

ANNUAL REPORT

OF THE SECRETARY GENERAL

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Organization of
American States

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1. GENERAL ASSEMBLY AND COUNCILS

1.1 GENERAL ASSEMBLY

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

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

The forty-fourth regular session of the General Assembly was held in Asunción, Paraguay, from June 3 to 5, 2014. The Assembly adopted six declarations and 58 resolutions. The outcome of the General Assembly session has been published in the document *Proceedings* (OEA/Ser.P/XLIII-O.2).

The Assembly made important decisions on issues such as development with social inclusion, the Strategic Vision of the Organization, the promotion and strengthening of democracy, peace, hemispheric security, the implementation of a youth strategy for the Americas, cooperation, access to justice, the promotion and protection of human rights, the development of law, the prevention and eradication of sexual exploitation and the trafficking of children, trade, tourism, scholarships, and the protection of persons with disabilities, women, children, the indigenous, and migrants.

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

The forty-sixth special session of the General Assembly was held on September 19, 2014, in Guatemala City, Guatemala, pursuant to the mandate contained in the "Declaration of Antigua Guatemala: For a Comprehensive Policy against the World Drug Problem in the Americas," AG/DEC. 73 (XLIII-O/13). On that occasion, the General Assembly considered the proposals drawn up by the Permanent Council, in dialogue with all parties involved, regarding reflections and guidelines for formulating and following up on comprehensive policies to address the world drug problem in the Americas. The General Assembly then adopted resolution AG/RES. 1 (XLVI-E/14) rev. 1.

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

The forty-seventh special session of the General Assembly was held on September 12, 2014, at the headquarters of the General Secretariat of the Organization in Washington, D.C., pursuant to the mandate contained in resolution AG/RES. 2814 (XLIV-O/14). On that occasion, the General Assembly adopted resolution AG/RES. 1 (XLVII-E/14) rev. 1 entitled “Guidelines and Objectives of the Strategic Vision of the Organization of American States (OAS)”

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

The forty-eighth special session of the General Assembly was held on October 29, 2014, at the headquarters of the General Secretariat of the Organization in Washington, D.C., in order to consider and adopt the program-budget of the Organization of American States for 2015. It adopted resolution AG/RES. 1 (XLVIII-E/14) rev. 1, “Program-Budget of the Organization for 2015-2016”.

1.2 MEETING OF CONSULTATION OF MINISTERS OF FOREIGN AFFAIRS

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

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

The Twenty-Eighth Meeting of Consultation of Ministers of Foreign Affairs was held on July 3, 2014, having been convened by resolution CP/RES. 1031 (1974/14) to consider the topic “Sovereign Debt Restructuring: The Case of Argentina and Its Systemic Consequences,” on which reports were presented by the Minister of Foreign Affairs and Worship of Argentina, Héctor Timerman, and the Minister of Economy and Finance of Argentina, Axel Kicillof. The Declaration adopted by the Twenty-Eighth Meeting of Consultation of Ministers of Foreign Affairs was published as document RC.28/DEC. 1/14.

1.3 PERMANENT COUNCIL

The Permanent Council is one of the organs by means of which the Organization accomplishes its purposes (Art. 53 of the Charter). It reports directly to the General Assembly and is composed of one representative of each member state, especially

appointed by the respective government, with the rank of ambassador. Its functions and powers are defined in Chapter XII of the Charter. The Permanent Council takes cognizance of any matter referred to it by the General Assembly or the Meeting of Consultation of Ministers of Foreign Affairs. It serves provisionally as the organ of consultation in conformity with the provisions of the Inter-American Treaty of Reciprocal Assistance (Rio Treaty). It keeps vigilance over the maintenance of friendly relations among the member states and assists them in the peaceful settlement of their disputes. It also acts as the Preparatory Committee of the General Assembly, unless the General Assembly should decide otherwise.

- **Chairs and vice chairs**

The office of Chair of the Permanent Council is held by each of the principal representatives in turn, following the Spanish alphabetical order of the names in Spanish of their respective states. The office of vice chair is filled in the same way, in reverse alphabetical order. The Chair and vice chair hold office for a term of three months. The terms begin automatically on the first day of each calendar quarter. Listed below are the officers of the Permanent Council in 2014:

January to March:

Chair: Ambassador Pedro Verges, Permanent Representative of the Dominican Republic

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

April to June:

Chair: Ambassador Jacinth Lorna Henry-Martin, Permanent Representative of Saint Kitts and Nevis

Vice Chair: Ambassador Milton Romani, Permanent Representative of Uruguay

July to September:

Chair: Ambassador Sonia M. Johnny, Permanent Representative of Saint Lucia

Vice Chair: Ambassador Neil Parsan, Permanent Representative of Trinidad and Tobago

October to December:

Chair: Ambassador La Celia A. Prince, Permanent Representative of Saint Vincent and the Grenadines

Vice Chair: Ambassador Niermala Badrising, Permanent Representative of Suriname

- **Presentations**

During the period covered by this report, the Secretary General and the Assistant Secretary General addressed the Permanent Council on a number of occasions to report on various

items on the Organization's working agenda and on matters of interest to the member states.

In addition, the Permanent Council received oral reports on the following electoral observation missions (EOM/OAS): Presidential Elections in El Salvador; General Elections in Antigua and Barbuda; General Elections in Costa Rica; Presidential and Parliamentary Elections in Colombia; and General Elections in Panama.

- **Visits to the Permanent Council**

At special and regular meetings, the Council received the following presidents of member states: Mr. Michel Joseph Martelly, President of Haiti; Mr. José Mujica Cordano, President of Uruguay; Mr. Luis Guillermo Solís, President of Costa Rica; Ms. Michelle Bachelet, President of Chile; Mr. Salvador Sánchez Cerén, President of El Salvador; Mr. Otto Pérez Molina, President of Guatemala; and Mr. Juan Orlando Hernández, President of Honduras.

During the period covered by this report, the Council also received the following dignitaries: Ambassador Eladio Loizaga, Minister of Foreign Affairs of the Republic of Paraguay; Mr. Francisco Álvarez De Soto, Minister of Foreign Affairs of the Republic of Panama; Mr. Frederick A. Mitchell, MP, Minister of Foreign Affairs and Immigration of The Bahamas; Mr. Diego Molano Vega, Minister of Information and Communication Technologies of Colombia; Senator Bhoendradatt Tewarie, Minister of Planning and Sustainable Development of Trinidad and Tobago; Dr. Carissa F. Etienne, Director of PAHO; Mr. Víctor Villalobos, Director General of IICA; Ambassador Joseph Mifsud, Director, London Academy of Diplomacy; Ambassador Noel G Sinclair, Former Permanent Representative of Guyana to the United Nations, Deputy Chef de Cabinet of the Presidency of the United Nations General Assembly (68th session); Mr. Gedeón Santos, President of the Dominican Telecommunications Institute (Indotel); Mr. Mario Giro, Vice Minister of Foreign Affairs of Italy; and Dr. Claire Nelson, President of the Institute of Caribbean Studies (ICS),

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

By virtue of Article 24 of the Rules of Procedure of the Permanent Council, the Working Group on the Strategic Vision of the OAS (GT/VEOEA) was installed by the Council on September 20, 2013, with a mandate to conduct a political dialogue aimed at determining the best ways to achieve the goals for which the OAS was established and to reach conclusions conducive to a definitive prioritization of the mandates to be pursued by the Organization. The Permanent Council elected Ambassador Emilio Rabasa, the Permanent Representative of Mexico to the OAS, as Chair of the Working Group and, as its Vice Chair, Ambassador John Beale, Permanent Representative of Barbados to the OAS.

During first-half 2014, the Working Group held eight meetings to consider the draft resolution "Strategic Vision of the Organization of American States," which was adopted as resolution AG/RES. 2814 (XLIV-O/14) by the General Assembly at its forty-fourth regular session, held in Asunción, Paraguay, from June 3 to 5, 2014. That resolution adopted the Vision Statement of the Organization and instructed the Working Group to complete the process of forging the Strategic Vision based on current and future suggestions by the member states, taking into account the draft guidelines and strategic objectives proposed in Appendixes A and B of the report of the Chair of the Working Group, included in document CP/doc.5050/14, and to consider that version of the Strategic Vision in a special session of the General Assembly to be held prior to September 15, 2014.

At the regular meeting of the Permanent Council of July 9, 2014, in recognition of their valuable work as officers of the Working Group, the Permanent Council ratified Ambassador Emilio Rabasa, Permanent Representative of Mexico to the OAS as Chair of the Working Group, and Ambassador John Beale, Permanent Representative of Barbados to the OAS, as its Vice Chair.

During third quarter 2014, and pursuant to the mandate contained in resolution AG/RES. 2814 (XLIV-O/14), the Working Group held 13 meetings to consider the draft resolution "Guidelines and Objectives of the Strategic Vision of the Organization of American States (OAS)." That draft was finally adopted by the General Assembly through resolution AG/RES. 1 (XLVII-E/14) rev. 1 at its forty-seventh special session held at OAS Headquarters on September 12, 2014. The aforementioned resolution approved the strategic objectives for institution-building in respect of the pillars established in the Strategic Vision and administrative management. In addition, the General Assembly instructed the Permanent Council to continue the development of the Strategic Vision through the preparation of a comprehensive strategic plan of the OAS, the design of tools and mechanisms to improve management, and the establishment of evaluation mechanisms.

- **Joint Working Group of the Permanent Council and CIDI on the Draft Plan of Action of the Social Charter of the Americas**

Pursuant to resolution AG/RES. 2841 (XLIV-O/14), the Joint Working Group considered the Draft Plan of Action of the Social Charter of the Americas and submitted it for approval by the Permanent Council and CIDI. On February 11 2015, the Permanent Council and CIDI approved the Plan of Action of the Social Charter of the Americas, ad referendum of the General Assembly at its forty-fifth regular session.

The Plan of Action establishes objectives and strategic lines of action in the areas of work, social protection, health, food and nutrition, education, housing, basic public services, and culture, aimed at contributing, in accordance with each member state's circumstances, to

the fulfillment of the principles, purposes and priorities contained in the Social Charter of the Americas.

- **Declarations and resolutions**

Between January and December 2014, the Permanent Council adopted seven declarations and 17 resolutions, the complete texts of which are available on the Permanent Council web page.

During the same period, the Council and its subsidiary organs held more than 250 formal and informal meetings.

The following official documents (transcription, review, and editing services) were also processed.

- The volumes of minutes and documents from the forty-fourth regular session of the General Assembly, the forty-fifth, forty-sixth, forty-seventh, and forty-eighth special sessions of the General Assembly;
- The minutes of the meetings of the Preparatory Committee of the General Assembly and
- The minutes of the Permanent Council meetings.

The Permanent Council adopted 34 minutes of regular and special meetings and of joint meetings with the Inter-American Council for Integral Development.

1.4 THE INTER-AMERICAN COUNCIL FOR INTEGRAL DEVELOPMENT

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

Officers: 2014:

January-June	Chair:	Ambassador Diego Pary, Permanent Representative of the Plurinational State of Bolivia
	Vice Chair:	Ambassador Milton Romani Gerner, Permanent Representative of Uruguay

July-December Chair: Ambassador Neil Parsan, Permanent Representative of
Trinidad and Tobago

CIDI continued to strengthen its role and procedures with a view to achieving substantive political dialogue on development issues with the active participation of the permanent representatives, as well as experts and partners of the OAS. That dialogue sought to take a comprehensive look at the issues and thereby promote closer ties and interaction in the OAS development agenda, through the participation of sectoral authorities in the member states and select presentations by experts and institutions that work with the OAS. Through select presentations by the Executive Secretariat for Integral Development (SEDI), an effort was also made to publicize results and the activities carried out and to pinpoint the comparative advantages of the OAS and new changes in the ways it goes about its work. Among other issues, for instance, CIDI considered water-supply related challenges in the Americas in the first quarter of the Twenty-First Century within the context of the Post-2015 Development Agenda; energy sustainability and the link between water and energy; innovation in education and teacher training, employment, competitiveness, skills-building; and sustainable cities and risk mitigation, including presentation of the on-line tool for monitoring the Inter-American Plan for Disaster Prevention and Response and the Coordination of Humanitarian Assistance.

Given that CIDI is the highest political body in the OAS in the area of integral development, the above-mentioned thematic dialogue was supplemented with more in-depth analysis of the Organization's vision with respect to this "pillar", aimed at contributing and adding to the dialogue in the Permanent Council and its Working Group and thereby encouraging the better understanding and reflection needed to strengthen the development pillar within the context of the Strategic Vision of the OAS.

CIDI established that SEDI should provide it with periodic reports and sought to have sectoral authorities report directly on the objectives and results of meetings. The Chairs of CIDI took part in several ministerial meetings, thereby establishing a two-way channel of communication between CIDI headquarters and its sectoral activities. All of this was done to acquaint the delegations at headquarters with sectoral activities and to enable the Chair of CIDI to learn first-hand about the sectoral dynamics and scope of the technical cooperation in which SEDI was engaged. The Chair of CIDI also took part in the 2014 United Nations South-South Development Expo, where he spoke about the OAS's work in that field.

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

- The XXII Inter-American Congress of Ministers and High-level Authorities of Tourism (Bridgetown, Barbados) with the theme "Tourism Competitiveness: An Essential Element of Sustainability." A declaration was adopted in which the states committed

to promoting competitiveness and sustainability in the development of the tourism sector by supporting initiatives designed to monitor competitiveness and sustainability indicators, including, *inter alia*, improvements in infrastructure and stronger intersectoral ties and policies to promote the sustainable development of tourist attractions. Within that Framework, the Congress reaffirmed the Sustainable Destinations Alliance for the Americas (SDAA) launched by the OAS in coordination with the public, private, and nongovernmental organization sectors in the region. It was agreed that the next meetings would be held in Peru (2015) and Guyana (2016).

- The Sixth Inter-American Meeting of Ministers of Culture and Highest Appropriate Authorities (Port au Prince, Haiti), with the theme "Cultural Interdependence in the Context of Globalization." The Meeting adopted the Declaration of Port-au-Prince, which committed to more interrelated programming between culture, tourism, and other sectors, including through the use of new technologies, in order to maximize the contributions of culture to social and economic development in the member states of the OAS. It also underscored the importance of SEDI exploring opportunities for increasing programs in these two sectors.

Meetings were held by the Inter-American Committees on Ports and on Sustainable Development. The former ratified commitments made in Cartagena, in 2013, while the latter began evaluating and preparing the current Inter-American Program for Sustainable Development (PIDS) with a view to updating it at the Meeting of Ministers and High-Level Authorities on Sustainable Development, scheduled to be held in Honduras in October 2015.

CIDI made progress in its day-to-day activities through the Committee on Partnership for Development Policies, the Committee on Migration Issues (CAM), the Working Group to Strengthen CIDI, and the Ad Hoc Working Group to Review Mandates on Integral Development. It also managed the joint working group with the Permanent Council to draw up the Plan of Action of the Social Charter of the Americas. That last-mentioned working group completed its preparation of the Plan of Action in December 2014. It is expected to be adopted by both Councils early in 2015, at referendum of the General Assembly.

Work advanced in the following areas:

1. The Development Cooperation Fund was established by adjusting and updating the old Special Multilateral Fund of CIDI to enable it to contribute to the financing of national and multilateral cooperation programs, projects, and activities under an umbrella arrangement capable of eliciting financial resources and cooperation from other donors.

2. In response to the General Assembly mandate contained in resolution AG/RES. 1 (XLV-E/13)], CIDI prepared an implementation plan to evaluate the impact, relevance, sustainability, efficiency, and cost effectiveness of the OAS Scholarship and Training Program and forwarded it to the Permanent Council for it to consider the financing thereof.
3. It consolidated the procedures for negotiating omnibus rather than individual resolutions by adopting its own resolution model, along with model language for presentation of the reports and outcomes of CIDI's sectoral meetings.
4. Progress was made with classification of mandates on development, including those assigned in 2013.
5. A future framework of action was established for the Committee on Migration Issues along with a Guidelines paper on migration and development. CIDI also continued to review, implement, and monitor the Inter-American Program for the Promotion and Protection of the Human Rights of Migrants, Including Migrant Workers and their Families, with a view to optimizing its objectives.

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

2. GENERAL SECRETARIAT

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

2.1 OFFICE OF THE SECRETARY GENERAL

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

In 2014, the Office of the Secretary General supported and complemented the activities carried out by the various organs, secretariats, departments, and units of the Organization. It also conducted research, prepared drafts of the Secretary General's speeches, and served as liaison with the permanent missions, government agencies, and civil society. By the same token, it organized the Secretary General's missions away from headquarters, his official visits to meet with the heads of the member states, and his participation in ministerial and other international conferences and events.

Office of the Chief of Staff of the Secretary General

2.1.1 Department of Legal Services

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

- a. Policy-making bodies: General Assembly (GA); Permanent Council (PC), particularly its Committee on Administrative and Budgetary Affairs (CAAP); OAS Commissions and Special Missions.
- b. General Secretariat (GS): Offices of the Chief of Staff of the General Secretariat and of the Assistant Secretary General and the following Secretariats: SEDI, SPA, SMS, SAF, SLA, and SER; special missions, offices, and units of the General Secretariat in the member states; and the Office of the Inspector General.

- c. Other organs, specialized organizations, and entities: IACHR; CIDI; IACD; CIM; IIN; CITEL; CICTE; CFDH; IICA; IABA; CIP; IADB; Administrative Tribunal; Trust for the Americas and Young Americas Business Trust (YABT).
- d. Permanent and *ad hoc* committees of the General Secretariat: Insurance, Selection and Awards Committee, Project Evaluation Committee, Ethics Committee, Publications Committee, Sales Committee, Committee of the Board of Trustees of the Medical Benefits Fund, Retirement and Pension Committee, and Committee of the Leo Rowe Memorial Fund. The Disciplinary Committee, the Committee on Reconsideration, and the Committee on Reduction in Force.

Advisory services include:

- a. Legal representation in litigation, arbitration, and other disputes.
- b. Preparation and negotiation of commercial, real estate, cooperation, election monitoring, and other contracts and agreements with private and government entities, NGOs, multilateral organizations, member states, permanent observers, and so on.
- c. Application of international law and member state laws as well as SG rules to tax, labor, immigration, intellectual property, bankruptcy, privileges and immunities, contractual, commercial, and other matters.
- d. Preparation of regulatory instruments of the SG and other organs of the Organization, such as executive orders, administrative memoranda, directives, and so on.
- e. Conducting and participating in internal investigations.
- f. Advisory services in specialized areas such as electoral legislation, intellectual property, trusts, tax law, and pensions.
- g. Participation in conferences, and contracts with public and private multilateral sectors.

ACTIVITIES

The DLS attended to approximately 2,000 matters and issued more than 1,300 legal opinions in writing and about 650 orally. It provided advisory services at more than 400 meetings.

Among other things:

- i. It defended the Secretary General in a case before the Administrative Tribunal.
- ii. It reached conciliatory agreements with present and former personnel.
- iii. It successfully negotiated an agreement with the telephone company, Verizon, whereby the company condoned a significant claim against the General Secretariat.
- iv. It successfully negotiated a conciliatory agreement with the health insurance company.
- v. It counseled the SFA and the CAAP and the latter's working groups on administrative, budgetary, and procedural matters.
- vi. It advised SEDI with respect to a various cooperation and project execution agreements.
- vii. It issued executive orders, including new procedures for whistleblowers and protection against reprisals ("whistleblowers policy"); changes to the structure of the Organization; the establishment of the International Electoral Accreditation Body within the Department of Electoral Cooperation and Observation; and others.
- viii. It advised the General Secretariat regarding the amendment of its financial rules.
- ix. It collaborated with the Inspector General on investigations and interpretations.
- x. It advised the CIM on the negotiation and conclusion of agreements with judicial bodies in various member states.
- xi. It counseled CITEL on the amendment of its Statute and Rules of Procedure.

2.1.2 Office of Protocol

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

- **Protocol and ceremonial occasions**

The Office organized protocolary sessions for visits by the Heads of State of El Salvador, Guatemala, Honduras, Chile, Spain, Uruguay and Haiti and it provided support for the special meetings convened by the Permanent Council. Ceremonies and protocolary meetings were organized for Pan American Day, for the anniversary of the birthday of Simón Bolívar, and to commemorate the Discovery of America - Encounter of Two Worlds. The Office coordinated the presentation of credentials of the Permanent Representatives of Ecuador, Guatemala, Chile, Haiti, Panama, Costa Rica, El Salvador, and Uruguay. It also made arrangements for courtesy calls from various permanent observers. It organized receptions to bid farewell to the ambassadors of Guatemala, Chile, Haiti, Panama, Costa Rica, Canada, Uruguay, El Salvador, United States, and Antigua and Barbuda. It also coordinated the ceremonies to mark changes of the Chair of the Permanent Council and prepared and sent congratulatory letters to the permanent representatives and observers on their national days.

