public accessing the OAS focuses on: 1- the General Assembly; 2- Statements by the Secretary General; 3 - crises (Colombia-Venezuela, Costa Rica - Nicaragua, Honduras); and 4- Electoral Observation Missions.

It is important to point out that coordination with the Department of Technology has been crucial for the development of dissemination mechanisms, since it opens up the possibility of evaluating and gauging public sector interest.

Based on the findings, plans were laid for a newsletter, whose sole purpose would be to convey the views of OAS authorities to think tanks in the region. It was decided to send them, as well as universities and political parties, complete speeches as material to be studied, in an effort to reach new spheres of influence.

Another task this Department has embarked on is identifying the issues on which the Office of the Secretary General and/or that of the Assistant Secretary General should make pronouncements and the momentum with which they should do so. Yet another task is defending and safeguarding the Organization's image. This involves designing specific strategies and

calling on sympathizers that can write op-eds in support of the official line. In this phase, as in many others, coordination with the Secretariat for Political Affairs has been vital.

All these tasks, entrusted in recent months to the Press Department, accord it a strategic role in shaping the image of the OAS.

### **2.8.2 Department of International Affairs (DIA)**

The DIA is responsible for promoting relations between the OAS and the permanent observers, sister institutions of the inter-American system, the United Nations and other international organizations, and civil society. It also promotes the work of the OAS in the Hemisphere and in the world as a whole through outreach programs, such as the Lecture Series of the Americas, the OAS Model General Assembly, Policy Roundtables, and the Tours and Briefings Program.

In 2010, the permanent observers came up with US\$15,791,980 in cash and US\$814,935 in kind to support programs regarded as priorities by the political bodies of the OAS. Since 1999, the OAS has received approximately US\$169.2 million in contributions. The principal donors in 2010 were: Spain, the Netherlands, Sweden, the European Union, Norway, and Germany. The DIA welcomed the OAS' 65th Permanent Observer, Monaco. DIA organized more than 70 dialogues among Permanent Observers and OAS authorities and successfully negotiated general cooperation agreements with Israel and Serbia, as well as memorandums of understanding with Germany, China, Korea, Finland, France, the Netherlands, Norway, Sweden, and Switzerland.

The DIA strengthened cooperation ties with the United Nations, the African Union, the Organization for Security and Cooperation in Europe (OCSE), the Organisation for Economic Co-operation and Development (OECD), the Ibero-American General Secretariat (SEGIB), the International Labour Organization (ILO), and the International Organization for Migration (IOM). It coordinated the signing of the cooperation agreement between the OAS and UNIFEM, made the necessary arrangements for the signing of the Memorandum of Understanding with International IDEA, and prepared a draft Memorandum of Understanding with the Council of Europe. The DIA worked out a Cooperation Plan between the African Union and the OAS and helped coordinate the Dialogue of the OAS Secretary General with international institutions at the General Assembly. It organized roundtable discussions and meetings for exchanges of views on programs of common interest with the United Nations Development Programme (UNDP), the ILO and agencies of the United Nations system and put together 15 information documents on inter-agency cooperation policies.

In addition, the DIA promoted and facilitated civil society participation in 14 ministerial meetings, specialized conferences, and meetings of the Permanent Council and CIDI, through subregional, hemispheric, and online forums, as well as through informal conversations with the Secretary General and the Dialogue of the Heads of Delegation attending the General Assembly. It also arranged the registration of 37 new civil society organizations, taking the total to 342 registered organizations.

Further activities of the DIA included organizing the Haitian Diaspora Forum in response to the earthquake of January 12, 2010 in Haiti; facilitating seminars to promote the participation of

Afro-descendants and indigenous peoples; providing technical support for eight meetings of the CISC; submitting to member states a revised strategy paper for encouraging civil society participation in OAS activities; publishing and disseminating the Manual for Civil Society Participation; compiling the Compendium of Legislation on Civil Society Participation in the Americas; updating the (thematic and chronological) lists of civil society organizations in the various political organs of the OAS; developing projects with the governments of Canada, the United States, and Spain in support of civil society participation in OAS activities; disseminating information on OAS activities to civil society organizations, and keeping in constant contact with civil society through emails and the Web page regarding our activities.

The DIA organized seven "OAS model" demonstrations (MOAS), including three Model Permanent Council meetings for OAS interns, two model OAS General Assemblies for university students in the Americas, and one model General Assembly for secondary schools. All in all, 1,400 students took part, along with 130 university professors and high school teachers in the Americas. Among the participants were 26 new universities and seven new high schools. The DIA implemented the MOAS Virtual Platform, which helped enhance students' knowledge and analysis of topics on the inter-American agenda. It also launched a proposal to establish a network among participants in the MOAS that would publicize the work of the OAS and induce them to help organize model sessions outside Washington, D.C.

Four Lectures of the Americas held at OAS headquarters and one in Lima, Peru were sponsored financially by the University of San Martín de Porres, the Government of Spain, and the Governments of China, Korea, Morocco, and Turkey. Among the topics addressed were: the economic situation in the region and the outlook for 2011, gender issues, citizen security, relations between Europe and Latin America and the Caribbean, efforts to combat discrimination, the promotion of diversity, and the protection of human rights. DIA also coordinated six round table discussions and four breakfasts to debate policies with ambassadors on a series of topics, including: the celebration of Human Rights Day, economic and social development, the independence of the judiciary, progress toward achievement of the Millennium Development Goals, the participation of indigenous peoples in the OAS, gender equity, preparations for the meeting of the Group of 20, and the foreign policy objectives pursued by India and their possible repercussions for Latin America and the Caribbean.

The DIA changed the format for round table discussions, making them more dynamic, addressing a broader set of topics, and striking a better geographical balance. Digital records were kept of past Lectures and Round Tables and distributed in DVDs to governments, universities, think tanks, and civil society organizations. Furthermore, the Department of International Affairs held more than 110 briefing sessions on the OAS and welcomed 3,546 representatives of governments, the Armed Forces, the private sector, and civil society, as well as students.

### **2.8.3 Department of Cultural Affairs**

#### DCA's Mission and the 2010 Strategy

The Department of Cultural Affairs (DCA) continues to follow its mandate of supporting the Organization in disseminating the diverse cultural expressions of the Americas, emphasizing the main issues of the inter-American political and social agenda through art. Exhibits and activities in 2010 have emphasized its mission of placing art at the service of social change and inclusion.

DCA's work has been carried out successfully, thanks to joint ventures with SG/OAS Secretariats, Permanent Missions, Permanent Observers, NGOs, private sector entities, museums, foundations and academic institutions. This has allowed DCA to respond to proposals that have coincided with the agenda and mission of the OAS, as well as the Art Museum of the Americas (AMA).

At the end of 2010, DCA coordinated the finalization of the building/campus Master Plan associated with the celebration of the centennial of the OAS main building.

#### The Art Museum of the Americas (AMA)

The 2010 Museum programming included exhibits and public projects such as gallery talks, concerts, lectures, film series, workshops, guided tours, and special events. Of the 13,028 visitors to the AMA in 2010, 2,723 participated in public programs. Exhibitions and other cultural programs continued to receive media coverage. Each regular exhibit was featured in the Washington Post. Other publications and media outlets to cover the events of the museum included: Cultural Tourism DC; Arte al Día; Pink Line Project; Washington Diplomat; Washington Examiner; NBC Washington; Georgetown Dish; Politico; Washingtonian; Brightest Young Things; DCist; Roll Call Newspaper; Northwest Current; Washington Life; Daily Campello; On View; Falls Church News; GW Today; Where Traveler; Arts DC; La Tercera (Chile); Platea 24; Canal 24; Horas TVN (Chile); and numerous local art blogs.

#### ▪ **Exhibitions at the Art Museum of the Museum**

Vidas Minadas: Diez Años / Mined Lives: Ten Years: Photographs by Gervasio Sanchez (November 18 - January 2). This exhibit was presented with the support of Spain's Ministry of Foreign Affairs, the Spanish Agency for International Development Cooperation (AECID), Instituto Cervantes, DKV Seguros, Intermón Oxfam, Manos Unidas, and Doctors without Borders.

Exhibitions that were done in conjunction to the Smithsonian Latino Center to commemorate Argentina's Bicentennial included Argentina in Focus: Visualizing the Concept - Cristian Segura / Sergio Vega (September 15 - January 7) and Emilia Gutierrez: Paintings and Drawings (September 15 - November 16).

The House of the Americas turns 100: Paul Philippe Cret - the Architecture of Dialogue (April 29 - August 23). This exhibition was part of the OAS headquarters centennial celebration and was presented in collaboration with H2L2 Architects, the University of Pennsylvania, and

the Athenaeum of Philadelphia. The exhibition was designed by Pure & Applied, and curated by architectural historian Tom Mellins.

50 Years, 50 Works, 100th Anniversary (February 16 - April 7). This exhibit was organized by the Cultural Center of the Inter-American Development Bank (IDB) in collaboration with the Art Museum of the Americas.

- **Exhibitions at the Terrace Level Photo Gallery**

Exhibitions in the AMA's Photo Gallery, located the GSB Terrace Level, reflected the ever-growing relevance of photography in contemporary art. This exhibition space provides the General Secretariat the opportunity to merge the current political and social agenda in the hemisphere with the power and immediacy of photography.

2010 photo exhibitions included: Love Me, Quiereme, Buy Me by Carolina Mayorga; What we Look Like, by Duncan McCosker; Mi gente es su gente: La vida chicana en los Estados Unidos, by Gilberto Cárdenas; El instante siguiente: día y noche en Buenos Aires, from a group in Argentina; and Al Margen – Photographs by Petra Barth: Latin America and the Caribbean, 2004-2010.

- **Education**

AMA gave 57 guided tours/briefings and 18 school/family workshops during the course of the year, and organized 5 gallery talks/panels with the participation of art historians Tom Mellins, David Knapp, and contemporary multi-media artist Rafael Lozano-Hemmer.

E. Orchestra Program for Youth at Risk in the Caribbean 2010 was a particularly active year for DCA's orchestra program. After the January 12 earthquake in Haiti, DCA organized a concert for hope in Port-au-Prince which took place in February 5. It was broadcasted in CNN, ABC, BBC, and NPR. The program team managed to mobilize efforts to resume musical training in March. In July DCA shipped instruments to Haiti to replace the ones that were lost ones during the earthquake.

On April 9, musicians from the OAS program in Haiti played at OAS headquarters during the Centennial Gala. In September, DCA organized a concert at the IDB with the Petit Chanteurs to acknowledge the instrument donation made by the Inter-American Cultural and Development Foundation to the OAS program chapter in Haiti. In November, "From the Barrio to the Concert Hall," a music event at the Kennedy Center, showcased orchestra programs for social inclusion in Argentina, Chile, Colombia, Mexico, Haiti, Jamaica, and Saint Lucia. The event was covered by CNN.

- **Special Events**

In collaboration with the Friends of the Art Museum of the Americas, AMA presented "Art After Dark" on September 2. This after-hours event, featuring live music, performance art, DJs, and video art, drew 600 attendees. On August 10, in conjunction with the American Institute of

Architects (AIA) and H2L2 Architects, there was a specialized architecture presentation about the OAS headquarters building. There were also numerous events with museum associations and related entities to raise exposure of the OAS museum.

- **Cine Américas**

In conjunction with the Inter-American Commission of Women (CIM), AMA presented the Women/Power film series in which eight screenings took place at the Museum.

- **Acquisitions and Loan Program**

Ten digital prints were acquired from Argentine artists Marcelo de la Fuente, Adrian Salgueiro, Rosana Schoijett, Diego Grunstein, Paulo Fast, Pablo Carrera Oser, Raul Flores, and Nicolas Trombetta.

In regards to the AMA loan program, Arte en América, a landmark exhibition at the Centro Cultural Palacio la Moneda in Santiago, Chile, opened in December. This exhibition featured the largest single loan in the history of the collection, showcasing more than 100 OAS pieces. Additionally, AMA loaned works from the OAS Permanent Collection to *Retro/Active: The Work of Rafael Ferrer*, an exhibition held at the Museo del Barrio in New York, and for the exhibition *Turns and Directions: Changes in the Arts of Central America's Spanish-Speaking Nations and Panama During and After the 1950s*, presented at the Inter-American Development Bank Cultural Center.

## **2.8.4 Department of Strategic Communication and Image (DSCI)**

In 2010, the DSCI consolidated its use of the Institutional Image of the Organization System, established in 2008, and embarked on a multifaceted communication strategy aimed at promoting the image of, and familiarity with, both the OAS and its General Secretariat throughout the Hemisphere.

The new strategy includes identifying points of liaison for communication in each of the Executive Secretariats of the OAS and the appointment of staff to assist the Director with planning institutional image, multimedia, and the updating of Web sites, as well as with publications, internal announcements, maintenance of the Organization's schedule, and the use of social networks.

- **Web Section**

The Web Section continued its vigorous efforts to identify, draft, and post on the principal OAS website, in the four official languages of the Organization, new editorial copy promoting key areas of the Organization's work. The section also played an important part in the promoting of the Centennial of the House of the Americas and the Forum on Latin American Democracy, held in Mexico. Following the January 12 earthquake in Haiti, it launched a special web page devoted to providing information on emergency aid efforts, and it promoted the OAS "Backpacks for Haiti's Children" initiative.



