# TABLE OF CONTENTS

**EXECUTIVE SUMMARY** ................................................................................................................................. 1

**INTRODUCTION** ................................................................................................................................................ 3

**ORIGIN AND CURRENT STATUS OF THE IADB** ............................................................................................ 3

A. ORIGIN AND NATURE ............................................................................................................................................. 3
B. PURPOSE ............................................................................................................................................................... 3
C. FUNCTIONS ........................................................................................................................................................... 3
D. MEMBER STATES AND PERMANENT OBSERVERS .............................................................................................. 4
E. CURRENT STATUS OF THE IADB .......................................................................................................................... 5
F. STRATEGIC OBJECTIVES APPROVED BY THE COUNCIL OF DELEGATES FOR THE IADB FOR 2011/2016 ................. 8
G. ORGANIZATIONAL STRUCTURE OF THE IADB ............................................................................................... 10

**IADB ACTIVITIES IN 2013** ............................................................................................................................... 11

A. COUNCIL OF DELEGATES .................................................................................................................................... 11
B. OFFICE OF THE CHAIRMAN OF THE COUNCIL OF DELEGATES ....................................................................... 13
C. SECRETARIAT ...................................................................................................................................................... 15
   1. Sub-Secretariat for Advisory Services .............................................................................................................. 15
   2. Subsecretariat for Administrative Services and Conferences ........................................................................... 33
D. INTER-AMERICAN DEFENSE COLLEGE ............................................................................................................ 34
   1. Background .................................................................................................................................................. 34
   2. Elected Leaders ........................................................................................................................................... 35
   3. Academic Summary ...................................................................................................................................... 36
   4. Seminars ..................................................................................................................................................... 36
   5. IADC Academic Research Program ............................................................................................................... 37
   6. Updating the Academic Program ..................................................................................................................... 38
   7. IADC Associates ....................................................................................................................................... 38

**CONCLUSIONS** .................................................................................................................................................. 39

**ATTACHMENT 1** ............................................................................................................................................... 41
The Inter-American Defense Board (IADB) continued providing technical and educational advice and consultancy services on matters related to military and defense issues in the Hemisphere during 2013, and thus, contributing to meet the provisions of the Charter of the Organization of American States (OAS).

Pursuant to the standing rules, recent agreements and internal planning, the work of the IADB has focused on responding to OAS programs, seeking to establish military cooperation connections, strengthen civil-military relations and strengthening the academic program of the Inter-American Defense College (IADC).

Consistent with these assumptions, all tasks and functions executed were guided by the references contained in the regulations; and those resulting from the analysis of the Resolutions of the General Assembly in Guatemala (AG/RES 2809, XLIII-0/13) which was carried out to identify new challenges and opportunities for work; guided also by the references described in the Strategic Plan, which is the official document that defines the general and specific goals and objectives. All these documents, as a whole, were the guidelines for developing and implementing the Annual Work Plan of the various bodies of the IADB.

As a result, the Council of Delegates adopted the goals set by each entity through the Committee on Goals and Objectives for 2013-2014, confirming work initiatives and the ongoing work of internal planning by the Inter-American Defense Board, In turn, guidelines were issued to encourage and support cooperating with all the applicable entities.

The IADB, in 2013, held working meetings with various officials from different organizations, such as: the Secretary General, Deputy Secretary General, the President of the Committee on Hemispheric Security, the Secretary for Multidimensional Security, the Secretary of Administrative Affairs, with ambassadors from several countries of the OAS, ministers and deputy ministers of defense or public security, as well as high level defense and police officials and officers from various countries. At the same time, the IADB hosted visits from high level individuals and authorities in the Americas.

Increasing cooperation and interaction efforts have continued and several joint activities were carried out with the Conference of Defense Ministers of the Americas (CDMA), the Conference of Central American Armed Forces (CFAC), the Caribbean Community (CARICOM), the South American Defense Council (CDS), the Inter-American Naval Conference (CNI), the Conference of American Armies (CAA) and the System of Cooperation among the American Air Forces (SICOFAA).

The IADB has continued working towards finding the most favorable way to compile the protocols used to destroy unsafe munitions stockpiles. One of the initiatives in this area was the
seminar held on “Techniques and Experience in the Management and Destruction of Stockpile of Weapons”.

Two other conferences were the “Armed Forces Symposium and Public Participation in Security and Development Tasks” which was held in the auditorium of the IADC; and the Third Humanitarian Assistance Exercise (AH III) which was held at the Casa del Soldado.

Other relevant activities related to the technical advisory services were the studies on national defense doctrine and policies related to white papers, including drafting these documents, and analyzing other measures that could be implemented as a Confidence and Security Building Measure (CSBM).

Additionally, the IADB has been constantly monitoring the various natural phenomena in the hemisphere, to follow up on humanitarian assistance actions by the various armed forces that provide support to affected countries, and to assist by providing information in a timely manner. In keeping with these efforts, the First Inter-American Logistics Conference (CIlog) was held to provide the tools and decision making elements for assistance and relief in case of these events.

A decision was made to end MARMINAS, and so planning efforts were begun to schedule closing ceremonies for January 2014 in both countries.

The IADC, meanwhile, continues to offer an excellent academic program and is working steadily towards achieving the accreditation in order to offer a Master’s degree to its graduates. In 2013, the IADC offered seminars that focused on Human Rights/International Humanitarian Law, Complex Emergencies and Large Scale Disasters, and Peacekeeping Operations. These seminars included presentations by a diverse group of distinguished experts providing a forum for vigorous academic dialogue on topics of current importance to the OAS.

The process to obtain the IADC’s accreditation began with the application for a license through the District of Columbia’s “Education Licensure Commission” followed by drafting the internal documents and processes required to achieve the accreditation from the “AccREDITING COUNCIL for INDEPENDENT COLLEGES and SCHOOLS” (ACICS). Successful completion is expected from these efforts leading to the authorization to issue a Master Degree to the members of IADC Class 54 that meet the requirements of the academic program.

All the foregoing has enabled progress on various topics of hemispheric interest, improved interaction with various agencies through a fluid work with the Committee on Hemispheric Security (CHS), the Secretariat for Multidimensional Security (SMS) and other agencies of the OAS, that respond to ongoing planning efforts, the requirements of the OAS, and requests from Member States and from organizations with similar nature and goals to the Inter-American Defense Board.
INTRODUCTION

This Annual Report is published pursuant to the provisions of the OAS Charter and the Statutes of the IADB and comprises the January to December 2013 period. The contents of the report meet the standards set by the OAS General Assembly in its resolution AG/RES. 1452 (XXVII-0/97) for preparing annual reports on the activities of the organs, bodies, and entities of the organization.

ORIGIN AND CURRENT STATUS OF THE IADB

A. Origin and Nature

The IADB was created in 1942 to study and recommend measures for the defense of the hemisphere. In 2006, the IADB became an entity of the OAS, established as provided in the last paragraph of OAS Charter, Article 53.

B. Purpose

The purpose of the IADB is to provide the OAS and its member states, advisory services to help ensure compliance with the Charter of the OAS.

To fulfill its purpose, the IADB takes into account the needs of Small States, whose vulnerability is greater in the face of traditional and new threats, concerns, and other challenges.

The tasks of the IADB are derived from resolutions and directives from the General Assembly and from the Consultation Meeting of Ministers of Foreign Affairs of the OAS, and are applicable to all its components organs.

C. Functions

To provide technical and educational advice and consultancy services on matters related to military and defense issues to the entities of the OAS, the offices of the General Secretariat and Member States, upon request. The content of these requests must be conveyed to the Permanent Council through the Committee on Hemispheric Security (CHS). The CHS must also be notified of the results of the advisory services provided. The following tasks are identified for these specific functions:

1) Encourage comprehensive actions against mines;
2) Carry out studies and analysis regarding management, security and destruction of stockpiles of weapons;

3) Develop national defense doctrine and policy studies (white papers);

4) Keep the inventory of the Confidence and Security Building Measures in the Hemisphere and of other regions updated;

5) Conduct studies and analysis of documents on matters within the competence of the IADB;

6) Develop transparency and confidence and security building measures in the Hemisphere;

7) Plan and implement disaster relief and humanitarian assistance activities and search and rescue topics;

8) Encourage interaction and cooperation among civilian officials and high level officials from OAS Member States on military and defense matters.

9) Provide officers and civilian officials of the OAS Member States advanced academic courses on military and defense related matters, the Inter-American System and related disciplines through the IADC, contributing by training the staff that participates in these courses and contributing to the various studies carried out at the IADB.

D. Member States and Permanent Observers

The following 27 Members States of the OAS are members of the IADB: Antigua and Barbuda, Argentina, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Dominican Republic, Surinam, Trinidad and Tobago, Uruguay, the United States of America and Venezuela.

The following 7 OAS Member States are not members of the IADB: Bahamas, Costa Rica, Dominica, Grenada, St. Kitts and Nevis, St. Vincent, St. Lucia and the Grenadines.

The following are the Permanent Observers of the IADB: Spain, China, Denmark, Holland and France.

The members bring their own staff along with their delegations, and also contribute to the staff of the IADB, to the faculty of the IADC, and with academic advisors and students to the various courses offered at the IADC.
In September, Haiti became a member of the Council of Delegates of the IADB, and throughout 2013, the IADB has continued working towards integrating more Member States, and this initiative will continue over the coming years.

E. Current Status of the IADB

In 2013, the IADB commemorated 71 years of facing challenges and opportunities entrusted to it by the Organization it serves and by its member states. It is thus encouraged to continue developing relevant support and cooperation functions to countries in the hemisphere. The milestone, that undoubtedly and significantly marked the way to analyze the past, the present, and develop a plan for the future, is the strategic vision of the current Secretary General of the OAS. This vision emphasizes improving efficiency in the actions of its organs by developing work that is inherent to the discussion on hemispheric concerns, which is the essence of the organization.

The Inter-American Defense Board, as part and parcel of the OAS, and that takes into account the provisions of the 43rd General Assembly of the OAS in Guatemala AG/RES 2809 (XLIII-O/13), in 2013, continued developing initiatives and actions to fulfill the assigned tasks with a proactive spirit, offering technical advisory services and proposals for cooperation in the interaction with the OAS, the Ministries of Defense and the Armed Forces of the Member States, as well as with the Conferences of the Armed Forces and related institutions.

As part of its understanding of the above-mentioned mandate, is the personnel contribution made by the member states. This contribution has remained constant this year, with the countries nominating highly qualified military officers and civilian officials to positions in the Delegations of the Member States, to the elected leadership, to the staff, as advisors, faculty and students.

Since the beginning of this year, two officers were assigned the mission of establishing a permanent liaison office of the IADB at the OAS. The work of these officers continues and has facilitated coordinating and complementing the work of the Liaison Officers from Secretariat and has strengthened the interaction and contact between the two organizations and work has become more effective and timely. Standing out in this area is the participation of the IADB in sessions and in regular working meetings of the Committee on Hemispheric Security, the Secretariat for Multidimensional Security (SMS) and of other OAS bodies according to the applicable agenda.