The Office of Protocol also coordinated a program of eight "Country Weeks," in which member states and observers are allocated a week in which to stage cultural or academic events. Protocolary services were also provided for the inauguration of a number of exhibits of the Art Museum of the Americas. Almost all ceremonies to mark the signing, deposit, or ratification of protocols and other agreements between the Organization and member states or other entities were organized by this Office (some 61 ceremonies in all).

For the General Assembly in Paraguay, the Office worked closely with the host country to organize the opening ceremony. Coordination services were provided for 150 bilateral meetings. In addition to organizing agreement-signing and other ceremonies, the Office of Protocol staged one institutional luncheon, two breakfasts, and a reception hosted by the Secretary General and the Assistant Secretary General for approximately 500 guests. Organizing the reception entailed negotiating and contracting with suppliers, printing and

sending invitations, and working in close coordination with the Secretariat of Foreign Affairs of Paraguay and with the country's security officials.

During the Special session of the General Assembly in Guatemala, the Office of Protocol provided coordination services for 35 bilateral meetings. Several ceremonies and agreement-signings were organized in close coordination with the Ministry of Foreign Affairs of Guatemala.

- **Administration of the Main Building**

The Office of Protocol administers the use of the Main Building of the OAS in Washington, D.C. The process for private use of the facility involves drawing up written contracts between the Organization and users, coordinating the logistic support the OAS provides for events, and following up on user payments. Over the course of 2014, there were some 118 receptions, lunches, dinners, and lectures, which were expected to yield approximately US\$238,869. The Office also worked closely with the Women of the Americas Organization (composed of women diplomats of the OAS - OMA), which organized the Food Festival of the Americas. The Office of Protocol lent support to OMA throughout the year. In addition to the above, the Office of Protocol organized and coordinated the following official events, held either in the main Building or at the Secretary General's residence: 5 luncheons, 3 dinners, 1 coffee break, and three receptions.

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

The Office of Protocol reviewed and keyed some 5,584 applications by the permanent missions and their staff into the "e-gov." system set up by the Department of State for submission of applications. They included accreditations, changes to and renewals of visas, extensions of residence permits, work permits and work permit extensions, imports and purchases of tax exempt items, the granting of work permits for dependents, the obtaining and renewing of tax exemption cards and driving licenses, and requests relating to vehicle registration, renewal of registration, verification of insurance, and the sale or exporting of vehicles. Letters were drafted and sent to United States consulates requesting visas abroad for personnel and others pertaining to the permanent missions. Visas were obtained for senior OAS staff and 580 letters were written to obtain driving licenses for OAS staff and non-diplomatic staff of the permanent missions. The Office processed 34 accreditations for the Secretary General and senior OAS staff to attend United Nations meetings. The Office served as liaison with the State Department Escort Service and with airlines to arrange for the Secretary General's travel within the United States, submitting 56 petitions.

- **Directory of Missions**

The “Directory of Missions, Heads of State, Senior Government Officials, OAS organs and Affiliated Entities” was kept up-to-date and posted on the OAS Intranet. A monthly calendar was kept of activities in the Main Building and the Diplomatic Gazette is published every two weeks.

- **Notes Verbales**

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

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

In 2012 and 2013, the General Assembly reduced the budget of the Offices of the General Secretariat in the Member States by US\$1.5 million, from US\$7.6 to US\$6.1 million for 2014, and instructed the Secretary General to optimize their organizational structure and the quality of the service they provide.

In response to this scenario, the Office of the Secretary General embarked on a **reform** headed by the Coordinating Office for the Offices of the General Secretariat in the Member States, aimed at getting rid of an operating deficit of US\$500,000 carried over since 2013, by adjusting this area's expenditure to the budgeted amount.

Objectives of the reform

The reform was shaped by two main parameters: 1) To consolidate the offices in a homogeneous and transparent fashion, at the lowest possible cost; and 2) To demonstrate with measurable results that their activities match the strategic mission of the Organization.

For that, the following principal objectives were established: To have an office in each member state that wants one; to be able to rely on material support, in cash or kind, from the host countries, for operating costs; to establish transparent and objective criteria for the distribution of staff and allocation of resources; to assign political and administrative functions in accordance with the levels assigned to each Office, and produce measurable results.

Criteria governing the assignment of responsibilities

The criteria for determining levels of responsibility and the calculations underlying distribution of the budget are as follows: the volume of activities of the OAS Office, the importance attached to it by the host country, relations with other agencies, regional scope, and special missions.

Results Achieved

The design and implementation of the reform yielded the following results: the Annual Operating Plan got under way; each office has a staff of at least two; decentralization was established as an operational standard, and training was provided in OASES administrative techniques; the posts of the OAS representatives match the level of their Office; the US\$500,000 operating deficit was eliminated; and the reallocation of posts and levels made it possible to comply with the General Assembly's instruction to cut the budget by more than 20%.

2.1.4 Summits Secretariat

The mandates of the Summits of the Americas Secretariat (SAS) include preserving the institutional memory of the Summits Process; supporting the host country during preparations for Summits; facilitating monitoring of the Summits' mandates; providing technical support to the Summit Implementation Review Group (SIRG), coordinating the activities of the Joint Summits Working Group (JSWG), coordinating stakeholder participation in the Summits process, and strengthening linkages between the Summit and the various inter-American ministerial processes.

The SAS continued serving as the technical secretariat and institutional memory for the Summits process. During 2014, the SAS lent support to the Government of Panama as it began preparing for the Seventh Summit of the Americas. In the course of 2014, the Secretariat paid several visits to Panama to coordinate the Seventh Summit and provide JSWG support to the Summit preparation process. Advisory services to the Government of Panama regarding all aspects of the Summit continued throughout 2014, especially as regards matters of substance and technical and political negotiation among States.

The SAS also lent technical support to the host country as it prepared for the negotiating sessions of the SIRG and with the draft final document presented by Panama for the negotiations among member states in preparation for the next Summit.

The SAS strengthened ties between the JSWG and the process of preparing for the new Summit by facilitating exchanges between the Group and officials in the country hosting the Seventh Summit. In particular, it made a substantive contribution to preparation of the

Summit's final document. The documents and presentations by the JSWG served Panama as inputs for preparing the draft final document of the next Summit.

The Summits of the Americas Follow-Up System (SISCA) was updated with all the information received from the institutions and the States pursuant to the mandates of the Sixth and earlier Summits.

As regards activities with civil society, a roundtable discussion was held on the core theme of the Seventh Summit, followed later on by simultaneous conversations on the subject in seven countries of the region. On-line consultations were also conducted on the leitmotiv of the Seventh Summit. The results of those consultations were presented by the SIRG for the states to consider in the run up to the next Summit.

During the fourth quarter of 2014, the SAS prepared an exhibit with the Columbus Memorial Library to commemorate the Twentieth Anniversary of the Summits process by showcasing documents, photographs, and memorabilia of the eight summits held in the past 20 years. A roundtable discussion was also held to commemorate this major milestone. Participants included regional leaders from a variety of sectors that have made substantial contributions to the Summits process. The idea was to reflect on achievements and actions still needed to implement the initiatives of the Heads of State and Government of the Americas in the past 20 years.

2.2 OFFICE OF THE ASSISTANT SECRETARY GENERAL

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

Thematic and technical responsibilities

- **Haiti**

The Organization of American States maintained its support to Haiti in 2014, through both new and existing mechanisms and initiatives. In a year characterized by a deepening political stalemate that has hindered the electoral process, its diplomatic efforts were instrumental in averting an exacerbation of the Haitian political crisis. Actively emphasizing the search for compromise and the need for broad inclusiveness in the dialogue process, the OAS leadership, through the Assistant Secretary General, was able to forge

mutual trust relationships with key stakeholders, including Government representatives, parliamentarians, and civil society representatives.

New projects were developed and implemented in key areas such as the strengthening of the capacities of the High Judicial Council (CSPJ), supporting the preparation of plan of a Haitian National Defense White Paper, and conducting a survey on the prevalence of drugs in secondary schools. Ongoing initiatives were consolidated and in certain cases reinforced, including key support to the Office of National Identification (ONI) for local and legislative elections, the Ministry of Tourism, the Secretary of State for persons with disabilities, and the Haitian National Police.

Assessments and reviews of ongoing projects and technical support were coordinated through regular meetings of the Haiti Task Force, which includes project managers, directors, and support personnel, and is chaired by Assistant Secretary General, Ambassador Albert Ramdin.

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

The Sixth Inter-American Meeting of Ministers of Culture and Highest Appropriate Authorities was successfully held in Port-au-Prince, Haiti on August 12 and 13, 2014, and was an excellent opportunity to strengthen cooperation and exchange views on the central theme: Cultural Interdependence in the Context of Globalization. It was also the occasion for Assistant Secretary General Ambassador Albert Ramdin to publicly address the Government and people of Haiti on this important issue.

In 2014, the OAS continued to closely monitor the situation of persons of Haitian descent born in the Dominican Republic and played an active role in trying to avert an important humanitarian crisis stemming from the 2013 decision of the Dominican Supreme Court. A plan to support and mediate Haitian national registration efforts in the Dominican Republic was devised and presented to the Haitian authorities.

- **Youth:**

To facilitate and promote the youth portfolio through the Americas, the Secretary General established in 2007 the Inter-American Working Group on Youth at the OAS. The IWGY chaired by OAS Assistant Secretary General Ambassador Albert Ramdin has focused more

intensely on the next generation of citizens and leaders to ensure the stability of the Americas well into the future.

On December 5, 2014, the Assistant Secretary General hosted the 3rd OAS Youth Conference of the Americas. This conference brought together member states, young people, NGOs and private sector representatives to discuss the topic of migratory youth and their impact on the development of the Americas. In addition to the main conference, an Expo was held showcasing OAS programs and those of some of the Organization's partners.

Subsequently, the Young Americas Business Trust (YABT) organized the Youth Dialogue as part of the IV Youth Forum of the Americas towards the Summit of the Americas in Panama City, Panama. The opening ceremony was led by the Secretary General of the OAS, José Miguel Insulza; Assistant Secretary General, Ambassador Albert Ramdin; and First Lady of Honduras, Ana García Hernández.

Following the Conference and Youth Consultation organized by the Young Americas Business Trust, the Organization held a special meeting of the Permanent Council on Youth and the results of the conference and the Consultation. Member states reaffirmed their support to the work of the Secretariat in particular the role of the ASG's office on youth development in the Americas by approving AG/RES. 2834 (XLIV-O/14), entitled: Toward Implementation Of A Strategy On Youth For The Americas (Adopted at the second plenary session, held on June 4, 2014).

- **Model OAS General Assembly (MOAS):**

In 2014, the Office of the Assistant Secretary General's Model OAS General Assembly Program for students of the Hemisphere (MOAS) organized the following seven MOAS with the participation of 1,611 students and 145 teachers.

- Universities: The 32nd MOAS for universities of the Hemisphere, in Arequipa, Peru; and the Washington, D.C. MOAS for universities (WMOAS), organized by the Institute for Diplomatic Dialogue in the Americas (IDDA) and sponsored by the GS/OAS.
- Secondary schools: The 33rd MOAS for secondary schools at OAS General Secretariat headquarters in Washington, D.C.; and the 4th MOAS for students on Colombia's Caribbean coast in Barranquilla.
- OAS interns: Three Permanent Council Models for OAS interns (MOAS/PC) were organized jointly with the Department of Human Resources of the GS/OAS.

In organizing these model sessions in 2014, the GS/OAS achieved its goal of promoting democratic values among the youth of the Hemisphere, while disseminating the work of

the OAS and providing students with a forum for practicing and developing negotiation, leadership, and communication skills.

Office of the Chief of Staff of the Assistant Secretary General

2.2.1 Department of Conferences and Meetings Management

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

- **Conference Section**

In the area of conferences and meetings, the Section provided management and logistical support for some 915 meetings. Approximately 909 meetings of political and technical bodies were held at headquarters. Away from headquarters, there were 6 meetings. They were either ministerials or meetings of a technical nature.

In 2014, and with the support of the DCMM, some 150 virtual meetings were held for approximately 1,630 participants, including 33 videoconferences and 117 meetings through the *Adobe Connect system*.

With respect to the webcast service, the Department of Conferences and Meetings Management designed and implemented a 100% digital and high-definition system for audiovisual productions and live transmission, recording, on-line distribution and archiving. At present live transmissions can be viewed on any PC, MAC, or Linux platform as well as from "smart" mobile devices. Transmission is continuous and unbroken, and allows for an infinite number of followers for each transmission. In 2014, there were 220 live transmissions, at and away from headquarters.

- **Language Section**

The DCMM provided simultaneous interpretation services in English, Spanish, French, and Portuguese for a total of 433 meetings of organs, agencies, and entities of the Organization, at headquarters and in member states. Moreover, it translated 8,168 documents, with approximately 9.4 million words translated into the four official languages of the Organization.

- **Documents Section**

In 2014, the Documents Section reproduced and distributed official documents of the Organization, including printing of master copies and their photocopying, distribution, and electronic storage. It also printed 500 copies of the OAS Charter in Portuguese and French. It designed, laid out, printed, and bound 250 copies of the book "Inequality and Social Inclusion in the Americas"; and it designed and printed three publications for the Department of International Law: "*Los Derechos de los Pueblos Indígenas*" [The Rights of Indigenous Peoples], "*Manual del Sistema de Marco Lógico*" [Logical Framework Manual] and "*Democracia y Participación Política*" [Democracy and Political Participation] (105 copies of each). In addition, the Section printed 200 OAS brochures, 800 Summits Secretariat brochures, and 200 copies of the Manual for Civil Society Participation in OAS Activities, among other books, brochures, and special publications.

Furthermore, in 2014, the Documents Section distributed 9,857 documents electronically and made 520,854 photocopies, a 35% drop in paper consumption compared to the previous year.

2.2.2 Columbus Memorial Library

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

It offers the following services: a) Reference and Research in support of access to information and OAS programs; b) Document Control: classifies and makes available official documents of the OAS; c) Technical Services: facilitates electronic access to the Library's collections via the acquisition and cataloging modules of the Integrated Automated Library System and digitization initiatives; Archives and Records Administration Services: the CML is responsible for managing the OAS' administrative archives and making available records that have ongoing value for the Organization; e) Interagency cooperation throughout the Americas.

- **Reference and Research Services**

The Columbus Memorial Library supports the functions of the General Secretariat and the missions. Information regarding the OAS is made available to the general public. In 2014, the Library responded to 12,000 requests for reference and archive and record administration services. The Current Awareness Political News Service created profiles for OAS staff and sent out 30,027 articles of interest electronically. In 2014, 2,126 materials were digitized as part of the Digitization Project, thus strengthening the Digital

Library. These documents include OAS documents created before 1997 that are used to respond to information requests.

- **Document Control Services**

The Columbus Memorial Library receives, classifies, and indexes all official documents of the OAS. In 2014, this section responded to 2,900 reference requests for OAS and Pan American Union documents, including those corresponding to the Organization's "Access to Information" policy. It provided technical assistance in the use of 47 classification codes, 227 requests for an International Standard Book Number (ISBN), and 112 requests for Cataloging in Publication (CIP) data for new OAS publications.

- **World Digital Library Project**

In 2009, UNESCO and 32 partner institutions launched the World Digital Library (WDL), and the Columbus Memorial Library was selected as an initial contributor. The website www.wdl.org offers unique cultural materials from libraries and archives around the world, including maps, rare books, films, photographs, architectural drawings, and other significant cultural materials. In 2014, maps and historical photographs in the OAS collection and posted on the World Digital Library were accessed and downloaded by thousands of users.

- **Donations**

The Library continued to accept donations in keeping with its Acquisitions Policy. They represent an important addition to the Library's budget. In 2014, the Library received donations from individuals and from Brazil, Canada, the Dominican Republic, El Salvador, Mexico, Panama, Peru, Spain, and Venezuela.

- **Exhibits**

The Columbus Memorial Library mounted several exhibits in 2014, including the visit of the President of Haiti to the OAS; Pan American Day; El Salvador; Gabriel García Márquez; and 20 Years of the Summits of the Americas Process.

- **Interns and Volunteers**

The Columbus Memorial Library benefited from the work of interns and volunteers assigned to specific projects, thereby alleviating the shortage of permanent staff. The Library has formed a Virtual Community of OAS Retirees, who help identify historic photos in the Photographic Collection. The Library benefited from the assistance of two

volunteers this year: a retiree who helped to identify more than 2,000 photographs that were added to the Collection, and another volunteer who helped update the Reference Collection.

- **Group of Friends of the Library**

The Group of Friends was established in 1994 and is made up of ambassadors from the permanent missions of the member states and permanent observers. Its role is to help the Library carry out activities and generate enthusiasm for its programs. In 2014, the Group met frequently for book donation ceremonies. Donations included the "Código Martínez Compañón," donated by the Observer Mission of Spain, and a collection of Gabriel García Márquez books, donated by the Permanent Mission of Mexico. The Group is chaired by Ambassador Hubert J. Charles, Permanent Representative of Dominica.

2.3 SECRETARIAT FOR POLITICAL AFFAIRS

The mission of the Secretariat for Political Affairs (SPA), created in 2006, is to help strengthen political processes in the member states, in particular to support democracy as the best option for ensuring peace, security, and development. The SPA focuses on strengthening the role of the Organization as the primary political forum in the inter-American system and on actively helping to maintain democracy in the member states. In addition to the Executive Office of the Secretary for Political Affairs, the SPA is composed of the Department of Electoral Cooperation and Observation (DECO), the Department of Sustainable Democracy and Special Missions (DSDSM), and the Department of Effective Public Management (DEPM).

2.3.1 Department of Electoral Cooperation and Observation (DECO)

In 2014, 15 Electoral Observation Missions (EOMs) and supportive delegations (*delegaciones de acompañamiento*) were deployed to 11 countries in the region^{1/}. Involved were 509 international experts and observers of 36 nationalities. Eighteen donor countries provided financial support. In the 2014 missions, close attention was paid for the first time to such matters as the participation of afro-descendant and indigenous groups, security and electoral crimes, dispute settlement mechanisms, and voting by citizens residing abroad.

1. **Electoral observation missions:** El Salvador (Presidential elections, first and second round); Costa Rica (General, first and second round); Colombia (Legislative and Presidential, first and second round); Panama (Presidential); Antigua and Barbuda (General); Peru (Regional and Municipal); Bolivia (General), Dominica (General). **Support missions:** Ecuador (Sectional); Uruguay (General) and Brazil (General).

With a view to strengthening the capacities of the region's electoral bodies, DECO helps electoral authorities implement recommendations through technical cooperation projects. DECO conducted the first electronic voting abroad pilot scheme in Costa Rica; helped Ecuador's National Electoral Council to implement a quality management system; and collaborated with Uruguay's Electoral Court (CE) to strengthen the process of transmitting preliminary election results (TREP). It also worked on a project to screen and compile the electoral roll of the Electoral Supreme Court (TSE) and the National Registry of Persons in Guatemala, and on another project to purge and establish the biometric electoral roll of the Plurinational Electoral Organ (OEP) of Bolivia.

Innovations in 2014 included, in particular, the establishment of the technical specification^{2/} known as ISO/TS 17582: *Quality management requirements for electoral bodies*, better known as Electoral ISO. In addition, by Executive Order, the International Electoral Accreditation Body (IEAB) was established to operate from within DECO and to provide basic oversight of the certification process based on the Electoral ISO technical specification.

As regards activities aimed at making electoral observation more professional, DECO certified 73 people in the methodology of OAS electoral observation following an on-line course. In addition, the finishing touches were put to a database that compiles and systematizes the information on each of the OAS/EOMs since 1962. It was scheduled to be published early in 2015.

The DECO continued its job of generating opportunities for exchanges among electoral bodies with a view to enhancing their installed capacity. In 2014, 38 electoral authorities met in Lima, Peru at the Ninth Inter-American Meeting of Electoral Authorities, while 28 technical staff met in Mexico at the Seventh Inter-American Electoral Training Seminar. The American Electoral Jurisprudence Group, comprising 10 electoral bodies in the region, also met, in Panama, and distributed the sixth edition of the Latin American Electoral Jurisprudence Yearbook.

To conduct all these activities and undertake new projects in 2015, DECO relies on prestigious partners working on electoral matters: International IDEA, the Venice Commission, the National Democratic Institute (NDI), the OECD, the University of Laval, the University of Salamanca, the Political Observatory of Latin America and the Caribbean (OPALC), and others. Expanding its range of partnerships in 2014, DECO signed a

2. The technical specification is an ISO product reserved for innovative standards and subject to a consensus of two-thirds of the members of the Technical Committee. It is a regulatory document governing certification.

cooperation agreement with the International Foundation for Electoral Systems (IFES) and a supplementary agreement with the National Electoral Chamber of the Argentine Judiciary.

2.3.2 Department of Sustainable Democracy and Special Missions (DSDSM)

- **Fund for Peace**

As part of the Belize-Guatemala rapprochement process, 13 cooperation agreements were signed in priority areas, such as security, tourism, the environment, education, culture, migration, and transportation. The number of bilateral exchanges exceeded that of previous years, thereby boosting bilateral relations and implementation of the Road Map and Plan of Action signed in January 2014. The outcomes paved the way for a prompt resumption of the referendums to decide whether the differendum between the two countries should be submitted to the International Court of Justice (ICJ).