In addition, the Section drafted OAS policy toward the social media and identified both the need and the strategy for training in the execution and administration of the OAS's presence in the principal social media, such as Facebook and Twitter.

Finally, the Web Section completed the initial requirements for applying a Web Content Management (WCM) System to the main OAS website.

#### ▪ **Multimedia Section**

The Multimedia Section comprises the following areas: radio (audio) and television (video), both distributed through conventional media, and webcasts. It is responsible for transmitting and publishing relevant audiovisual material via the Web and ensuring that it reaches an outside target audience/viewers.

Apart from reaching out to the public directly, via the Internet, dissemination of OAS materials is carried out through live and other transmissions to radio and television stations in the countries of the region. Material, such as interviews with the Secretary General, the Assistant Secretary General, and other authorities and well known figures, is distributed to such media as CNN, Reuters, Oppenheimer Presenta, the Voice of America, Associated Press, and others.

In 2010, the Multimedia Section ran 96 live transmissions via the Web. On the videos-on-demand page, the public can access at any time more than 920 video clips of activities in which the authorities are participating.

The Section worked with other areas of the Organization on planning, filming, editing and distributing 18 videos aimed at conveying the work done by the Organization and how it goes about it.

In 2010, the Multimedia Section increased the volume and, above all, the quality of its products. It adjusted and improved the quality of the live images transmitted (from 65 kbps to 125kbps), doubling the quality of what the Section had to offer the previous year. This improvement means that the OAS can now transmit sharper video images with high fidelity audio.

The time it takes to digitalize the images transmitted live and upload them to the website was cut from 24 hours to 4. The media and other interested parties can see clips upon request or on demand within four hours or less of the end of any meeting or event. The quality of audio and video clips "on demand" improved by 55 percent.

Work began on renovation of the infrastructure in the OAS television studio and editing area. The Multimedia Section is also working on a database system and physical storage system to ensure better management of all the audiovisual material, preserve the institutional memory, and locate information faster and more efficiently.

- **Americas Magazine/Publications**

Americas Magazine has embarked on a shift in both its content and design, aimed at including more material on topics figuring prominently on the OAS agenda. It continues to involve the Executive Secretariats of the Organization and the Specialized Agencies in the dissemination of their programs and projects. Parallel to the changes in the format of the printed version of the Magazine, work has begun on a digital version. A large-scale promotion was launched to double current subscriptions in one year, along with a market survey to update distribution. The area embarked on a strategy to highlight the work of the OAS through the General Secretariat's country offices, universities, and government entities in the member states. As part of that new thrust, the area strengthened the team editing and producing Americas Magazine.

The Magazine continued to foster partnerships with international organizations and those of the inter-American system that share the same vision as the OAS. It obtained significant financial backing from the Inter-American Development Bank thanks to an agreement between the OAS General Secretariat and the office of the President of the IDB. The Magazine worked not only with the IDB, but also with the Pan American Health Organization (PAHO), the Pan American Development Foundation (PADF), the Inter-American Institute for Cooperation on Agriculture (IICA), and other institutions. This year saw the publication of a series of articles of particular interest to the member states.

### III. DECENTRALIZED ORGANS, ENTITIES AND DEPENDENCIES

#### 3.1 INTER-AMERICAN COURT OF HUMAN RIGHTS

*The Inter-American Court is an autonomous judicial institution of the Organization of American States, established in 1979. Its purpose is to apply and interpret the American Convention on Human Rights and other treaties concerning that subject matter.*

For 2010 the composition of the Court was as follows, in order of precedence: Diego García-Sayán (Peru), President; Leonardo A. Franco (Argentina), Vice President; Manuel E. Ventura Robles (Costa Rica); Margarete May MacAulay (Jamaica); Rhadys Abreu Blondet (Dominican Republic); Alberto Pérez Pérez (Uruguay); and Eduardo Vio Grossi (Chile).

The Secretary to the Court is Pablo Saavedra Alessandri (Chile) and the Assistant Secretary is Emilia Segares Rodríguez (Costa Rica).

##### ▪ Sessions

In 2010 the Court held four regular sessions at its headquarters in San José, Costa Rica, and two special sessions—the first in Lima, Peru, and the second in Quito, Ecuador.

##### ▪ Powers

##### Adjudicatory function

The Court issued nine rulings in the following contentious cases:

Chitay Nech et al v. Guatemala (preliminary objections, merits, reparations, and costs), Manuel Cepeda Vargas v. Guatemala (preliminary objections, merits, reparations, and costs), Manuel Cepeda Vargas v. Paraguay (merits, reparations, and costs), Fernández Ortega v. Mexico (preliminary objection, merits, reparations and costs), Rosendo Cantú et al v. Mexico (preliminary objections, merits, reparations, and costs), Ibsen Cárdenas and Ibsen Peña v. Bolivia (merits, reparations, and costs), Cabrera García and Montiel Flores v. Mexico (preliminary objections, merits, reparations, and costs), Vélez Loor v. Panama (preliminary objections, merits, reparations, and costs) and Gomes Lund et al v. Brasil (preliminary objections, merits, reparations, and costs).

The Court successfully adopted measures to reduce the duration of cases before it. Between 2006 and 2010, the average duration of a contentious case before the Court was 17.4 months.

In 2010, the Court also issued 40 resolutions on oversight of compliance with judgments, held a public hearing on this subject with respect to the case of García Prieto et al v. El Salvador, and held 14 closed hearings on this issue, relating to 22 cases:

Serrano Cruz Sisters v. El Salvador, Las Palmeras v. Colombia, Apitz Barbera et al (First Court of Administrative Disputes) v. Venezuela, El Amparo v. Venezuela, Barrios Altos v. Peru, Cesti Hurtado v. Peru, Moiwana Community v. Suriname, Acevedo Jaramillo et al v. Peru, De la Cruz

Flores v. Peru, 19 Businessmen v. Colombia, Mapiripán Massacre v. Colombia, Gutiérrez Soler v. Colombia, Pueblo Bello Massacre v. Colombia, La Rochela Massacre v. Colombia, Ituango Massacre v. Colombia, Escué Zapata v. Colombia, Acevedo Jaramillo et al v. Colombia, Yatama v. Nicaragua, Heliodoro Portugal v Panama, Saramaka People v. Suriname, and Vargas Areco v. Paraguay.

#### Advisory function

No request for advisory opinion was submitted for the Court's consideration by this year.

#### Provisional measures

The Court issued 36 decisions on oversight of the implementation of provisional measures and held ten public hearings on this matter:

*Matter of Adrián Meléndez Quijano et al, regarding El Salvador; Case of García Prieto et al, regarding El Salvador; Matter of Eloisa Barrios et al, regarding Venezuela; Matter of Giraldo Cardona, regarding Colombia; Case of Caballero Delgado & Santana, regarding Colombia; Matter of Sarayaku People, regarding Ecuador; Case of Jiguamiandó and Curbaradó Communities, regarding Colombia; Case of Comunidad de Paz, of San José de Apartado, regarding Colombia; Matter of the Forensic Anthropology Foundation, regarding Guatemala; and Mendoza Prisons, regarding Argentina.*

#### ▪ **Relations with other regional bodies similar in nature**

During the year the Court stayed in close contact with the OAS General Secretariat on administration- and finance-related matters, with the Secretariat's constant support and collaboration for the activities of the Court.

The Court also has close inter-institutional relations with the Inter-American Commission on Human Rights. These ties have been strengthened through meetings that its members must hold, on the recommendation of the General Assembly.

The Court also maintains close relationship 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 academic body devoted to education, research, and promotion of human rights from an interdisciplinary and global perspective. The Court also maintains institutional relations with the European Court of Human Rights, established under the European Convention for the Protection of Human Rights and Fundamental Freedoms, which was adopted by the Council of Europe with functions similar to those of the Court.

In addition, in May the Court signed an agreement with the African Court on Human and Peoples' Rights, to promote the pursuit of common goals through cooperation.

The Inter-American Court signed cooperation agreements with sixteen institutions. The purpose of these agreements is to lay the foundation for collaboration to pursue joint activities in research, teaching, dissemination, and outreach relating to human rights.

### 3.2 INTER-AMERICAN COMMISSION ON HUMAN RIGHTS (IACHR)

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

The 2010 leadership was elected at the 138<sup>th</sup> regular session, held from March 15 to 26, 2010, as follows: Felipe González as Chair; Paulo Sérgio Pinheiro as First Vice Chair; and Dinah Shelton as Second Vice Chair. In 2010, the IACHR composition also included Commissioners Luz Patricia Mejía Guerrero, María Silvia Guillén, José de Jesús Orozco Henríquez, and Rodrigo Escobar Gil. The Executive Secretary is Santiago Cantón and the Deputy Executive Secretary is Elizabeth Abi-Mershed.

#### Visits and activities conducted

There are about 1,584 petitions and cases currently before the Commission. In 2010, it received 1,598 new petitions that it will study in accordance with Article 26 of the Rules of Procedure in order to make a decision on whether or not to open them for processing. In 2010, it also received 375 applications for precautionary measures, 68 of which were granted.

In 2010, the IACHR published the following thematic and/or country reports:

- Report on Citizen Security and Human Rights.
- Captive Communities: Situation of the Guarani Indigenous People and Contemporary Forms of Slavery in the Chaco region of Bolivia.
- Report on Access to Maternal Health Care from a Human Rights Perspective.
- Honduras Report: Impact of the Coup d'État on the Human Rights Situation (published on January 20, 2010).
- Report on Democracy and Human Rights in Venezuela (published February 24, 2010).
- Preliminary observations on its May 15 to 18, 2010 visit to Honduras (published on June 3, 2010).

It also approved the following thematic report:

- Report on Immigration in the United States: Detention and Due Process.

In their respective capacities as country and/or thematic rapporteurs, members of the Commission, conducted field visits to Argentina, Brazil, Ecuador, El Salvador, Honduras, Panama, and Paraguay in 2010.

- In her capacity as Country Rapporteur, Commissioner Luz Patricia Mejía Guerrero made a visit to Argentina from February 15 to 17, 2010. The visit was aimed at promoting implementation of friendly settlement agreements and IACHR recommendations, for which the delegation held meetings with senior officials of national and provincial government, and with representatives of civil society organizations.
- The IACHR visited Honduras from May 15 to 18, 2010 as a follow-up to its on-site visit made in August 2009 and to the report Honduras: Human Rights and the Coup d'État. The delegation comprised the IACHR Chair, Felipe González; First Vice Chair Paulo Sérgio Pinheiro; the Executive Secretary; the IACHR Special Rapporteur for Freedom of Expression; and Executive Secretariat staff. During the visit, the IACHR met with officials from the three branches of government: Special Minister Commissioner for Human Rights; Office of the Attorney General and Human Rights Prosecutor; Deputy Minister of Security and National Police Directorate; Supreme Court; Leadership of National Congress and Human Rights Commission of Congress; Minister of Defense and Joint Chief of Staff of the Armed Forces; and Inter-Institutional Commission on Human Rights. Meetings were also held with human rights advocates and defenders, journalists, civil society representatives, and members of the Truth and Reconciliation Commission. The IACHR also met with representatives of the United Nations system in Honduras and with ambassadors of the Stockholm Declaration Monitoring Group (G-16). After the visit, the Commission expressed its deep concern at the continuing human rights violations in the context of the coup d'état of June 28, 2009. At that time it also noted some progress with respect to the return to a democratic institutional system. On June 3, 2010 the IACHR published the preliminary observations on the May 2010 visit.
- The IACHR Rapporteur on the Rights of Persons Deprived of Liberty paid a visit to the Republic of Ecuador, from May 19 to 21, 2010, and met with government officials, UN agencies, and civil society organizations. He also visited the Women's Social Rehabilitation Center in Quito, and the Litoral Penitentiary in Guayaquil.
- The Rapporteur on the Rights of Persons Deprived of Liberty visited Argentina from June 7 to 10, 2010. He visited the Greater Buenos Aires Northern Complex; Sierra Chica Unit 2; Lisandro Olmos Unit 1; the Ensenada Police Station, Third Precinct (El Dique); the Berisso Police Station, First Precinct; and the Lomas de Zamora Police Station, Sixth Precinct. The Rapporteur met with senior government officials and with representatives of civil society organizations.
- The IACHR Chair and Rapporteur for Brazil, Commissioner Felipe González, paid a working visit to Brazil, from June 28 to July 2, 2010. The visit was mainly to prepare for the likely on-site observation visit to Brazil that the IACHR is planning for 2011; to get up-to-date information on the general human rights situation in Brazil, particularly in terms of citizen security; and to move forward in resolving cases and precautionary measures related to that country.
- The Rapporteur on the Rights of Indigenous Peoples visited Paraguay, from September 2 to 7, 2010, to verify the general situation of indigenous peoples in that country; to visit

indigenous communities that have pending cases before the inter-American human rights system; to learn about efforts in this field by the National Government. The delegation that visited the Yakyé Axa, Sawhoyamaxa, and Kelyenmagategma communities held meetings with government officials and with indigenous leaders and authorities.