Monitoring the various natural disasters in the hemisphere has also continued through the Center of Analysis and Information Management (CAMI). The purpose is to monitor humanitarian assistance activities by the various armed forces that provide support to affected countries, and to provide timely information to the civilian and military actors regarding the actions taken to help the area affected by the disasters.

As part of its ongoing work, the IADB has continued looking for the most favorable way to compile the protocols used to destroy unsafe munitions stockpiles. This work has contributed to the growth of the database, identifying the Member States that have draft documents, or a
body of lessons learned, activities related to the destruction of obsolete or unsafe arsenals and ammunition stockpiles, and identifies the institution in charge of its management.

Other relevant activities under the technical advisory services were the studies on national defense doctrine and policies related to White Papers, the drafting of these documents, plus the analysis of other measures to be implemented within the CSBMs.

Significant achievements and progress have helped to improve the missions assigned in OAS mandates, in keeping with the IADB’s Statutes. Among these, the presentation by the Chairman of the Council of Delegates to the Committee on Hemispheric Security, in December 2013, stands out when he presented the Annual Work Plan for 2013/2014. The Work Plan was well received by the members of the CHS, showing clear signs of substantial improvement in the interaction with the OAS, and also the rapprochement to related agencies and member countries, where the following activities stand out:

1) The Chairman of the Council of Delegates, representing the IADB, held several working meetings with various officials from different organizations, such as: the Secretary General, Deputy Secretary General, the Chairman of the Committee on Hemispheric Security, the Secretary for Multidimensional Security, the Secretary of Administrative Affairs, with ambassadors from several countries of the OAS, ministers and deputy ministers of defense or public security, as well as high level officers of defense and police from various countries. At the same time, he hosted visits from high level individuals and authorities in the Americas.

2) In January 2013, the Conference of American Armies (CAA) submitted the CAA Operating Procedures Guide for Disaster Assistance to strengthen the legal framework, policies, procedures, experiences and lessons learned within the context of the CAA on the matter.

3) On February 28, 2013, the OAS with assistance from the IADB, organized the V Forum on the Confidence and Security Building Measures.

4) Similarly in 2013, the IADB followed up and monitored the hemisphere for activities related to management, administration, securing and destruction of weapons stockpiles. To complement the above, on March 20, 2013, the IADB conducted a seminar on “Techniques and Experiences in the Management and Destruction of Stockpiles of Weapons”.

5) From April 10 to 12, the Third Humanitarian Assistance (HA III) exercise was carried out at the Casa del Soldado.

6) In May, the decision to conclude the work in MARMINAS was made, pursuant to the provisions of the AICMA Program. Planning ensued for closing ceremonies to be held in Peru and Ecuador which are scheduled for January 2014, with the presence of the IADB.
7) As to GMI-Colombia, during this period, progress was made regarding the efforts being made to continue the program in light of the current financial situation of the OAS. The information known in Washington is being updated and it adjusts to reality allowing adjustments to be made that favor the interests of the IADB and the OAS member countries.

8) From May 21 to 22, the “The Armed Forces Symposium and their Participation in Security and Development Tasks” was held at the Inter-American Defense College’s auditorium.

9) The IADB participated in the “Improvised Explosive Devices and Mines” workshop from May 27 to 31, in Bogota, Colombia.

10) In 2013, the IADB assisted Paraguay in developing their Defense White Paper, which was published in June of that same year.

11) From July 23 to 25, 2013, the Second “Communications Exercise CAA-2013” was held with the participation of the CAA member countries, observer organizations and the active participation of the General Secretariat of the IADB.

12) From August 26 to 30, 2013, the Director General of the IADB attended the “Specialized Inter-American Naval Conference on Interoperability” together with CMG Noriaki. The topic of the conference was: “Interoperability among the American Navies working towards maritime security and maritime situational awareness.”

13) The IADB participated in the SICOFAA’s X Committee, held in the city of Salvador, Brazil, from September 23 to 27, 2013, to design the IPC (Initial Plan Conference) of the “Third Cooperation Exercise” that will take place in Peru between April and May 2014.

14) On September 25 and 26, 2013, the IADB attended the meetings held by the working group tasked with organizing the “Fourth Meeting of Ministers of Public Security of the Americas, MISPA IV” which was held on November 21 to 22, 2013.

15) From October 7 to 11, 2013, the Director General of the IADB attended the “Tenth Inter-American Specialized Naval Intelligence Conference”. The topic of the conference was: “Employment of Naval Intelligence in support of naval operations against transnational organized crime, to counteract its effects on regional maritime domain.”

16) On October 18, 2013, the Chairman of the Council of Delegates met with the Vice Minister of Defense for Policy and the Director General for Foreign Affairs, of the Ministry of Defense of Peru, to speak of the support that the IADB provided to the Pro-Tempore Secretariat of the XI CMDA.
17) The first Inter-American Logistics Conference (CILog) was held from October 21 to 25, 2013 in the city of Washington, D.C.

18) From October 21 to 25, 2013, the Chairman of the Council of Delegates participated in the “Thirtieth Conference of American Armies” in Mexico City.

19) From November 26 to 27, the “First Inter-American Military Organizations Meeting (IADB-CAA-CNI-SICOFAA)” was held to review the existing mechanisms for interaction between Inter-American Military Organizations and the IADB.

20) The IADB received Memo No. 155/2013 from the Permanent Mission of the Republic of Trinidad and Tobago to the OAS, representing the member countries of CARICOM, requesting a study of the potential strategy components of a cyber defense strategy for the region.

21) The integration of civilians to several activities of the IADB has continued, and it has included OAS staff, diplomats, academics, special guests and members of delegations that actively participate in working groups, plenary sessions of the Council of Delegates, and as presenters, experts in seminars and outreach activities.

22) Another highlight is the academic program and outreach activities of the Inter-American Defense College, which meet the challenges and dynamics of multidimensional security, offering students a unique academic content, wherein the approaches adopted are observed by different countries when fighting the scourges affecting hemispheric defense and security.

23) The budget cut imposed by the OAS in 2013 caused significant operating restrictions in complying with the many activities and missions that are assigned by mandate. In spite of this situation having a significant impact, the spirit of the members of this organization has remained high in trying to satisfy the requirements set forth in the Statutes and Resolutions of the OAS, looking to mitigate as much as possible, the effects and consequences on the functions of the IADB.

24) Pursuant to the proposed scenario, planning for the 2014-2015 cycle has created a work-study geared towards proposing alternatives for potential changes to the internal structure of the IADB, as a way to self-assess the administration, optimizing and maximizing the potential and available human capital and financial resources allocated in the most efficient and rational manner. All of the above, in order to design for future work according to available resources and means.

F. Strategic Objectives approved by the Council of Delegates for the IADB for 2011/2016

The approval of the IADB strategic plan for 2011-2016 obtained last year, helped to define the goals, priorities and objectives of the actions to be achieved in the short, medium
and/or long term. The plan cycle would adjust in terms of establishing tasks and missions together with the Resolutions from the General Assembly of the OAS in Guatemala. The process was organized in a more functional manner, allowing for the timely identification of OAS priorities and integrating them with the assessment and formulation of tasks contained in the IADB’s Annual Work Plan to be submitted to the CHS in September 2013.

As a working rule, guidelines and future projections were established to proactively define and prioritize collective tasks, while providing high quality services in a harmonious and integrated manner, with value added by each entity, seeking to maintain the values, attributes and to maximize the strengths and capacities that identify this organization, where all of this seeks to consolidate the role of the IADB as an entity of the OAS.

From a general perspective, the three strategic objectives approved and included in the plan, mention proactivity, timeliness and efficiency of technical, consulting and education services that the IADB can provide. The foregoing is included in the studies and technical assistance provided and in the academic results of the IADC.

Specifically, the initiative to consolidate the position of the IADB has continued, in that, pursuant to the formulated vision, it aims to fulfill its mission projecting outwards and receiving international recognition as a multilateral organization for advisory and educational services and technical coordination of excellence in military and defense affairs of the OAS.

As it has been mentioned, one of the relevant aspects for the IADB has been the position achieved, as a result of the planned and executed activities carried out during the year, both within the scope of the CMDA and in the relationship with organizations of similar nature. With this established purpose, the IADB has actively participated in regional and international defense forums, consistent with the Guatemala Resolution, which designs strategic planning and takes into account the available resolutions and regulations to develop various initiatives that aim at consolidating various cooperation working mechanisms and procedures with these institutions. In this area of work, the Council of Delegates, by way of its resolutions, obtained consensus and agreed on the implementation of various functions designed to support the work of the CMDA, the conferences of the Armed Forces, sub-regional organizations and of other related organizations in addition to the OAS. As it was mentioned, it is estimated that significant progress has been made towards the rapprochement with each of these organizations, achieving the purposes defined in the annual planning and in the long-term planning.
G. Organizational Structure of the IADB

The Inter-American Defense Board (IADB) is organized according to the following structure:

SSA: Sub-Secretariat for Advisory Services
SSAC: Sub-Secretariat for Administrative and Conference Services
A. Council of Delegates

In 2013, the Council of Delegates held meetings, during which projects were approved by majorities, which in turn were the result of propositions and other initiatives that resulted from the work by the special committees created for each case. In addition, informal Council meetings were held pursuant to the rules of the IADB to improve opportunities for discussion on matters of interest among the representatives of the Member States and to inform the decision making process that takes place during the plenary sessions.

The Council of Delegates has the power to and agreed to set up committees, subcommittees and working groups to monitor, analyze and assess the implementation of projects and activities of the IADB, among which are: Committee on Goals and Objectives, Budget Committee, Inter-American Defense College Committee; Committee on Hemispheric Defense and multidisciplinary working groups to prepare advisory papers.

To adjust the internal planning process, the Council of Delegates approved creating the Committee on Goals and Objectives in August 2013, to reviewing the planning and the objectives achieved, assess the Annual Work Plan (2013 -2014) from the Office of the Chairman, the Secretariat and the IADC, that applies to the Strategic Plan, and submit, for the approval of the IADB, the adjustments and/or general guidelines that address the short tem goals and objectives of the IADB to include in the annual planning cycle for 2013-2014. The above, having the conclusions and recommendations of the Chairman of the Council of Delegates as a basis and as a benchmark, for the explicit and implicit tasks derived from the analysis of the declarations and resolutions adopted by the 43rd General Assembly of the OAS (Guatemala, 2013).

Consistent with the above, the proposed IADB Annual Plan for 2013-2014, submitted to the CHS in September 2013, was approved.