- **Political Analysis and Prospective System (SAPPI)**

The DSDSM prepared 89 current political trends report and dispatched 53 notifications on key matters. The section provided electoral policy analysis support to eight OAS/EOMs and organized a workshop on revised techniques for constructing forward-looking scenarios. A new methodology was also devised for analyzing political discourse.

Finally, with the cooperation of the Joint Research Center and the support of the European External Action Service (EEAS), a program was developed to monitor open and digital information sources. In September 2014, a memorandum of understanding and cooperation was signed with EEAS in the area of conflict prevention.

- **Representative Institutions**

The GS/OAS lent support to the Peruvian Congress for the *First Inter-American Meeting of Presidents of Legislatures, Parliamentary Forums and Integration Parliaments*, an initiative that led to the establishment of the Inter-American Parliamentary Forum, which will meet for the second time in June 2015. The section also took part in 10 international events, conducted 6 on-line training sessions, and worked with forums and integration parliaments on a variety of topics.

- **Mediation and Dialogue**

"Practical Guidelines for the Design of Social Conflicts Early Warning and Response Systems" were developed and meetings to share experiences were organized in Suriname and Peru. Training workshops were also held for OAS representatives in the member states in Latin America and the Caribbean on conflict analysis, prevention, and management.

The section contributed to the preparation of United Nations resolution 68/303 and two resolutions adopted at the OAS General Assembly in Paraguay, AG/RES. 2833 (XLVIII-E/14), "Inclusive Dialogue for Effectively Dealing with Social Conflicts in Investments for Integral Development" and resolution AG/CG/doc2/14 rev.1, "Convocation of a Meeting of Governmental Experts on Land Rights, Natural Resources, Development and Consultation Experiences and Challenges."

- **Support for the Peace Process in Colombia (MAPP/OAS)**

The MAPP mandate was renewed in 2014 for a further three years. In addition to the functions covered under the original agreement, new responsibilities were assigned. These are, *inter alia*, to verify, monitor, and support the process of disarming, demobilizing, and reintegrating former combatants; on-the-ground collection of data useful for the peace process; and analysis of strategic information, including the mapping of the areas where criminal groups and guerrillas are located, mined areas, and hardships suffered by communities.

At the request of the Government of Colombia, MAPP/OAS decided to increase the number of its regional offices from 10 to 15. Finally, seven on-site visits were conducted to assess the feasibility of implementing the peace agreements in the regions.

2.3.3 Department of Effective Public Management (DEPM)

- **Innovation and Modernization for Effective Public Management**

Three Review Rounds of the Inter-American Cooperation Mechanism for Effective Public Management (MECIGEP) were held, with 11 countries participating. They reviewed public management practices in Brazil, the Dominican Republic, and Paraguay.^{3/}

The 2014 Inter-American Prize for Innovation in Public Management was also awarded. There were 74 candidacies from 18 countries, with prizes going to Brazil, Mexico, Peru, and Uruguay. This initiative promotes the experiences of a variety of institutions in the member states, while at the same feeding the DEPM database with new information on innovative experiences in both central and local public management.

The section developed guides on strategies and methodologies for public management for 24 countries of the region.^{4/} Technical assistance was also provided to the Office of the Director General of Costa Rica's Civil Service and to four government bodies in Paraguay. As

3. All the reports are posted on the DEPM website:
<http://www.oas.org/en/spa/depm/innovacion/MECIGEP.asp>.

4. Posted on the DEPM website:
<http://www.oashttp://www.oas.org/en/spa/depm/innovacion/Banco.asp>.

a result, the Civil Service Secretariat of Paraguay established a department responsible for promoting and providing technical assistance with institution-building methodologies in Paraguay's other institutions.

- **Universal Civil Identity Program in the Americas (PUICA)**

In preparation for the next Legislative Elections in Haiti, OAS/PUICA provides technical assistance to the National Identification Office (ONI) in order to guarantee Haitian citizens access to civil registration and to the National Identity Card (CIN) needed to exercise the right to vote.^{5/}

Five hospital civil registration offices were opened in Honduras and four in Paraguay. In Honduras, the hospital civil registration offices cover 49% of births in public hospitals (4,500 registrations at birth). In Paraguay the figures are 54% and more than 2,000, respectively.

In preparation for the 2015 elections in Guatemala, the Program checked implementation of PUICA recommendations made to the Guatemalan National Registry of Persons in 2010, regarding the issuance of Personal I.D.s. In the course of that project, the Program checked and updated the Personal I.D. information in the electoral roll of 452,231 citizens, who will be able to exercise their right to vote in 2015.

A diagnostic assessment was also made of the identification of Haitian migrants living in the Dominican Republic. It also looked at ways in which PUICA could help the Haitian State provide national identity cards for all Haitian migrants living in the Dominican Republic.

- **Open Government and Access to Public Information**

The "Get Informed and Improve Your Life" awareness campaign was developed and conducted in partnership with the Transparency and Access to Information Network (RTA)^{6/} along with a Model Document and Archives Management Manual, developed with EuroSocial and the RTA, to be used in the countries participating in the Network.

In addition, the section designed, developed, and launched a Fellowships program targeting young leaders in the public, private, and civil society sectors, to promote open government principles. The program is supported by the Government of Canada, the Government of Mexico, Fundación Avina, the Hivos Foundation, and the Carter Center.

5. Some 236,000 Haitian citizens have registered, more than 300,000 CINs have been issued, and 224,000 CINs have been distributed.

6. The campaign is conducted in the member countries of the RTA: Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, El Salvador, Guatemala, Mexico, Peru, and Uruguay.

- **Training Activities**

Fifty virtual and face-to-face courses were developed and taught on open government, civil registration, public management, and government procurement. They courses reached more than 1,500 people in the region.

2.4 EXECUTIVE SECRETARIAT FOR INTEGRAL DEVELOPMENT (SEDI)

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

SEDI's work is governed by General Assembly mandates, by mandates arising out of CIDI's regular and ministerial meetings, by mandates of the Summits of the Americas, by OAS instruments, and by specific requests for cooperation and technical assistance from the member states. SEDI focuses on supporting policy dialogue on development, capacity building, and cooperation for development among the member states.

In an effort to narrow down the focus of its work and maximize resources, SEDI reduced the number of its departments from seven in 2011 to four in 2014. At the same time, synergies were stepped up with the Executive Secretariat of the Inter-American Telecommunication Commission (CITEL), which became part of SEDI as of December 2013.

A concerted effort was made to improve communication of results to both the political bodies and to the general public, through periodic reports to CIDI and a monthly newsletter, *SEDI News*.

SEDI continued its coordination and cooperation with other areas of the General Secretariat, including the Inter-American Commission of Women (CIM), the Inter-American Commission on Human Rights (IACHR), the Secretariat for Political Affairs (SPA), the Secretariat for External Relations, and so on, with a view to highlighting mutually reinforcing initiatives. Along the same lines, SEDI stepped up its work with institutional partners, many of which played a substantial role in connection with the meetings of ministers and high-level authorities and/or supported technical programs implemented or facilitated by the OAS. Those partners include the United Nations, the Development Bank of Latin America (CAF), the Central American Bank for Economic Integration (CABEI), the

Economic Commission for Latin America and the Caribbean (ECLAC), the World Bank (IBRD), the Inter-American Development Bank, the Pan American Health Organization (PAHO), and the Inter-American Institute for Cooperation on Agriculture (IICA). These internal and inter-agency partnerships were instrumental in mobilizing financial and human resources for the formulation, promotion, and implementation of technical cooperation policies, programs, and projects. They also played a key role in support for the design and execution of programs aimed at strengthening the human and institutional capacity that lies at the heart of development and democratic governance in our Hemisphere.

- **Policy dialogue on development**

During its regular meetings in 2014, CIDI included more substantive dialogue on development issues, with the participation of sectoral authorities from the member states and experts and strategic partners of SEDI. The principal subjects addressed had to do with the incorporation of social inclusion on the development agenda, investment in human capital, innovation in education, competitiveness, and other matters. The meetings also reviewed progress made with the establishment of the post-2015 development agenda, including areas of action and OAS participation.

SEDI provided support for the following meetings of ministers and high-level authorities and of inter-American committees:

- Sixth Inter-American Meeting of Ministers of Culture and Highest Appropriate Authorities, August 12-13, 2014, Port-au-Prince, Haiti.
- XXII Inter-American Congress of Ministers and High-level Authorities of Tourism, September 3-4, 2014, Bridgetown, Barbados;
- VIII Americas Competitiveness Forum (ACF) and Annual Meeting of the Inter-American Competitiveness Network (RIAC), October 8-10, 2014, Port-of-Spain, Trinidad and Tobago;
- Sixth Regular Meeting of the Inter-American Committee on Education (CIE), October 14-15, 2014, Washington, D.C. USA;
- Meeting of Working Groups of the Inter-American Conference of Ministers of Labor, September 18-19, 2014, Bridgetown, Barbados;
- Third Hemispheric Meeting of the Inter-American Network for Disaster Mitigation, November 25, 2014, Washington, D.C.

- Fourth Regular Meeting of the Inter-American Committee for Sustainable Development, October 22-23, 2014, Washington, D.C.;

In addition,

- SEDI facilitated political dialogue on the Post-2015 Sustainable Development Agenda in connection with the Annual Assembly of Parliamentarians for the Americas (ParlAmericas), held in Santiago de Chile on September 25, 2014.
- Support was provided during negotiation of the Plan of Action of the Social Charter of the Americas and to the Working Group to Examine the Periodic Reports of the States Parties to the Protocol of San Salvador.

Outcomes of these meetings included the following:

- The ministerial meetings on culture and tourism supported the promotion of strategies fostering greater interaction and collaboration between these two sectors. They also helped position the sustainability and competitiveness of tourist destinations on both sectors' agendas, while highlighting the importance of promoting both tangible and intangible cultural and tourism assets.
- The Americas Competitiveness Forum and the annual meeting of the RIAC focused on the subject of "Human Imagination: Driving Competitiveness, Powering Innovation." The "Signs of Competitiveness in the Americas Report," which documents lessons learned and best practices in the region, was distributed at the Forum.
- At the Sixth Regular Meeting of the CIE, the member states focused their attention on building an Inter-American Education Agenda, based on the principal mandates of previous ministerials and on the outlook for intersectoral interaction, cooperation, collaboration, and intercultural awareness.
- SEDI completed its publication on the OAS's 50-year agenda on water conservation as part of the OAS contributions to the Seventh World Water Forum scheduled to be held in Daegu - Gyeongbuk, in the Republic of Korea, from April 12 to 17, 2015.
- Seven manuals were written to support implementation of 184 public participation mechanisms in the seven countries comprising the Central American Integration System (SICA), as part of the implementation of the inter-American strategy to promote public participation in decision-making for sustainable development.

- Two documents on social protection were published: "Multidimensional Poverty Index: Sharing Experiences and Launching Regional Discussion," and "Five years Exchanging Experiences and Expanding Opportunities. Both were products of the Inter-American Social Protection Network (IASPN-RIPSO). Three articles were also written on IASPN activities, from a knowledge management and information sharing perspective.

In all these cases, the member states were represented at the ministerial or vice ministerial level. As regards upcoming meetings, Paraguay made an official offer to host the Third Meeting of Ministers of Social Development. Support was expressed for the various thematic networks that provide a permanent mechanism for cooperation and the exchange of experiences and best practices.

Testifying to the spirit of collaboration in the framework of the Energy and Climate Partnership of the Americas (ECPA), and especially via the Closed Loop Production program, diagnostic reports were produced on the productive sector in Panama, Colombia, and Trinidad and Tobago. Similarly, the Working Group on Energy Efficiency lent support to technical and policy efforts to save and make efficient use of energy in Chile, Guatemala, Honduras, and the Dominican Republic. One of the matters discussed was implementation of the ISO50001 standard.

Based on policy dialogue, guidelines were drawn up for capacity building in the member states, which then translated into projects, activities, and focused dialogues that SEDI supports and executes through the departments of social inclusion, economic development, sustainable development, and human development and education.

- **Capacity-building**

The cooperation for development programs played a vital role in capacity building. Set out below are the most important programs in the areas of education and economic, human, social, and sustainable development. A complete list is available in the annual SEDI Work Plan (CIDI/doc.127/14).

1. *Academic development* – 2,566 scholarships were awarded to students from member states through the OAS Scholarship and Training Program, the Partnerships Program for Education and Training (PAEC), the Professional Development Scholarship Program, the Scholarship Program for Haiti, the MacLean Scholarship for Peruvian Women, and the Special Caribbean Scholarship Program (SPECAP) for the English-speaking Caribbean. In addition, 92 interest-free loans were granted by the Leo S Rowe Pan American Fund.

2. *Teacher training* – The Inter-American Teacher Education Network (ITEN) grew to become a virtual community of nearly 20,000 practicing teachers. It launched the open-access knowledge bank, where you can find documents relating to the teaching profession in the Americas, cost-free on-line courses and workshops for teachers, and other tools. ITEN also promotes technical cooperation among ministries of education in the region, encouraging them to exchange knowledge and experience on policies relating to the teaching profession. Between September and December 2014, the ITEN carried out 12 cooperation missions in 16 OAS member states
3. *Virtual Educa* - 90,000 policy-makers, educators, and students took part in online or face-to-face Meetings of Virtual Educa on Innovation in Education. They were held in Trinidad and Tobago (May 19-20) and Peru (June 9-13). Those meetings serve to enhance cooperation, collaboration, and the exchange of experiences and ideas about the circumstances and challenges associated with advancing the use of innovation and information and communication technologies (ICTs) in the region.
4. *EducaSTEM* – is a regional knowledge network in science, technology, engineering, and mathematics for early childhood, primary, and secondary education in the Americas that promotes cooperation in knowledge building and information sharing, as well as transfers of sound practices among persons, entities, and governments in the region. In 2014 EducaSTEM's website was developed and work is now being done on expanding the Regional Knowledge Network and the Education Practice Map. The EducaSTEM website and its services were officially launched in the Fall of 2014. The technical cooperation missions were carried out in 2014: in Colombia and Ecuador.
5. *MSMEs* – Support continued for the establishment of small business centers for small enterprises in the CARICOM region and they were connected to an inter-regional network of buyers and suppliers, thanks to cooperation from the University of Texas in San Antonio, Caribbean Export, and the Government of the United States. Small enterprises in Central America received training in the use of ICTs in order to enhance business management and thereby expand markets for women entrepreneurs in cooperation with the Central American Integration System's Regional Centre for the Promotion of MSMEs (CENPROMYPE). Microentrepreneurs continued to receive training, in collaboration with the OAS Educational Portal of the Americas, on use of the Internet and social media as a way to expand market access.
6. *Corporate social responsibility (CPR)* – MSMEs in Honduras, Mexico, Uruguay, Panama, and Colombia received training on CPR action plans designed to meet their needs to enhance their competitiveness and help them gain access to new markets.

SEDI worked with the parliaments of Panama and Argentina to provide technical support to legislators, promote policy design, and foster socially responsible management processes. The CSR Program opened up an opportunity for dialogue among a variety of sectors in the state of Jalisco, Mexico.

7. *Sustainable Energy* – Two workshops were conducted in the Caribbean to build capacity in the areas of renewable energy and energy efficiency. By implementing the Agreement between the United States and Brazil on Biofuels, finance was made available to build an ethanol plant in Honduras and in El Salvador. As part of the Renewable Energy and Climate Science Initiative: Metrology and Technology Challenges, two workshops were held: in Guatemala and Uruguay.
8. *Sustainable communities and risk management* –Ten NGOs and government entities in Central America and the Caribbean were given US\$400,000 to develop sustainable community projects. Technical assistance was given to nine governments in the Caribbean in the restoration of coral reef ecosystem functions for the benefit of fishing and tourism. SEDI also lent support for the Third Hemispheric Meeting of the Inter-American Network for Disaster Mitigation. Regional consultations were also carried out ahead of the World Humanitarian Summit scheduled for 2016 in Turkey. The finishing touches were put to studies on critical areas of risk management in the subregions of the Central American Isthmus, the Caribbean Community, and the Andean Community. As part of the OAS-White Helmets Program, a start was made on the project to strengthen the National Volunteers System in Honduras.
9. *Environmental Law* – A dialogue on "Good Governance and Environmental Justice" was conducted in connection with the forty-fourth regular session of the OAS General Assembly. SEDI also worked with the United Nations Environment Program on sponsoring a Global Symposium on Environmental Rule of Law in connection with the First United Nations Environment Assembly in Nairobi, Kenya in June of 2014.
10. *Small Caribbean hotels* – Work was done to strengthen the capacity of national associations of small hotels and micro, small, and medium-sized enterprises (MSMEs) in the tourism sector, so as to make them more competitive and increase cooperation via an Inter-American Small Hotels Network.
11. *Cultural heritage* – Technical cooperation missions, headed by Argentine experts, were conducted in Barbados and Saint Lucia to implement and strengthen Satellite Accounts for Culture.

12. *Innovation and Technology Transfer* – In collaboration with the University of California in Davis, Mexico's CONACYT and CIBNOR, SEDI helped organize the second "Technology Transfer in the Americas Academy" for more than 40 professionals from 15 countries in the Americas. The course seeks to generate regional cooperation and thereby increase the value-added of regional products and services, in order to help entrepreneurs with the international marketing of technology.
13. *Subnational competitiveness* - The RIAC's Working Group of Experts on Subnational Competitiveness held its second meeting in Montevideo, Uruguay, from July 29 to 31, 2014, hosted by the Competitiveness Institute of the Catholic University of Uruguay, with support from the Ministry of Industry, Energy, and Mining (MIEM). Its purpose was to share experiences, resources, and recommendations among 13 countries and international institutions.
14. *Social development* -A methodology was adopted for participatory diagnostic assessments for mainstreaming a gender perspective (Diagnósticos Participativos de Género -DPG). Three DPG were implemented in the Ministries of Social Development in Guatemala, Paraguay, and Uruguay, with the help of the CIM. They resulted in three Action Plans and training for 27 officials and 440 participating professionals. Two diploma courses on social protection were organized: one with Chile's Catholic University and the other with the University of the West Indies; 42 officials graduated.
15. *Prosperity and Social Protection* - Together with Colombia's Department of Social Prosperity and the Oxford Poverty and Human Development Initiative (OPHI), a training workshop was conducted on "Colombia's Multidimensional Poverty Index: from a multidimensional concept to a multisectoral public policy. " Taking part were seven Latin American countries and international experts. Six on-line seminars were conducted in the series entitled "Inter-American Dialogues on Social Protection, on key issues on the social protection agenda. Participating were 433 officials from a variety of organizations.
16. *Migration* - In connection with preparation of the Third Report of the Continuous Reporting System on International Migration for the Americas, SEDI organized the Third SICREMI National Correspondents Technical Workshop. Participating were the representatives of 20 OAS member states, OECD technical specialists and Government of Spain experts. The meeting focused on strategies to enhance the quality of information on migration through exchanges, analysis, and discussion of technical issues.

Partnerships for Development

Cooperation programs were strengthened in 2014, with a dozen memoranda of understanding and agreements having been signed to facilitate partnerships. In addition, greater coordination and synergy among the areas was achieved. Below are some specific examples:

- The Sustainable Destinations Alliance for the Americas (SDAA) was launched; this is the first large-scale, multi-sector initiative for sustainable tourist destinations in the region. By improving the day-to-day management of tourist destinations in seven pilot destinations in the Caribbean and Central America, the Alliance will help to protect both natural and cultural resources, while at the same time enhancing quality of life in the communities and ensuring a vibrant regional economy. In addition to the OAS, the new Alliance includes the Caribbean Tourism Organization, the Central American Tourism Integration Secretariat (SITCA), Royal Caribbean Cruises Ltd., the Permanent Mission of the United States to the OAS, and, as executing partner, Sustainable Travel International, a global non-governmental organization.
- The OAS, in partnership with the IDB and the British Council, evaluated and demonstrated the economic contribution and potential of cultural and creative industries through a study done by Oxford Economics entitled “The Economic Impact of the Creative Industries in the Americas.”
- The RIAC coordinated 10 cooperation initiatives among the member states to enhance innovation, productivity, and competitiveness. As part of south-south cooperation, opportunities were given to share more than sixty practices and lessons learned.
- Two Americas Competitiveness Exchanges on Innovation and Entrepreneurship (ACE) were held in the United States and Mexico, with visits from high-level delegations who shared their innovation and entrepreneurship ecosystems. More than 80 participants from 25 countries had the opportunity to share initiatives from the medical, agro-industrial, manufacturing, and automotive sectors in the United States; and from the information technology, financial, and agri-food industries in Mexico. Examples of public-private partnerships and investments that have been effective in supporting innovation and entrepreneurship in urban and rural areas were highlighted.
- The first “Cooperatives in the Americas: Driving Economic Growth with Equity and Inclusion” forum was held in March 2014, in coordination with the National

Cooperative Business Association, CLUSA International (NCBA CLUSA), the “Cooperatives in the Americas” organization, and the Permanent Mission of the United States to the OAS.