- Commissioner Escobar Gil paid a visit to El Salvador, from October 5 to 9, 2010, in his capacity as Rapporteur on the Rights of Persons Deprived of Liberty. While in El Salvador, the Rapporteur visited the Sendero de Libertad (Freedom Trail) Center for Social Integration (Ilobasco), the Quezaltepeque Prison, and the Zacatecoluca Maximum Security Prison. The Rapporteur and his delegation met as well with senior government officials.
- The Rapporteur on the Rights of Women visited El Salvador from November 17 to 19, 2010, to collect information about forms of discrimination that women face in exercising their economic, social, and cultural rights in that country, within the framework of the hemispheric report that the Rapporteurship is preparing on the subject.
- From December 2 to 3, 2010, Commissioner Mejía visited Argentina, and met with government officials and representatives of civil society organizations.
- From December 14 to 19, the Special Rapporteur on the Rights of Indigenous Peoples made a working visit to Panama, to verify the situation of the Kuna de Madungandí and Embera de Bayano communities and as well as the situation of the Ngobe communities affected by construction of the Chan 75 dam on the Changuinola River. During her visit, the Rapporteur met with various senior government officials, visited the various communities involved in the cases, held discussions with their authorities, members, and representatives, and verified the current situation in situ.

#### Forms of cooperation pursued in 2010

In 2010, the Commission presented 16 cases before the Inter-American Court of Human Rights and continued to hold with that body regular dialogue on the system, implementation of the respective regulations, and both institutions' need for strengthening.

During the reporting year, the Commission also participated in various meetings and events organized by the Office of the United Nations High Commissioner for Human Rights through its Geneva office or regional offices. In this context, for example, the IACHR participated in a meeting on cooperation between the United Nations international system and regional human rights protection systems, which was convened by the Office of the United Nations High Commissioner for Human Rights (OHCHR) and held in Geneva, Switzerland, in May.

In addition, from June 14 to 25, 2010, the Commission received a visiting delegation from the African Commission on Human and Peoples' Rights. During that visit, various activities were organized at the initiative of the IACHR, to exchange information on best practices in case management, implementation of recommendations, and promotion of the system.

From August 25 to 27, 2010, the IACHR Executive Secretariat took part in a regional consultation organized by the Office of the United Nations High Commissioner for Human Rights, concerning the role of OHCHR country offices in relation to political, social, and economic trends in the Americas.

On November 16, 2010, the IACHR met with the ten members of the newly-established Association of Southeast Asian Nations (ASEAN) Inter-Governmental Commission on Human Rights (AICHR). They exchanged information on mechanisms available to each agency for the promotion and protection of human rights in the regions of their jurisdiction.

#### Sessions held

- **138<sup>th</sup> regular session, from March 15 to 26, 2010**

The IACHR adopted a total of 62 reports on individual petitions and held 35 hearings and 28 working meetings on individual petitions or cases, precautionary measures, and other general measures.

- **139<sup>th</sup> regular session, from July 12 to 16, 2010**

The IACHR held no public hearings or working meetings as this was a closed session. The Commission adopted a total of 40 reports on petitions and cases.

- **140<sup>th</sup> regular session, from October 20 to November 5, 2010**

The IACHR adopted a total of 66 reports on individual cases and petitions, and held 53 public hearings and 19 working meetings.



### 3.3 ADMINISTRATIVE TRIBUNAL

*The OAS Administrative Tribunal was established on April 22, 1971 by General Assembly resolution AG/RES. 35 (I-O/71). Its purpose is to resolve controversies that may arise with staff members of the OAS General Secretariat as a result of administrative decisions, when they allege failure to comply with the conditions established in their respective appointments or contracts, or breaches of the General Standards for the Operation of the General Secretariat and other applicable provisions, including those regarding the General Secretariat's Retirement and Pension Plan.*

In 2010, the Tribunal comprised six Judges elected in their personal capacity by the General Assembly: Andre M. Surena, President (United States); Héctor Enrique Arce Zaconeta, Vice President (Bolivia); Homero Máximo Bibiloni (Argentina); Alma Montenegro de Fletcher (Panama); Suzie d'Auvergne (Saint Lucia) and Lionel Dupuis (Canada).

During the presentation of the report on the activities of the Administrative Tribunal to the General Committee of the Permanent Council in March 2010, the President of the Administrative Tribunal, Judge, Andre M. Surena, ratified the Tribunal's concern that its proposed amendments to its Statute and the regularization of the status of its staff be adopted by the General Assembly at its next regular session. These petitions were forwarded for consideration by the Committee on Administrative and Budgetary Affairs of the Permanent Council (CAAP). As a result, the following decisions were taken:

- As regard the Draft Amendment to the Statute, in April a study was commissioned to determine whether or not the proposed changes to the Statute of the Administrative Tribunal had budgetary implications. On May 27, the Chair of the CAAP, Ambassador Virgilio Alcántara, presented the report with the findings of the study, and on July 14 the President of the Tribunal sent his observations on said report. Subsequently, on November 29, the Chair of the CAAP informed the Tribunal that the matter would again be presented to the Permanent Council for its consideration.
- As regards the Tribunal's staffing needs, on September 13, the President of the Tribunal met with the Working Group to Review the Proposed Program-Budget for 2011, in order to present the "Report on Regularizing the Employment Status of the Staff of the Secretariat of the OAS Administrative Tribunal: Analysis of the Current Situation, Background, and Recommendations."

On November 29 and 30, the Administrative Tribunal held its LVIII regular session in Washington, D.C. in order to meet with officials of the General Secretariat to continue discussions on the matters of concern to them in 2010. At said meeting, resolutions 367 to 371 were adopted regarding, respectively, regularization of the employment status of staff in the Tribunal's Secretariat; the subsequent appointment of Judge Surena as President of the Tribunal; recognition of Judge Surena's work as President of Tribunal; recognition of the work of Reinaldo Rodríguez as Secretary of the Tribunal; and adoption of the amendments to the Tribunal's Statute.

### 3.4 INTER-AMERICAN CHILDREN'S INSTITUTE (IIN)

*The IIN was established in 1927 and classified as a Specialized Organization of the OAS in 1949. The Institute 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, constituted by authorities in the field representing the OAS member states; and the Institute's Secretariat, headed by the Director General (with the rank of Department). The Institute carries out activities in compliance with the respective mandates of the Summits of the Americas, and the organs of the OAS and the Institute, within the framework of the IIN Plan of Action 2007-2011.*

Its main activities in 2010 included the following:

#### Institutional strengthening

Activities in follow-up to the resolutions and recommendations adopted by the Twentieth Pan American Child Congress (September 2009, Peru)—whose organization included the First Pan American Forum of Children and Adolescents—and the mandates issued by the Directing Council at its 84<sup>th</sup> and 85<sup>th</sup> regular meetings in 2009 and 2010, respectively. Increase in the presence of Caribbean states. Uruguay was established as the venue for the 86<sup>th</sup> regular meeting in 2011. The management reports have been presented in keeping with the schedule established by the SG/OAS. Furthermore, the [Interactive Report on the Twentieth Pan American Child Congress](#) and [First Pan American Forum of Children and Adolescents](#) have been prepared and disseminated.

#### Promotion and protection of the rights of children and adolescents

Implementation of the Program to Promote and Defend the Human Rights of Children and Adolescents in the Americas, with financing provided by the Spanish International Cooperation Agency (AECID), which consists of three projects: Participation, Ombudsman, and Migrants. Each project has succeeded in promoting the relevant issues in the participating states through knowledge generation in this area, training, and spaces for the exchange of experiences and best practices (regional meetings).

Implementation in Colombia, Guatemala, and Jamaica of the project Protection and Promotion of the Rights of Children and Adolescents in the Inter-American System, with funding provided by the Canadian International Development Agency (CIDA). This project has four components: Public Policies, Registration and Identity, Participation, and Mass Media and Rights. The progress achieved under each component has come about as a result of close coordination and joint planning with government authorities in the participating states and the formation of technical teams to carry out the project:

**Public Policies:** training workshops were held and technical missions deployed in all three participating states. In the case of Guatemala and Colombia, work is focusing on early childhood policy, and in Jamaica, on violence.

**Registration and Identity:** a training event was held in Guatemala to strengthen the role of teachers and health workers as promoters of children's rights.

Participation: Each state prepared its country report; an Intergenerational Regional Meeting on Childhood Participation was held (13 states, 34 adults, and 23 adolescents), the guidelines for a public policy on participation for children and adolescents were drafted, and a proposal containing tools to promote participation was drawn up.

Mass Media and Rights: development of technical instruments to be used in 2011: Communication strategy preparation guide and preparation of the contents for the on-site training course (implementation in 2011).

In the framework of the Inter-American Cooperation Program for the Prevention and Eradication of Child Commercial Sexual Exploitation and Illegal Trafficking (AG/RES. 2432 (XXXVIII-O/08) the Institute continued to implement the Inter-American Observatory on the Commercial Sexual Exploitation of Children and Adolescents ([www.annaobserva.org](http://www.annaobserva.org)); staged the First Regional Meeting in August, in Costa Rica; prepared the document "Best Practices in Dealing with CSEC;" received contributions from Azerbaijan and China, execution of which concludes in 2011; and prepared the Tenth Report to the Secretary General of the OAS and technical bulletins, among other activities.

Efforts have continued in the Inter-American Program of Cooperation to Prevent and Remedy Cases of International Abduction of Children by One of Their Parents. Furthermore, the Third Meeting of Experts on the International Abduction of Children is being organized with The Hague Conference. The event is scheduled for February 2011 in Mexico. In addition, Technical Guidelines No. 2 (Orientación Técnica Institucional (OTI) N°2), on Adoptions was issued.

Training was provided to IIN personnel at a technical workshop financed by CIM/OAS in the framework of the Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality.

The IIN participated in the "First Technical Meeting of the Network for Legal Cooperation in the Area of Family and Child Law," organized by the OAS Secretariat for Legal Affairs (November 9 and 10); Seventh Summit of CLARCIEV/PUICA; meetings of the Working Group of the Niñ@sur Initiative, and meetings of MMI-CLAC, which is part of the Global Movement for Children. The IIN also gave presentations on various issues connected with children's rights.

### Cooperation

- Coordination with the OAS Office in Uruguay as well as with Offices in other member states.
- Technical cooperation with CIM; PUICA; IACHR; Department of International Law/Secretariat for Legal Affairs; SEGIB; The Hague Conference-UNICEF; Save the Children-Sweden; Plan International; MMI-CLAC; Children's Rights Education for Professionals Initiative (CRED-PRO)-IICRD; ANDI Network (Brazil); International Centre for Missing and Exploited Children (ICMEC); Working Group of the Niñ@sur Initiative.

### Outreach activities

- Update and consolidation of the IIN website ([www.iin.oea.org](http://www.iin.oea.org)), which receives 100,000 visits a month, on average; follow-up on other IIN web pages (Our voice in colours, Badaj, Anna Observa, and SINNA, among others);
- Drafting and circulation of the regular IIN on-line newsletters, the Special Newsletter on Haiti, and those of AnnaObserva, as part of the Observatory.
- Responses to bibliographical inquiries by the Luis Morquio library and assistance to researchers interested in the Institute's valuable archive of documents and bibliographical material.
- Production and distribution of new IIN publications: Child participation in the Americas; Agenda of children and adolescents in the Americas; and the List of indicators on the right to participation for children and adolescents.

### Training

Under the Inter-American Virtual Training Program the process began of professionalizing IIN education and training activities. This entailed the use of a more modern and appropriate platform (*moodle*) and the adoption of a directive that governs educational activities and the methodological adaptation of course contents.

In 2010, virtual training courses were imparted on: International Abduction of Children; Update Training on the Rights of the Child; Child Participation; The Rights of the Child and the Media; and a Semi-Distance Course on Commercial Sexual Exploitation of Children.

### **3.5 INTER-AMERICAN COMMISSION OF WOMEN (CIM)**

*Established in 1928, the Inter-American Commission of Women (CIM) was the first inter-governmental organizations established to ensure recognition of the human rights of women. In 1948, through a collaboration agreement, CIM became a specialized organism of the OAS. Since its creation, CIM has become the main forum for policy debate and formulation on women's rights and gender equality in the Americas.*

CIM's highest authority is its Assembly of Delegates, which brings together representatives from all of the OAS member states. In addition to the resolutions of the Assembly, CIM's mandates derive from the General Assembly of the OAS and from periodic meetings such as the Meeting of Women Minister (REMIM) or the Summits of the Americas. CIM broadest mandate, adopted by the General Assembly in 2000, is the Inter-American Program for the Promotion of Women's Rights and Gender Equity and Equality (IAP). The IAP provides the basis for CIM's Strategic Plan 2011-2016, as well as its Biennial Work Programmes.