As part of the functions of analyzing and approving the budget and oversee the implementation of the budget resources (Art. 11 paragraphs b, c, d and f of the IADB Statutes), the Annual Expenses Program of the IADB was approved in December 2013, with the Budget Allocation Plan for 2014, prepared by the Budget Committee, and was subsequently submitted to the OAS when the period began, so the funds could be distributed from the Budget Program, which was cut as per the figures mentioned before. In the same vein, as to the work mentioned, in February 2013, the Council of Delegates approved the execution of FY 2012.

To conclude this series of budget planning events and future projections, at the beginning of the year, the allocation of investments and the Budget Proposal for 2014 was approved.

The efforts made by the Council of Delegates to contribute to the review of the roles of the IADB within the context of the strategic vision of the OAS must be mentioned.
In the context of the electoral processes, the elections for the Office of Chairman of the Council of Delegates for the period from 1 July 2014 to 30 June 2015 was held in October and General Division Werther Araya Menghini was reelected.

In November 2013, General de Brigada Arturo Coronel Flores stepped down as Head of Delegation of Mexico, and so did Colonel Adam Suazo, Head of Delegation of Honduras. In December 2013, General de Brigada Alberto González Martin stepped down as Head of Delegation of Chile, General de Brigada (DEM) Victor Hugo Aguirre Serna, was named Head of Delegation of Mexico.

The Casa del Soldado hosted several senior officers of the Armed Forces of several countries in the hemisphere, ambassadors from OAS member countries, and hosted several groups from schools of higher and strategic studies of Argentina, Peru, Paraguay and Guatemala.

The Council of Delegates in 2013 consisted of the following Heads of Delegation:

<table>
<thead>
<tr>
<th>Country</th>
<th>Head of Delegation</th>
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<tbody>
<tr>
<td>Argentina</td>
<td>General de Brigada Jorge Mario Vega</td>
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<td>Barbados</td>
<td>Teniente Coronel Ricardo Da Costa Vickers/Commander Errington Sourland</td>
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<td>Brazil</td>
<td>Contra-almirante Alexandre Araujo Mota</td>
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<td>Canada</td>
<td>Mayor General Nicolás Matern</td>
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<td>Chile</td>
<td>General de Brigada Alberto González Martin</td>
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<td>Colombia</td>
<td>Vicealmirante Henry Blain/Coronel Alexander Godoy</td>
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<tr>
<td>El Salvador</td>
<td>Coronel Walter Arévalo Gavidia/Coronel Enrique Acosta Bonilla</td>
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<tr>
<td>United States</td>
<td>Mayor General Randy A. Kee/General de Brigada Meter E. Gersten</td>
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<tr>
<td>Guatemala</td>
<td>Coronel Gabriel Portillo Arriaiza/Coronel Jorge Vernal Camey Colón</td>
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<tr>
<td>Guyana</td>
<td>General de Brigada Jullian Lovell/Coronel Kemraj Persaud</td>
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<td>Haiti</td>
<td>Ministro Consejero Leon Charles</td>
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<td>Honduras</td>
<td>Coronel Adán Suazo</td>
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<td>Mexico</td>
<td>Brigadier General Arturo Coronel Flores/Coronel Ricardo Melendrez Cervantes</td>
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<td>Nicaragua</td>
<td>Coronel Armando Alaniz Noguera</td>
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<td>Panama</td>
<td>Comisionado Omar Ariel Pinzón Marín</td>
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<td>Paraguay</td>
<td>General de Brigada Pedro Rolando Ortiz Cabral</td>
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<td>Peru</td>
<td>General de Brigada Marco Jaimez Rebosio</td>
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<td>Dominican Republic</td>
<td>General de Brigada Pedro Valenzuela Quiroz</td>
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<td>Trinidad and Tobago</td>
<td>Coronel Colin Mitchell</td>
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<td>Uruguay</td>
<td>General de Brigada Wile Ariel Purtscher</td>
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B. OFFICE OF THE CHAIRMAN OF THE COUNCIL OF DELEGATES

During this year, the Chairman of the Council of Delegates, Lieutenant General Guy Thibault of the Canadian Army ended his service at the IADB in June, and transferred command to General de División Werther Araya Menghini of the Army of Chile. Both flag officers, in their respective mandates, participated in several events, namely, security and defense hemispheric and regional conferences. In their role representing the IADB, both carried out several activities that were planned and executed with the approval and consent of the Council of Delegates, observing the principles of continuity and goodwill to proactively contribute to the purposes of the OAS and its member countries. For the above, emphasis has been placed on optimizing the interaction with the OAS, its agencies and the IADB, taking into account that as an entity of the organization, a coordinated, fluid and purposeful work is necessary with clearly established purposes as provided in Resolution AG/RES 2573 (XL-0/10).

The Chairman of the Council of Delegates, representing the IADB, held several working meetings with various officials from different organizations, such as: the Secretary General, the Deputy Secretary General, the Chairman of the Committee on Hemispheric Security, the Secretary for Multidimensional Security, the Secretary of Administrative Affairs, with ambassadors from several member countries of the OAS, ministers and deputy ministers of defense or public security, as well as high level officers of defense and police from various countries. At the same time, he hosted visits from high level individuals and authorities in the Americas.

In each of these activities, the opportunities were taken to communicate and present the general situation of the IADB, to offer the capacities that are available to serve the Member States, and also highlight the importance of this multilateral organization which is permanently available to serve the needs of Member States.

Of the activities mentioned in the preceding paragraphs, a detail of them is entered in Annex N° 1.

As a working rule, the Chairman has submitted reports and information to various organs of the OAS, the Permanent Council, the Committee on Hemispheric Security, the delegations of countries and to the entities of the IADB to share the results of each of these activities.

Consistent with the guidelines for work established since the beginning of his service, the Chairman of the Council of Delegates has consistently tried to position the IADB as a useful international organization for the Inter-American system by:

- Disseminating the work of the IADB to the hemispheric defense and security entities, to consolidate and promote the role of the entire organization;

- Generating favorable scenarios to establish channels of communication and, opportunities for cooperation and exchange of information;
- Establishing an ongoing relationship between the IADB and the Conferences of the Armed Forces, whether in the capacity of a supporter, permanent observer or provider of technical support;

- Cementing support for the CDMA, together with the services that have already been assigned regarding the web page, the institutional memory and keeping the minutes of the topics of the conference, and

- Continuing to encourage visits to the Casa del Soldado by high national authorities from member countries, from security and defense schools and/or colleges from the countries in the hemisphere.

The Chairman’s tasks for this period have been carried out to continue the proactive policies established for positioning and prioritizing the IADB through fluid communication with the delegations and their institutions, ministries of defense and national authorities. In line with these guidelines and directives, attempts have been made to motivate and encourage more OAS Member States to join the IADB, through:

- Encouraging greater participation and integration of civilian and diplomatic officials to the activities of the IADB.

- Encouraging delegations to increase the number of personnel assigned to the Secretariat, to the student body and as IADC advisors.

- Disseminating and communicating the activities of the IADB.

In addition to the above, the IADB has continued its activities to optimize the interaction with the SMS and the CHS, by frequent and direct contact with those entities of the OAS. To this end, efforts have been made that seek to increase the presence of officials from the OAS in all activities organized by the IADB, such as seminars, workshops and working meetings of the Council of Delegates, as well as integrating the officers that make up the leadership of the IADB with their counterpart at the OAS.

From the point of view of the activities of each of the IADB entities, initiatives to optimize the internal management, enhance cohesion, commitment and identification of members of the IADB with the mission, vision future goals and values of the organization have continued, basing the activities of the Chairman on the common core values can generate synergy to achieve the objectives of the IADB.

In conducting the activities of the Council of Delegates, the role of the Chairman has focused on the key areas identified in the strategic planning, with special emphasis on the planning, development and control of integrated management of all the IADB entities, encouraging integration, information flow and coordination in the development of actions and activities, streamlining and optimizing the use of the potential resources available to fulfill its mission.
C. Secretariat

The Secretariat provides technical, administrative, financial and logistical support to the IADB and prepares reports with approval of the Council of Delegates, which are requested by the General Assembly of the OAS Permanent Council of the OAS and other of its bodies.

The Director General of the Secretariat, supervised by the Council of Delegates, is the legal representative of the IADB and its Chief Executive Officer. It is also empowered to lead and manage the Secretariat to carry out its functions, duties and responsibilities. The Director General is directly responsible to the Council of Delegates and is accountable for his actions.

The Secretariat is the administrative and permanent advisory body of the IADB, executing its functions through the Secretariat for Advisory Services (SAS) and the Secretariat for Administrative and Conference Services (SACS).

1. Sub-Secretariat for Advisory Services

Fulfilling the mandates of the OAS and the provisions of the IADB Statutes, the activities carried out by the Secretariat, through the SAS, were the following:

a) Advisory services on Military and Defense Affairs to the OAS and its Member States

Regarding the advisory services provided in 2013, the SAS sought to improve the support to the OAS and its Member States through the following actions:

(1) An analysis was conducted on AG/RES 2809 (XLIII-O/13), which took into account all the tasks assigned, the same tasks that were transmitted to the entities of the IADB and contained in the 2013/2014 Work Plan.

(2) The Annual Activities Schedule was developed as an annex to the IADB 2013/2014 Work Plan, which was submitted to the Permanent Council of the OAS on September 12, 2013 by the Director General of the Secretariat.

(3) The first Inter-American Logistics Conference (CILog) was held from October 21 to 25, 2013 in the city of Washington, D.C.

The CILog resulted from the Inter-American Logistics Cooperation System (SICoLog), which was submitted to the Council of Delegates of the IADB in March 2013 with the following objective:

“Coordinating the necessary logistic function to provide support for the actions of the Member States of the OAS, acting together or in multinational humanitarian aid operations, natural disasters, search and rescue, peacekeeping, humanitarian demining, and others that may exist within this context, in order to
facilitate and accelerate the interoperability among military forces during the implementation of these activities.”

The First CILog was conceived as a forum to ensure that members states could share their logistic experience in humanitarian assistance activities, in identifying problems, describing the solutions adopted, highlighting key lessons learned, and finally, to make suggestions to optimize logistics processes and interoperability in these type of activities.

Conference execution:

The conference followed an organization that provided time for presentations, visits and bilateral meetings. The morning hours were allocated to presentations and the afternoon were reserved for visits and meetings.

(a) The members of the Council of Delegates of the IADB attended the First CILog as did representatives and delegates from 13 countries: Argentina, Barbados, Brazil, Canada, Chile, Colombia, United States, Mexico, Peru, Dominican Republic, Trinidad and Tobago, Uruguay, and Spain.

(b) The conference was held in two locations, namely:

October 21 to 23, 2013:
Walter E. Washington Convention Center, 801 Mount Vernon Place, NW, Washington, D.C.

October 24 to 25, 2013:
Casa del Soldado, 2600 NW 16th Street, Washington, D.C.