- In the framework of the IASPO, four technical cooperation activities (two for the Caribbean and two for Central America) were held for Ministers of Social Development and related agencies; 125 officials took part. Consequently, Belize’s experience with the Boost Program was shared, as were Jamaica’s experience with the PATH Program and the methodology for developing a Multidimensional Poverty Index (MPI).
- During the General Assembly in Paraguay, a joint declaration was signed between the GS/OAS and PAHO on Social Protection in Health: Moving Toward Universal Health Coverage.
- A seminar on “Partnerships for Financial Inclusion: A Catalyst for Inclusive Growth” was held in April 2014 in New York City, and was attended by more than 130 people. Twenty-eight short accounts of local financial inclusion partnerships were shared.
- In the framework of the Inter-American Network for Labor Administration (RIAL), eight technical cooperation activities were conducted among labor ministries, wrapping up the more than 80 similar exchanges held since 2007. Outcomes included: Changes and improvements to initiatives to eradicate child labor in Costa Rica, Ecuador, and Colombia; a proposal to create a dispute prevention committee in Peru; upgrade of the labor market data system in Saint Lucia; and technical support for a new structure for Paraguay’s Labor Ministry.
- Holding of the workshop, “Toward an Intersectoral Focus on Social Protection in the Americas: Labor, Social Development, and Social Security” (Mexico, December 10-12, 2014), with the participation of ministries of social development and labor, as well as Social Security institutions. During this workshop, lessons were identified and policy recommendations were made in connection with cross-sector coordination and the development of comprehensive social protection systems.

Despite the challenging financial environment, SEDI managed to preserve its relationships with donors and maintained fundraising levels equal to those of prior years. The reports on specific funds published on the OAS’s financial portal indicate that in 2014, US\$14.8 million were received in the form of contributions to SEDI (including CITEL).

2.5 SECRETARIAT FOR MULTIDIMENSIONAL SECURITY

The Secretariat for Multidimensional Security (SMS) is governed by Executive Order 08/01, Rev. 4, "Structure of the General Secretariat," issued on February 28, 2011, and its mandate includes the Executive Office of the Secretary for Multidimensional Security; the Executive Secretariat of the Inter-American Drug Abuse Control Commission (ES/CICAD) (at the department level); the Secretariat of the Inter-American Committee against Terrorism (S/CICTE) (at the department level); and the Department of Public Security (DPS).

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

- **Committee on Hemispheric Security**

The Secretariat acts as Technical Secretariat for the Permanent Council's Committee on Hemispheric Security.

- **Regional and Global Positioning**

The Secretariat has established the OAS as a regional and global leader on the issue of drugs and cybersecurity. The latter program has been recognized by the governments of the United States, Canada, and the United Kingdom, as well as by other international organizations, while the drugs report has prompted United Nations agencies to make sure that public health, citizen security, human rights, and development are at the core of the debate on drug policies.

- **Cooperation Mechanisms and Forums**

Secretariat officials participate actively as experts in a variety of renowned international forums, among them, the Global Agenda Council on Organized Crime and Illicit Trafficking of the World Economic Forum, wherein the Secretariat offers regional contributions to take on the most urgent issues and opportunities of our times.

- **Specific Funds**

A robust search for specific funds continues. In 2014, the Secretariat received more than US\$11.7 million in specific contributions and the donor base for maintaining OAS programs has been expanded.

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

- **Institutional Strengthening and Policy Coordination**

In the framework of the Drug Treatment Courts (DTCs) Program, Barbados and Panama launched their pilots (five countries moved on to the consolidation phase). The first evaluation and analysis of the Nuevo Leon DTC concluded and Mexico launched DTCs in six

states. After two meetings in Antigua and Cartagena, which saw the participation of 18 States, the Working Group on Alternatives to Incarceration (AI) presented the first report at the CICAD-56. The first AI diagnostic study was conducted in Costa Rica. The SAVIA Program was evaluated and local initiatives continue to be co-financed. The sharing of best practices on social integration at a local level via horizontal cooperation was made possible.

- **Demand Reduction**

In the framework of the Cooperation Agreement with PAHO, two subregional forums were held with the SICA member countries and Mexico to develop a regional strategy for approaching the drug problem from a public health perspective. Implementation of PROCCER continued in 21 member states, with training given to more than 1,352 service providers in the region. Eighteen beneficiary countries have official certification protocols and mechanisms in place.

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

Progress was made in compiling data and analyses in Latin America and the Caribbean by means of the program to develop drug information systems. The OID organized national and subregional training events in Latin America and the Caribbean, as well as a research training course on research methods in Canada. The Observatory provided support to 14 countries for research studies on drugs and data collection among high school students, universities, the general population, and prisons.

- **Supply Reduction and Control**

Twenty-four national and regional training seminars were held, which provided training to 804 customs and counter-narcotics officers, as well as to other member state officials. Such activities covered different topics, including strategic and operational counter-narcotics intelligence; prospective counter-narcotics intelligence; drug production and trafficking control and interdiction; customs security in ports and airports, and at borders; control of chemical substances; production, identification, and use of synthetic drugs, including New Psychoactive Substances (NPS).

- **Control of Money Laundering**

Twelve courses and workshops were held on seizures, special investigation techniques, strategic intelligence, simulated investigations, forensic accounting and financial intelligence, training exchanges between the public and private sectors, and strengthening the chain of custody. Four hundred officials from 22 states took part. One study on data collection systems for confiscated and seized goods was adopted, as was a manual on how to handle businesses that have been seized. Recommendations made by the Expert Group on improving anti-money laundering systems were adopted.

- **Multilateral Evaluation Mechanism (MEM)**

In February and September 2014, during its Sixth Evaluation Round, the MEM held two drafting sessions of the Governmental Experts Group (GEG). During these sessions an evaluation was done of the information provided by member states in connection with the degree of implementation of the Hemispheric Drug Strategy's Plan of Action 2011-2015. In order to support the countries in collecting data, national awareness-raising visits were made during 2014. Consequently, the GEG drafted 34 drug control evaluation reports, which were published in December 2014.

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

- **Border Controls**

Maritime Security: 1,629 officials were trained in 9 activities. Airport Security: 20 national and subregional courses and specialized assessments resulting in 265 officials trained. Document Security: 13 technical assistance activities resulting in 245 officials trained. Customs and Immigration Controls: 3 workshops in which 81 participants received training.

- **Protection of Critical Infrastructure**

Support continued for the Hemispheric Network of Computer Security Incident Response Teams (CSIRTs), which has 19 national CSIRTs in the member states. Training was provided to 723 officials at 14 events. The Tourism Security program held 17 workshops and courses in which 640 participants were trained. The Secretariat created a network of experts who had been identified in prior training activities in Mexico and Central America. The Security for Major Events project conducted three activities in which 61 officials participated.

- **Legislative Assistance and the Fight against Terrorism Financing**

Together with the United Nations Office on Drugs and Crime (UNODC) and the ES/CICAD, the CICTE Secretariat supported legislative processes in Paraguay and Panama to review their national laws on combating terrorism and terrorism financing. Two events—attended by 70 officials—were held.

- **Strengthening Strategies on Emerging Terrorist Threats**

Twelve activities tied to simulation exercises were held; these brought together 359 officials to assess response capacity and crisis management.

- **Partnerships with other Multilateral and International Organizations**

The Secretariat enhanced its interaction and cooperation with the UN Security Council's Counter-Terrorism Committee (CTC), the Counter-Terrorism Implementation Task Force (CTITF), UNODC, UNICRI, IMO, ICAO, the World Customs Organization (WCO), INTERPOL, as well as with regional entities, including the Council of Europe, SICA, CARICOM, and APEC. In addition, cooperation agreements were signed with permanent observers like Israel and

Spain, and partnerships were strengthened with civil society and private sector organizations such as the World Economic Forum, Microsoft, Symantec, Trend Micro, and Stop Think Connect, among others. Under the Chairmanship of Colombia and Vice-Chairmanship of Canada, CICTE held its Fourteenth Regular Session on February 20 – 21, 2014, in Washington D.C.

2.5.4 Department of Public Security (DPS)

In the framework of its 2013-2018 Strategic Plan, and thanks to the approximately US\$4 million collected in the form of contributions from different donors, the Department of Public Security highlights the following activities conducted in 2014:

- **Security and Justice**

For purposes of building the capacity of institutions responsible for public security in the region, the Inter-American Network for Police Development and Professionalization is being implemented to promote the development and professionalization of police forces. The Department has launched a project to improve quality and access to social reintegration services in two youth centers in Jamaica (Metcalf and South Camp). The DPS is working with the IOM and UNHCR to coordinate a three-year program to prevent and combat crimes associated with irregular migration and protect the victims thereof. At the request of the Government of Honduras, a second evaluation was done of the National Citizen Security System in order to measure the System's performance and propose initiatives designed to fill the voids identified. At the request of the Government of El Salvador, the DPS is providing support for the activities of the National Council on Citizen Security and Coexistence (CNSCC) and proposing activities and analyses to make it possible to move forward on the proposed objectives.

- **Actions to Fight Crime and Violence**

Through its AICMA program, the DPS provided support and monitoring in Colombia for the clearing of a 358,972m² area, and 1,051,695m² of land was returned. Seven hundred and ninety-three meetings on the risk of mines were held with 3,926 people. Six micro-projects were financed, benefitting 289 individuals, and assistance was provided to victims in 118 cases in Colombia, Peru, and Ecuador. Training on how to handle munitions was provided to 45 authorities in Guatemala. In Costa Rica and Guatemala, 1,102,751 munitions were destroyed and the destruction of 24,606 firearms was certified. Three weapons-marking machines were provided to Honduras and the Dominican Republic; 31 authorities were trained on how to use the equipment, and approximately 24,047 weapons were marked in the region. With the support of the Government of Spain, the Fourth Course on Humanitarian Demining and Explosives Ordnance Disposal trained 13 officials from Ecuador, Colombia, and Honduras, who received Level 3 EOD certification. Regarding the handling and elimination of controlled chemical substances, support was provided for

neutralizing 33,558.16 gallons of chemical substances seized in Guatemala. Authorities were trained on how to identify, handle, transport, and store chemical substances: 96 in Guatemala; 31 in El Salvador; and 63 in Honduras.

- **Prevention**

Execution of a comprehensive program to build the capacity of the Costa Rican police to recognize and prevent gender violence and promote the creation of local networks came to an end. The Department acted as Technical Secretariat for the Fourth Meeting of National Authorities on Trafficking in Persons, held in Brasilia, Brazil, in December 2014; this meeting culminated in the adoption of the Declaration of Brasilia and the Second Work Plan to Combat Trafficking in Persons in the Western Hemisphere 2015-2018.

2.6 SECRETARIAT FOR ADMINISTRATION AND FINANCE (SAF)

Pursuant to Executive Order No. 08-01 Rev. 6 of December 23, 2013, the SAF is composed of the Department of Human Resources, the Department of Financial and Administrative Management Services, the Department of Information and Technology Services, the Department of Planning and Evaluation, the Department of Procurement, and the Department of General Services. Its mission is to provide leadership and guidance on administrative support activities, including budgetary and financial management; General Secretariat information technology services; planning, evaluation, and operational monitoring of programs; general services management; procurement and contracting of goods and services; and personnel management and training, in accordance with established principles of professional management.

- **Office of the Secretary**

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

The Office of the Secretary also coordinated with the various areas of the General Secretariat to provide their programs with financial and administrative support, leading the presentation of the Strategic Plan for the Modernization of the OAS General Secretariat, in addition to a series of reforms aimed at modernizing and increasing the transparency of the General Secretariat. Progress on several of these aspects has been reported periodically to the member states and executive-level staff through the *Quarterly Report on Resource Management in the OAS*. This report summarizes the activities of the SAF, presenting the results of those activities, and it responds to the recommendations of the Board of External Auditors of the OAS and to the mandates handed down in the budget resolution.

2.6.1 Department of Human Resources (DHR)

In addition of the DHR's regular operations, the following achievements are worthy of particular note:

- **Regulatory framework: Amendments to the General Standards**

The DHR and the Department of Legal Services (DLS) worked with the representatives of the member countries on defining and drafting the amendments to Chapter III (Personnel) of the General Standards.

The DHR and the DLS represented the General Secretariat at meetings with the member states, providing the information requested and presenting the General Secretariat's arguments in connection with the proposed changes.

A strategy to communicate with all officers regarding the adopted amendments and the impact they would have on each staff member was developed.

The process of granting continuing contracts to 104 officers eligible under the new regulations began.

A schedule of competitions was devised, to be carried out during 2015 in accordance with the newly adopted provisions of the General Standards.

- **Work environment: Prevention of workplace and sexual harassment**

In order to ensure and establish a healthy and harassment-free work environment, the following activities took place:

- Renewal of the team of advisors and researchers on workplace and sexual harassment in the General Secretariat, and facilitation of specialized training for that team and for representatives of the DHR and the DLS.
- In response to the request made by the Executive Secretariat of the Inter-American Commission on Human Rights (ES/IACHR), a training course on preventing workplace and sexual harassment was given to all its personnel.
- Work began on the review of the current regulatory framework governing workplace and sexual harassment in order to make it more effective and to bring it into line with existing best practices.

- **Administration of the health insurance benefit and applications for G visas**

In order to obtain the best price, quality, service, and delivery conditions for the health insurance benefit, the DHR began a competitive bidding process to select the administrator of the GS/OAS's Self-Insured Health Plan.

To meet the new requirements set by the Department of State for the issuance of G-4 visas, a new application procedure was implemented. In conjunction with other international organizations, comprehensive joint guidance sessions on the G-5 visa program and regulations were held for officers. A free seminar was held on the tax obligations of employers of domestic employees on G-5 visas.

Best practices: Meetings were organized with representatives of other international organizations to identify best practices related to the handling of health insurance and G-4 and G-5 visas.

- **Activities to promote personnel well-being**

Free workshops: The DHR organized free informational workshops on topics related to retirement, estate planning, life insurance, investments 101, and women and investments, in addition to health-related activities (bone density, cancer, HIV, blood donations, etc.)

Annual Health Fair: The Annual Health Fair was organized to promote well-being for staff members and their families. More than 300 visitors were able to meet with providers of mental, physical, and psychological health services and well-being practitioners.

- **Internships program**

During 2014, the internships program in the member countries was expanded, raising its profile and the possibility of entry by students from different countries, thereby enriching its diversity and geographical representation.

2.6.2 Department of Financial and Administrative Management Services (DFAMS)

- **GS/OAS budgetary results**

- **Regular Fund**

On October 29, 2014, the special session of the General Assembly approved a program-budget amount of \$84,324,100 for the January-December 2015 financial year. This total represents an increase of \$1,346,000 over the January-December 2014 fiscal period. It also approved quota assignments for a total of \$82,440,400 and other income in the amount of \$1,883,700.

The General Secretariat had executed \$82.7 million at the close of the 2014 financial period, equal to 99.7% of the approved budget. The remaining \$241,000 is a savings that will boost the reserve subfund of the Regular Fund.

Although the reserve subfund closed with a deficit of \$9.9 million at the end of 2014, the deficit is covered by the past-due quota balance of \$11.7 million at the close of the same year.

As of December 31, 2014, the cash balance stood at zero. This balance includes a temporary cash loan of \$7.6 million from the OAS Treasury Fund under the agreement adopted by the Permanent Council in resolution CP/RES. 1034 (1984/14).

- **Specific Funds**

Contributions to the specific funds amounted to a net of \$57.6 million^{7/} in 2014, compared to \$68.5 million in 2013, which represents a reduction of \$10.9 million or 16.0%.

The three largest contributors during 2014 were the United States with \$18.6 million (32.2% of the total contributions), followed by Canada with \$10.3 million (17.8%) and the United Nations with \$4.8 million (8.2%). Of the \$57.6 million total contributions in 2014, the member states accounted for 66.8%, the permanent observers for 19.1%, and other institutions and donors for 14.1%.

Compared to 2013, the member states' contributions fell by 12.8%. Similarly, contributions by permanent observers fell by 35.0%, chiefly due to reductions in the contributions from the Netherlands, the European Community, and Sweden. In contrast, contributions from other institutions and donors rose by 8.1%, mainly on account of the increased participation of the United Nations.

In 2014, the total amount of expenditures fell slightly for a total of \$58.7 million.^{8/} More than 26.3% of the total expenditure was related to projects managed under Chapter 6 – Secretariat for Multidimensional Security, followed by Chapter 7 – Secretariat for Political Affairs with 24.7%, and by Chapter 8 – Executive Secretariat for Integral Development with 22.8%.

Of the \$58.7 million total expenditure, \$21.4 million (36.4%) corresponded to the cost of performance contracts, while \$12.5 million (21.3%) were for traveling expenses. Personnel costs totaled \$10.2 million, or 17.4% of total expenditure.

7. Preliminary unaudited figure.

8. Preliminary unaudited figure.

2.6.3 Department of Information and Technology Services (DOITS)

To support the Consumer Safety and Health Network (RCSS), the structure of which was established in resolution AG/RES. 2830 (XLIV-O/14) in June 2014, DOITS has created an advanced computer platform called the Inter-American Rapid Product-Safety Warning System (IAPSWs), which contains information and support resources for the RCSS, oversight of consumer-product safety, and publicly accessible restricted and secure modules for government agencies and the general public. The IAPSWs is a key element in the RCSS that offers a forum for interagency collaboration where the countries can progress toward the consolidation of national, subregional, and hemispheric market oversight practices for consumer-product safety and the construction of a common language and shared vision of product safety.

At the same time, continuing with the modernization process proposed by the SAF, DOITS developed a project monitoring module to complement the existing Project Management System. DOITS implemented a series of services designed specifically for different areas of the Organization, such as the prototype of the Individual Petition System web site presented by the Commission on Human Rights at the General Assembly; the Parking Lot Control and Administration System, which handles parking space requests electronically; the incorporation of new microphones into the existing conference management system for the Simón Bolívar Room; the Security Management System, which helps control physical access to the OAS's buildings; and the administrative module of the Electoral Mission Results System (REM), which collates large amounts of electoral data in a series of substantive areas: the voting process, gender, political funding, media, electoral organization, etc.

As part of the infrastructure modernization project, the deployment of a new wireless network was completed. With this configuration, the wireless infrastructure improved the availability of the service provided for guests and users. In addition, improvements in the number of access points helped provide coverage in areas that previously lacked wireless services, such as the Administrative Building.

In order to strengthen the continuity of their operations, the implementation of redundancy in the e-mail service and the OASES database was completed with their installation at a different location. Operations continuity also included updating the antivirus platform and migrating the VPN infrastructure to provide remote access to the services provided by the Department.

In order to adapt the technological infrastructure to the constant demands of users to be able to connect their mobile devices, the Information Technology Governance Committee (ITGC) approved the proposed strategy and estimated that it would be implemented by the

first half of 2014. During 2014, DOITS dealt with 8,035 requests for technical support through its Help Desk.

In response to the different mandates that govern the Organization, DOITS has continued to support its various areas. Worthy of particular mention was the holding of three seminars in conjunction with the Executive Secretariat of the CICTE, using the computer security laboratory, in order to continue with the program of national awareness-raising regarding this topic.

2.6.4 Department of Planning and Evaluation (DPE)

The following activities were carried out during 2014:

- **Project Management Support Section**
 - Technical Secretariat of the Project Evaluation Committee (CEP) and its working group.
 - Management of the Spanish Fund.
 - Training on results-based management for officers and mission members.
 - Training on project management for officials of the member countries, the permanent missions, and the General Secretariat.
 - Follow-up of projects underway financed by the Spanish Fund, Canada, and the United States.
 - Assistance in project design, monitoring, and evaluation for personnel from the General Secretariat and officials from the member states.
 - Assistance for the areas with gender mainstreaming in projects and programs.
 - Management of external evaluations of projects financed by the Spanish Fund and the United States.
 - Technical advice for areas of the General Secretariat on external evaluation processes for projects.
 - Systematization of gender-aware mandates and programmed results.
 - Administration of the Project Management System.
- **Mandates Planning, Budgeting, and Monitoring Support Section**
 - Technical assistance given to the CAAP, other political bodies, and their working groups on variations in personnel and non-personnel costs in 2014-2015; analysis of the proposed program-budget for 2015-2016; estimation of costs related to the resolutions submitted to the General Assembly in 2014; and mandate classification.

- Proposed 2015-2016 program-budget published, including a proposal for a results-based budget at the pillar and sub-pillar level, complemented with the 2015 Operating Plan.
- Report on by-chapter programmatic results of the GS/OAS, updated to the third quarter of 2014; publication of follow-up on Annual Operating Plan execution for the fourth quarter of 2013.

2.6.5 Department of Procurement (DP)

- **Procurement management**

- The continued review of processes to create efficiencies and propose alternatives for streamlining routine actions with little added value allowed the acceleration of additional bureaucratic actions.
- Talks were stepped up with multilateral agencies (IDB, WB, IMF, PAHO, and UN) to extend the network of contacts on procurement-related topics. Progress was also made toward purchasing through consortiums and collaborative bidding processes, and language was proposed that will enable the members of this partnership and the UN agencies to complete procurement by means of simplified processes.
- More than 37,000 transactions worth over \$83 million were recorded, of which more than 10% were completed using automated processes.
- Six bidding processes pending from 2013 were completed, and 16 new processes were begun during 2014. With these processes, savings of more than \$16,000 were made.
- In cost-benefit terms, the exhaustive review of the GS/OAS insurance portfolio yielded considerable improvements.