CIM's Strategic Plan 2011-2016 has two fundamental objectives, reflected in the work of the Commission throughout 2010. The first objective is to strengthen the role of the CIM as a hemispheric policy forum. During the 35<sup>th</sup> Assembly of Delegates (Mexico City, November 2010), the CIM Delegates upheld the Commission's contribution to the promotion and formulation of public policies that support women's rights and gender equality, and issued a call to broaden this discussion space to new audiences, including civil society.

The second objective of the CIM Strategic Plan is to ensure that the OAS is an organization that responds to the demands of women of the region. During 2010, CIM carried out a needs assessment and a series of workshops with the aim of strengthening the capacity of the different Departments of the OAS to effectively incorporate and address the needs and rights of women. Similarly, CIM began the development of joint action programs for the integration of a rights and gender equality-based approach to the four strategic pillars of the OAS: democracy, human rights, security and development.

In the area of democracy, CIM has promoted the full realization of the political rights of women through technical support to women's leadership in policy processes and the implementation of special measures to foster parity in political representation.

In the area of human resources, CIM, as the Technical Secretariat for the Follow-up Mechanism to the Belem do Para Convention (MESECVI) concluded the first multi-lateral evaluation round and began the second round in order to provide technical assistance to the States Party to the Convention.

In order to support the implementation of its Strategic Plan and maximize the impact of its work, CIM strengthened its relations with strategic partners from the international, academic and civil society spheres, through specific collaboration agreements and joint activities at the national and hemispheric levels.

### 3.6 INTER-AMERICAN TELECOMMUNICATION COMMISSION

*The Inter-American Telecommunication Commission (CITEL) was established by the General Assembly via 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 sustained development of telecommunications and information and communication technologies (ICT's) in the Hemisphere, based on the principles of universality, solidarity, transparency, equity, reciprocity, non discrimination, technological neutrality, and resource optimization, taking into account the environment and sustainable human development for the benefit of society in each country in the region.*

Under its current structure, CITEL is composed of the CITEL Assembly, the Permanent Executive Committee of CITEL (COM/CITEL), the Coordination Committee, the Permanent Consultative Committees (CCP), and the Secretariat.

The mandates and recommendations are contained in the resolutions, recommendations, and decisions of the OAS General Assembly and its committees, as well as in the plans of action and declarations of the Summits of the Americas.

The principal activities that CITEL carried out in 2010 were as follows:

- Studies on telecommunications policy, regulatory frameworks, and procedures that promote greater access to and sustainable development of telecommunications services and ICT's, such as: The General Regulations for the Registration of Fraudulent and or Regulatory Noncompliance Practices; procedure for installing minimum telecommunication equipment in the event of natural disasters; cybersecurity and protection of critical infrastructure, and review of Mobile Termination Rates (MTR).
- Consideration of technical issues associated with telecommunications/ICT services, architecture, and standards, such as: Replanning of the 2500-2690 MHz frequency band of the radio spectrum for mobile broadband (3G/4G) access systems; methods for the testing, acceptance and maintenance of copper wire pairs for subscribers (DSL); transition from analogue to digital television, and use of white spaces in frequency bands assigned to broadcasting to promote wireless broadband access in rural and isolated zones.
- Training in telecommunications through 20 training courses (distance and on-site) and more than 130 scholarships to participants from 20 countries in the region. CITEL currently has more than 20 regional training centers and coordinates its activities with the International Telecommunication Union (ITU).
- Preparation of inter-American proposals to present to the World Telecommunication Development Conference (WTDC) and the ITU Plenipotentiary Conference.

CITEL has signed cooperation agreements with 19 international and regional organizations in a bid to avoid duplication of efforts and reduce conflict resolution time. CITEL has also attended inter-regional events (Africa, Asia-Pacific, Europe, Russian Federation, and the Arab Group) to facilitate work at world conferences.

CITEL has held 21 meetings, notably the following: High-level forum “Toward a better future: Redefining the ICT sector in the Americas”; Fifth Regular Meeting of the CITEL Assembly; Seminar on the Internet access ecosystem and network neutrality; Forum on cybersecurity ITU-CITEL; Seminar on the Digital Dividend, and two meetings of PCC.I and PCC.II, respectively, at which the above-mentioned activities were carried out.

### **3.7 OFFICE OF THE INSPECTOR GENERAL**

*The activities of the Office of the Inspector General (OIG) respond in accordance to Chapter IX- Advisory services, Auditing, and Fiscal Control - of the General Standards to govern the operations of the General Secretariat (SG), and Executive Order No 95-05. These dispositions establish the function of internal audit that assist the Secretary General and the Governing Bodies in monitoring both proper fulfillment of the responsibilities of the various levels of management with respect to the programs and resources of the General Secretariat. The objective of the OIG is to ensure the systematic revision of the operational procedures and financial transactions at Headquarters, as well as in the offices of the Member States. Also, the OIG is in charge of verifying that the established policies, regulations and practices are carried out efficiently, effectively and economically.*

#### **▪ Audits**

During the year 2010, the Office of the Inspector General initiated ten audits and three investigations. In addition, the OIG evaluated seven projects that were executed in the Member States, to ensure compliance with the agreements and to determine if the objectives were accomplished. During the execution of its activities, the OIG focused mainly on operations of high risk and those with greater potential to improve the efficiency, effectiveness and use of resources in the General Secretariat.

During this period, operational audits conducted in Headquarters were focused to review and evaluate the activities of Travel, Procurement Processes, GS/OAS Credit Cards used by the Office of Procurement Services, Payroll Processes, and the Tax Reimbursement Program. In addition, the OIG reviewed the Program of MAPP both at Headquarters and in Colombia, and reviewed the internal controls of the activities of the Offices of the General Secretariat in Saint Vincent and the Grenadines, Guyana, Mexico, and the Dominican Republic to determine compliance with the established regulations and procedures of the OAS.

#### **▪ Other Activities**

The Office of the Inspector General evaluated responses to internal audits and followed up on corrective actions to ensure that recommendations were being implemented effectively. The OIG continued to advise and assist the General Secretariat through analyses, evaluations, investigations, and recommendations, to participate as an observer at a number of committees of the General Secretariat, and has presented reports to the various governing bodies. Although the OIG maintains a hotline by which allegations of misconduct may be reported, no matters were brought to the attention of the OIG in 2010.



### 3.8 BOARD OF EXTERNAL AUDITORS

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

The Board held its annual meeting from April 12 to 16, 2010, to prepare its report on the external audit of the accounts and financial statements of the GS/OAS for the years ended December 31, 2009 and 2008, in accordance with Article 129 of the General Standards.

On May 6, 2010, the Board presented its observations in the document titled “Report to the Permanent Council of the Organization of American States: Annual Audit of Accounts and Financial Statements for the years ended December 31, 2009 and 2008 (OEA/Ser.S JAE/doc.40/10). The report has four sections: (a) Report of the Board of External Auditors; (b) Financial Statements of the GS/OAS; (c) Financial Statements of Agencies and Entities related to the OAS; and (d) the OAS Retirement and Pension Fund.

Based on the unqualified opinions issued by Ernst & Young, LLP (which was the firm of independent auditors for 2010), the financial statements corresponding to the audited entities tally with the books, documents, and vouchers of the General Secretariat.

The Board met with the Secretary General and informed him of the results of the audit and its recommendations, so that those recommendations might be brought to the attention of the General Assembly and the Permanent Council.

The most significant recommendations can be summarized as follows:

#### To the Permanent Council and/or General Assembly:

- Avoid a structural deficit in future by ensuring consistency between the mechanism for setting OAS quotas and the mechanism for setting expenditures.
- Grant CAAP powers similar to those of the United Nations Fifth Committee in order to clearly link implementation costs, timing, and expected results of all mandates.
- Adopt International Public Sector Accounting Standards (IPSAS).
- Authorize the next phases for implementing the human resources management reforms.

#### To the General Secretariat:

- Address the immediate shortfall in the Regular Fund that can no longer be subsidized from the Reserve Subfund.
- Put into practice the streamlining initiatives for the Secretariat for Administration and Finance (SAF).
- Carry out a comprehensive workforce planning review and identify those positions that should be staffed through employment versus contract mechanisms.
- Introduce a sustainable real property strategy.

- Maintenance and repairs of the 16th Street property should be managed by the Office of General Services and all funds for maintenance and rehabilitation should be reflected in the General Services budget.
- Continue implementing the plan to streamline the process for small purchases, including travel, with appropriate internal controls.
- Evaluate alternatives for supporting program delivery in member states.
- Improve the accountability over fixed assets.
- Consider increasing the capitalization threshold for assets.
- Develop a process to adequately protect personally identifiable information.
- DOITS should seek management and client review and approval of the IT strategic plan and the OAS should fund the urgent initiatives in that strategic plan.
- Develop and implement a viable business continuity plan and disaster recovery strategy.
- Centralize the control of IT assets and infrastructure, including the purchase and replacement of equipment.

After the summary of the financial condition of the Regular Fund, the Specific Funds and the special contributions to the OAS, the Board took into account the General Secretariat's initiatives to put into practice the recommendations made by the Board in its report the previous year, as well as other matters of interest to the Board.

The Board highlighted the fact that in the case of the following 2009 financial statements, the firm of independent auditors had issued unqualified or "clean" opinions, which is the best possible outcome of an audit:

- Regular Fund, FEMCIDI, Specific Funds, and Service 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 Fund; and
- OAS Retirement and Pension Fund.

## IV. ENTITIES AND SPECIALIZED 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, promotes peace and security in the Hemisphere, fosters trust among the member states through consultancy services on matters related to military and defense issues, strengthens relations between civilians and the military, and supervises the higher education program of the Inter-American Defense College.*

Since becoming part of the OAS in March 2006, the IADB has contributed to the fulfillment of the OAS Charter by providing advisory services to the Organization's programs. The Statutes adopted at the same time recognized the IADB as an international organization and established its mission, functions, and legal status.

The IADB has continually sought to provide quality technical, advisory and educational assistance to the General Assembly and the Permanent Council of the OAS, as well as to the Council of Delegates and the member countries of the IADB on military and defense issues. In this regard, the work carried out in 2010 was regarded as positive as it sought to consolidate its role within the inter-American system.

The IADB has continued to fulfill the goals and objectives established in the 2008-2016 Plan. The Chair of the Council of Delegates participated as a guest in various forums related to the theme of hemispheric security. Several similar invitations were received and attended in order to publicize the activities of the IADB, in addition to expanding levels of relationships with other personalities and institutions of a similar nature.

The process was launched for the establishment of IADB and OAS Liaison Officers, in order to identify common work themes between the two bodies in accordance with resolution AG/RES. 2573 (XL-O/10), which, *inter alia*, provides for a study, based on its Statutes, aimed at promoting greater interaction between the two organizations. Significant in this regard are the new functions originating from the Conference of Defense Ministers of the Americas (CDMA), held in Santa Cruz de la Sierra, Bolivia, in accordance with resolution AG/RES. 2446 (XXIX-0109). These gave the IADB the power to act in support of the Secretariat Pro-Tempore of the CDMA in addition to the existing mandate of preserving the institutional memory of that conference. The IADB has also maintained close contact with the authorities of the Republic of Uruguay and provided permanent facilities at the Casa del Soldado to support the work of the Secretariat Pro-Tempore.

The IADB has continued the task of monitoring humanitarian demining activities in compliance with resolutions AG/RES. 2261 and AG/RES. 2269 (XXXVII-O/07), developing a new doctrinaire with the Chiefs of the Assistance Missions for the Removal of Mines of the IADB (MARMINCA, MARMINAS, Inter-American Monitor Group of Colombia). It also continued with updating the Procedures Manual for Humanitarian Demining; providing technical assistance to the AICMA/OAS Program; training for personnel from Colombia, Ecuador, and Peru;

conducting various supervisory visits, and establishing contacts with the International Centre for Humanitarian Demining located in Geneva.

A major event, given its breadth and importance, was the closing of the Mission of Assistance for the Removal of Mines in Nicaragua and Central America (MARMINCA), having declared Central America free of anti-personnel landmines after 19 years of work.

Regarding Confidence- and Security-Building Measures (CSBM), the IADB prepared a document on Defense Doctrines and Policies (White Paper) to contribute to their development. The CSBMs that were conducted by member states in 2009 continued to be received and analyzed with the aim of drawing up an Annual Inventory.

The IADB has struggled to meet the various requirements necessary to fulfill its mission regarding budgetary issues. In 2010 the challenge to obtain the minimum resources required to perform IADB activities was even higher due to the announcement of a possible cut to the IADB budget which impairs their survival as an international organization since it would even hit the fixed costs for maintaining essential activities, whether in the Casa del Soldado or the Inter-American Defense College (IADC). This challenge was partially resolved allowing the continuation of IADB activities albeit with necessary adjustments.

The IADC continues to be an academic institution of great value to the development of civilian-military relations and the spread of democratic values, which has generated a greater influx of students both in its regular program and in Master's and distance education courses.

The IADB also sought proactively to develop initiatives in various forums that have a connection to its roles and responsibilities. In 2010 the IADB was represented at a total of 15 conferences and seminars related to the theme of natural disasters. Such contributions have enabled the IADB to exchange information with specialized organizations, understand their activities, their views and lessons learned in this area.