(c) Summaries of the presentations:

October 21, 2013,

- **Kongsberg** - Kongsberg Group is an international group dedicated to providing systems and high-tech solutions to the oil and gas areas, the maritime market, defense and aerospace technology. The company introduced their activities, especially those related to humanitarian assistance activities carried out by the armed forces of several countries.

- **Liquid Robotics** - Liquid Robotics Company is an ocean data provider company. Their presentation centered on the Shark Wave Glider, a self-propelled ocean robot used to collect ocean data, highlighting their technical characteristics.
October 22, 2013:

- **Final Mile Logistics** - Final Mile Logistics is a logistics company that offers customized solutions to customers and operates in different areas (air, rail, road and sea). The company presented its capabilities and how they can be used for natural disaster relief operations.

- **QinetiQ** - QinetiQ is a high technology company that operates in the fields of defense, security and aerospace technology. The company presented the features of its family of robots, emphasizing their ability for use in military and humanitarian aid operations.

October 23, 2013:

- **Security Solutions Technology** - The company presented the technical characteristics of the Mi-8 MSB “Super Mi-8” helicopter. According to the company, this helicopter has superior features than its competitors and is suitable for operating at high altitudes and with large amounts of cargo, so it is very useful for natural disaster humanitarian and rescue operations.

- **Schonstedt** - The Schonstedt Instrument Company provides solutions for detecting and localizing objects and phenomena below the surface of the sea or land. Their presentation was based on their family of magnetic locators, which have features that make them very useful in demining operations and locating structures that become buried after a natural disaster.

- **United Nations** - Logistics Support Division - The organization offered a description of the structure that is responsible for logistics in the United Nations. Figures were given to have an idea of the magnitude of the support involved in a humanitarian operation and the structure that supports these actions. The main functions of the Logistics Support Division were described and how this work is implemented. Lastly, examples were given of some obstacles and challenges for the UN provided logistical support, and some tips to improve the interoperability of logistics among all actors involved in relief operations.

- **Japan** - The presentation by the Japanese delegation focused on aspects of the Tomodachi Operation that followed the earthquake and tsunami that hit the region in 2011. A presentation was made on all the resources that countries made available to Japan for use in the affected areas, and on some of the logistic aspects of the operation.

- **Brazil** - In its presentation, the Brazilian delegation focused on the organizational chart of government structures responsible for acting in natural disasters. The presentation included the main Brazilian institutions responsible for disaster response and how they operate in their area of responsibility. It also included the role that the Armed Forces of Brazil play in natural disasters,
focusing on its legal aspects, specific tasks, lessons learned and resources available. Lastly, the delegation spoke of the main difficulties posed by these type of operations and the solutions being implemented.

- **Canada** - The Canadian presentation described the humanitarian assistance activities of the Canadian Armed Forces in Haiti. It also offered the details of the planning for the operation and how the arrival and departure of troops was executed. Lastly, the presentation included the main lessons learned in the implementation of the mission and especially the solution given to logistical obstacles encountered during the operation.

**October 24, 2013:**

- **Pan American Health Organization (PAHO)** - The PAHO presentation described the dynamics of their actions in humanitarian assistance operations, focusing on the topic and on their experience with logistics. Emphasis was placed on the importance of good management of the aid to the disaster affected population, and of the need for coordination efforts between the organizations involved in the operation. A presentation was made of the features of the SUMA software used by PAHO for managing the logistics of donations, and included some examples of real situation experiences. Lastly, the need for coordination between aid agencies was emphasized once again.

- **Chile** - The presentation by the Chilean delegation focused on the role of the Chilean Armed Forces in humanitarian operations, with special emphasis on their involvement in Haiti. The delegation provided the legal basis governing the activities of the Armed Forces of Chile and the organization of the troops during the operation. Lastly, the delegation presented the lessons learned and key solutions developed to optimize the use of the Armed Forces for these operations. There was emphasis placed on the creation of the Chilean Joint Center for Peace Operations, where military personnel that will participate in humanitarian assistance missions receive specific training for this type of operation.

- **Colombia** - The presentation by the Colombian delegation centered on the country’s logistics experience in relief operations, emphasizing the development of the Disaster Assistance and Prevention System. Several examples of situations where the Colombian Armed Forces were used to help populations impacted by natural disasters were mentioned and discussions ensued regarding some of the problems encountered and the solutions that were applied. The decision to encourage a unified command for the operation was highlighted as it increases coordination actions.

- **Dominican Republic** - The presentation of the Dominican Republic focused on the disaster assistance operations to help Haiti after the 2011 earthquake. The mission was called “Operation Helping Hands”. The presentation emphasized the importance of the participation of political decision makers so as
to provide a speedy response in case of emergency. The major steps taken by the Government of the Dominican Republic were described, as well as the analysis of the possible reasons that contributed to increasing the magnitude of the disaster.

- **Mexico** - The presentation by the delegation of Mexico focused on the characteristics of the humanitarian assistance system of the Mexican Armed Forces. The legal basis and the organizational chart for this service were presented. The delegation stressed the fact that when there is a need to provide support to other countries, Mexico gives preference to bilateral actions rather than multilateral actions. The delegation also showed that this support is designed and analyzed for each specific case and that support takes the form of a team of advisors, troops or/and transportation. Afterwards, the Delegation presented some of the difficulties that this type of action brings forth, such as excessive amounts of donations, plus the difficulty for the population in need to accept donated foodstuff that is not part of their culture. Lastly, suggestions were presented regarding how to mitigate the major problems encountered.

- **Peru** - The presentation by Peru focused on the National System for Disaster Risk Management which is the main coordinator of humanitarian assistance in the country. The legal framework and organization were presented as well as examples of times when the Peruvian Armed Forces have played a decisive role in providing support to people affected by national disasters. Procedures were also presented to provide support other countries and some examples of operations carried out of Peru.

- **Spain** - The presentation by the Spanish delegation focused on the support structure that the Spanish Armed Forces use to provide humanitarian assistance and disaster relief. The delegation highlighted the work of the Emergency Military Unit in charge of coordinating the assets to provide support to affected populations. The structure and key actions taken by the unit were presented. Another highlight of the presentation was the experience of Spain in logistic support missions to other countries. With operations in Europe and under unique cooperation treaties for most Latin American countries, the Spanish experience offered many ideas and lessons learned.

- **United States 1** - In their first presentation, the U.S. delegation focused their presentation on the relief operations to Pakistan after the 2005 earthquake. Several aspects of the relief operation were presented and the delegation showed how the type of support will change throughout the operation. Specific statistics were given on the different stages of assistance relief from the moment the assets and resources arrive and the actions begin to take place. Lastly, emphasis was placed on the decision to leave the affected area and passing on the responsibility of providing continued support to the population to the local government.

- **Uruguay** - The presentation by the Uruguayan delegation focused on the National Emergency System - SINAЕ. SINAЕ is a standing organization that
provides support to the Uruguayan population in cases of emergency or disaster. The delegation provided the legal framework of the SINAЕ organization, and gave some examples of the activities of the system and of the involvement of the military in these cases.

- **United States** - The second presentation by the U.S. focused on relief operations carried out during the oil spill and platform accident in the Gulf of Mexico in 2010. Because of the nature of the accident, actions to contain the oil spill and clean up the environment required the coordinated efforts of all levels of government (municipal, state and federal), the scientific community, the private sector and the local population. The phases of the operation were described, and the means used and the main lessons learned. The delegation highlighted the need for good communication with the population, so that actions are transmitted and the positive effects thereof, serve to increase confidence in the teams and improve the morale of the population.

**October 25, 2013:**

- **The Office of U.S. Foreign Disaster Assistance (OFDA)** - The presentation by the OFDA delegation provided the structure of the organization that is primarily responsible for international aid from the U.S. government. The first part of the presentation described performance standards, the dynamic action sequence from the moment of the disaster to the arrival of the equipment and materials as well as the relationship of the OFDA with the Department of Defense to employment military assets. The second part of the presentation included the logistics structure of the OFDA and the main challenges faced during the operations. It also included examples of operations where OFDA participated and the main lessons learned from these operations.

- **Inter-American Naval Telecommunications Network (RNIT)** - The RNIT presentation included the structure of the organization and its activities for implementing an inter-American naval communications network to use in case of multinational operations in support of disaster affected population.

(d) Conclusions and Recommendations:

- Given all of the above, the conclusion is that the Conference achieved its expected objectives.

- The following suggestions to continue holding the conference are as follows:

  - Establish the appropriate interval between conferences. The most viable alternatives are intervals of 1 or 2 years, depending on the number of activities planned for the period. The recommendation was to hold the conference at the same time as the annual meeting
of the AUSA because of the opportunities for synergy the AUSA offers.

- Hold conferences with specific logistics topics and organizing working groups to prepare the technical material. Some suggested topics are: transportation, storage, distribution and health.

- Encourage joint training to execute emergency procedures and exchange of experiences.

4) From May 21 to 22, the “Armed Forces Symposium and their Participation in Security and Development Tasks” was held at the Inter-American Defense College’s auditorium, as follows:

(a) The event sought to analyze the participation of the Armed Forces of the Hemisphere in law enforcement operations and the role of the Armed Forces in the development of countries.

(b) According to statements by the Director General of the IADB: “The Armed Forces have a responsibility to address traditional threats, such as the defense of the territory or sovereignty, and in addition, to participate and assist other agencies in charge given these new threats such as drug trafficking, terrorism or cyber attacks.”

(c) As the Secretary General of the OAS, José Miguel Insulza, said, the new geopolitical context in the hemisphere faces new problems, which somehow require organized action, and sometimes action that could potentially be a military action, or that at least is organized following military standards and discipline. In addition to this, he said that concept of hemispheric security has undergone changes and now has a new definition and the same is true for the concept of “multidimensional security.” The new challenges can be understood in two broad categories: 1) Emergencies - crisis situations caused by climatic or health events that require nationwide coverage, organization, and discipline. Something that the Armed Forces are better able to meet, and always under subordinate to the civilian leadership; and 2) When civil authorities believe that certain sectors of the population are living outside the rule of law, impacting the stability of the State, and impacting the entire nation with their presence or generating armed confrontation factors against the population and the nation as a whole.
(d) The following were the main presentations:

- “Treatment of the Military Forces with the Revolutionary Armed Forces of Colombia (FARC) - Sword of Honor Plan” - Major General Ricardo Torrez Diaz, Chief of Joint Operations of the Military Forces of Colombia.
- “Panamanian Security Forces working in Defense” - Mr. Jose Raul Molino, Minister of Public Security of Panama.
- “Use of the Armed Forces in support of Security for Major Events” - Brigadier General Omer Lavoie, Canadian Army.
- “The Role of the Armed Forces in Natural Disasters” - General de Brigada Aérea Álvaro Carrasco, Director of Strategic Command and Control of the Joint Chiefs of Staff of Chile.
- “Strategic Vision of the Coordinated Operations between the National Police and the Military Forces of Colombia in Combating New Threats” - General José Roberto León Riaño, Director General of the National Police of Colombia.
- “The Armed Forces and Their Participation in National Development” - General de Ejército Villas Boas, Military Commander of the Brazilian Amazon.