- **Travel management**

- Enforced the GS/OAS travel policy and handled the purchasing of airline tickets.
- Expanded the coverage of the Omega World Travel company (OWT) to handle almost 70% of all air travel (approximately \$7 million).
- Successfully implemented new measures and mechanisms to streamline expense reconciliation and complete closing processes.
- The DP continued to review travel reports in order to recover ticket costs that were previously lost. The savings from this amounted to more than US\$40,000.

- **Supplier management**

- Negotiations with major suppliers secured greater benefits and better conditions for the Organization. Notable among these are preferential rates and awards that were negotiated with the leading hotel chains and airlines serving the Americas. The savings obtained in contract management and supplier relations exceeded \$420,000.

- **Other activities**

- For the Secretary General's 2014 end-of-year celebration, the Department of Procurement negotiated the raffling of prizes obtained from the main suppliers. Those prizes, with a total value of more than \$20,000, were raffled among OAS staff members as a reward for their efforts.

2.6.6 Department of General Services (DGS)

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

- An advisory office to the General Secretariat and the political bodies on all administrative matters related to plans, policies, procedures, and standards for building management and maintenance.
- A provider of general services, including security, office rental, messenger and transportation services, document reproduction, parking, and fixed-asset inventory.

- **Building Management and Maintenance Section**

Invested \$5,646,019, distributed as follows:

- Building maintenance and repair: \$1,788,969.
- Electricity, water, and steam: \$1,373,713.
- Security, cleaning, and general services: \$2,483,337.

- **Capitalization and modernization**

Building maintenance and repair, as described above, capitalized the buildings in the amount of \$454,138. The fixed asset inventory system (OFA) recorded a total of 32 asset capitalizations valued at \$5,000 or more.

- **Security Section**

A total of \$954,641 was invested in the Section,^{9/} broken down as follows:

- Contract for security personnel: \$911,529.
- Equipment and supplies: \$11,542.
- Equipment maintenance: \$31,570.

- **Messenger, Mail, and Transportation Section**

The Messenger and Mail Area:

- Sent 21,430 packages at a total cost of \$78,922, and
- Distributed 385,707 items of mail.

The Transportation Area:

- Invested \$53,121 in vehicle maintenance.

- **Fixed Asset Inventory Section**

Conducted the annual inventory of fixed assets at headquarters, with which a total of 15,104 assets were updated in the OFA system. Conducted the annual inventory of fixed assets at the national offices and projects, which submitted their certificates validating the reports sent by headquarters. At the national offices and projects, 3,847 fixed assets were accounted for. In 2014, 790 new fixed assets with a total cost of \$1,245,358 were recorded in the OFA system. With the approval of the members of the COVENT, 278 fixed assets that were obsolete, unused, and with zero accounting value were removed from the OFA system.

- **Other Services**

- Office rentals
 - A total of \$1,836,658 was collected.
 - The rented area totals 47,224.97 square feet, since the Development Gateway Foundation (DGF) ceased occupying 11,785 square feet on April 1, 2014. Part of that space, however, was rented by the PADF (5,581 square feet) and the Inter-American Bar Association, a new tenant (716 square feet).
- Special events
 - Rentals of the Hall of the Americas and other rooms earned income in the amount of \$310,000 (Main Building, Museum, and GSB) for a total of 138 events.
- Maintenance and modernization of photocopying equipment
 - Investment: \$142,178 on maintenance, new equipment, and paper.
- Parking lots
 - Income: \$619,722.

9. This figure is included in the total of \$5,646,019 spent on building management.

- Expenditure: \$640,041.
- Approximate balance of the Parking Fund: \$201,779.

2.7 SECRETARIAT FOR LEGAL AFFAIRS

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

Executive Office of the Secretary for Legal Affairs

The Executive Office of the Secretary for Legal Affairs directed, planned, and coordinated the programs, activities, and actions of the area. In particular, in its support role for the bodies charged with the development of inter-American law, it participated in the provision of advisory services to the General Assembly and the Permanent Council, as well as at Inter-American Juridical Committee sessions, in the Course on International Law, and in activities organized by the various departments under the Secretariat that it heads.

To disseminate information about the legal work of the Organization, in 2014 the Secretary for Legal Affairs took part in seminars and courses, lectured at various diplomatic academies in member countries, and put forward the Organization's legal agenda at meetings convened by universities and bar associations. The Secretary represented the General Secretariat at a large number of international events, including the Conference of the Organization of Latin American and Caribbean Supreme Audit Institutions (OLACEFS) and workshops organized by the Ibero-American Judicial Summit.

This office is responsible for the programs on judicial facilitators, the Consumer Safety Network, and follow-up to the Convention on Persons with Disabilities. The latter two

programs were transferred to the Executive Secretariat for Integral Development (SEDI) on December 1, 2014.

As regards the Inter-American Judicial Facilitators Program, resolution AG/RES. 2853 (XLIV-O/14), "Strengthening the Activities of the Inter-American Program of Judicial Facilitators," urged the General Secretariat to continue assisting member states in establishing national judicial facilitator services. In 2014, that assistance was extended to eight countries: Argentina (Province of Corrientes), Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, and Paraguay. Support continued for integration bodies in Central America. The network was expanded to include 9,139 facilitators, 40 percent of whom are women. The facilitators are local leaders selected by their communities and appointed by local judges, who train and supervise them. In the course of the year, they conducted legal procedures entrusted by the authorities or referred to them: 36,000 services; they also performed 124,000 advisory or mediation services; 246,000 people attended talks on legal provisions and their rights. In all, at least 600,000 people benefited. The Inter-American Judicial Facilitators Program provided training to 830 justice operators via a diploma course endorsed by nine local universities. The diploma course was attended by 1,950 police officers; 500 police also attended other courses. These efforts and the work of the judicial facilitators have strengthened prevention in the area of citizen security.

2.7.1 Department of International Law (DIL)

In 2014, the DIL rendered legal services on international law to the organs of the Organization, *inter alia*, in relation to protection of personal data, access to public information, private international law, racism and discrimination, indigenous peoples, persons of African descent, LGBTI groups, statelessness, refugees, public defender services and access to justice, international humanitarian law, the International Criminal Court, older persons, simplified joint stock corporations, and human rights and business. The DIL also implemented the Inter-American Program for the Development of International Law. In all, it executed 33 specific mandates contained in General Assembly resolutions.

As secretariat to the Inter-American Juridical Committee (CJI), the DIL furnished administrative support to the latter body throughout the year. It also provided it with technical assistance on topics such as personal data protection, statelessness, electronic warehouse receipts for agricultural commodities, law applicable to international contracts, immunity of States and international organizations, and alternatives for regulating the use of narcotic drugs and psychotropic substances and prevention of drug addiction.

The DIL also continued implementing projects financed by specific funds:

The Program on Access to Public Information, whose purpose is to help States to become more transparent and improve equitable access to public information based on the model inter-American law approved by the General Assembly in that regard in 2010.

The Secured Transactions Program, the object of which is to strengthen the capacity of States to reform their systems, including promotion of access to credit, based on the model inter-American law approved by CIDIP-VI and to establish public registries based on the model inter-American regulations approved by CIDIP-VII.

The Arbitration Program, whose objective is to strengthen the capacity of member states to put arbitral decisions on matters concerning trade into effect by providing training for judges and other public officials in the effective application of international treaties and standards, particularly where enforcement of arbitral decisions and awards is concerned.

In keeping with the Inter-American Program for the Development of International Law, the DIL organized a variety of events and published and distributed several publications.

In the period covered by this report, the DIL continued to administer its web page and that of the CJI. Its online bookstore features a complete catalogue of all DIL publications.

The DIL continued acting as the depository for inter-American treaties and bilateral agreements. The DIL web page (www.oas.org/dil) contains up-to-date information on this area as well as on follow-up on all the Department's activities in 2014. The DIL also publishes frequent newsletters and/or press releases with details on all its activities.

2.7.2 Department of Legal Cooperation (DLC)

Advisory and technical secretariat services were provided for legal cooperation processes in relation to:

- **Meeting of Ministers of Justice or Other Ministers, Attorneys, or Prosecutors General of the Americas**
 - *Technical Meeting on Legal Cooperation in Access to Justice*, Cartagena, Colombia, December 10 and 11, 2014. (Recommendation I.7, REMJA IX)

- *Sixth Meeting of the Working Group on Legal Cooperation in Criminal Matters*, Brasilia, Brazil, May 15 and 16, 2014 (Recommendation III.2, REMJA IX).
 - Finalization of the draft Protocol to the Inter-American Convention on Mutual Assistance in Criminal Matters Relative to the Use of New Communication Technologies and Hearings by Videoconference, to be presented at REMJA X (Recommendation III.3.a, REMJA IX)
- *Eighth Meeting of the Group of Governmental Experts on Cyber-Crime*, Washington, D.C., February 27 and 28, 2014
- *Regional Training Workshop on Cyber-Crime for Judges and Magistrates*, Asunción, Paraguay, February 18 to 20. The workshop was held with judges from Brazil, Chile, Paraguay, and Uruguay and was the first in a series of training workshops for judges and magistrates, in keeping with recommendation 16 from the Group.
- *Continued restructuring and modernization of the REMJA Criminal Matters Network* (Recommendation IV, REMJA IX).
- **Cooperation in the framework of the Inter-American Convention against Corruption and its Follow-up Mechanism (MESICIC)**
 - *Twenty-third Regular Meeting of the Committee of Experts of the MESICIC*, March 18 to 21, 2014. Reports were adopted for the fourth group of countries examined in the framework of the Fourth Round of Review (Nicaragua, Dominican Republic, Canada, Ecuador, and Guyana).
 - *On-site visits to the fifth group of countries examined in the framework of the Fourth Round of Review* (Jamaica, Saint Vincent and the Grenadines, Grenada, Suriname, Belize, and Haiti), March–May 2014.
 - *Twenty-fourth Regular Meeting of the Committee of Experts of the MESICIC*, September 8 to 12, 2014. Reports were adopted for the fifth group of countries examined in the framework of the Fourth Round of Review (Jamaica, Saint Vincent and the Grenadines, Grenada, Suriname, Belize, and Haiti).
 - *On-site visits to the sixth group of countries examined in the framework of the Fourth Round of Review* (Venezuela, Bahamas, United States, Antigua and Barbuda, and Saint Kitts and Nevis), September–October 2014.

- *Consideration by the Committee of Experts of the MESICIC of the following topics of collective interest, in accordance with the procedure envisaged in the Methodology adopted for that purpose:*
 - *Responsibility of the private sector in preventing and combating corruption*
 - *International cooperation on non-criminal matters in the fight against corruption.*

Collaboration with other international organizations

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

2.8 SECRETARIAT FOR EXTERNAL RELATIONS

The Secretariat for External Relations (SER) was established in 2008, through Executive Order No. 08-01, for the purpose of devising and executing the principal activities needed to disseminate the role of the Organization. It comprises the Department of Press and Communication, the Department of International Affairs, and the Art Museum of the Americas. It implements strategies related to institutional image, message and content development, relations with various interested audiences, cultural support activities, fund raising, establishment of partnerships, and development of relations and activities with governments, international institutions, and sectors of society.

All three areas and the Office of the Secretary for External Relations work jointly to strengthen the image and enhance knowledge of the Organization. In that context, strategies are implemented that include institutional image, message and content development, relations with various interested audiences, cultural support activities, fund raising, establishment of partnerships, and development of relations and activities with governments, international institutions, and sectors of society.

The SER also promotes the Organization's image and develops relations with institutions in the host country, particularly the US Congress and key constituent groups such as the Latin American community. This year, the SER has engaged in intensive efforts with members of Congress to strengthen regular contacts and dialogue. For instance, the SER arranged a series of meetings with offices of US senators and representatives in connection with OAS institutional reform, presentation of the report on drugs, the ruling of the Constitutional

Court of the Dominican Republic on the definition of citizenship, the truce between the gangs in El Salvador, and the human rights situation and elections in several countries.

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

2.8.1 Department of Press and Communications (DPC)

The Department of Press and Communications (DPC) familiarized public opinion in the Hemisphere with the core political message defined by the General Secretariat's senior officials. It also reported on the activities of OAS secretariats and committees, and on the organs of the Organization, particularly the Permanent Council and the General Assembly.

Every day, seven days a week, it produced written, photographic, and audiovisual material, which was distributed to a mailing list of more than 6,000 subscribers, as well as via social media sites with more than 250,000 followers and the OAS website, whose press pages were visited by 225,000 separate individuals.

To meet the objective of keeping the OAS in the news, the DPC is permanently evaluating and implementing strategies to meet journalistic requirements in the 34 countries.

The DPC strengthened its audiovisual output by including Video News productions in the range of content that it offers. The Video News clips (short, broadcast-ready, professionally produced videos narrated in Spanish and English) are distributed via e-mail, the Internet, and social media already with notable success. The two weeks following the introduction of *Video News* saw the highest number of playbacks on the OAS Vimeo page.

It distributed the monthly *Newsletter* containing the Secretary General's and Assistant Secretary General's speeches to think tanks, universities, and political parties in the 34 member countries.

It kept the General Secretariat informed 24 hours a day, seven days a week of relevant political events and news.

It continued to send daily news dispatches (365 days a year) to OAS officials.

Written press

- Press releases: 1,771 written items distributed (press releases, photo-news, and announcements). Added to the basic text of the press releases were photos, video, audio, and in some cases speeches or documents.
- In all, 8,250 photographs were published across 526 galleries. Each image was classified with a title, the names of the subjects, date, credit, and labels.
- Mailchimp: The list has over 2,000 subscribers, all in accordance with international standards on mass distribution (with express mailing permission and the option of removal from the list).
- Newsletter: 12 newsletters per year have been distributed containing speeches by the Secretary General and the Assistant Secretary General.

Radio/Television

One hundred eighty-nine videos were distributed with information about OAS activities, both in B-Roll format (raw footage for the recipient to produce a final video) and as Video News items. The videos were played more than 10,000 times.

One hundred eighty-five editions were broadcast of *OAS Today*, a daily mini radio program for the Caribbean.

The audio and video was broadcast of 81 complete meetings of the Permanent Council, General Assembly, and other activities of the principal organs of the Organization.

Social media

The strategy has been maintained of including political and programmatic messages in coordination with Secretariats through products in several different formats. The method was systematized of issuing and answering posts on social media, while ensuring that they were politically in line with the positions of the General Secretariat at all times.

The number of followers of the OAS Facebook page exceeded 118,000, continuing the upward trend in that regard.

Similarly, the number of people following the OAS on Twitter surpassed 240,000.

Web site

There were 817 movements on the OAS website landing page, consolidating its active and dynamic image.

The carousel, which provides a rotating display of thematic photographs, expanded its content to include institutional news announcements.

More than 700 news stories were published in the press column on the home page, further increasing the frequency with which news items are replaced.

The opening topics in the OAS pillars section and in the 12 boxes on institutional matters were periodically updated, with special attention to minority participation.

The protocol sent to the secretariats with basic guidelines for web page sub-site management by other departments to ensure that the website projects a homogeneous institutional image was updated.

Institutional topics

Seven packets were produced for the *OAS at Work* section on the OAS website landing page. The section uses a package comprising a two-minute clip (produced by the DPC), documents, and other links to highlight OAS activities that reflect positively on the Organization but do not get as much media attention as they deserve.

2.8.2 Department of International Affairs (DIA)

The Department of international affairs (DIA) is responsible for strengthening relations between the OAS and permanent observers, civil society organizations and social actors, United Nations agencies, and other international organizations. It also promotes and generates awareness about the work and policy agenda of the OAS through dissemination programs, such as the Lecture Series of the Americas, OAS Policy Roundtables, and briefing sessions.

In 2014, the Permanent Council granted permanent observer status to Montenegro and Liechtenstein, with which the total number of permanent observers to the OAS rose to 70. The DIA organized meetings and exchanges between officials of the General Secretariat and permanent observers in order to present OAS programs, strengthen financial and technical cooperation, and share experience. It provided support to the technical areas of the General Secretariat by raising over US\$16 million in cash and in-kind contributions and by finalizing several cooperation agreements to strengthen programs that are a priority for the

Organization according to mandates assigned to the DIA by member states. The DIA coordinated the participation of 37 permanent observers at the forty-fourth regular session of the OAS General Assembly.

The DIA also made the necessary arrangements to allow the participation of civil society organizations in forums and other meetings of the OAS political organs and other specialized conferences, at which participants offered their views and recommendations to member states on the Organization's mandates. The DIA arranged the accreditation and participation of more than 300 representatives at the forty-fourth regular session of the General Assembly, at which a new strategy for strengthening the participation in the OAS of civil society organizations and other social actors was adopted. The Permanent Council approved the registration of 31 civil society organizations with the OAS. It also initiated the process of civil society participation in the Seventh Summit of the Americas.

The Department strengthened relations between the OAS and its institutional partners through participation in meetings, sharing of best practices, and political dialogue. At the United Nations, the DIA arranged the participation of the OAS Secretary General in the Fifth Istanbul Retreat of the Security Council and coordinated meetings with the Alliance of Civilizations and the Special Rapporteur on the rights to freedom of peaceful assembly and of association. It moved forward with implementing the cooperation agreement with UNAIDS. The DIA also co-organized at OAS headquarters the Global South-South Development Expo and the Fourth High-Level Meeting of the Inter-Regional Dialogue.

The DIA increased the dissemination programs that it implements in 2014. Eighty-six guided tours and briefings were given to a total of 2,718 visitors of different kinds, including diplomats, military personnel, members of civil society organizations, and students. The DIA also organized nine OAS Policy Roundtables and six Lectures of the Americas dealing with topics on the Inter-American agenda, including the drug problem in the Americas, environmental statistics, gender, economic and social growth, climate change, the fight against terrorism, the Summits of the Americas process, and human rights protection, among others.

2.8.3 Art Museum of the Americas (AMA)

In 2014, the AMA, which was founded in 1976 by a resolution of the Permanent Council to promote the cultural heritage and identity of the OAS member countries, continued promoting contemporary art in the Americas and linking it to the core values of the OAS. The Museum continued, through avant-garde shows, to position itself as a space for dialogue, particularly on such issues as democracy, development, justice, and human rights.

The prolific programming of the AMA, which continues to be area of the OAS General Secretariat with the most media coverage, is made possible thanks to partnerships with private and public-sector entities, as well as with other multilateral agencies.

- **Strategy and sustainability**

2014 saw advances in efforts to ensure the sustainability of the AMA through strategic partnerships, including the creation of the Group of Ambassador Friends of the AMA, whose mission is to support the Museum and help to identify potential partners. A foundation [501(c)(3)] was settled upon as the best option for establishing an association. Talks were initiated with universities, public and private museums, and foundations. The Museum and the Group of Friends of the AMA, as the foundation is called, increased the number of events aimed at raising funds and advancing the campaign to find strategic partners.

- **Exhibitions and their respective collaborators (Assistance was provided by the missions to the OAS, the Group of Friends of the AMA, and other entities)**

- A) AMA Museum:

- *Fusion: Asian Migration and the AMA Collection*
 - *Winning Entries of the 8th Ibero-American Architecture and Urban Design Biennial*
 - *Territories and subjectivities: Contemporary Argentine Art*
 - *Femininity beyond Archetypes*
 - *Modern and Contemporary Art in the Dominican Republic, Works from the Customs Office Collection*
 - *Mexican Suburbia*
 - *En Pie de Foto*

- B) Exhibitions and loans from the permanent collection

- *Constellations: Internationalism and the Inter-American Avant-Garde*, Calderón Guardia Museum, Costa Rica and San Pedro Art Museum, Puebla, Mexico. Works were loaned to the Pérez Art Museum in Miami, the IDB Cultural Center, the Picasso Museum in Barcelona, and the LA Art Show 2014

- C) Exhibits at the F Street gallery and the Marcus Garvey Hall

- *Portraits of Power*
 - *Portraits out Loud*
 - *Investing in Women and Children*
 - *What Lies within Us*
 - *Lily Garafulic Centenary*
 - *World-a-Reggae*

D) Conferences, Workshops, Concerts, and Fundraisers

- *Siero Chamber Orchestra*
- *Chinaméricas Cultural Dialogue*
- *Art After Dark*
- *Recital Florence in the Amazon*
- *Cineaméricas Dominican Republic*
- 31 guided visits and 8 school and family workshops

- **Press and social media**

The Museum received coverage by nine domestic and international media outlets, including NBC, CBS, Noroeste (Mexico) y La Noticia (Costa Rica); China Daily, Washington Post, Washington Diplomat, Washingtonian, Washington City Paper, Washington Hispanic, InTowner and art blogs. It obtained 137 pages of free local advertising, with a value of US\$68,500.