With these initiatives, the IADB has specifically demonstrated its will to enhance and improve its level of interaction, discovering new ways to add its efforts to those of the OAS for the benefit of the inter-American system. Continuous participation and ongoing dialogue will further enhance the value of the above initiatives, as well as contributing to the attainment of peace, confidence, and security in the Americas, thereby helping the OAS to grow stronger.

The dissemination of the activities carried out by the Inter-American Defense Board in 2010 has resulted in a greater interest and participation by member states in discussions with regard to the functions of the IADB and its budget.

## 4.2 INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

*The Inter-American Institute for Cooperation on Agriculture (IICA) has been the specialized agency of the inter-American system focused on agriculture and rural well-being since 1942, during which time it has built up extensive experience in technical cooperation in technological innovation, agricultural sanitation, agribusiness, and rural development.*

IICA devoted effort to putting in place a strategic plan 2010-2020, which seeks to reposition the Institute in the short term, and to give it a long-term vision for it to be able to continue adding value to the agricultural development agendas of member countries.

According to the 2010-2014 Medium-Term Plan (MTP), IICA's mission is to provide technical cooperation, innovation and specialized expertise to develop competitive and sustainable agriculture in the Americas and improve the lives of people in rural areas in member countries.

There is evidently a proliferation of initiatives in the field of international agricultural cooperation, leading to a fragmentation of effort and requires institutions to have effective mechanisms for accountability and impact assessment.

IICA has thus focused its efforts on efficient use of its resources and capabilities, increased its partnerships with strategic partners to develop complementary agendas; and focused on providing technical cooperation to support policies and institutions, networks, and organizations that generate a multiplier effect together with us.

Accordingly, offices in the member countries have been reorganized proactively around the design and operation of IICA-country strategies, which are agreements on the main demands of our cooperation until 2014.

Mindful of the urgency of finding solutions to the growing demand for food, mitigating the impact of climate change, and creating opportunities and jobs for rural producers, IICA has based its work plan on a new paradigm to achieve four strategic objectives.

- **Making the agricultural sector more productive and competitive.**

In 2010 the Institute sought to make the agricultural sector more productive and competitive by strengthening regional innovation systems such as the Global Forum on Agricultural Research and collaborative research and technology transfer programs. As a result of our direct technical assistance, national innovation systems and institutes in Panama, Guatemala, Paraguay, Costa Rica, and Bolivia have also succeeded in strengthening their capacities or redefining their activities.

IICA provided support to 26 countries, to help them modernize their veterinary, phytosanitary, and food safety services. This enabled them to enhance their capability to manage phytosanitary and zoosanitary measures and to identify common areas to solve problems in the area of health. In addition, with IICA cooperation and financial assistance from the World Trade Organization (WTO) Standards and Trade Development Facility, 24 countries proposed and adopted rules to

promote their trade in such multilateral forums as Codex Alimentarius Committees and the WTO Committee on Sanitary and Phytosanitary Measures (SPS Committee). The Institute also developed methodology handbooks for reporting health measures, information systems, and phytosanitary risk profiles, which are very useful for member states' ability to continue enhancing their capabilities to deal with trade agreements.

In close collaboration with universities in the United States and the Pan American Health Organization (PAHO), IICA helped at least 20 countries to strengthen their capacity to develop food safety policies and programs, design risk analysis systems, strengthen their critical control points, and implement manufacturing best practices. They also strengthened their institutional capacity to benefit from free trade agreements in force in the region.

In conjunction with its international partners, IICA also provided Latin American countries an opportunity to improve their regulatory frameworks on biosafety and to implement the Cartagena Protocol on Biosafety, through regional meetings held with United States Department of Agriculture (USDA) support.

In the area of agribusiness, the Institute supported efforts by the Dominican Republic, Ecuador, Nicaragua, Peru, Argentina, Jamaica, and Belize to develop public policies and implement projects aimed at promoting agribusiness and businesses linking the agriculture and tourism sectors. To cite an example, 22 Dominican agribusinesses negotiated the sale of agricultural produce with buyers from Miami, following the establishment of the Export Platform Program, in coordination with the Ministry of Agriculture. Another example is the effort in Jamaica for producer organizations to build capacity and facilitate agro-tourism infrastructure development.

Seeking to link producers to markets, IICA and its partners in Central America helped more than 130 agribusinesses improve their know-how in agribusiness and business plan preparation. In addition, the PRODARNET knowledge management platform was adapted to function as a social networking scheme, enabling more than 4,000 agribusiness professionals and players to communicate with each other and to learn about world trends and news that impact agricultural production and marketing.

- **Enhancing agriculture's contribution to territorial development and to rural well-being.**

The Institute sought to define its rural development strategy for the Andean Region, through the Project on Models for Territorial Development in Bolivia, Colombia, Ecuador, and Peru, jointly with the Andean Rural Development Forum. IICA also spearheaded coordination of the technical platform for execution of the Central American Rural Land Development Strategy (ECADERT), financed with more than \$7 million from the Spain-Central American Integration System (SICA) Fund, which the Institute administers for the operation of this regional strategy.

In 2010, the European Commission recognized IICA as an institution that follows financial management procedures meeting the highest international standards, as a result of the successful completion of the "*4 Pillars Assessment*" review process applied to the Institute. That well-earned stamp of approval has enabled IICA to secure new European Union funding for major

activities such as the National Program to Support Agricultural Production for Peasant Family Farming in Paraguay, with a €4 million investment.

- **Enhancing agriculture's capacity to mitigate the effects of and adapt to climate change and make better use of natural resources.**

IICA bolstered its program for cross-cutting coordination of agriculture, natural resource management, and climate change, through which it collaborated with countries to develop concepts and standardize information on climate change, specifically for the "Amazonian Initiative" in Peru, the Forestry Law of Costa Rica and its relation to water protection, and the Program for Sustainable Development of Agriculture and Natural Resources of Haiti, especially to strengthen its forest sector. Of particular note as well is a new project, funded jointly with the Korea International Cooperation Agency (KOICA), to reduce the environmental impact of agriculture and to promote the adaptation of traditional crops, such as beans and corn, to climate change.

The Canadian experience in farm waste management, agro-food innovation, emergency care, agriculture insurance, and the environment provided, among other things, very useful information for several Caribbean member countries of IICA, such as Barbados and Haiti.

- **Enhancing agriculture's contribution to food security.**

The Institute defined its strategy in this area and adapted it to the realities of each region and country. Important examples are IICA's efforts to support the Government of Honduras with its "Productive Solidarity Bonds" program, which helped more than 150,000 families and provided training for 1,800 Salvadorian farmers in the Chalatenango region, through projects to promote agribusiness, some with Millennium Challenge Corporation (MCC) assistance. In coordination with the UN World Food Programme (WFP), the Institute implemented pilot projects in Guatemala, Honduras, and Nicaragua, with partial funding from the Buffet Foundation.

IICA was specially recognized by the member states that served on the Executive Committee in 2010, for its humanitarian aid and technical assistance to the people and Government of Haiti following the January 2010 earthquake in that country. The Institute also took a number of initiatives to support the Government and people of Chile and that country's agricultural sector, following the earthquake that inflicted severe damage in February 2010.

The Institute also created the Center for Strategic Analysis for Agriculture (CAESPA), which has become an important frame of reference and forum for dialogue on issues of greatest importance to member states: agricultural innovation, free trade, demand for food, climate change, and agricultural health, among others. Through this Center, new information was transmitted to public and private agriculture sector institutions, notably the annual report "The Outlook for Agriculture and Rural Development in the Americas," prepared jointly with the United Nations Food and Agriculture Organization (FAO) and the Economic Commission for Latin America and the Caribbean (ECLAC).

The foregoing is just an indication of unequivocal technical cooperation provided by IICA, as a partner institution, in the areas of agriculture and rural life. That cooperation was linked to the Summits of the Americas processes, arising from which we have fulfilled the mandates from the Heads of State and Government with respect to access to and availability of food, investment promotion in the agricultural sector, and strengthening the institutional capacity of member states.



### 4.3 INTER-AMERICAN JURIDICAL COMMITTEE

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

In 2010, the Inter-American Juridical Committee (CJI) held two regular sessions: the first in Lima, Peru, in March; and the second at its seat in the city of Rio de Janeiro, Brazil, in August.

The following topics figured on the agendas for both sessions: promotion and strengthening of democracy; freedom of thought and expression; strengthening of the consultative capacity of the Inter-American Juridical Committee; draft Inter-American Convention against Racism and All Forms of Discrimination and Intolerance; International Criminal Court; implementation of international humanitarian law; refugees; innovative methods of access to justice in the Americas; considerations on an inter-American jurisdiction of justice; cultural diversity in the development of international law; migration issues: follow-up to opinions of the Inter-American Juridical Committee; and proposals of the Inter-American Juridical Committee to the Seventh Inter-American Specialized Conference on Private International Law (CIDIP-VII). In 2010, the CJI concluded the following topics: Strengthening of the consultative capacity of the CJI and draft Inter-American Convention against Racism and All Forms of Discrimination.

The Inter-American Juridical Committee approved reports and adopted resolutions on these issues.

In 2010, the members of the Inter-American Juridical Committee were as follows: Guillermo Fernández de Soto (Colombia, President), Joao Clemente Baena Soares (Brazil, Vice President), Jean-Paul Hubert (Canada), Ana Elizabeth Villalta (El Salvador), David Stewart (United States), Hyacinth Evadne Lindsay (Jamaica), Jorge Palacios (Mexico), Mauricio Herdocia (Nicaragua), Freddy Castillo (Venezuela), Fabián Novak (Peru), and Miguel Aníbal Pichardo (Dominican Republic). At the fortieth regular session of the OAS General Assembly (Lima, Peru, June 2010), Hyacinth Evadne Lindsay (Jamaica), Jorge Palacios Treviño (Mexico), and Joao Clemente Baena Soares (Brazil) were reelected. The terms of these members began on January 1, 2011, and last four years.

Staff members of the Department of International Law, under the Secretariat for Legal Affairs, provided Secretariat services and technical support to the Committee.

Finally, in coordination with the Department of International Law, the Inter-American Juridical Committee organized the Thirty-Seventh Course on International Law in August 2010. In attendance were 19 professors from various countries of the Americas and Europe, 22 OAS fellowship recipients selected from over 100 candidates, and four students who paid their own expenses. As part of a project being implemented with funds provided by the Canadian International Development Agency (CIDA), the Department of International Law granted

additional scholarships to four students of African descent from different countries in the region. The theme of the course was “International Law and Contemporary Global Transformations.”

#### 4.4 PAN AMERICAN DEVELOPMENT FOUNDATION

*Established in 1962, the Pan American Development Foundation (PADF) is a private, nonprofit, nongovernmental institution that operates under a cooperation agreement concluded with the OAS to support development programs and assist victims of natural disasters and humanitarian crises. The Secretary General of the OAS is Chairman of the PADF's Board of Directors, which is composed of 20 private-sector leaders from different countries in the Hemisphere. The President of the Foundation is Frank D. Gómez, and the Vice Presidents are Philippe Armand of Haiti, Frank Kanayet Yepes of Colombia, and Gladys Coupet of Haiti. Its Executive Director is John Sanbrailo and the Assistant Executive Director is Amy Coughenour-Betancourt. All the members of the Board of Directors work on a volunteer basis, serve as a support group to the OAS, and make monetary contributions and contributions in kind to the Foundation's programs.*

Under the direction of the Secretary General and Assistant Secretary General of the OAS, 2010 was significant for activities that mobilized funds for development programs which benefited over 10 million people, through projects to generate jobs, provide technical training, further agriculture, advance community and social development, strengthen civil society groups, protect human rights, and help victims of natural disasters and humanitarian crises.

In coordination with the OAS, the PADF responded immediately to the January 12 earthquake in Haiti, with which a great part of its activities were taken up that year. Having been designated by the OAS, the Foundation led the fund-raising effort, operating with Haitian ministries and other entities. From its offices in the Dominican Republic it worked very closely with that government and donors to open a "humanitarian aid road" from Santo Domingo to Port-au-Prince, which proved indispensable for providing assistance to hundreds of thousands of homeless persons. It performed a similar role with a humanitarian aid fleet from Pedernales to Jacmel in Haiti, which was completely cut off as a result of the damage caused by the earthquake.

Similarly, the PADF contributed more than US\$15 million in funding, which benefited over one million Haitians through humanitarian assistance, rubble removal, employment generation, home rebuilding community development, provision of food aid and in-kind donations, as well as combating human rights abuses and trafficking in persons and encouraging cooperation between Haitian and Dominican groups along the common border. The PADF worked very closely with OAS Assistant Secretary General Ambassador Albert Ramdin and the Group of Friends of Haiti.