(e) The following were the main findings:

- Debate will only take place after acknowledging each country’s context and concept of sovereignty.

- Discussions among the Military Forces of Colombia with the Revolutionary Armed Forces of Colombia (FARC) made everyone reflect on the fact that the members of the FARC are also Colombian citizens, and on the role of the Armed Forces once peace is achieved.

- The reverse is the role of Security Forces in Defense tasks, as is the case in Panama. This draws attention to the issue of the Pacifying Police Units (UPP), which demonstrates the importance of the Symposium for exchanging ideas and lessons learned.

- The use of Armed Forces in Major Events teaches us the lesson that plans must be very clear and must be coordinated in order to act in situations that require massive security, where the Armed Forces works together with the Police to complement each other.

- The military own lethal force, so their actions must be limited in public spaces. Operations should complement law enforcement actions.
The Armed Forces occupy lost spaces where law enforcement is absent, but once the spaces are recovered, it is the police, with government institutions, that must maintain the spaces regained so that Public Security and development can prevail.

- For the problems of Small Island States, the important thing is the coordinated cooperation efforts driven by the political will of the States. Common spaces and common problems shared by different countries, in islands of an area of the continent, require the coordinated action of law enforcement with the support of the Armed Forces.

- When the threat is visible and undeniable, it is very easy to define the role of law enforcement and the Armed Forces. The problem arises when the threat is not visible, and therefore, the responsibility of the Armed Forces and of Public Security has not been defined, and as a result, response is not immediate.

(5) On September 25 and 26, 2013, the IADB attended the meetings scheduled by the working group tasked with organizing the “Fourth Meeting of Ministers of Public Security of the Americas”.

(a) On November 21 and 22, 2013, the IADB attended the “Fourth Meeting of Ministers Responsible for Public Security in the Americas” MISPA IV, which took place in Medellin and focused on the topic of “International Cooperation”, in order to make progress in strengthening the actions of cooperation, coordination and reciprocal technical assistance among the institutions in charge of public security of the OAS member states. The event was attended by 21 countries of the Hemisphere (Argentina, Barbados, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Ecuador, United States, Guatemala, Haiti, Jamaica, Mexico, Panama, Paraguay, Peru, Dominican Republic, St. Kitts & Nevis, Trinidad & Tobago and Venezuela).

(b) The topics covered were:

- Regional Cooperation Strategies to prevent and address threats to public security.

- Joint research, particularly the forward looking actions of Crime Observatories.

- Hemispheric Networks and Platforms for Police Information Exchange.

(c) The Medellin Declaration to Strengthen Hemispheric Cooperation in Public Security was adopted by consensus.
(d) Similarly, following a proposal by the Republic of Panama, the document entitled “Entrusting the Secretary General of the OAS regarding cooperation with the American Police Community (AMERIPOL)” was approved by a majority vote. The document tasks the General Secretariat of the OAS to conduct a legal, technical and budgetary analysis to identify and define a path for AMERIPOL to become part of the Inter-American System and thus, strengthen police management and cooperation that is currently taking place.

(e) It should also be noted that it was decided by consensus that the next ministerial meeting (MISPA V) will be held in Peru, in 2015.

b) Encourage Interaction and Cooperation with Other Regional and Global Organizations of Similar Nature regarding Technical Issues related to Military and Defense Matters

(1) At the Conference of Ministers of Defense of the Americas (CDMA)

(a) On October 18, 2013, the Chairman of the Council of Delegates, General de División Werther Araya had an meeting with Mr. Mario Sanchez Debernardi, Vice Minister of Defense Policy and Ambassador Mario Lopez Chavarri, Director General of Foreign Affairs of the Ministry of Defense of Peru, to discuss the support that the IADB can provide to the Pro Tempore Secretariat of the XI CMDA. In addition to General Araya was Coronel Carlos Hurtado, Advisor to the Chairman of the Council of Delegates. The following points are highlights from the interview:

- Acknowledgement of the integrative role of the IADB in the context of hemispheric defense organizations;

- The possibility of the IADB to provide advisory, technical and administrative services for the Pro-Tempore Secretariat of the CMDA.

- The need to consolidate active and effective means of communication to exchange experiences and lessons learned, plus the intention of Ambassador Mario Lopez Chavarri, Pro-Tempore Chairman of the Secretariat of the XI CMDA, of visiting the IADB on November 18, 2013. The visit was canceled at the request of the Office of the Chairman of the CMDA.

(b) The Pro Tempore Secretariat of the CDMA asked the support of the IADB to organize the XI CMDA, in the following manner:

- Organize and maintain the historical documentary evidence of the conference.

- Submit support documentation on the issues to be included in the conference’s agenda.
- Draft the minutes for the sessions in the conference.

(2) At the Conference of American Armies (CAA)

(a) A Liaison Officer of the Army Mexico, on behalf of the Thirtieth Cycle of the Conference of American Armies, was in attendance the entire time, and was in charge of disseminating, coordinating and exchanging information, next to the Liaison Officer of the IADB to the CAA, strengthening the channels of communication and participation of activities between the two entities.

(b) In January 2013 the CAA submitted the “Guide for Disaster Assistance Operating Procedures of the Conference of American Armies (CAA)” in digital format, in English, Portuguese and Spanish. This guide collects the legal framework, the policies, procedures, experiences and lessons learned within the structure of the CAA on the subject.

(c) The IADB participated in the Improvised Explosive Devices and Mines Workshop from May 27 to 31, in Bogota, Colombia.

(d) The second “Communications Exercise CAA-2013” took place from July 23 to 25, 2013, with the participation of the CAA member countries and Observer Organizations, among which was the Secretariat of the IADB. The overall objective was for CAA members to practice and assess the communications procedures from their own communications centers in order to establish a radio network that can be used in case of emergencies and disasters.

(e) The video-conference between the leaders of the Member Armies, Observer Armies and Military Observer Organizations that are members of the CAA was held on July 31, 2013. The Office of the Chairman of the Council of Delegates of the IADB participated in this activity.

(f) From October 21 to 25, 2013, the Office of the Chairman of the Council of Delegates participated in the “Thirtieth Conference of the American Armies” in Mexico City. The coordinating role of the IADB, and the offer to provide technical and educational advice and consultancy services on matters related to military and defense issues was presented to the armies in attendance.

(3) At the Inter-American Naval Conference (IANC)

(a) From August 26 to 30, 2013, the Secretariat of the IADB participated in the “10th Inter-American Specialized Naval Intelligence Conference”. The topic of the conference was: “Interoperability among the American Navies working towards maritime security and maritime situational awareness.” This time, the IADB outlined the main changes in structure and mission it underwent since 2006. It also addressed the dynamics of the relationship between the IADB and the OAS and the main activities that are currently being carried out.
(b) From October 7 to 11, 2013, the Secretariat of the IADB attended the “10th Inter-American Specialized Naval Intelligence Conference”. The topic of the conference was: “Employment of Naval Intelligence in support of naval operations against transnational organized crime, to counteract its effects on regional maritime domain.” The following points were highlighted at the conference:

- The need for individual technology developments;
- The need to improve the communication systems;
- Use of the term “Maritime Domain Awareness”.
- The IADB received a copy of CIPHER, the program used to encrypt and decrypt messages within IANC.

(4) At the Cooperation System of the American Air Forces (SICOFAAA)

(a) The Secretariat of the IADB sent a liaison officer to the 10th SICOFAA Committee, held in Salvador, Brazil, September 23-27, 2013.

(b) The main objective of this committee was to prepare the IPC (Initial Plan Conference) for the “3rd Cooperation Exercise” to be carried out in Peru from April 21 to May 2, 2014. This exercise will involve air assets from different countries in a humanitarian assistance operation to populations affected by natural disasters, using SICOFAA’s Combined Air Operations Manual.

(c) The individuals in charge of planning and coordinating the exercise presented the different activities that are already underway in Peru, covering operations, equipment, personnel, logistics, maintenance and computer systems. An assessment of “Cooperation Exercises I and II” was also carried out.

(d) At the request of the Secretariat of the IADB, the event organizers opened up a space on the agenda for the IADB’s presentation. During this presentation, the IADB described Resolution 2809 of the OAS General Assembly, which provides for the IADB to attend the meetings for the conferences of the Inter-American military forces (CAA, IANC and SICOFAA). A brief overview was presented of the role that the IADB can play over these events, and of the success of the relation between the IADB and CAA.

(5) At the Conferences (CAA, IANC, SICOFAA)

(a) The “First Inter-American Military Organizations Meeting (IADB, CAA, IANC, SICOFAA)” was held November 26 to 27. The purpose of the meeting was to review existing interaction mechanisms between the Inter-American Military
Organizations and the IADB, to exchange knowledge base, experiences and lessons learned on topics of common interest, identifying areas offering opportunity for strengthening.

(b) One of the most important conclusions of the event was that the common interest among the participating organizations, was “Disaster Relief and Humanitarian Assistance Operations”, within which are opportunities for strengthening the interaction and the exchange of information between the IADB and the organizations.

c) Small Island States

The IADB received Note No. 155/2013 from the Permanent Mission of the Republic of Trinidad and Tobago at the OAS, representing the CARICOM member countries, requested a study of potential strategy components for a cyber defense strategy for the region.

- On November 7, 2013, the first working meeting on this topic was held at the Casa del Soldado, and in attendance were two members of the SMS and representatives from countries of the Region.

- The first activity was to review the document entitled “A Comprehensive Inter-American Cybersecurity Strategy: A Multidimensional and Multidisciplinary Approach to Creating a Culture of Cybersecurity”.

- The following points were highlighted during the discussion:
  * The strategy is still being implemented at different levels by the countries of the region;
  * At this time there is no need to make changes in the strategy to continue its use in the region, and
  * The strategy is focused on cyber security and the IADB mandate dictates the research focuses on cyber defense.

- At the representatives’ request, the study shall initially focus on the following questions:
  * How to identify the source of cyber attack?
  * How to classify the attack?
    - Personal attack for personal goals;
    - State sponsored personal attack;
    - State sponsored attack.
* What international legal instruments are available for countries once they have been target of an attack?

- This information was communicated to the delegations at the Formal Meeting on November 19, 2013. This time, the IADB sent a request to members for send documentation on the topic, expert support and/or professors to give presentations or classes.

**d) Comprehensive Demining in the Hemisphere in cooperation with the OAS General Secretariat**

The two missions carried out in 2013, are the Assistance Mission for Mine Clearance in South America (MARMINAS) in the Republics of Ecuador and Peru, in addition to monitoring in Colombia (COLOMBIA GMI).