On Facebook, Twitter, Pinterest, Flickr and the blog, the AMA has increased its interaction with institutions such as NBC Washington, The Smithsonian, Tourism D.C., the American Architecture Institute, the IDB, George Mason University, and Washington Magazine. Four hundred and ninety-two new contacts were added to the e-mailing list and 576 to the press contacts list.

3. AUTONOMOUS AND DECENTRALIZED ENTITIES AND ORGANS

3.1 INTER-AMERICAN COURT OF HUMAN RIGHTS

The Inter-American Court of Human Rights is a treaty-based body formally established on September 3, 1979, as a result of the entry into force of the American Convention on Human Rights on July 18, 1978. According to its Statute, it is an “autonomous judicial institution” whose purpose is to apply and interpret the American Convention. Based in San José, Costa Rica, it is made up of seven judges who are nationals of the member states of the Organization of American States.

In 2014, its composition was as follows: Humberto Antonio Sierra Porto (Colombia), President; Roberto de Figueiredo Caldas (Brazil), Vice President; Manuel E. Ventura Robles (Costa Rica); Diego García-Sayán (Peru); Alberto Pérez Pérez (Uruguay); Eduardo Vio Grossi (Chile), and Eduardo Ferrer Mac-Gregor Poisot (Mexico).^{10/} The judges are assisted in their functions by the Court Secretariat. The Secretary of the Court is Pablo Saavedra Alessandri (Chile)^{11/} and the Assistant Secretary is Emilia Segares Rodríguez (Costa Rica).

- **Principal activities and achievements in 2014**

In 2014, the Court held five regular sessions and two special sessions, the latter in San José and Asunción. It held 12 public hearings on contentious cases,^{12/} eight private hearings to monitor compliance with its judgments,^{13/} and one joint public hearing on two applications for provisional measures.^{14/}

10. The Court elected these officers for the 2014-2015 term at its 101st regular session, held in San José, Costa Rica.

11. At its 101st regular session, the Court re-elected Pablo Saavedra Alessandri as Secretary for the 2014-2018 term.

12. Cruz Sánchez et al. case v. Peru; Case of Landaeta Mejías Brothers et al v. Venezuela; Case of Rochac Hernández et al. v. El Salvador; Case of the Kuna Indigenous People of Madungandí and the Emberá Indigenous People of Bayano and their Members v. Panama; Case of Espinoza González v. Peru; Case of the Garifuna Community of Triunfo de la Cruz and Its Members v. Honduras; Case of Tarazona Arrieta et al. v. Peru; Case of Argüelles et al. v. Argentina; Case of Granier et al. (Radio Caracas de Televisión) v. Venezuela; Case of the Garifuna Community of Punta Piedra and Its Members v. Honduras; Case of Wong Ho Wing v. Peru; and Case of Canales Huapaya v. Peru.

13. Case of García-Prieto et al v. El Salvador; Case of the Rochela Massacre v. Colombia; Joint monitoring of compliance with the obligation to investigate and, as appropriate, punish those responsible in the cases of Blake, “Street Children” (Villagrán Morales), Bámaca Velásquez, Mack Chang, Maritza Urrutia, Plan de Sánchez Massacre, Molina Thiessen, Carpio Nicolle et al., Tiu Tojín, “Las Dos Erres” Massacre, and Chitay Nech, all in relation to Guatemala; Case of Gomes Lund et al. (“Guerrilha do Araguaia”) v. Brazil; Joint monitoring of compliance with the judgments in the cases of the Indigenous Community Yakye Axa, the Sawhoyamaya Indigenous Community, and the Xámok Kásek Indigenous

The Court issued 16 judgments in the course of the year: 13 on preliminary objections and/or merits in contentious cases,^{15/} and three interpretations of its judgments.^{16/} The Court also issued seven orders on compliance with its judgments.^{17/} As regards provisional

Community, all in relation to Paraguay; Case of Ibsen Cárdenas and Ibsen-Peña v. Bolivia; Case of Ticona Estrada et al. v. Bolivia; and Case of the Ituango Massacres v. Colombia

14. Matters of Alvarado Reyes et al. and Castro Rodríguez, both regarding Mexico.
15. Case of Liakat Ali Alibux v. Suriname. Preliminary Objections, Merits, Reparations, and Costs. Judgment of January 30, 2014. Series C. No. 276; Case of Veliz Franco et al. v. Guatemala. Preliminary Objections, Merits, Reparations, and Costs. Judgment of May 19, 2014. Series C. No. 277; Case of Brewer Carías v. Venezuela. Preliminary Objections. Judgment of May 26, 2014. Series C. No. 278; Case of Norín Catrimán et al. (Leaders, members and activist of the Indigenous Mapuche People) v. Chile. Merits, Reparations, and Costs. Judgment of May 29, 2014. Series C. No. 279; Case of Landaeta Mejías Brothers et al v. Venezuela. Preliminary Objections, Merits, Reparations, and Costs. Judgment of August 27, 2014. Series C. No. 281; Case of Expelled Dominicans and Haitians v. Dominican Republic. Preliminary Objections, Merits, Reparations, and Costs. Judgment of August 28, 2014. Series C. No. 282; Case of Human Rights Defender et al. v. Guatemala. Preliminary Objections, Merits, Reparations, and Costs. Judgment of August 28, 2014. Series C. No. 283; Case of the Kuna Indigenous People of Madungandí and the Emberá Indigenous People of Bayano and Their Members v. Panama. Preliminary Objections, Merits, Reparations, and Costs. Judgment of October 14, 2014. Series C. No. 284; Case of Rochac Hernández et al. v. El Salvador. Merits, Reparations, and Costs. Judgment of October 14, 2014. Series C. No. 285; Case of Tarazona Arrieta et al. v. Peru. Preliminary Objection, Merits, Reparations and Costs. Judgment of October 15, 2014. Series C. No. 286; Case of Rodríguez Vera et al. v. Colombia, Judgment of November 14, 2014; Case of Espinoza Gonzáles v. Peru. Judgment of November 20, 2014; and Case of Argüelles et al. v. Argentina. Judgment of November 20, 2014. Preliminary Objections, Merits, Reparations, and Costs. Judgment of November 20, 2014. Series C. No. 288
16. Case of J. v. Peru. Interpretation of the Judgment on Preliminary Objection, Merits, Reparations and Costs. Judgment of November 20, 2014. Series C. No. 291; and Case of Osorio Rivera and Family v. Peru. Interpretation of the Judgment on Preliminary Objections, Merits, Reparations, and Costs. Judgment of November 20, 2014. Series C. No. 290, and Case of the Supreme Court of Justice (Quintana Coello et al.) v. Ecuador. Interpretation of the Judgment on Preliminary Objection, Merits, Reparations and Costs. Judgment of August 21, 2014. Series C. No. 280.
17. Case of the Miguel Castro Castro Prison v. Peru. Monitoring of Compliance with Judgment. Order of the Inter-American Court of Human Rights of March 31, 2014: cases of the Río Negro Masacres and Gudiel Álvarez et al. v. Guatemala. Monitoring of Compliance with Judgment. Order of the Inter-American Court of Human Rights of August 21, 2014; joint monitoring of compliance in 11 cases v. Guatemala. Monitoring of Compliance with Judgment. Order of the Inter-American Court of Human Rights of August 21, 2014: Case of the Supreme Court of Justice (Quintana Coello et al.) v. Ecuador. Monitoring of Compliance with Judgment. Order of the Inter-American Court of Human Rights of August 21, 2014: Case of Gomes Lund et al. ("Guerrilha do Araguaia") v. Brazil. Monitoring of Compliance with Judgment. Order of the Inter-American Court of Human Rights of October 17, 2014: Case of Salvador Chiriboga v. Ecuador. Monitoring of Compliance with Judgment. Order of the Inter-American Court of Human Rights of November 20, 2014: cases of Fernández Ortega et al. and Rosendo Cantú et al. v. Mexico. Monitoring of Compliance with Judgment. Order of the Inter-American Court of Human Rights of November 21, 2014.

measures, it approved three new applications^{18/} and maintained or broadened four existing ones.^{19/}

The Court issued an advisory opinion on the rights and guarantees of children in the context of migration and/or in need of international protection.^{20/} The opinion is particularly significant, as it defines the obligations of the State as regards children based on the latter's migratory status or that of their parents, which states are required to consider when designing, adopting, implementing and applying migration policies.

Lastly, 19 new contentious cases were submitted to the Court.^{21/}

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

The Court also has close institutional relations with the European Court of Human Rights and the African Court on Human and Peoples' Rights, as well as with domestic high courts in the region. Relations of this sort are particularly important for jurisprudential dialogue, which provides an opportunity not only to cement ties among institutions, but also to pursue joint efforts toward the introduction of international standards on human rights protection. As part of that dialogue, the judges of the Inter-American Court paid a visit to the European Court in October 2014 to share experiences. The judges also visited the European Council and the European Parliament.

Similarly, the Court has concluded cooperation agreements with different domestic courts, ministries, ombudsmen, universities, and centers for human rights. These agreements are especially important for strategic coordination of work done at the domestic and inter-

18. Matter of the Penitentiary Complex of Curado regarding Brazil, Matter of Danilo Rueda regarding Colombia, and Matter of the Penitentiary Complex of Pedrinhas regarding Brazil.

19. Matter of the Socio-Educational Internment Facility regarding Brazil; Case of Wong Ho Wing regarding Peru; Case of Mack Chang et al. regarding Guatemala; Matter of Adrián Meléndez Quijano et al. regarding El Salvador.

20. Rights and Guarantees of Children in the Context of Migration and/or in Need of International Protection. Advisory Opinion OC-21/14 of August 19, 2014. Series A, No. 21

21. Case of Luis Antonio Galindo Cárdenas and Family v. Peru; Case of the Kaliña and Lokono Peoples v. Suriname; Case of Ruano Torres and Family v. El Salvador; Case of López Lone et al. v. Honduras; Case of TGGL and Family v. Ecuador; Case of Maldonado Vargas et al. v. Chile; Case of Ana Teresa Yarce et al. v. Colombia; Case of Vladimir Quispealaya Vilcapoma v. Peru; Case of Members of the Village of Chichupac and Neighboring Communities of the Municipality of Rabinal; Case of Chinchilla Sandoval et al. v. Guatemala; Case of Zegarra Marín v. Peru; Case of Tenorio Roca et al. v. Peru; Case of Angel Alberto Duque v. Colombia; Case of Herrera Espinoza et al. v. Ecuador; Case of Manfred Amhrein et al. v. Costa Rica; Case of; Case of Homero Flor Freyre v. Ecuador; Case of Vereda La Esperanza v. Colombia.

American level to guarantee more-extensive and comprehensive protection of human rights in the Americas.

The Court also held 13 training courses and seminars in various parts of the region and Europe in order to expand knowledge of its case law, mandate, and powers, as well as to spread awareness of the inter-American system for protection of human rights.

3.2 INTER-AMERICAN COMMISSION ON HUMAN RIGHTS

The Inter-American Commission on Human Rights (IACHR) is an autonomous organ of the Organization of American States. The IACHR and the Inter-American Court of Human Rights are the two bodies that comprise the inter-American system for the promotion and protection of human rights. The Commission has seven members who act independently without representing any country in particular. They are elected by the OAS General Assembly for a four-year term and may be reelected only once. The Executive Secretariat performs the tasks assigned to it by the IACHR and provides the Commission with legal and administrative support in the performance of its functions.

Sessions of the Inter-American Commission held in 2014

In 2014, the Commission met on four occasions:^{22/} The Commission's officers were elected at the 150th regular session, held from March 21 to April 4, 2010, as follows: Tracy Robinson, President; Rose-Marie Belle Antoine, First Vice President; and Felipe González, Second Vice President. The following are also members of the IACHR: José de Jesús Orozco Henríquez, Rosa María Ortiz, Paulo Vannuchi, and James L. Cavallaro. The Executive Secretary is Emilio Álvarez Icaza Longoria and the Assistant Executive Secretary is Elizabeth Abi-Mershed.

At its 151st regular session, held from July 14 to 25, the IACHR elected in an open public competition Edison Lanza, a Uruguayan journalist and lawyer, as the new Special Rapporteur for Freedom of Expression. Lanza took up his duties on October 6, relieving Catalina Botero, a Colombian lawyer who, in keeping with the Rules of Procedure of the IACHR, had served as Special Rapporteur for two consecutive three-year terms, starting in 2008.

In a display of the rapprochement that the IACHR encourages with states, it held its 152nd special session in Mexico City from August 11 to 15, at the invitation of the Mexican State. That special session provided the framework for the IACHR to hold several meetings with Mexican officials and civil society organizations in that country. There were seven public

22. For information about these sessions, see the following IACHR press releases: 35 and 35A/14, 86/14, 131, and 131A/14.

hearings on the overall situation of human rights in Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama.

At the 153rd regular session, which took place from October 23 to November 7, the IACHR had the opportunity to demonstrate its cooperation ties with the universal human rights system and received the Special Rapporteur on the situation of human rights defenders, Michel Forst; the Special Rapporteur on violence against women, its causes and consequences, Rashida Manjoo; the Special Rapporteur on the rights to freedom of peaceful assembly and of association, Maina Kiai; and the Special Rapporteur on racism, Mutuma Ruteere. The Commission also received a delegation from the Office of the United Nations High Commissioner for Refugees (UNHCR) headed by Shelly Pitterman.

In 2014 the Commission received more than 1,700 new petitions and reviewed 1,984 petitions. It also received 504 applications for precautionary measures, of which it granted 33. It adopted a total of 47 reports on admissibility, 4 reports on inadmissibility, 6 reports on friendly settlement procedures, 30 decisions to archive, and 18 reports on merits; it decided to publish three reports on merits. It also held 105 hearings and 61 working meetings.

- **On-site working visits**

The IACHR conducted an on-site visit to Honduras from December 1 to 5, 2014, to examine the overall situation of human rights there. The Commission met with state officials, representatives of civil society organizations, and other individuals who came forward to present information on the human rights situation in the country. It also visited different parts of the country without any restrictions, including Bajo Aguán, El Progreso, La Ceiba and San Pedro Sula Tocoa, as well as touring assistance centers for migrants and child migrants, Garífuna communities, rural communities, and a number of prisons.^{23/}

- **Other working visits Rapporteurs' and country visits**

Commissioner Rose-Marie Belle Antoine, Rapporteur on the Rights of Indigenous Peoples and country rapporteur for Chile, visited that country from November 24 to 26 for the purpose of gathering information on the overall human rights situation in the country and to make a detailed examination of the human rights of indigenous peoples there, particularly in the context of development and investment projects, as well as concessions for the extraction of natural resources. In the course of her visit, the rapporteur was received by the president of the Republic, Michelle Bachelet, among other government officials, and by civil society representatives. She also held working meetings on individual cases to monitor the steps being taken by the State to implement recommendations of the IACHR.

23. See the following press release for more information:

http://www.oas.org/en/iachr/media_center/PReleases/2014/146.asp

Commissioner Paulo Vannuchi visited Bolivia as that country's rapporteur from September 2 to 5, 2014. During his visit he chaired working meetings aimed at moving forward negotiations toward friendly settlements between the parties in a number of cases before the IACHR. On the strengths of those meetings, memoranda of understanding were signed delineating paths toward friendly settlements.

The President of the IACHR, Tracy Robinson, paid a visit to Colombia from September 29 to October 3. As Rapporteur on the Rights of Women and Rapporteur on the Rights of Lesbian, Gay, Bisexual, Trans, and Intersex (LGBTI) Persons she visited the cities of Cali, Bogotá, and Cartagena. The purpose of the visit was twofold: to obtain information on the challenges that women face in obtaining access to information on violence and to meet with organizations that defend the rights of LGBTI persons, in order to receive information on their human rights situation in Colombia. On August 28, 2014, an IACHR delegation headed by Commissioner José de Jesús Orozco, the country rapporteur, met President Juan Manuel Santos to present to him the report *Truth Justice and Reparation: Fourth Report on the Situation of Human Rights in Colombia*.

The IACHR made two visits to the United States. The first was to New York, from April 7 to 10. The delegation, headed by Rosa María Ortiz, Rapporteur on the Rights of the Child, and lawyers from the Executive Secretariat of the IACHR belonging to the Offices of the Rapporteurs on the Rights of the Child and on the Rights of Persons Deprived of Liberty, sought to obtain information about the situation of minors (under 18 years old) charged, prosecuted, convicted, and imprisoned as and with adults, as well as conditions for juveniles in jails and prisons. The second visit was to the southern border of the United States from September 29 to October 2. That delegation was led by Commissioner Felipe González Morales, Rapporteur on the Rights of Migrants and country rapporteur for the United States, and by Commissioner Rosa María Ortiz, Rapporteur on the Rights of the Child. The aim of the visit was to examine the human rights situation of unaccompanied minors and families that have crossed the southern border of the United States, in particular, the circumstances of their arrest, lengthy migrant detentions and migratory procedures, as well as deportations and removals.

Commissioner Rosa María Ortiz, Rapporteur on the Rights of the Child visited Mexico from October 6 to 14. The main objective of the visit was to examine the situation of human rights of children and adolescents in Mexico in five federative entities, with particular attention to systems for promotion of children's rights, as well as how their rights are harmed by violence and in the context of migration. The rapporteur also placed special emphasis on alternative care systems and the impact on the rights of street children. She also took part in a working meeting on precautionary measures that the IACHR had requested the State to implement on behalf of 43 young people who had disappeared in the city of Iguala.

The IACHR Rapporteur on the Rights of Persons Deprived of Liberty, James Cavallaro, made a working visit to Paraguay from August 25 to 29. The aim of the visit was to look into the overall situation of the Paraguayan corrections system, identify its principal shortcomings, and make recommendations to the State.

2014 was also notable for the fact that at its 153rd session the IACHR made progress in building its work plan for establishing a special rapporteur on economic social and cultural rights by the end of 2015. The commissioners who head rapporteurships also participated in promotion events, making visits to Argentina, Barbados, Brazil, Canada, Chile, Colombia, Costa Rica, Guatemala, Jamaica, Mexico, Panama, Paraguay, Spain, the Netherlands, Sweden, and Switzerland.

In 2014, the IACHR adopted thematic reports that set inter-American standards in the corresponding areas, some of which contained recommendations for states on moving forward with their application. This year saw the release of three reports: *Right to the Truth in the Americas*; *Considerations Related to the Ratification of the American Convention and Other Inter-American Human Rights Treaties*; and *Missing and Murdered Indigenous Women in British Columbia, Canada*.

In 2014, the IACHR presented reports in various countries in the region: *Guarantees for the Independence of Justice Operators* was presented in Argentina, Costa Rica, Colombia, Guatemala, and Mexico. *Human Rights of Migrants and Other Persons in the Context of Human Mobility* was presented in Mexico. *The Right of Boys and Girls to a Family. Alternative Care. Ending Institutionalization in the Americas* was presented in Washington, D.C., at the 153rd regular session of the IACHR, with the participation of the Office of the Special Representative of the United Nations Secretary-General on Violence against Children, UNICEF, and Aldeas SOS. The report was also presented in Brazil, Chile, Mexico, Paraguay, and Uruguay.

- **Activities of the IACHR in connection with the Inter-American Court of Human Rights**

In 2014 the Commission continued to carry out its treaty-based and statutory mandates before the Inter-American Court by submitting 19 cases to it for adjudication. It presented four applications for provisional measures and appeared and participated in 13 public hearings on ongoing cases, eight hearings to monitor compliance with judgments, and one hearing on implementation of provisional measures. It also submitted 111 briefs with observations to the Inter-American Court and, in keeping with the mandates set forth in Article 63(2) of the American Convention and Article 27(7) of the Court's Rules of Procedure, presented information and 68 briefs with observations on state reports concerning implementation of provisional measures in effect.

- **IACHR press office**

The IACHR press office issued 157 press releases and successfully launched a new distribution system for the Commission's press and other announcements, enabling more than 12,300 subscribers to stay abreast of developments in the area of human rights from its roll-out in September to December. Issue is also worth noting that the IACHR currently has more than 200,000 followers on Facebook.

- **Cooperation with other agencies**

Of particular note in 2014 was the signing of a joint declaration of collaboration by the United Nations High Commissioner for Human Rights, Zeid Ra'ad Al Hussein, and the IACHR. The declaration reaffirms the importance of joint areas of work, information sharing, follow-up on recommendations, and joint efforts on specific issues.

Collaboration between the IACHR and various UN bodies includes close coordination and exchange of experience and standards. Both bodies designated a focal point to collaborate in harnessing synergies among officials in different areas

3.3 ADMINISTRATIVE TRIBUNAL

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

During the period covered by this report, the Administrative Tribunal was made up of the following judges: Alma Montenegro de Fletcher, President (Panama); Magali Rojas, Vice President (Peru); Andre Surena (United States); Héctor Arce (Bolivia); Homero Bibiloni (Argentina), and Suzie D'Auvergne (Saint Lucia), the last until August 2014.