The PADF also continued to carry out the Participatory Community Development Program (PRODEP and PRODEPUR) with funding from the World Bank and private donors, which benefited more than 1,000 communities, including the troubled neighborhoods of Cité Soleil, Delmas, and Bel Air in Port-au-Prince. In Haiti, the Foundation headed up a program to protect human rights with the goal of building local capacity to monitor and prevent human rights abuses. The program assisted more than 1,000 victims, built confidence and social stability, and strengthened the capacity of more than 55 nongovernmental organizations to combat trafficking in women and children and community violence, in addition to providing counseling services. With funding from the Government of Canada, the prison at Cap Haïtien has been refurbished, and an administrative complex was built in the border city of Belladere, to increase security and the government's presence on the border. Likewise, efforts continued to promote cooperative ties

among local organizations on the border between Haiti and the Dominican Republic, as a means of fostering greater cooperation and dialogue among nongovernmental organizations and public and private entities in the two countries.

In response to the humanitarian crisis wrought by the displacement of people in Colombia, the PADF continued to expand its programs in that country, benefiting more than 500,000 people. By the end of 2010, these programs had funded over 200 projects in 100 municipalities across the country. The Fund also provided assistance to groups of vulnerable Colombians along the borders with Ecuador and Panama. Under the Areas for Municipal Alternative Development (ADAM) program of the United States Agency for International Development (USAID) and in collaboration with the Colombian Government, 78 productive projects have been supported, providing assistance to campesino organizations and cooperatives for the cultivation and marketing of new farm products, which have helped over 10,000 families. Similarly, an innovative program of the Colombian Government and the PADF continued to be carried out through the OAS, providing Colombian technical assistance to countries in the Caribbean Basin as well as other developing nations, as part of a South-South cooperation strategy.

As part of its mandate to strengthen civil society in the region, the PADF continued to provide support for nonpartisan NGOs, as an inter-American mechanism to foster democratic values and principles through greater citizen participation in nongovernmental organizations whose members come from sectors right across the spectrum in different countries. In keeping with the Inter-American Democratic Charter, donations and technical assistance were provided to 40 Venezuelan NGOs. They represented all tendencies in the country and were in compliance with international conventions signed by the Bolivarian Republic of Venezuela.

In 2010, through its Program of In-Kind Donations, the PADF sent medical equipment, tools, and/or emergency supplies to Guatemala, El Salvador, Colombia, Haiti, Saint Lucia, Uruguay, Chile, Jamaica, and Panama, valued at over US\$5.5 million. Additional donations were also supplied to Chile, Cuba, and Ecuador, to support their nongovernmental organizations.

The PADF successfully implemented the second phase of the project entitled Disaster Management Alliance, sponsored by the OFDA/USAID. It also served as an OAS vehicle for raising more private-sector funding to respond to natural disasters in the Hemisphere. The Foundation worked with the Inter-American Network for Disaster Mitigation of the OAS. In January, the PADF led the inter-American response to supply humanitarian aid to the victims of the devastating earthquake in Haiti.

The Foundation's Board of Directors held its first annual meeting in Washington, D.C., in April 2010. In October, the PADF Board met again in Fort Lauderdale, Florida. It also organized the event "Heroes of the Hemisphere," where it recognized the achievements of community leaders from Haiti, Colombia, Brazil, and Mexico. This important event was sponsored by Royal Caribbean Cruises Ltd., which is a member of the Foundation's Board of Directors. The Foundation's Executive Director and Assistant Executive Director participated in meetings of several OAS committees, such as the Inter-American Committee on Natural Disaster Reduction, the Friends of Haiti group, and the Centennial Celebration Committee to mark the dedication of the OAS main building.

The PADF continued with its Strategic Plan for 2008-2012 and is preparing for 2012, when it will celebrate its 50th Anniversary as a private entity that expresses the solidarity of the inter-American system with those most in need in the region.

## 4.5 PAN AMERICAN HEALTH ORGANIZATION

*Established in 1902 by the Second International Conference of American States, the Pan American Health Organization (PAHO) is the regional specialized organization in health matters in the inter-American system, and the Regional Office for the Americas of the World Health Organization (AMRO/WHO). The mission of PAHO 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.”*

The following excerpts from the 2009-2010 Annual Report of the PAHO Director, entitled “Promoting Health, Well-being and Human Security in the Americas Region”, illustrate some of the Organization’s technical cooperation activities, within the framework of the 2008–2012 Strategic Plan of the Pan American Sanitary Bureau, approved by the Governing Bodies of the Pan American Health Organization.

In the Americas, the concept of human security emerged at the beginning of 2000, as the Organization of American States addressed new threats to regional security.

In the 2002 Declaration of Bridgetown, OAS member states recognized the “multidimensional” nature of hemispheric security, and in the 2003 Declaration on Security in the Americas, the countries declared that “the basis and purpose of security is the protection of human beings.” As part of these deliberations, PAHO was asked to participate in a working group of the Committee on Hemispheric Security, to advise on matters related to health. PAHO produced a report, *Health and Hemispheric Security*, which argued that “health is a national and international security interest” and an intrinsic part of human security. It noted that people’s health depends not only on health care and disease prevention systems but on social determinants.

This view was elaborated on in the 2008 report of the WHO Commission on the Social Determinants of Health, which urged rich and poor countries alike to reduce inequities in the distribution of resources and to work on all fronts to improve people’s living conditions, including the circumstances in which they are born, grow, live, work, and age.

This report highlights PAHO’s technical cooperation activities during 2009-2010, which encompassed human security and its seven components:

- **Economic**

The global economic downturn affected social spending in PAHO member states, making it difficult for countries to sustain their national health budgets or, for countries striving toward universal coverage, to increase their budgets. PAHO’s support focused on the search for sustainable health financing solutions, the reorganization of health systems using the renewed primary health care approach, and increasing equity in the distribution of scarce health resources.

- **Food**

PAHO provided support for family and community projects aimed at advancing MDG-1 (eradication of poverty and hunger) as well as assistance for food safety regulatory agencies. It included support for planning and policymaking, legislation, human resources training, the adaptation and implementation of standards, and research on malnutrition and the burden of foodborne illness.

- **Environmental**

PAHO's efforts in this area ranged from risk reduction and disaster preparedness to primary environmental care, the promotion of "healthy spaces," and efforts to protect children and workers from exposure to environmental risks

- **Personal**

Activities included efforts to address the social determinants of health as well as programs and interventions addressing issues such as intrafamily and gender-based violence, stigma and homophobia, and mental health.

- **Community**

PAHO provided support for a number of initiatives to prevent violence and injuries, which are regarded as factors that have a negative impact on human development and democratic governance.

- **Political**

PAHO supported countries' efforts to strengthen social protection schemes by developing and implementing policies, laws, and programs that seek to eliminate exclusion; guarantee equitable access to goods, services, and technologies in health; and establish health as a universal human right.

- **Health**

PAHO focused in particular on control and prevention of diseases. Its efforts in this area address all the major contributors to the burden of disease in the Americas, with emphasis on diseases that disproportionately affect the poorest and most marginalized population groups.

**PAHO Governing Bodies Meetings in 2010:**

- 4<sup>th</sup> Session of the Subcommittee on Program, Budget, and Administration, March 17 to 19
- 146<sup>th</sup> Session of the Executive Committee, June 21 to 25
- 50<sup>th</sup> Directing Council, September 27 to October 1
- 147<sup>th</sup> Session of the Executive Committee, October 1

#### **4.6 PAN AMERICAN INSTITUTE OF HISTORY AND GEOGRAPHY (PAIGH)**

*Established at the Sixth International Conference of American States (Cuba, 1928), the PAIGH offers member states technical cooperation, provides training at research centers, and internationally promotes scientific publications and activities in the fields of cartography, geography, history, and geophysics. The Institute addresses the demand of the international scientific community in its task of land interpretation, with a geographical and historical analysis and a continental vision.*

The activities of the PAIGH are carried out in accordance with resolutions of the General Assembly, the Directing Council, and Meeting of Authorities, consistent with the “Pan American Agenda for the Advancement of the PAIGH 2010-2020” (Res. 4, 2009).

##### **▪ Economic Status**

The income of the PAIGH is confined to the maintenance quotas contributed by member states, which have not been modified since 1996. Accordingly the PAIGH’s income is limited. However, the Operational Fund is currently sound and the execution of the Regular Fund is relatively normal, in spite of the fact that the Institute’s income declined by 4%. Of the total quotas payable most correspond to the debt of two member countries.

##### **▪ Technical Assistance and Publications Program**

As part of the 2010 Regular Fund budget, the General Assembly (Ecuador 2009) approved a Technical Assistance Program consisting of 30 projects, the cost of which, including the counterpart contributions was US\$634,580. The production of periodical magazines and other publications was acceptable and on a par with recent years. Likewise, enrichment continued of the Bibliographic Fund, which now consists of 229,352 copies.

##### **▪ Achievements in 2010**

Multiple efforts were consolidated in the area of capacity building, technological advances, and innovations. In the interests of brevity, the following could be mentioned: the GeoSUR Program, the Pan American Advanced Studies Institute for Integration of Research on Climate Change and Hazards in the Americas (PASI), and the Cooperation Agreement with the International Federation of Surveyors (FIG).

##### **▪ GeoSUR Program**

The first geographic portal in South America was launched as another contribution by the Andean Development Corporation (CAF) and the PAIGH to the development of space data infrastructure in the Americas. In view of its success, there are plans in place to expand the program to Central America and the Caribbean.



- **Pan American Advanced Studies Institute for Integration of Research on Climate Change and Hazards in the Americas (PASI)**

One of the results of cooperation between the PAIGH and the Association of American Geographers (AAG) was the establishment of this institute in Panama. It was a direct contribution to the implementation of the priorities on the PAIGH agenda: land-use planning, natural disasters, and climate change. It has produced a proposed research agenda that will enhance expertise in the Americas on these core issues.

- **Cooperation Agreement with the International Federation of the Surveyors (FIG)**

The PAIGH concluded a cooperation agreement with the FIG, an organization that represents experts on matters regarding the value, use, and management of the Earth.

- **Meetings and Statutory Matters**

In 2010, the following statutory meetings were held:

- Seventy-third Meeting of Authorities (Mexico, June 30 to July 2);
- Seventy-fourth Meeting of Authorities (Lima, November 9);
- Forty-second Meeting of the Directing Council (Lima November 10 to 12).

- **Situation of the Haiti National Section of the PAIGH**

To the extent of its possibilities, the PAIGH provides assistance to Haiti, in particular historians and land specialists, with its recovery. The Directing Council adopted resolution 4 “Cooperation of the PAIGH with Haiti” which is in the process of implementation.

## V. ACTIVITIES OF THE SECRETARY GENERAL AND ASSISTANT SECRETARY GENERAL AWAY FROM HEADQUARTERS

### 5.1 ACTIVITIES OF THE SECRETARY GENERAL AWAY FROM HEADQUARTERS

#### January

- 1/6/2010 New Orleans, USA: Keynote speaker at the Association of American Law School 2010 Annual Meeting.
- 1/11/2010 New York, USA: United Nations high level retreat with Heads of Regional and other organizations.
- 1/14/2010 Panama City, Panama: Official Meeting with the President Mr. Ricardo Martinelli.  
San Jose, Costa Rica: Inauguration of IICA new President.
- 1/18/2010 Santo Domingo, Dominican Republic Haiti Summit organized by the Government of Dominican Republic.
- 1/24/2010 Montreal, Canada Haiti Summit organized by the Government of Canada (Port au Prince within, Private Plane).

#### February

- 2/8/2010 Quito, Ecuador: Hiati Summit organized by UNASUR.
- 2/17/2010 Mexico City, Mexico: UN regional coordination meeting on Latin America and the Caribbean.
- 2/27/2010 Montevideo, Uruguay: Presidential inauguration of President José Mujica.  
Santiago, Chile: Official mission (earthquake).

#### March

- 3/8/2010 Ottawa, Canada: 20th Anniversary at the OAS.  
Mexico City, Mexico: CITEL annual meeting.  
Santiago, Chile: Presidential inauguration.  
Rousseau, Dominica: CARICOM heads Meeting.
- 3/16/2010 Atlanta, USA: Inter-American Democratic Charter Meeting - Carter Center.

#### April

- 4/5/2010 Cartagena, Colombia: World Economic Forum on Latin America.
- 4/19/2010 Madrid, Spain: Ibero-American General Secretariat Dialogue.
- 4/25/2010 San Salvador, El Salvador: Official Travel to attend: "III Reunion del Comité Interamericano para la Eliminación de Todas las Formas de Discriminación Contra las Personas con Discapacidad" Meeting with President, H.E. Mr. Mauricio Funes, and Minister Hugo Martínez.

#### May

- 5/3/2010 Tegucigalpa, Honduras: Mission to Honduras. Installation of the "Comisión de la Verdad".
- 5/7/2010 San Jose, Costa Rica: Presidential Inauguration Costa Rica.

## June

6/3/2010 Lima, Peru: OAS General Assembly.  
6/23/2010 Rome, Italy: Intl. Conference: European Union and Latin American Relations.

## July

7/1/2010 Santo Domingo, Dominican Republic: Discussion about Honduras situation  
7/4/2010 Montego Bay, Jamaica: Summits of CARICOM.  
7/15/2010 Quito, Ecuador: Meeting with President of Ecuador Rafael Correa and his Secretary of State, Ricardo Patino.  
7/20/2010 San Salvador, El Salvador: Extraordinary Summit of the Central American Integration System, SICA.