(1) **MARMINAS**

- In January and February 2013, an analysis of the current state of the program was carried out and included a technical field visit to the countries involved.

- In April 2013, a bilateral agreement between Ecuador and Peru was made to work on the future status of mine clearance on their common border.

- In May 2013, the OAS, through AICMA, communicated the end of the MARMINAS program, which began the process of coordinating the closing of the program and informing the Council of Delegates of the IADB.

- Together with this, TAB-1 mines in the *Objetivo Hito Punto Inicial* were detected, and it may be indicative of an Ecuadorian minefield in Peruvian territory.

- Finally the applicable meetings were held to organize the particulars of the closing of MARMINAS in coordination with the OAS. One of these was planning the closing ceremonies in Peru on January 15, 2014 and in Quito on January 17, 2014 with the presence of the Director General of the IADB and OAS representatives.

(2) **GMI - COLOMBIA**

- With the challenge of cooperating with the Demining Battalion in its process of aligning with National Standards, the GMI-CO made an analysis of the operational procedures for Quality Management and Technical Study/Mine Clearance which was submitted to PAICMA. These studies were sent to AICMA-CO and later sent to PAICMA.
- The activities carried out in June, were influenced by the increase in activities related to the analysis of operational procedures in Colombia, as related to the Demining Battalion and greater emphasis on civil society organizations. The operational procedures of the Civil Organization for Humanitarian Demining “Swiss Foundation for Mine Action (FSD)” were submitted to the Inter-agency Demining entity which approved them in its first Accreditation Phase before the Colombian government.

- Similarly, progress was made during this period regarding the efforts made to continue the program in light of the current financial situation of the OAS.

- Another request made to the IADB was to examine the National Demining Center Certification (CENAD) with Inspectoria and the National Center against Explosive Devices and Mines (CENAM).

- The GMI/CO continues its technical advisory mission to the Program for Comprehensive Action against Antipersonnel Mines in Colombia (PAICMA). An analysis was also made of the operation procedures for Medical Care and Medical Evacuation of the Civil Organization for Humanitarian Demining (OCDH) Danish Demining Group (DDG) and was submitted to AICMA-CO.

- The assessments for accreditation carried out by the AICMA-CO/OEA External Monitoring Component with support from GMI-CO were submitted in July 2013. This activity was a great example of successful joint work by AICMA-CO and GMI.

- In September 2013, the Group analyzed the operational procedures of the Demining Battalion and submitted it to AICMA-CO as part of the work that is currently being executed.

- In October 2013, there was a course on Humanitarian Demining Management.

- From November 18 to December 6, there was a Humanitarian Demining Operations Management course for members of the Armed Forces of Colombia that work with demining. Seven Marines and 14 army officers of the National Army of Colombia successfully completed the course and one of them was a civil servant. Upon graduation, the students have the expertise to provide technical advisory services to the authorities involved in the humanitarian demining. Plus, they have the basic skills to work in the planning and executing humanitarian demining operations in Colombia pursuant to national and international standards. The course has an 80 hour workload and seeks to strengthen Colombian national capacity through its Military Forces. The course was taught at the School of Military Engineers of Colombia, in Bogota, and at the Special Engineer Brigade in Tolemaida. The classes in the course were: 1) General Instruction, 17 hours, 2) Humanitarian Demining Operations, 35 hours, 3) Humanitarian Demining
Operations Management, 18 hours, and lastly, 4) Health Support in Humanitarian Demining, 6 hours.

- The Course on Pre-Hospital Support for Humanitarian Demining Operations was held December 9 to 13 for members of the National Demining Battalion of the Army of Colombia (BIDES). The course was offered by the Program for Comprehensive Action against Antipersonnel Mines in Colombia (AICMA-CO) at the Presidential Program for Comprehensive Action against Antipersonnel Mines (PAICMA) to help train health support organizations personnel working in humanitarian demining in Colombia. Course content follows established protocols for PHTLS (Prehospital Trauma Life Support) and ATLS (Advanced Trauma Life Support) courses to achieve the specific objectives to meet the needs of humanitarian demining operations in Colombia. Among the specific objectives for this course were: Understanding International Mine Action Standards (IMAS) for health support, injuries caused by explosives to human beings, and specialized medical evacuation for humanitarian demining. They were classes on airway management and ventilation, shock, chest trauma, abdominal and pelvic trauma, head trauma, trauma of the spine and spinal cord, skeletal muscle trauma, thermal injury, pediatric trauma, geriatric trauma, female trauma, transfer to permanent care, biomechanics of injury and trauma classification, tactical evacuation assistance, tactical evacuation assistance with multiple victims. The course had a workload of 40 hours which were divided into theoretical and practical classes. Training was carried out at the School of Military Engineers of the Army of Colombia.

- Training for Marine Trainers (3 officers and 4 NCOs): The training was conducted in two parts. The first part, through participation in Operations Management Course for Humanitarian Demining, and the second part, through participation in a 36-hour training. The second part was carried out December 9 to 13 December at the GMI-CO.

- In November 2013, the information was presented before the Embassy of Brazil and before humanitarian demining advisors from the Ministry of Defense. The main topic was the Group’s past experience in humanitarian demining activities in Colombia and their working skills.

- A meeting with UNIMAS to work on future programs in Latin America for mine clearance and the translation of the manual into several languages, with the support and approval of the UN.

- After conducting several preliminary meetings with advisors of the IADB and the Ministry of Defense of Colombia, on November 20 a meeting was held between the Director General of the IADB and the Deputy Minister of Defense of Colombia during which the IADB conveyed its availability to continue its support to external monitoring and assistance to commitments made by the OAS. The Vice-minister, meanwhile, said he was going to wait for a report requested to the
OAS to define the official position and once again request support with new parameters.

- In December 2013, the GMI prepared a draft standard for health support in humanitarian demining, which was submitted to AICMA-CO, and afterwards to PAICMA to adopt as the national standard for Colombia.

e) Management, Security and Destruction of Stockpiles of Weapons

(1) The IADB, through the Secretariat and Advisory Services, in 2013, maintained the follow up and monitoring in the hemisphere regarding activities related to administration, management, security and destruction of stockpiles of weapons.

(2) The channels of communication continue to be open with the Inter-American Convention against Illicit Manufacturing and Trafficking in Firearms (CIFTA), as well as with the Inter-American Convention on Transparency in Conventional Weapons Acquisitions (CITAAC) both entities being part of the Secretariat for Multidimensional Security (SMS). This takes place in order to maintain a fluid exchange of information and experiences in management issues of small arms and ammunition. In turn, communication has been constant with the General Coordinator for Comprehensive Action against Antipersonnel Mines and Assistance Program for the Control of Arms and Ammunition of the OAS.

(3) In keeping with the IADB Work Plan for 2012/2013 and pursuant to AG/RES 2375 of June 4, 2012, on Arms Management related activities, a seminar was held on March 20, 2013 on “Techniques and Experiences in the Management and Destruction of Stockpiles of Weapons”, which was held at the IADB facilities. The seminar included presentations from the Office of Mine Action Service of the United Nations (UNMAS), representatives from the Inter-American Convention Against the Illicit Manufacturing of and Trafficking in Firearms, Ammunition, Explosives and Other Related Materials (CIFTA), from the Inter-American Convention on Transparency in Conventional Weapons Acquisitions (CITAAC), the Agency for Defense Threat Reduction (DITRA), the Department of Public Security of the OAS, U.S. State Department, and lastly, a presentation of the Brazilian experience in the removal of firearms and ammunition.

f) Drafting Defense Doctrine and National Policy Documents (White Papers)

(1) The process of drafting a Defense White Paper is long and complex, and the participation of all sectors of society in this work is imperative to strengthen political dialogue, increase understanding among the parties and awaken national consciousness regarding all national objectives of a country.

(2) White Papers encourage discussion on the issue of national defense and can be strengthened by facilitating access to employment of specific websites, seminars, workshops, articles and working groups.
(3) One of the most consistent and important results from the Confidence and Security Building Measures (CSBMs) happens when a country communicates its situation, both internally and externally, and clearly and directly explains its intentions regarding defense and takes the opposition into consideration.

(4) In 2013, the IADB assisted Paraguay in developing their first Defense White Paper, which was published in June of that same year.

g) Technical Advisory Services to develop Transparency and Confidence and Security Building Measures

On February 28, 2013, the OAS, with the assistance of the IADB, organized the V Forum of CSBMs. The news from the Forum include: adopting the 37th CSBM into the Consolidated List, adding the generic measure “Other”; adopting “Criteria, Guidelines and Profile Required for Selecting Experts in Confidence and Security Confidence Measures”, suggested by the CHS (CSH/FORO-V/doc.5/13); recognizing the value added of bilateral and sub-regional experiences as related to CSBMs; as well as international and regional experience developing CSBMs; and lastly, realizing that to facilitate electronic submission of CSBMs, a spreadsheet template was needed so Member States could submit their annual report on CSBMs online, using the Consolidated List Measures.

During the V Forum on CSBMs of the OAS, held in Washington, D.C., on February 28, 2013, the Permanent Representative of the United States at the OAS, said it would route a request to the Inter-American Defense Board to, pursuant to the provisions of Article 3 of the Statutes, “conduct a study involving a review and assessment of current CSBMs at a bilateral, sub-regional and hemispheric level, and also offer recommendations on potentially new CSBMs that Member States may consider and adopt.”

On March 15, 2013, Ambassador Carmen Lomellin, Permanent Representative of the United States to the OAS, IADB sent the request for the study, and asked for it for January 1, 2014.

On April 16, 2013, at the No. 1341st Regular Meeting of the Council of Delegates of the IADB at the Casa del Soldado, in Washington, D.C., the Chairman of the Council of Delegates of the IADB included the request from the Permanent Representative of the United States on the agenda. The Director General confirmed that the Secretariat of the IADB could carry out the study, and at the suggestion of the Head of Delegation of Mexico, a Working Group (WG) was created at the IADB to conduct the study.

Initially, twelve countries volunteered for the study, namely, Barbados, Brazil, Canada, United States, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru, Dominican Republic, Trinidad and Tobago. Later on, Chile, El Salvador and Panama joined the Working Group for a total of 15 participating countries.

At Regular Meeting No. 1341, it was decided that initial reports would be submitted to report on the progress of the WG in September or October and that the final report would be
submitted at the November Regular Meeting. The final report was submitted on November 19, after six formal WG meetings and discussions in April, May, August, September, October and November.

The Final Report of the CSBMs Working Group proposed decreasing the current 37 CSBMs to 24, and adding four new measures arising from the study of CSBMs used at the OSCE and the South American Defense Council. A spreadsheet template was introduced so Member States of the OAS could send the information on the CSBMs electronically. Delegates were encouraged to submit the findings of the Final Report of the CSBMs Working Group to their Ministries of Defense or similar entity, so they could receive suggestions by the end of January. The results will then be sent to the OAS, to be discussed at the meeting of CSBMs that will be held by Committee on Hemispheric Security in February 2014.