The Administrative Tribunal met on two occasions in 2014:

- *Sixty-second regular session* (April 1 to 3): The purpose of the session was to adopt a decision that put an end to Complaint 300; consider administrative matters concerning the workings of the Tribunal; analyze rules of procedure; adopt amendments to the Tribunal's Rules of Procedure; adopt a protocol for the presentation of witness evidence; and hold meetings with authorities from the OAS General Secretariat and the Staff Committee.

- *Sixty-third regular session* (November 17 to 19): This session was convened for the hearings and oral proceedings on Complaint 301 and for deliberations on the case.

In 2014 three complaints were heard:

- *Complaint 300*: Lodged in August 2013 and settled by an agreement between the parties. By Resolution 377 distributed on April 7, 2014, the Tribunal accepted the complainant's abandonment of her claim.
- *Complaint 301*: Presented in March 2014 and decided by Judgment 162 of December 29, 2014.
- *Complaint 302*: Presented in October 2014 and still pending.

Among other noteworthy developments were the launch of the Administrative Tribunal's new website and the publication of its new Statute and Rules of Procedure, incorporating the amendments adopted in April 2014, both having been completed in June.

The Administrative Tribunal also strengthened its cooperation ties with other entities. To that end, it took part in meetings that brought together judges and secretaries from the administrative tribunals of other international organizations and shared information at the secretariat level on a variety of topics, including the construction of a database to house the compiled jurisprudence of those organs, and mechanisms for the settlement of internal labor disputes prior to recourse to the Tribunal's jurisdiction.

3.4 INTER-AMERICAN CHILDREN'S INSTITUTE (IIN)

The IIN was established in 1927 and classified as a Specialized Organization of the OAS in 1949. The Institute helps the governments of the member states craft public policy on children and youth. Its organs are the Pan American Child Congress; the Directing Council, composed of the highest children's authorities in the member states; and the Institute's Secretariat. It carries out activities in accordance with its Action Plan 2011-2015 and other mandates from the Organization.

There are three specific working groups for each of the three priority areas of the Plan of Action, in which states that voluntarily decided to join them, participate as follows: Natural Disasters, Early Childhood, and Juvenile Criminal Justice.

In the period covered by this report the IIN worked with different areas and departments of the OAS, participating actively in programs such as the Model OAS General Assembly (MOAS) and in information- and content-sharing activities.

- **89th Regular Meeting of the Directing Council**

This event was held in Brasilia on December 9, and attended by 26 heads of delegation. At the meeting, the Institute submitted the report on its activities, elections were held for the positions of President and Vice President of the Directing Council, and there was a preparatory meeting for the XXI Pan American Child Congress.

- **XXI Pan American Child Congress**

This specialized conference of the OAS was held in Brasilia (December 10 to 12) with the participation of delegations from 27 member states. The theme of the Congress, "Building Peaceful Environments," was addressed in the three keynote addresses and presentations by eight panelists, who offered their considerable insight on the childhood issues of greatest interest and concern to the OAS. The Congress, which was attended by the highest authorities for childhood issues at both the United Nations and the OAS and adopted a joint resolution that invited member states to move forward in eliminating violence against children and adolescents.

The Congress provided the framework for the **II Pan American Child Forum** with the participation of 68 adolescents from 18 states, who addressed the same issues as the Congress and produced a document containing recommendations that will set a precedent in terms of motivating states.

- **Training courses**

The Institute continues to offer refresher courses for officials from member states. The following training courses were given in the period covered by this report: "Juvenile Criminal Liability," "Early Childhood," "Protecting Children's and Adolescents' Rights in Disaster Risk Management," "Update on Rights," "Child Participation," "International Child Abduction," "The Media and Rights of Children," and "Sexual Exploitation of Children." Officials from 15 states took part in the various courses.

- **Cooperation**

In carrying out several activities, the IIN was able to rely on financial assistance from Argentina, Brazil, China, and the Principality of Monaco, as well as from various strategic partners, including Save the Children, Plan International, and World Vision. It coordinated its activities, *inter alia*, with the Inter-American Commission on Human Rights, the OAS Department of International Affairs, and the Inter-American Commission of Women.

3.5 INTER-AMERICAN COMMISSION OF WOMEN

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

In 2014, the CIM continued to work for full citizenship for women in keeping with its Strategic Plan 2011-2016 and with all the mandates it has received.

- **Political citizenship of women for democracy**

The CIM designed, drafted, and validated with seven countries the **Integrated System of Indicators of Women's Human Rights**. The purpose is to measure and examine the exercise of women's human rights and progress in the implementation of international treaties in that regard, as well as to stimulate the adoption of a rights-based approach in shaping economic, social, and cultural policies. The system of indicators is the first of its kind, both in the Americas and globally, and represents a contribution by the CIM to accelerate harmonization of international treaties with domestic policies and laws.

The CIM promoted parity in political representation and participated in the XXVIII Annual CAF Conference, V Latin American Democracy Forum, and the Meeting of Women Parliamentarians in Panama.

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

The visibility of the fight against gender violence was given a boost with the commemoration of the 20th anniversary of the Convention of Belém do Pará, which afforded states an opportunity to reaffirm their commitment to implementing that treaty. The Belém do Pará +20 Hemispheric Forum "Prevention of violence against women: Good practices and proposals for the future" put prevention in the spotlight. A platform is under development for sharing data and tools to combat gender violence.

A convention application guide was published and training workshops were given on the system of indicators to measure its implementation. The CIM provided assistance to Paraguay in drafting a comprehensive law against violence.

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

The Inter-American Social Protection Network and CIM developed a methodology for performing participatory gender assessments that was implemented in Uruguay, Guatemala, and Paraguay for the purpose of mainstreaming gender equality and an equal-rights approach in social protection. Activities were also carried out in the areas of competitiveness, corporate social responsibility, and science and technology.

- **Citizen security from a gender perspective**

The CIM unveiled a review entitled “Women and Drugs in the Americas” at a meeting held at its headquarters in March under the theme “Women, Drug Policy, and Incarceration in the Americas.” It also took part in the XVII World Congress of Criminology, Mexico, and in the Central American Conference on Drug Policy.

- **Courses**

The CIM and CLACSO held the fifth course on a “Rights-Based and Gender-Equality Approach in Policies and Programs” and the diploma course “Justice, Gender, and Violence” for justice operators. It also co-sponsors a higher diploma course on Communication and Gender in Argentina.

3.6 OFFICE OF THE INSPECTOR GENERAL

The Office of the Inspector General carries out its duties in accordance with the provisions contained in Chapter IX, "Advisory Services, Auditing, and Fiscal Control" of the General Standards to Govern the Operations of the General Secretariat and Executive Order No. 95-05. Those provisions establish the internal audit function that helps the Secretary General and the governing bodies monitor and ensure proper fulfillment of the responsibilities of the various levels of management with respect to the programs and resources of the General Secretariat. The objective of the Office of the Inspector General is to ensure a systematic review of operating procedures and financial transactions at headquarters and in the offices in the member states. The OIG is also charged with ensuring that established policies, regulations, and practices are efficiently, effectively, and economically applied.

- **Audits**

In the period covered by this report, the Office of the Inspector General concluded four audits begun in 2013 and carried out eight audits in 2014. The OIG conducted operational audits at headquarters and in the member states to evaluate internal and administrative controls and to ensure compliance with OAS and directives and procedures. The OIG focused primarily on operations with a high degree of risk and those with the greatest potential for improving efficiency, effectiveness, and use of resources in the General Secretariat. In particular, the OIG examined and evaluated local professionals and temporary support staff, implementation of results-based budgeting, the Spanish Fund, and compliance with the economy-class travel policy. It also inspected the offices of the General Secretariat in Barbados, Nicaragua, and Panama, as well as the Inter-American Judicial Facilitators Program.

- **Investigations**

The Office of the Inspector General maintains a direct hotline through which allegations of financial misconduct may be reported. In 2014, 11 matters were brought to the Office's attention for review. Of those, three gave rise to investigations, six were closed at the preliminary stage because the allegations were not substantiated or the matter lay outside the Office's remit, and to remain under review. Of the three investigations opened in 2014, two have been closed having prompted recommendations designed to strengthen internal controls, improve the procurement process and project management, and to ensure compliance with the system of standards and rules that governs the Secretariat. In 2014, the OIG also disposed at the preliminary stage of two allegations reported to it in 2013; one investigation from 2013 remains under review.

- **Other Activities**

The Office continued to advise and assist the General Secretariat through analyses, investigations, and recommendations, participation as an observer in a number of General Secretariat committees, and the presentation of reports to various established bodies. In 2014, several department directors presented queries to the office of the Inspector General regarding operational issues that could pose potential risks to the Organization, implementation of recommendations, and other operational matters to do with internal controls. The OIG also examined draft operational procedures, proposals, and changes to operational procedures.

3.7 BOARD OF EXTERNAL AUDITORS

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

The Board held its annual meeting from April 21 to 25, 2014, to prepare its report on the external audit of the accounts and financial statements of the GS/OAS for the years ended December 31, 2013 and 2012.

The Board submitted its observations (OEA/Ser.S, JAE/doc.44/14 dated April 30, 2014) to the Permanent Council on May 21, 2014. The report has four sections: (a) Report of the Board of External Auditors; (b) Financial Statements of the GS/OAS; (c) Financial Statements of Agencies and Entities related to the OAS; and (d) the OAS Retirement and Pension Fund.

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

The recommendations can be summarized as follows:

- Implement the “Strengthening the OAS through Business Modernization” initiative.
- Establish a budget that realistically addresses the critical needs of the Organization.
- Continue to expand and refine its quarterly reporting.
- Re-evaluate the mechanism used to assess quotas among member states.
- Introduce penalties for late payment of quotas and dispense with early payment discounts.
- Align its organizational structure to the mandates and priorities of the Organization.

- Approve the necessary changes to the General Standards relating to personnel.
- Implement a deferred maintenance strategy that preserves assets for future use.
- Sell the Casa del Soldado. Use of the proceeds from the sale to resolve infrastructure problems and deferred maintenance of other OAS properties.
- That the IT Governance Committee focus on a sustainable corporate enterprise system.
- Expand the membership of the Investment Committee to include representation of all investment accounts.
- Continue to monitor the financial condition in the defined benefit pension plan, and request that future actuarial reports include sensitivity analysis.
- Continue efforts to adopt IPSAS.
- Consider developing supplemental financial information that reconciles reported cash-based amounts to accrual-based amounts.
- Analyze whether redefining the number of reporting entities subject to audit could achieve their objectives for accountability and reporting but at reduced cost savings, and if so, explore the feasibility of amending the contract with the External Auditor.

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

The Board highlighted the fact that in the case of the following 2013 financial statements, the firm of independent auditors had issued unqualified or "clean" opinions, which is the best possible outcome of an audit:

- Regular Fund, FEMCID, Specific Funds, and Service Funds of the OAS;
- Leo S. Rowe Pan American Fund
- Rowe Memorial Benefit Fund
- Trust for the Americas
- Medical Benefits Trust Fund
- Inter-American Defense Board
- Retirement and Pension Fund



4. SPECIALIZED ENTITIES AND ORGANIZATIONS

4.1 INTER-AMERICAN DEFENSE BOARD

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

In 2014, in accordance with resolution AG/RES. 2809 (XLIII-O/13) and its Statute, the Inter-American Defense Board (IADB) continued to provide technical and educational advice and consultancy services on matters related to military and defense issues in the Hemisphere, with a view to contributing to implementation of the OAS Charter. Its work has focused on responding to OAS programs, seeking to forge cooperative relations among the military, strengthen ties between civilians and the military, and shore up the IADC curriculum.

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

In keeping with resolution AG/RES. 2809 (XLIII-O/13), cooperation and interaction have been maintained with the Conference of Defense Ministers of the Americas (CDMA) and its Pro Tempore Secretariat, the Conference of Central American Armed Forces (CFAC), the Caribbean Community (CARICOM), the South American Defense Council (CDS), the Inter-American Naval Conference (IANC), the Conference of American Armies (CAA), and the System of Cooperation among the American Air Forces (SICOFAA), resulting in the implementation of several joint activities. Of special note in that regard is the support the IADB provided to the Pro Tempore Secretariat for organizing and holding the XI Conference of Defense Ministers of the Americas, which took place in Arequipa, Peru.

Pursuant to resolutions AG/RES. 1879 (XXXII-O/02) and AG/RES. 2735 (XLII-O/12), the President of Haiti, Joseph Martelly, visited the IADB to establish guidelines for assistance in drawing up a Haitian White Paper, which was provided in 2014 through workshops in both the United States and Haiti, with a view to its preparation and dissemination in 2015.

In accordance with resolutions AG/RES. 2735 (XLII-O/12) and AG/RES. 2809 (XLIII-O/13), the IADB attended the closing ceremonies of the Assistance Mission for Mine Clearance in South America (MARMINAS), in both Lima, Peru, and in Quito, Ecuador. In addition,

Colombia asked for IADB support for training the country's military personnel in humanitarian demining, with a protocol of agreement signed to that effect.

As established in resolution AG/RES. 2809 (XLIII-O/13), the IADB held workshops on a cyber-defense strategy, at the request of the members of the Caribbean Community (CARICOM), in order to conduct a study on the possible components of a cyber-defense strategy for the small island states of the Caribbean.

Pursuant to resolution AG/RES. 2809 (XLIII-O/13), the IADB supported the Informal Working Group of the CSH in providing inputs for reviewing the Strategic Vision of the OAS.

In accordance with its Statute, the IADB reinstated the delegates of Jamaica, Guyana, and Antigua and Barbuda on the Council of Delegates and added the delegate of Saint Kitts and Nevis.

In keeping with resolution AG/RES. 2809 (XLIII-O/13) and the IADB Statute, the Inter-American Defense College, with a present enrollment of 63 civilians, police officers, and military from 14 OAS member countries, continues to provide its students with a rigorous academic curriculum. In 2014, after obtaining an educational license from the District of Columbia, the College offered a Master's of Science in Hemispheric Defense and Security. The College continued the rigorous process of fulfilling the requirements for ACICS accreditation, which it expects to complete in 2015. The College also held seminars on aspects of multidimensional security, human rights/international humanitarian law, complex emergencies and large-scale disasters, and peace operations.

- **The following seminars and conferences were held in 2014:**
 - The seminar "Management and Destruction of Weapons and Ammunition in Poor Condition" at the Inter-American Defense College
 - II Symposium "The Armed Forces and Their Participation in Nontraditional Activities and Development," at the Inter-American Defense College
 - "VII Annual Humanitarian Demining Doctrinal Meeting"
- **Assemblies, seminars, and conferences to which members of the Inter-American Defense Board were invited:**
 - OAS General Assembly in Asunción, Paraguay
 - "Central American Regional Security Conference" CENTSEC, in Guatemala City, Guatemala
 - "LIV Conference of the Air Chiefs of the Americas," in Medellín, Colombia
 - "South American Security Summit" SAMSEC, in Cartagena de Indias, Colombia
 - "XXX Regular Meeting of the Superior Council of the Conference of Central American Armed Forces" CFAC, in the Dominican Republic

- “XXIX Regular Meeting of the Superior Council of the Conference of Central American Armed Forces” CFAC, in Managua, Nicaragua
- “XII Caribbean Nations Security Conference” CANSEC, in Santo Domingo, Dominican Republic
- **The IADB hosted the following in the “*Casa del Soldado*” in 2014:**
 - Haitian President Joseph Martelly
 - The OAS Secretary General, José Miguel Insulza
 - A delegation from the Ministry of Defense of Chile headed by the Chilean Undersecretary of Defense, Marcos Robledo
 - XV Advanced Strategic Studies Course of the Guatemalan Army’s Superior Education Command, headed by Brigadier General Óscar Barrientos Pérez
 - A delegation from the Ministry of Defense of Guatemala headed by Major General Augusto López Ambrosio, MDN
 - The Commander of the United States Southern Command, General John F. Kelly
 - Students in the Dominican Republic’s “Master’s Program in Security, Crisis, and Emergency Management”
 - A delegation from the “General Juan Pablo Duarte Díez” Higher Institute for Defense of the Dominican Republic
 - General Gerson Menandro, Chief of Strategic Affairs of Brazil’s Ministry of Defense
 - General Helio Paes, General Commander of Aeronautical Support of Brazil
 - A delegation of students from the Superior War School of the Republic of Colombia
 - A Strategic Leadership Course of the Institute for High Strategic Studies of the Republic of Paraguay
 - A delegation from the Argentine Institute for International Security and Strategic Affairs, headed by Major General Julio Hang
 - A delegation from the Institute for High Strategic Studies of the Republic of Paraguay, headed by Brigadier General Pedro Ortiz
 - XVI graduating class of the Advanced Strategic Studies Course of the Guatemalan Army’s Superior Education Command, headed by Brigadier General Ismar Aldor Méndez
 - A delegation from the Center for Advanced National Studies of Peru (CAEN)
 - Air Lieutenant-Brigadier Gerson Nogueira Machado de Oliveira, Head of Logistics of the Armed Forces Joint Staff, Ministry of Defense of Brazil

4.2 INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

The mission of the Inter-American Institute for Cooperation on Agriculture (IICA), recognized by the Organization of American States (OAS) as the agency of the inter-American system specializing in agriculture and the well-being of the rural population, is to “encourage, promote, and support its member states in their efforts to achieve agricultural development and rural well-being through international technical cooperation of excellence.”

In 2014, IICA's 34 member states approved a new technical cooperation model tailored to the changing conditions in the Hemisphere's agricultural sector. The model is designed to increase the impact of cooperation by targeting specific areas, linking efforts, and focusing on results and accountability with regard to the contributions that the Institute makes in policy design, agricultural health, agribusiness capacity building, social management, and the development of innovations, especially ones that facilitate adaptation to climate change, the achievement of food security, and increased inclusive productivity and competitiveness.

Within that new frame of reference, the main results achieved through 508 institutional projects and actions were as follows:

- *More than 1,000 public and private stakeholders in 23 countries enhanced their skills in agrifood chain management, business development, and the management of associative enterprises through methodologies, instruments, and programs launched by the Institute.*
- *Hundreds of producers benefited from technical innovations and knowledge related to the production of corn, beans, cassava, avocados, potatoes, tomatoes, rice, cacao, sugar, sweet potato, and Jatropha oil.*
- *The Institute promoted the strengthening of the agricultural health services of its member countries; provided timely information about the new food-safety laws enacted by the United States and Canada; supported the active participation of 22 member states in international Codex and phytosanitary meetings; strengthened quarantine posts along the Dominican Republic-Haiti border; helped with fruit fly control in Suriname, Brazil, and Guyana; and collaborated with Ecuador to maintain the latter's status as a country free from foot-and-mouth disease with vaccination.*
- *The Institute enhanced the capabilities for rural area-based development of more than 500 members of the staff of public and private entities through forums, courses, methodologies, and instruments; promoted analysis and consensus building on family*

agriculture and its interaction with rural territories; and collaborated in the implementation of development programs in at least 18 territories.

- *During the 20th Session of the Conference of the Parties (COP20) to the United Nations Framework Convention on Climate Change (UNFCCC), held in Lima, Peru, an interministerial dialogue was held that enabled seven countries to reach agreement on the need for more collaboration among the agriculture and environment sectors in order to tackle climate change.*
- *Seven Caribbean countries have plans for environmental disaster management and agricultural insurance. In addition, the Institute helped respond to the emergency in Saint Vincent and the Grenadines, Dominica, and Saint Lucia in December 2013 caused by a low-pressure system.*
- *Under the IICA program with Mexico's National Council for Science and Technology (CONACYT), 108 scholarships for young agricultural professionals from various countries in the Hemisphere were processed and approved. In addition, the Institute and the Mexican Government established a program for strengthening agricultural capabilities for 15 Caribbean countries, under which 295 individuals were trained.*

Many of these results were achieved through work with international organizations such as the United Nations Food and Agriculture Organization (FAO), the World Bank, the International Fund for Agricultural Development (IFAD), the Inter-American Development Bank (IDB), the World Trade Organization (WTO), the Center for International Forestry Research, and UN Women, among others. The support of the European Union, the United States, Mexico, and Brazil, in the form of both financial and technical assistance, was vital for the successful implementation of part of the Institute's plans in 2014.

IICA's Executive Committee held its Thirty-fourth Regular Meeting, at which it approved the Program Budget for 2015 and the 2014-2018 Medium-Term Plan. It also decided that, at the next meetings of the Committee and the Inter-American Board of Agriculture (IABA), the member countries would address the issue of the financial strengthening of the Institute.

4.3 INTER-AMERICAN JURIDICAL COMMITTEE

The Inter-American Juridical Committee (CJI) is one of the organs through which the OAS accomplishes its purposes (Article 53 of the Charter). It serves as an advisory body to the Organization on juridical matters, promotes the progressive development and codification

of international law, and studies juridical problems related to the integration of the developing countries of the Hemisphere.

In 2014, the Inter-American Juridical Committee held two working sessions: the first during its 84th regular session (March 10-14) and the second during its 85th regular session (August 4-8), both in Rio de Janeiro, Brazil.