## August

8/22/2010 San Jose, Costa Rica: Official Visit.  
Bogota, Colombia: Meetings with Colombia's President, Vice-President, Secretary of External Relations, and Members of the Congress. MAPP visit.  
Port-au-Prince, Haiti: Official Visit, working group.

## September

9/10/2010 Mexico City, Mexico: FLACSO Conference, Bicentenary of Mexico's Independence.  
Santiago, Chile: Bicentenary of Chile's Independence.  
Asuncion, Paraguay: Meeting with MERCOSUR Ambassadors. Cooperative agreement signed between the Government of Paraguay and the OAS.  
9/20/2010 New York, USA: United Nations General Assembly.

## October

10/11/2010 Mexico City, Mexico: Latin American Democracy Forum.  
10/25/2010 Paris, France; Vienna, Austria; Stockholm, Sweden: Visit to OSCE and European Governments.

## November

11/5/2010 San Jose, Costa Rica. Managua, Nicaragua: Costa Rica - Nicaragua Border Differendum  
11/15/2010 Atlanta, USA: The Americas Competitiveness Forum IV  
11/16/2010 Santo Domingo, Dominican Republic: II Meeting of Ministers and High Authorities of Sustainable Development in the field of CIDI  
11/19/2010 La Paz and Santa Cruz, Bolivia. Santiago, Chile: IX Conference of Ministers of Defense of the Americas

## December

12/3/2010 Mar del Plata, Argentina XX Latin American Summits, Mar del Plata 2010  
12/16/2010 San Pedro, Belize Official Visit to San Pedro Belize

## 5.2 ACTIVITIES OF THE ASSISTANT SECRETARY GENERAL AWAY FROM HEADQUARTERS

### January

24/01/2010 Montreal, Canada: Ministerial Preparatory Conference on Haiti  
27/01/2010 Dominican Republic and Haiti: Special Mission to the Dominican Republic/Haiti following the January 12 earthquake in Haiti

### February

10/02/2010 Panama City, Panama: Official visit  
11/02/2010 San Salvador, El Salvador: Official visit  
21/02/2010 Cancun, Mexico: Summit on Latin American and Caribbean Unity  
24/02/2010 New York, NY: Signing of a Memorandum of Understanding between the United Nations Office on Drugs and Crime (UNODC) and the OAS  
25/02/2010 Brasilia, Brazil: Eighth Meeting of Ministers of Justice or Other Ministers or Attorneys General of the Americas

### March

06/03/2010 Brasilia, Brazil: Official visit  
11/03/2010 Roseau, Dominica: Intersessional Meeting of CARICOM  
16/03/2010 Santo Domingo, Dominican Republic: Preparatory Meeting for the Haiti Donors' Conference  
29/03/2010 New York, NY: International Donors' Conference towards a New Future for Haiti

### April

08/04/2010 Port-au-Prince, Haiti: OAS Mission to Haiti  
10/04/2010 Bogotá, Colombia: Young Americas Business Trust Conference “Youth advancement opportunities: Entrepreneurship, innovation and sustainability”  
12/04/2010 Paramaribo, Suriname: Mission to Suriname  
22/04/2010 Brasilia, Brazil: Seminar “Key topic: Emerging global governance structures” and Brazil-CARICOM Summit

### May

05/05/2010 Panama City, Panama: Stimson Center Panama Workshop, “The Next 100 Projects: Responding to UN Security Council Resolution 1540 with Development and Capacity-Building Assistance in Central America”  
10/05/2010 Port-au-Prince, Haiti: Meeting of the Working Group on the Elections in Haiti  
24/05/2010 Paramaribo, Suriname: Electoral Observation Mission

## June

21/06/2010 Montego Bay, Jamaica: Fifth Caribbean Environment Forum

## July

04/07/2010 Montego Bay, Jamaica: Meeting of CARICOM Heads of Government  
07/07/2010 Cali, Colombia: Second Meeting of Ministers and High Authorities of Social Development within the Framework of CIDI

## August

07/08/2010 Bogotá, Colombia: Swearing-in of the President of Colombia  
15/08/2010 Paramaribo, Suriname: Swearing-in of the President of Suriname  
25/08/2010 San Salvador, El Salvador: Preliminary visit in preparation for the forty-first regular session of the General Assembly

## September

01/09/2010 Kingston, Jamaica: Regional consultation of interested parties on model legislation on financing of political parties and campaigns  
21/09/2010 New York, New York: UN General Assembly  
26/09/2010 Saint George's, Grenada: Best Practices on Civil Registration: Promoting Social Inclusion

## October

11/10/2010 Guatemala City, Guatemala: International Donors' Conference for the Reconstruction of Guatemala  
16/10/2010 Fort Lauderdale, Florida: Heroes of the Hemisphere, PADF  
28/10/2010 Port of Spain, Trinidad and Tobago: Official visit  
29/10/2010 Paramaribo, Suriname: Official visit

## November

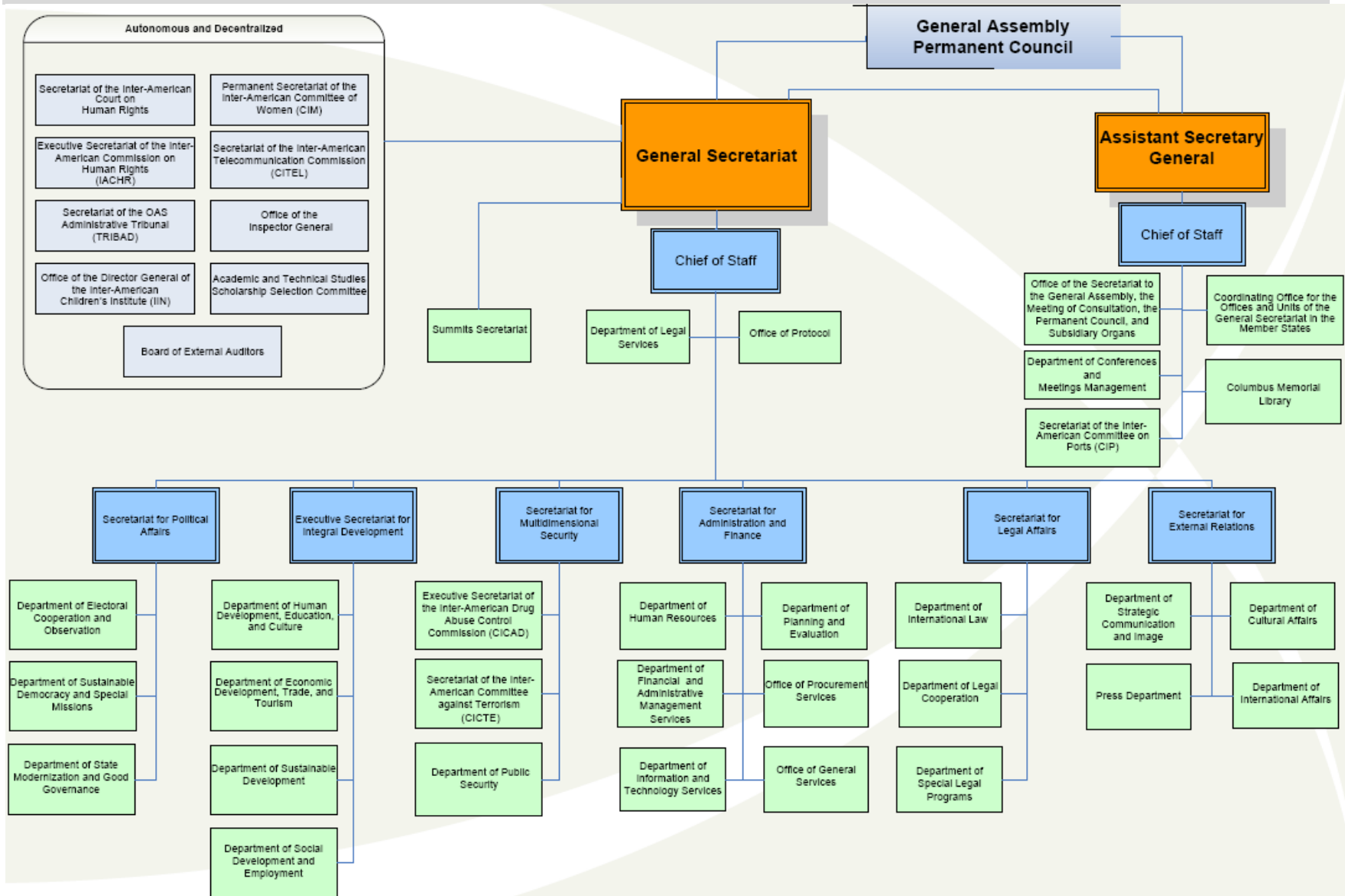
02/11/2010 Bridgetown, Barbados: Funeral of the Prime Minister, David Thompson  
03/11/2010 Québec City, Canada: Official visit  
04/11/2010 Ottawa, Canada: Official visit  
13/11/2010 Atlanta, Georgia: Third Meeting of the Americas Competitiveness Authorities and Councils  
16/11/2010 Santo Domingo, Dominican Republic: Inter-American Meeting of Ministers and High-Level Authorities on Sustainable Development within the Framework of CIDI

## December

01/12/2010 Miami, Florida: CCAA Meeting

# APPENDICES

## APPENDIX A: ORGANIGRAM



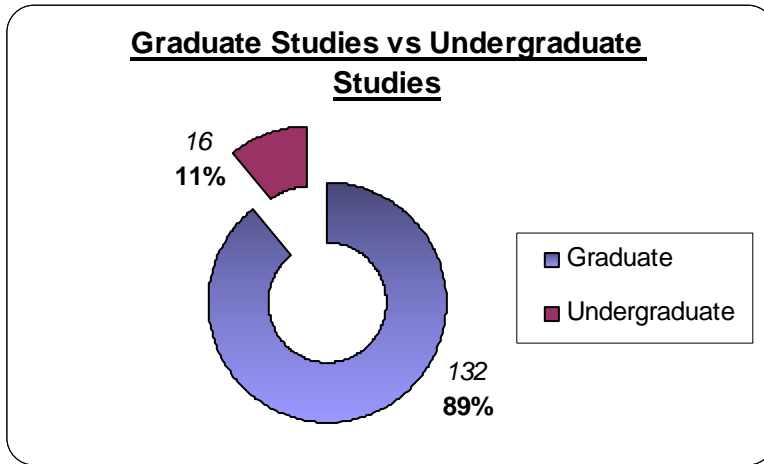
**APPENDIX B: OAS ACADEMIC SCHOLARSHIP AND TRAINING PROGRAMS**

**2010-2011 Academic Scholarship Cycle Statistics As of January 26<sup>th</sup> 2011**

NOTE: The statistics for 2010-2011 reflect the total number of OAS Academic Scholarships grantees. Owing to pending placements, the final number of 2010-2011 Scholarship Recipients will change.

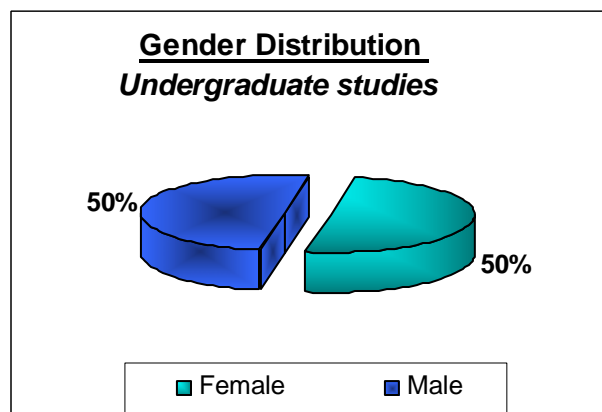
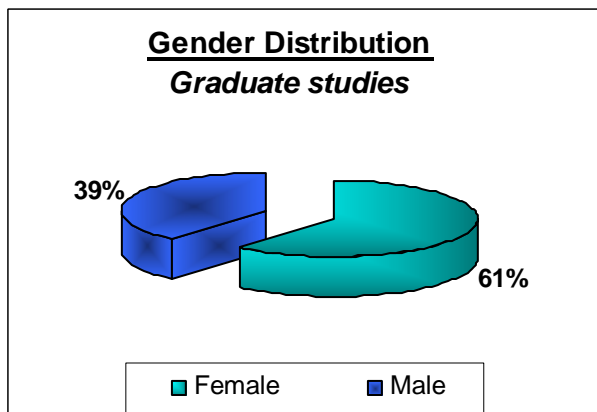
▪ **Number of Scholarships**