Other important events in the area of CSBMs, took place on July 27 and 28, 2013, with the visit of Swedish officials from the University of Uppsala to discuss the issue and possible rapprochement with the OSCE and the beginning of the contact with the Center for Strategic Defense Studies (CHDS).

**h) Humanitarian Assistance for Natural Disasters**

The Third Humanitarian Assistance Exercise (HA III) took place in April 10-12, 2013, at the *Casa del Soldado*, pursuant to Work Plan 2012/2013, as well as the OAS mandate Resolution AG/RES. 2735 (XLII-O/12), paragraph 62.b, adopted at the Second Plenary Session of the Organization of American States.

The purpose of the exercise was to identify possible improvements in the internal coordination of the Inter-American Defense Board during the implementation of the Plan, as well as in the interaction with other actors by encouraging participants to re-examine existing methodology, procedures, structure and doctrine that allow for improvements in the disaster action and response mechanisms.

The Analysis Division prepared an informative summary of the hemispheric situation which is sent to the delegations of the member countries every week. So far there have been 24 hemispheric situation bulletins and newsletters regarding 44 natural disasters in the Hemisphere.

**2. Subsecretariat for Administrative Services and Conferences**

The Subsecretariat for Administrative Services and Conferences (SASC) is responsible for advising the Director General of the Secretariat of the IADB regarding administrative, financial and logistical issues, so that the Secretariat of the IADB can provide support to the entities of the Inter-American Defense Board to carry out their tasks, and therefore to fulfill the mission entrusted by the Organization of American States to the IADB.

As an entity of the OAS, the IADB receives a substantial part of its budget from the OAS. However, these funds have been systematically cut in recent years, and it has had an impact on the day to day activities of the IADB this year.
The budget requested by the IADB to meet all the mandates of the OAS was for U.S. $2,975,742, however, the allocated funds were U.S. $1,117,320, a reduction of U.S. $117,328 in 2012.

As has been happening in recent years, the U.S. Department of Defense allocated an important amount to be used for remodeling and for curricular activities of the Inter-American Defense College. This DOD allocation was for U.S. $3,957,257, but this amount stems from a voluntary initiative and it is not guaranteed for every year.

The budget cuts described above forced the IADB to restructure their expenses and adopt severe austerity measures, including:

(a) Decreasing the number of contracts to hire interpreters and translators, which affects the normal course of the meetings of the Council of Delegates of the IADB and restricts the possibility of translating important documents that need to be disseminated in other languages (Portuguese, French and English).

(b) Cuts in the IADB’s participation in these events, forums and activities related to hemispheric Security, and therefore it becomes difficult to intervene and fulfill mandates, and particularly strengthen the support of the IADB to member countries.

(c) The inability to adjust the salaries of civilian employees of the IADB, to keep up with the cost of living vs. income.

(d) Cuts in maintenance expenses and building renovations at the Casa del Soldado.

(e) The difficulty in renewing the different equipment and systems that have already been in use for a long time and have become obsolete, restricting the administrative and management capacity of the IADB, in things such as equipment, computer systems and sound systems.

(f) The difficulty in maintaining and contractor services due to the limited availability of resources, which affects the ability to provide support to the entities of the IADB and reduces the quality of services received.

D. Inter-American Defense College

1. Background

The Inter-American Defense College (IADC) has a very current academic program which includes what is happening in the hemisphere led by military and police officers as well as civil servants from member countries of the Organization of American States (OAS).

Since the beginning of the IADC, in 1962, a total of two thousand five hundred fifty-three (2,553) students, from twenty countries have graduated from the Advanced Studies Course
in Hemispheric Defense and Security. The successes achieved is evidenced through its alumni, as represented by the high level positions achieved by alumni in their home countries, among which are three presidents, several government ministers, ambassadors and over 800 flag officers, which account for about 32% of all staff has passed through the halls of the IADC.

The IADC is organized to achieve the highest academic degree possible. The structure of the curriculum was adjusted to the challenges and dynamics of multidimensional security giving students a unique academic content where approaches adopted by different countries are observed when combating the scourge affecting defense and security in the region. As a response to the directives of the Council of Delegates and in an effort to continually improve the curriculum, the IADC has made significant progress towards achieving accreditation to issue a Master’s Degree to its graduates. In 2013, the IADC began the accreditation process by applying for a license through the District of Columbia’s “Education Licensure Commission”, and began developing the internal documents and processes required for achieving accreditation from the “Accrediting Council for Independent Colleges and Schools” (ACICS). If current efforts continue on schedule, the IADC anticipates receiving authorization to issue a Master’s Degree to the students of Class 54 that meet the requirements for the academic program.

While it pursues the accreditation, the IADC has agreements that provide students the option to receive a Master’s Degree from several prestigious regional institutions. In 2013, 40 IADC graduates received a Master’s degree in Defense and Security in the Americas through an agreement with the National Academy for Political and Strategic Studies (ANEPE) in Chile. Five additional students received a Master’s degree from the American University School of International Service.

An important part of the IADC student experience is the shared perspective and solid professional and personal relationships that develop between students. A typical class consists of 50 to 60 high-level professionals that have 20 to 25 years of experience. Students are nominated by their countries and represent their diplomatic core, ministries of defense, national police and all branches of the armed forces.

Class 52 of the IADC graduated on June 20, 2013. The students of that class, representing 14 countries, included 4 civilians, 9 national police officers, and 43 soldiers.

2. Elected Leaders

The IADC leadership is elected pursuant to the Statutes of the IADB, as approved by the General Assembly of the Organization of American States, in March 2006 [AG/RES. I (XXXII-E/06)]. In May 2013, Rear Admiral Jeffrey Lemmons of the U.S. Navy, was re-elected by the Council of Delegates for a second two-year term as Director of the IADC (5 December 2013-4 December 2015). Vice-Director Fernando Figueiredo, of the Brazilian Navy, was elected in May 2012 for a two-year term, from December 1, 2012 to November 30, 2014. Rear Admiral Francisco Yábar of the Peruvian Navy is the Chief of Studies. He was reelected to a second two-year term in May 2013 (January 1, 2014 to December 31, 2015).
3. Academic Summary

The activities in the Academic Program are designed to promote active student participation through individual research in preparation for written papers, debates, group work and oral presentations. The program integrates lessons and expert opinions and student assessments through discussions, and in this way facilitating an enriching exchange of ideas based on critical thinking and logical argumentation.

The IADC’s academic program for Class 52 was divided into four periods: Introduction to Defense and Security, Theoretical Concepts, Strategic Management and Strategic Diagnostics, and was delivered in several teaching modalities, such as seminars, lectures, exercises, simulations and a comprehensive research program. To complement the academic program there were field trips made within the host country and abroad to other countries within the hemisphere.

The IADC course begins by building a common foundation of general theoretical knowledge, and backed up by research tools and academic writing skills needed to do the required work. Once this foundation has been established, the students are tasked to understand and assess multidimensional security challenges that impact today’s world and the hemispheric strategic situation. In the final stages of the course, the students apply the tools acquired and systemic analysis and methods to build strategic scenarios based on the analysis of the situation at global, national and regional levels to offer strategic recommendations to address the complex hemispheric defense and security challenges.

During the first half of Class 52 (Fall 2013), as a result of the agreement between the National Defense University of the United States (NDU) and the Inter-American Defense College, students from NDU were able to attend electives at the IADC, just as IADC students were given the opportunity to take electives at NDU. Three electives were offered at the IADC facilities, one of which was taught by IADC instructors and two were taught by NDU faculty.

The field trips that complemented the academic program, sought to enhance the knowledge acquired by students in the classroom by providing them first hand experience and general information in the region and giving them the opportunity to make direct contact with senior officials from government and the private sector. During the first half of the course, the students of Class 52 visited Chile, Peru and Panama. The students of Class 53, during the second semester of the year, visited government agencies and the private sector in the host country in their trip to Colorado Springs (Colorado) Miami and Key West (Florida).

4. Seminars

The seminars at the IADC offer the opportunity to receive external experts that can interact with the Class and analyze the most important issues in regional security. These practical events allow countries and individuals, who cannot otherwise attend the entire course during the academic year, the opportunity to learn and contribute to the academic experience of the IADC.
For Class 52, three (3) seminars with hemispheric and strategic impact were considered, as related to the concepts of multidimensional security such as Complex Emergencies and Disasters, Peacekeeping Operations and Human Rights and International Humanitarian Law. These topics were covered by experts from the IADC staff, from hemispheric or associated entities such as the Seminar on Peacekeeping Operations that was led by the Canadian Defense Academy. The success of the seminar on Human Rights and International Humanitarian Law cannot be ignored. It addressed the challenges, especially the most common legal challenges at regional level that have been faced by military and police officers and civil servants.

5. IADC Academic Research Program

During the first half of 2013, Class 52 continued using the prospective studies methodology used by the Armed Forces of Brazil at the Brazilian War College (Escola Superior de Guerra) using the PUMA system with the IADC hardware. This program helped to establish exploratory and normative scenarios in the Country Study Work and in Committees, as well as in implementing defense and security policies and strategies.

Mention must be made regarding the progress made in strengthening the technical capacities for research as compared to earlier Classes as a result of using the new techniques taught during the research and writing workshop. It is evidenced in the quality of the papers submitted by the current students in the Academic Program courses, such as: Civil-Military Relations, International Relations, International Institutions, Strategic Logic, International Economic Policy, the Media and the Armed Forces, the Inter-American System, the Art of Negotiation and Defense Policy. These papers have to be submitted throughout the course and became a valuable asset for analysis and implementation.

Country Studies prepared by Class 52 were done using the prospective methodology described above, with groups of 12 students. The following countries were studied: Brazil, Bolivia, Chile, Colombia, Ecuador, United States, Honduras, Mexico, Paraguay, Peru and Uruguay. Country assessments for the next ten years were gleamed from the country studies as a tool to identify possible scenarios and determine, as was done, three defense policies and two development policies, each with three lines of strategic action.

An analysis of world regions was performed for the work of Committees: Asia-Pacific, the Middle and Near East, Europe, Eurasia and Central Asia and Sub-Saharan Africa. Possible strengths and weaknesses that could impact the Western Hemisphere were identified in each region. A geopolitical analysis was carried out during Committee II and III of the following areas in the hemisphere: North America, Central America and the Small Island States, Andean Region, the Amazon and the Southern Cone Region. Each work group had to define defense and security policies.

The work done during the three committees, in addition to improving research techniques, prospective methodology and increasing the knowledge of the students, served as the basis for the final work of the Country Study.
6. Updating the Academic Program

As a result of the efforts for modernization, the IADC modernized its Academic Program guiding it from a graduate course towards a Master’s Degree program accredited by the education system of the host country. For this to be accomplished, the organizational structure of the Department of Studies was transformed by adding permanent faculty, consisting of experts from different countries in the hemisphere. Modernizing the Academic Program (taking into account the goal of training senior advisers on defense and security for the inter-American system) consisted of a review of the syllabus, review and modernizing the regulations and adapting new methodology for teaching classes.

Modernizing the academic program, as described above was applied with Class 53, with the start the school year at the beginning of the second half of 2013 and has had a direct positive impact on the students’ academic performance.

7. IADC Associates

As can be expected, as a renowned academic institution the IADC has agreements with similar institutions, with the same level of programs. Through these institutions the IADC seeks to have students strengthen their skills, enrich knowledge and obtain a Master’s degree. Some of these institutions require tuition, but students are given special treatment as a result of the agreements with the IADC. The institutions with active exchange programs at the time of Class 52 were:

- National Academy for Political and Strategic Studies (ANEPE) Chile
- American University, School of International Service (AU-SIS) USA
- American Public University (APU) USA
- Canadian Defense Academy (CDA) Canada
- Center for Hemispheric Defense Studies (CHDS) USA
- National Defense University (NDU) USA
- Universidade de Brasília (UNB) Brazil
CONCLUSIONS

During 2013, the Inter-American Defense Board continued its mission of providing technical and educational advice and consultancy services on matters related to military and defense issues to the entities of the OAS, agencies under the General Secretariat and to Member States upon request, by informing the Permanent Council in advance, through the Committee on Hemispheric Security.

All the foregoing has enabled progress on various issues of hemispheric interest, improving the interaction with different agencies through seamless work with the Committee on Hemispheric Security, the Secretariat for Multidimensional Security, and other OAS entities, and responding to ongoing planning efforts, to OAS requirements, to requests from Member States and to requests from organizations that share similar nature and goals as the Inter-American Defense Board.

In this context, the IADB as a whole, continued to direct its work, and adapting it according to the changing geo-strategic situation in the hemisphere, especially in light of traditional and nontraditional threats that constantly impact the countries in the Americas, as an advisory body to the OAS and a key component of the Inter-American Defense System, looking to have its space, and using the opportunities provided by its higher body to cooperate towards the common good with its specific tasks.

This past year, the IADB celebrated its 71 years of existence facing the present with a number of challenges and opportunities granted by the Organization of American States and its Member States, being an important precursor to further develop the cooperation and support functions, as provided by its Statute, to the countries of the hemisphere. Undoubtedly, the milestone that significantly marked the way to analyze the past, develop the present and plan for the future, is the strategic vision of the current Secretary General of the OAS, which emphasizes the desire to improve efficiency in the performance of the duties of its organs by developing work that is inherent to the debate on the issues that concern the hemisphere, constituting the essence of the organization itself.

Standing out among what has already been said, is the increase of working, cooperation and mutual support relations that have been established with the SMS and the CHS of the OAS and with other hemispheric and sub-regional defense and security organizations including the Conference of Defense Ministers of the Americas (CDMA), the Conference of Central American Armed Forces (CFAC), the Caribbean Community (CARICOM), the South American Defense Council (CDS), the Inter-American Naval Conference (IANC), the Conference of American Armies (CAA) and the System of Cooperation between the American Air Forces (SICOFAA).

The IADC, meanwhile, in 2013 has continued to work towards the accreditation that will enable granting its own Master’s Degree in Defense and Security Studies. Working together with the host country, the IADC has begun to make much-needed improvements to its facilities and is
exploring ways to increase student capacity. Given that defense and security issues continue to evolve, the IADC is uniquely positioned to provide critical professional education for key leaders in the Western Hemisphere.

Facing the present and the future, the discussions in the CHS about the Inter-American Defense System will provide an excellent opportunity to review and strengthen the global position of the IADB and its contribution within this system, consistent with the vision and mission of the Inter-American Defense Board regarding cooperation in the field of defense, promoting peace and security in the Americas.

WASHINGTON, D.C., March 1, 2014.

Vice Admiral Bento Costa Lima Leite de Albuquerque Junior
Director General
Inter-American Defense Board
Activities of the Chairman of the Council of Delegates

Activities of Lieutenant General Guy Thibault (January 1st to June 30, 2013)

The agenda of the Chairman of the Council of Delegates has been dynamic and continues to seek favorable conditions for improving the institutional relationships and positioning the IADB within the hemisphere as a component of the Inter-American System. These activities were carried out as detailed below:

Meetings with leaders of the OAS

- Ambassador J.M. Insulza, Secretary General.
- Ambassador Karran, Chairman of the Permanent Council of the OAS.
- Ambassador Culham, Representative of Canada to the OAS.
- Ambassador Arturo Vallarino Bartuano, Representative of Panama to the OAS.
- Ambassador D. Paya, Representative of Chile to the OAS.
- Ambassador D. Brutus, Representative of Haiti to the OAS.
- Ambassador W. Alban, Representative of Peru to the OAS.
- Ambassador C. Lomellin, U.S. Representative to the OAS.
- Ambassador Mendez, Former Chairman of the OAS Committee on Hemispheric Security.
- Secretary Adam Blackwell, Secretary for Multidimensional Security.

Meetings with external authorities

- President of the Republic of Paraguay, Dr. Luis Federico Franco Gómez.
- Director of Foreign Affairs of Peru, Ambassador Mario Lopez Chavarri.
- Chairman of the CHS, Ambassador Bayney Kaamam.
- Director of the Center for Hemispheric Defense Studies, Dr. Richard D. Downie
- President of the Inter-American Dialogue, Michael Shifter
- Minister of Defense, Chile, Mr. Rodrigo Hinzpeter K.
- U.S. Under Secretary of Defense, Dr. Frank Mora.
- President and Commander in Chief of the Armed Forces of the Republic of Paraguay, Dr. Luis Federico Franco Gómez.
- Minister of Defense, Canada, Mr. Peter Mackay.
- Chairman of CARICOM, Dr. Neil Parsan.

Presentations by the Chairman of the IADB

- OAS, CAAP, Washington (Jan. 31).
- OAS, CHS (Mar. 22).
• OAS, Permanent Council (02 May.).
• Catholic University of the Republic of Honduras (06 May.).
• Colegio de Defensa Nacional, México (09 May.).
• XIII Curso de Altos Estudios Estratégicos del Comando Superior de Educación, Army of Guatemala. (22 May.).
• National Institute for Strategic Studies Symposium, Washington, D.C. (May 22.).
• Symposium “The Armed Forces and their Participation in Law Enforcement and Development Tasks” (21-22 May.).
• National Academy for Political and Strategic Studies (ANEPE) Chile

Participation by the Chairman of the Council of Delegates in regional hemispheric conferences

• TELECON Meeting with Canadian Forces, CMDA (06 Jan.).
• Trip by General de División Ríos to Honduras for the change of command and the CFAC Superior Council Meeting (31 Jan. - February 1).
• Canadian CDS GOFO Seminar in Ottawa (February 11 to 13).
• Ottawa Conference on Security and Defense.
• CENTEC in Panama (Commissioner Finch represents the IADB.) (April 15-19).
• Dialogue Joint Chiefs of Staff U.S. - Peru (CMDA XI Pro Tempore Secretariat).
• Twelfth Regional Conference of the Americas in Curacao (June 3).
• 43rd General Assembly of the OAS in Antigua, Guatemala (June 4 to 6).

Travel by the Chairman of the Council of Delegates

• Travel to Peru to coordinate IADB support to the XI CMDA (April 25.).
• Travel to Paraguay to meet with the Ministry of Defense (28 Apr.).
• Travel to Venezuela for the Regional Conference of the Americas (June 3).

Activities of General de División Werther Araya Menguini (July 1 to December 31, 2013)

The agenda of General de División Araya has also been dynamic and steady. In all the activities in which he has participated, he has conveyed messages about the IADB, stressing the value and importance of the functions it carries out, as follows:

Meetings with leaders of the OAS

• Ambassador J.M. Insulza, Secretary General.
• Ambassador Karran, Chairman of the Permanent Council of the OAS.
• Ambassador W. Alban, Representative of Peru to the OAS.
• Ambassador Rodrigo Vielmann de Leon, Representative of Guatemala to the OAS.
• Ambassador M. Salvador, Representative of Ecuador to the OAS.
• Ambassador S. Vasciannie, Representative of Jamaica to the OAS.
• Ambassador Alvaro Briones, Representative of Chile to the OAS.
Ambassador Deborah Mae-Lovell, Representative of Antigua and Barbuda to the OAS.

Meetings with external authorities

- Head of the Department of Planning and Policy of the Swedish Armed Forces, General de Brigada Dennis Gyllensporre, (July 23 to 24).
- Colonel Colin Michael, Head of Delegation of Trinidad and Tobago to the IADB and Representative of CARICOM. (Sep. 25).
- Dr. Duly Brutus, Chairman of the CHS (October 7).
- SouthCom Commander, Lieutenant General John Kelly in Miami (11 Oct.).
- Chief of Staff of the Army of Peru, General de División Felipe Aguilar Vizcarra (17 Oct).
- Vice Minister for Defense Policy, Mr. Mario Sanchez Debernardi and Ambassador Mario Lopez Chavarri, Director of Foreign Affairs of the Ministry of Defense of Peru XI CMDA (18 Oct.).
- Secretary of National Defense of Mexico, Lt. Gen. Salvador Cienfuegos Zepeda (23 Oct.).
- Chairman of the Inter-American Defense Foundation, GDD John Smith (4 Nov.).
- Minister of Defense, Chile, Mr. Rodrigo Hinzpeter Kirberg (Nov.).

Presentations by the Chairman of the Council of Delegates of the IADB

- Graduate School for Advanced Strategic Studies, Dominican Republic (26 Jul.).
- Programa Alto Mando, War College, Army of Peru (27 Sep.).
- Delegation of Argentina, CSIS Institute, ASIS and FURP (30 Sep.).
- IADC, students of Class 53 (10 Oct.).
- CHS (12 Sep. and Dec. 6).
- Instituto de Alto Estudios Estratégicos, Paraguay (29 Oct.).
- Curso de Altos Estudios Nacionales, Perú (12 Nov.).
- Curso de Altos de Estudios Estratégicos, Guatemala (25 Nov.).

Participation by the Chairman of the Council of Delegates in regional hemispheric conferences

- XXVIII CFAC, Nicaragua (22 Jul.).
- Seminar on Security and Defense, Paraguay (31 Jul.).
- XXX CAA, Mexico (October 22 to 25).

Travel by the Chairman of the Council of Delegates

- Visit to Mexico for the independence celebration. (Sep. 13-16).
- Visit to Peru to coordinate the XI CMDA (18 Oct.).