	<b>GRADUATE</b>	<b>UNDERGRADUATE</b>
<b>Total Awardees</b>	<b>132</b>	<b>16</b>



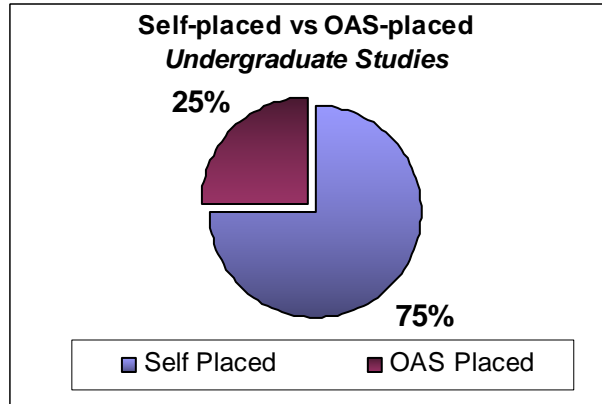
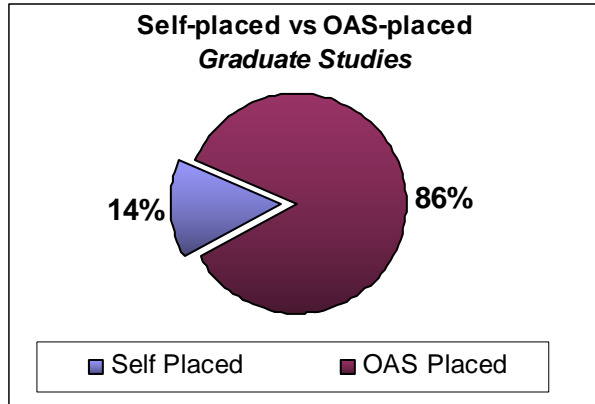
▪ **Gender distribution**

	<b>GRADUATE</b>	<b>UNDERGRADUATE</b>
<b>Female</b>	81	8
<b>Male</b>	51	8



- Placement distribution

	GRADUATE	UNDERGRADUATE
Self Placed	19	12
Placed by the OAS	113	4



\* Placement status up to January 26, 2011:

**Graduate grantees:**

	Placement Completed	Pending for Placement
Self-placed	19	0
DHD placement units	113	11
LASPAU	0	0
<b>Total cases completed</b>		<b>121</b>
<b>Total pending cases</b>		<b>11</b>

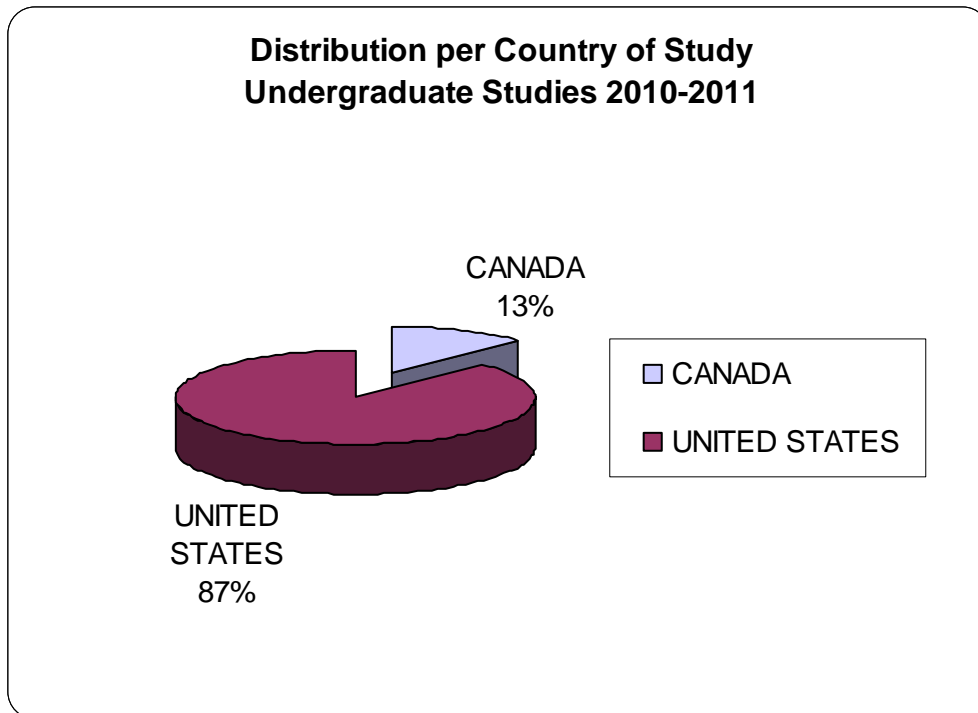
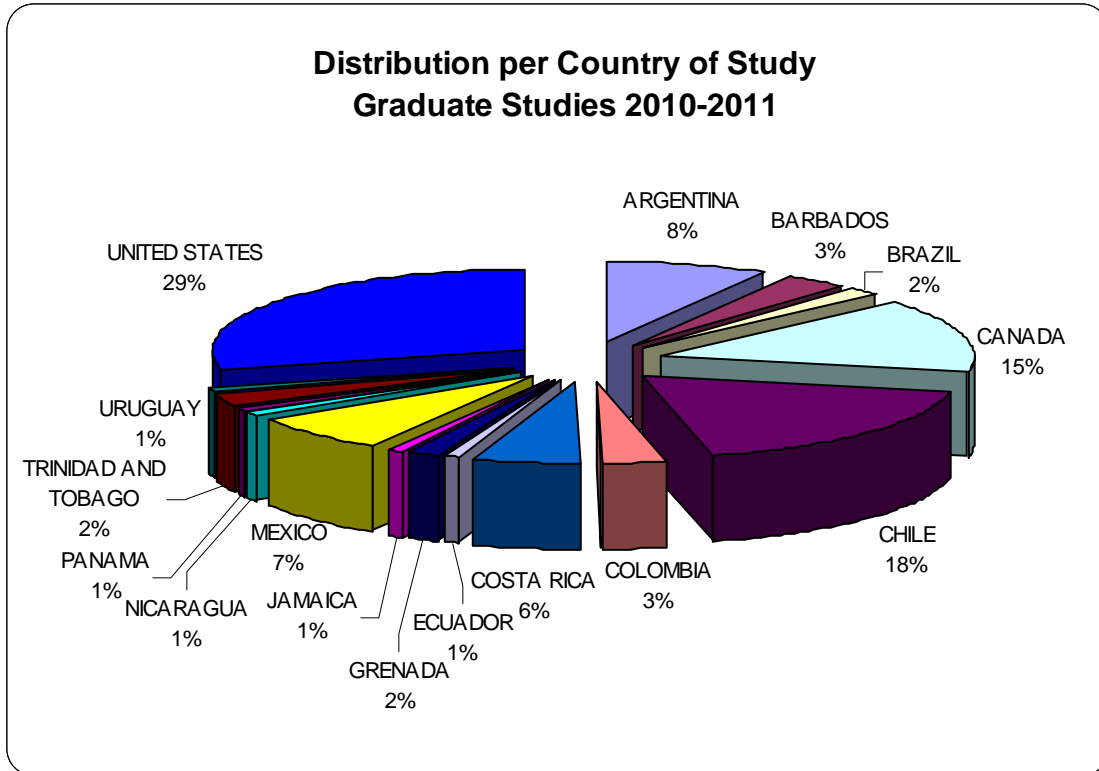
**Undergraduate grantees:**

	Placement Completed	Pending for Placement
Self Placed	12	0
DHD placement units	4	0
LASPAU	0	0
<b>Total cases completed</b>		<b>16</b>
<b>Total pending cases</b>		<b>0</b>



- **Distribution per country of study**

For these charts, only students that have received and accepted contracts have been considered (Graduate: 121, Undergraduate: 16).



## APPENDIX C: FINANCIAL STATEMENT

Table 1

### Combining Statement of Assets, Liabilities and Fund Balance

As of December 31, 2010 with comparative totals for 2009

(Preliminary and unaudited)

(in thousands of USD)

	Regular Fund	FEMCIDI	Specific Funds	Service Funds <sup>(A)</sup>	Combined	
					2010	2009
<b>ASSETS</b>						
Cash and Equity in OAS Treasury Fund	2,971	7,741	95,331	8,366	114,409	122,803
Deferred charges related to future year's appropriations <b>(B)</b>	5,914	-	-	-	5,914	5,996
Due from tax equalization	-	-	-	-	-	6,990
Advances to employees and other receivables	704	-	-	61	765	692
Investment in fixed asset fund	54,306	-	-	-	54,306	54,509
Total Assets	63,895	7,741	95,331	8,427	175,394	190,990
<b>LIABILITIES AND FUND BALANCE</b>						
Unliquidated obligations	2,049	1,528	12,410	1,940	17,927	20,108
Quotas / Pledges collected in advance	19	-	-	-	19	180
Amounts to be charged to future year's appropriations <b>(B)</b>	5,914	-	-	-	5,914	5,996
Due to Regular Fund	-	-	-	-	-	6,990
Accounts payable and other liabilities	743	34	1,092	222	2,091	1,516
Reserve for payroll terminations	818	-	-	2,469	3,287	2,379
Demand notes payable	22,290	-	-	-	22,290	22,730
Total liabilities	31,833	1,562	13,502	4,631	51,528	59,899
<b>FUND BALANCES</b>						
Restricted for fellowships	25	-	-	-	25	25
Financing for 2010 Regular Fund per AG/RES. 1 (XXXVIII-E/09)	-	-	-	-	-	6,749
Unrestricted reserve subfund	21	-	-	-	21	405
Fund balance	-	6,179	81,829	3,796	91,804	92,133
Total fund balance	46	6,179	81,829	3,796	91,850	99,312
Restricted for fixed assets	32,016	-	-	-	32,016	31,779
<b>Total liabilities and fund balance</b>	<b>63,895</b>	<b>7,741</b>	<b>95,331</b>	<b>8,427</b>	<b>175,394</b>	<b>190,990</b>

(A) Includes tax equalization account.

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

Table 2

**Combining Statement of Changes in Fund Balance**

For the period ended December 31, 2010 with comparative totals for 2009

(Preliminary and unaudited)

(in thousands of USD)

	Regular Fund	FEMCIDI	Specific Funds	Service Funds <sup>(A)</sup>	Elimination of Interfund Transactions	Combined	
						2010	2009
<b>Increases</b>							
Quota & pledge receipts	78,149	1,417	-	-	(157)	79,409	81,828
Less: prompt payment credits	(470)	-	-	-	-	(470)	(443)
Contributions	-	-	68,635	28	-	68,663	73,094
Tax reimbursement	-	-	-	15,112	-	15,112	3,635
Transfers	-	101	1,146	5,176	(6,113)	310	157
Interest income	452	262	2,742	94	-	3,550	2,947
Administrative and technical support	3,149	-	-	9,854	(12,906)	97	-
Rental	500	-	-	1,487	-	1,987	1,810
Americas magazine subscriptions	213	-	-	-	-	213	228
Other income & refunds	1,650	45	1,299	2,994	(2,690)	3,298	3,753
Total increases	83,643	1,825	73,822	34,745	(21,866)	172,169	167,009
<b>Decreases</b>							
Expenditures & obligations	90,125	4,710	69,589 <sup>(B)</sup>	15,753 <sup>(B)</sup>	(15,002)	165,175	162,106
Tax reimbursement	-	-	-	8,268	-	8,268	6,558
Transfers	200	-	3,118	2,752	(4,468)	1,602	1,404
Transfers related to prior year transactions	-	-	1,586	810	(2,396)	-	-
Returns to donors	-	-	4,135	-	-	4,135	3,058
FONDEM grants	177	-	-	-	-	177	65
Americas magazine	274	-	-	-	-	274	169
Total decreases	90,776	4,710	78,428	27,583	(21,866)	179,631	173,360
<b>Net increase (decrease) during period</b>	<b>(7,133)</b>	<b>(2,885)</b>	<b>(4,606)</b>	<b>7,162</b>	<b>-</b>	<b>(7,462)</b>	<b>(6,351)</b>
<b>Fund balances, beginning of period</b>	<b>7,179</b>	<b>9,064</b>	<b>86,435</b>	<b>(3,366)</b>	<b>-</b>	<b>99,312</b>	<b>105,663</b>
<b>Fund balances, end of period</b>	<b>46</b>	<b>6,179</b>	<b>81,829</b>	<b>3,796</b>	<b>-</b>	<b>91,850</b>	<b>99,312</b>

(A) Includes tax equalization account.

(B) Net execution, comprised of 2010 expenditures plus 2010 Unliquidated Obligations less carryover obligations.

**REGULAR FUND EXPENSES AND OBLIGATIONS PER CHAPTER**  
**For the period ended December 31, 2010**  
**(in thousands of US\$)**

	<b>2010</b>	<b>2009</b>
Secretary General	\$ 4,498.71	\$ 4,676.58
Assistant Secretary General	17,089.92	17,208.71
Autonomous and/or Decentralized Entities	11,383.79	11,147.71
Secretariat for Legal Affairs	2,902.17	2,784.76
Secretariat for Multidimensional Security	4,234.16	4,543.20
Secretariat for Political Affairs	4,379.64	4,265.10
Executive Secretariat for Integral Development	14,590.15	16,253.83
Secretariat for External Relations	5,137.81	5,269.03
Secretariat for Administration and Finance	11,240.70	11,056.98
Basic Infrastructure and Common Costs	14,667.95	12,887.72
Fellowships	-	202.70
<b>TOTAL</b>	<b>\$ 90,125.00</b>	<b>\$ 90,296.32</b>

## PROGRAM-BUDGET: EXECUTION