Throughout the year, the Inter-American Juridical Committee adopted four reports, one of which was to comply with General Assembly requirements: “Inter-American Juridical Committee Report on Sexual Orientation, Gender Identity, and Gender Expression” (CJI/doc.447/14). The other three reports correspond to mandates set by this body: “Report on Recommendations to the States of the Americas on Border or Neighboring District Integration” (CJI/doc.433/13 rev. 1), “Second Report on Corporate Social Responsibility in the Area of Human Rights and the Environment in the Americas” (CJI/doc.449/14 rev. 1), and “Report of the Inter-American Juridical Committee on Alternatives for Regulating the Use of Narcotic Drugs and Psychotropic Substances and for Preventing Drug Dependence, Especially with Respect to Marijuana or Cannabis Sativa” (CJI/doc.470/14). Furthermore, the Committee established three new rapporteurships to keep track of new mandates: Guide on Protection of Stateless Persons (mandate by General Assembly resolution AG/RES. 2826 (XLIV-O/14)); Law Applicable to International Contracts, and Representative Democracy. The Juridical Committee plenary decided to continue consideration of the following matters: drafting of a Model Law on access to public information and the protection of personal data [mandated by General Assembly resolution AG/RES. 2811 (XLIII-O/13)]; immunity of states and international organizations; electronic warehouse receipts for agricultural products; and guidelines for migration management in bilateral relations.

During the August 2014 session, the Committee elected its new authorities. Fabián Novak Talavera was elected Chair, replacing João Baena Soares. Carlos Mata Prates was elected Vice Chair. Both carry a two-year term. Two members of the Committee, Hyacinth Evadne Lyndsay (Jamaica) and Fernando Gómez Mont Urueta (Mexico) completed their term on December 31, 2014.

Among the meetings held last year, the Committee welcomed judges from two international courts to its headquarters: Judge Ronny Abraham of the International Court of Justice and Judge Sang-Hyun Song, President of the International Criminal Court. They explained the operations, mandates, and jurisprudence relative to each of their institutions. On the matter of stateless persons, the Committee received visits from Juan Carlos Murillo and Juan Ignacio Mondelli from the Office of the UN High Commissioner for Refugees (UNHCR), who showed their willingness to support the Committee’s efforts in drafting the Guide on the Protection of Stateless Persons. As regards developments in the area of private international law, the Committee received visits from Brazilian professors Nadia de

Araújo and Lauro Gama. The OAS Secretary General, Jose Miguel Insulza, was also present in Rio de Janeiro to hold conversations with members of the Committee on legal topics of interest to the Organization and to strengthen to relationship between the Inter-American Juridical Committee and the OAS General Secretariat.

The 41st Course on International Law was held August 4-22, 2014 in Rio de Janeiro, Brazil on the main topic of “Dispute Resolution in International Law.” The course boasted the presence of renowned lecturers from the Hemisphere and Europe, legal advisors to chancelleries and international organization and OAS officials, most notably OAS Secretary General, Jose Miguel Insulza. Mr. Insulza gave a lecture as part of the inauguration of the course. Judges Ronny Abraham and Augusto Cançado Trindade of the International Court of Justice and Judge Sang-Hyun Song, Chairman of the International Criminal Court, also took part. The OAS provided scholarships to 20 students from several countries throughout the Hemisphere and 11 other students, Brazilian and foreign, paid their own way.

The CJJ was comprised of the following members: Fabián Novak Talavera (Peru, Chair), Carlos Mata Prates (Uruguay, Vice Chair), João Clemente Baena Soares (Brazil), Ana Elizabeth Villalta Vizcarra (El Salvador), David P. Stewart (United States), Hyacinth Evadne Lindsay (Jamaica), Miguel Aníbal Pichardo Olivier (Dominican Republic), Fernando Gómez Mont Urueta (Mexico), Jose Luis Moreno (Ecuador), Gélin Imanès Collot (Haiti), and Hernán Salinas Burgos (Chile). Secretariat services and technical support for the Juridical Committee were provided by staff from the Department of International Law of the Secretariat for Legal Affairs.

4.4 PAN-AMERICAN DEVELOPMENT FOUNDATION

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

The PADF’s mission is to promote integral development among the most disadvantaged in Latin America and the Caribbean, in order to “create a Hemisphere of opportunity for all.”

This mission is accomplished by forming partnerships with private, public, and nonprofit organizations, in furtherance of OAS priorities. One of the Foundation's most important objectives is to strengthen civil society in support of the Inter-American Democratic Charter. To accomplish its mission, the PADF receives donations from businesses, individual supporters, civic groups, OAS member states, bilateral donors, and international organizations such as USAID, the World Bank, the Inter-American Development Bank, the Red Cross, and the Clinton-Bush Haiti Fund, among others.

The year 2014 stands out for the numerous activities carried out under the leadership of the Secretary General and Assistant Secretary General. Funds were raised for development programs that benefited more than eight million people in 23 countries through job-creation projects, technical training, agricultural development, community development, strengthening of civil society, human rights protection, and assistance to victims of natural disasters and humanitarian crises. The PADF was also involved in managing resources for OAS-supported projects in different countries, through contributions from public and private donors.

In close coordination with the OAS, the PADF responded to the January 12, 2010, earthquake in Haiti through activities deemed a priority in 2011-2014. The Foundation was selected to head up the management of resources and to channel them to victims in and around Port-au-Prince, working with ministries and other Haitian entities. The main activities carried out in Haiti involved repair of homes, clearing of rubble, comprehensive urban reconstruction, community development and promotion of local participation and democracy, human rights protection, support to combat community violence, and financing for small and medium-size enterprises, as a way to create sustainable jobs. In 2014, donations of more than US\$15.5 million were made to the country.

In response to the humanitarian crisis resulting from the displacement of Colombians and in support of the country's Victims Law, the PADF continued to expand its programs to support displaced persons, persons of African descent, the indigenous, at-risk youths, and other vulnerable groups. In collaboration with local organizations, the program provides income generation, technical training, community services, and institution building. Likewise, implementation continued of an innovative initiative called the "South-South Cooperation Strategy," aimed at delivering Colombian technical assistance to Caribbean Basin countries. Also, in support of the Ministry of Foreign Affairs, another program, called the "Comprehensive Plan for the Promotion of Children and Adolescents with Opportunities" (PIP), was launched to combat the forced recruitment of youth by delinquent groups. The PADF disbursed over US\$50 million to Colombia in 2014.

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

principles through greater participation of citizens in NGOs made up of all sectors in different countries. The Foundation also continues to execute projects in corporate social responsibility in different countries, which helps increase contributions to integral development projects and aids victims of natural disasters. In 2014, through its In-Kind Donations Program, the PADF sent medical equipment, medicine, tools, computers, and emergency supplies valued at US\$5.5 million to Argentina, Colombia, Chile, Cuba, the Dominican Republic, El Salvador, Haiti, Mexico, Suriname, and Uruguay. Additional donations were made to nongovernmental organizations in some countries, such as Argentina, Belize, Chile, Cuba, Ecuador, El Salvador, Honduras, Uruguay, and Venezuela.

With the participation of OAS staff, the Foundation's Board of Directors held several fundraising meetings in 2014 to assist the victims of natural disasters in Haiti and other countries, like the Christmas Day flooding in the Eastern Caribbean. Likewise, the Executive Director and Foundation staff participated in various meetings of OAS committees, such as the Inter-American Committee on Natural Disaster Reduction, the Group of Friends of Haiti, and several events with civil society organizations from the region and with Diaspora groups interested in supporting development projects in their respective countries.

The PADF approved a new Strategic Plan for 2013-2017 aimed at raising up to US\$350 million during that period. Under its previous plan (2008-2012), the PADF disbursed US\$262 million in 29 countries in support of the inter-American system, strengthening the role of civil society and the private sector in boosting integral development in the OAS member countries. The Foundation continues to encourage corporate social responsibility as a mechanism for increasing funding for social development projects and outreach to a greater number of victims of natural disasters and humanitarian crises. In 1962, the OAS was the first international organization to create its own fund, a clear expression of solidarity to those that are most disadvantaged and excluded in the region.

4.5 PAN-AMERICAN HEALTH ORGANIZATION

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

PAHO operates under the mandates of its Constitution and the resolutions adopted by the health authorities of its member states during meetings of its Governing Bodies—the

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

The year 2014 marked Dr. Carissa F. Etienne's one-year anniversary as Director, as well as the introduction of her new organic structure, which aims to reposition PAHO as a flexible, transparent, and responsive organization and, at the same time, enhance the Organization's complementarity in its core technical programs. This directive is reflected in the PAHO Strategic Plan 2014-2019 adopted by the 53rd Meeting of the Directing Council in October 2014. This plan defined six priority categories for PAHO's technical cooperation and promotion of public health: (1) communicable diseases; (2) non-communicable diseases and their risk factors; (3) determinants of health and promoting health throughout the life course; (4) health systems; (5) preparedness, surveillance, and response; and (6) corporate services and leadership.

PAHO's technical cooperation contributed to various regional achievements in public health in 2014. Among them are the regional strategy for universal access to health and universal health coverage; the certification of 17 countries for the interruption in the transmission of the Chagas disease; cooperation with Caribbean countries to support the new Safe Hospitals initiative to reduce the use and cost of energy; the introduction of legislation in Brazil, Chile, Colombia, Costa Rica, and Peru to reduce the childhood consumption of processed foods and the childhood obesity epidemic; strong participation in the new Educational Virtual Clinic initiative to train healthcare workers; recognition of Panama for its strong leadership in regulating tobacco, followed by 17 countries that have adopted legislation to ban smoking in public places and all workplaces; the launch of the Treatment 2.0 Initiative to combat HIV infection in the region; technological innovations in screening for cervical and uterine cancer; among others.

Prominent among specific technical cooperation activities carried out by PAHO in 2014 were the regional promotion and coordination of the 12th Vaccination Week in the Americas, a yearly event; the creation of an innovative framework to control tuberculosis in large cities; several regional and sub-regional technical meetings held on health-related legislation in Central America, South America, and the Caribbean; the ongoing, strong commitment to providing technical support to Haiti and the Dominican Republic to control and eradicate cholera; the design of a new registration model to help healthcare professionals predict and prevent serious complications in maternity care; and the series of agreements between the Brazilian and Cuban governments for joint cooperation on the initiative *Mais Medicos*, which aims to expand access to healthcare in Brazil. Finally, PAHO has also begun implementing the new policy to strengthen country-focused cooperation (including South-South Cooperation and Triangular Cooperation) through various actions, assessments, and recommendations, in response to the 2013 resolution to ensure that this

type of health development and technical cooperation is more strategic throughout the region.

Lastly, the Organization has focused on significant institutional challenges that must be addressed in its work with member states in the short and medium terms. PAHO will demand new methods for providing technical cooperation. Among the most priority challenges are simplifying and integrating PAHO's sub-regional technical cooperation with existing governing bodies and entities working on sub-regional integration in the Americas region; the Office's need to expand its support base beyond its traditional partners; and new methods for raising funds amidst the changing landscape for financing, coupled with the impact of decreased funding allocated to cooperation in the region, particularly middle-income countries.

4.6 PAN-AMERICAN INSTITUTE OF GEOGRAPHY AND HISTORY

The PAIGH was established at the Sixth International Conference of American States (Cuba, 1928) and integrated into the OAS in 1949. It offers member states technical cooperation and disseminates scientific publications and activities in the fields of cartography, geography, history, and geophysics, with a geographical and historical analysis in line with its Organic Statutes and resolutions of its General Assembly, Directing Council, and Meeting of Officers, consistent with the "Pan American Agenda for the Advancement of the PAIGH 2010–2020."

- **Financial Situation 2014**

The PAIGH's revenue comes from quotas contributed by the member states, which have not changed since 1996. However, it does have a sound Operating Fund, which enables it to meet its short-term obligations. The quote revenue for fiscal year 2014 was the equivalent of 92.77% of the Regular Fund. The PAIGH is financially and administratively sustainable, particularly for the execution of the Technical Assistance and Publications programs. The support of member states must remain to maintain these conditions.

- **Department of Technical Assistance**

The General Assembly (Uruguay, 2013) approved the Technical Assistance Program for 2014, consisting of 19 projects, with a cost – including counterpart projects – of US\$317,189. Additionally, multiple initiatives were bolstered in the areas of capacity building, technical development, and innovations, notably:

- CAF-PAIGH-GeoSUR – Geospatial Network for Latin America
- Geocentric Reference System for the Americas (SIRGAS)

- *Joint Plan of Action for the Development of the Spatial Data Infrastructure of the Americas*
- *Unified Hemispheric Map, 1st phase Central America*
- *Training program with CAF, Spain's CNIG, UNEP, Environmental Agency – Abu Dhabi*

- **Publications Department**

Among the editorials produced in periodicals and occasional PAIGH publications, eight titles were published on specialized topics, most notably:

- *A Comparative History of Migration in the Americas*
- *Cultural Heritage of the Americas, Volume II, Preservation and Social Uses*
- *ISO TC 211 Standards (Translation), 2nd Edition.*

- **Meetings and Statutory Matters**

The following statutory meetings were held in 2014:

- 81st Meeting of Officers (Mexico, July 9-11)
- 82nd Meeting of Officers (Santiago, Chile, November 10)
- 45th Meeting of the Directing Council (Santiago, Chile, November 11-13)

The Meeting of the Directing Council approved 28 resolutions, available at: <http://www.ipgh.org/consejo-directivo/45-rcd/default.html>. Resolution No. 1 stands out for recognizing PAIGH's work to promote historical studies and develop a unified hemispheric map to contribute to the sustainable development and management of natural resources.

Cooperation activities were carried out with CREFAL, Inter-American Committee on Natural Disaster Reduction and Network for Disaster Mitigation, the OAS's land registry initiative, United Nations Environmental Program, Spain's National Center for Geographic Information, Uruguayan International Cooperation Agency, CAF Development Bank of Latin America, United Nations Committee on Global Geospatial Information Management, and others.

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

5.1 ACTIVITIES OF THE SECRETARY GENERAL AWAY FROM HEADQUARTERS

- **January**

14 – 16 San Jose, Costa Rica:
Official visit- Inauguration of President of AMERIPOL
Meeting with President of the Republic of Costa Rica

26 – 27 Tegucigalpa, Honduras:
Presidential Inauguration

27 – 29 Havana, Cuba:
2014 CELAC Summit

- **February**

20 – 23 Mexico City, Mexico:
CIDE, Keynote Lecture; “The Americas in the Atlantic Space”

- **March**

10 – 13 Santiago, Chile:
Presidential Inauguration
RIAL meeting

20 – 20 New York, NY:
Meeting at the Council of Foreign Relations – Topic: Drugs

- **April**

2 – 3 Panama City, Panama:
Annual WEF Meeting/Latin America

3 – 5 Medellin, Colombia:
Conference on mines – meeting with Vice-president

- 7 - 8 West Palm Beach, Florida:
Palm Beach Strategic Forum 2014
- 22 - 23 South Bend, Indiana:
Conference on the political situation in Latin America
Kellogg Institute of Notre Dame University
- 25 – 28 Vatican City:
Meeting with the Secretary of State and canonization ceremony for Popes
John Paul II and John XXIII
- 29 – May 2 Merida, Yucatan, Mexico:
6th ACS Summit

• **May**

- 7 – 8 San Jose, Costa Rica:
Presidential Inauguration
- 13 – 14 Pachuca, Hidalgo, Mexico:
CIM- Belém do Para+20 Hemispheric Forum
- 15 – 17 Guatemala City, Guatemala:
Official visit
- 22 – 23 Chicago, Illinois:
LASA International Congress
- 31 – June 6 Asuncion, Paraguay:
Forty-fourth regular session of the OAS General Assembly

• **June**

- 9 – 11 Montreal, Canada:
International Economic Forum of the Americas. Conference of Montreal
2014
- 19 – 21 San Salvador, El Salvador:
Official visit

26 – 27 Punta Cana, Dominican Republic:
XLIII SICA Summit of Heads of State and Government

- **July**

14 – 16 Tegucigalpa, Honduras:
Official visit

16 – 19 Lima, Peru:
Meeting with legislative powers

- **August**

3 – 5 Rio de Janeiro:
Course on International Law

5 – 6 Panama City, Panama:
Official visit

6 – 8 Bogota, Colombia:
Inauguration of the President of Colombia

- **September**

17 – 19 Guatemala City, Guatemala:
Special General Assembly of the OAS – Topic: Drugs

23 – 26 New York, NY:
UN General Assembly

- **October**

5 – 6 Panama City, Panama:
Official visit

6 – 9 Port of Spain, Trinidad and Tobago:
Competitiveness Forum

9 – 11 Mexico City, Mexico:
Democracy Forum

22 – 24 Buenos Aires, Argentina:
International Conference – American Bar Association

26 – 28 Toronto, Canada:
Toronto Global Forum – Conference of Montreal

- **November**

12 New York, NY:
Meeting with the President of the UN/GA/UN Building

19 – 20 Kingston, Jamaica:
Official visit

20 – 23 Cuenca, Spain:
CIRSD- Moratinos – International Conference

23 – 28 Santiago, Chile:
DIRECON Seminar

- **December**

2 – 4 Puerto Vallarta, Mexico:
Annual RIAL meeting

4 – 5 Santiago, Chile:
International Monetary Fund– High-Level Conference on Latin America

6 – 7 Panama City, Panama:
Latin American Parliament Event

7 – 9 Veracruz, Mexico:
Ibero-American Summit

16 – 17 Belize, Belize:
XLIV SICA Summit

5.2 ACTIVITIES OF THE ASSISTANT SECRETARY GENERAL AWAY FROM HEADQUARTERS

- **February**

- 02/03 Necker – Moskito Island:
Creating Climate Change
- 02/10 Santo Domingo, Dominican Republic:
VI Regular Meeting of the CITES Assembly
- 02/16 Port of Spain, Trinidad and Tobago:
Official visit to meet with High-Level Government Authorities and the
Private Sector

- **March**

- 03/13 Port of Spain, Trinidad and Tobago:
Official visit to meet with High-Level Government Authorities and the
Private Sector
- 03/14 Paramaribo, Suriname:
Official visit to meet with High-Level Government Authorities and the
Private Sector
- 03/27 Costa do Sauípe, Salvador de Bahia, Brazil:
55th Annual Meeting of the IDB
- 03/31 Panama City, Panama:
World Economic Forum

- **April**

- 04/10 Istanbul, Turkey:
Istanbul Meeting of the United Nations Security Council
- 04/20 Asuncion, Paraguay:
Preparations for the OAS General Assembly
- 04/28 Philadelphia, Pennsylvania:
Wharton School of the University of Pennsylvania
The Business and Development Innovations Lecture Series

04/29 New York, NY:
Partnerships for Financial Inclusion in Latin America and the Caribbean

04/29 San Juan, Puerto Rico:
Puerto Rico Manufacturers Association's Annual Competitiveness Summit

- **May**

05/10 Paramaribo, Suriname:
Official visit to meet with High-Level Government Authorities

05/17 Port of Spain, Trinidad and Tobago:
Virtual Educa Caribbean Symposium

05/25 Merida, Mexico:
39th Annual Conference of the Caribbean Studies Association

05/28 Port of Spain, Trinidad and Tobago:
Global Organization of People of Indian Origin (*GOPIO International*)

- **June**

15/06/14 New York, NY:
Visit to Google

25/06 Saint Kitts and Nevis:
33rd MOAS for Universities of the Hemisphere

29/06 Panama City, Panama:
Ceremony for the President-Elect

- **July**

07/01 Antigua and Barbuda:
Meeting of CARICOM Heads of State

07/20 Port-au-Prince, Haiti:
Preparations for the Haiti Investment Conference and Meeting of the
Ministers of Culture

07/29 Guatemala City, Guatemala:
Preparation for the OAS General Assembly

- **August**

08/10 Port-au-Prince, Haiti:
Meeting of Ministers of Culture

08/14 Panama City, Panama:
Centennial Celebration of the Panama Canal

08/20 London, Great Britain:
Official visit to the Commonwealth SG

08/24 Salzburg, Austria:
Salzburg Global Seminar: Lessons of the Past, Visions for the Future

- **September**

09/02 Bridgetown, Barbados:
Official visit to meet with High-Level Government Authorities

09/03 Ottawa, Canada:
Presentation at the University of Ottawa

09/06 Paramaribo, Suriname:
Official visit to meet with High-Level Government Authorities

09/12 Miami, Florida:
Meeting at the University of Miami

09/25 New York, NY:
Parallel meetings on Haiti during the United Nations General Assembly

- **October**

10/06 Miami, Florida: Caribbean Renewable Energy Forum

10/08 Port of Spain, Trinidad and Tobago:
Americas Competitiveness Forum

10/14 Salisbury, Maryland:
Presentation at the University of Salisbury

10/22 New York, NY:
New Education Vision Forum

• **November**

11/09 Paramaribo, Suriname:
Conference on Cyber Security

11/12 Miami, Florida:
Annual Meeting of the Pan-American Development Foundation Board

11/19 Guatemala City, Guatemala:
55th Regular Session of CICAD

11/20 Miami, Florida:
38th Annual Conference on the Caribbean and Central America

• **December**

12/04 Quito, Ecuador:
Inaugural ceremony for the UNASUR headquarters

12/09 Brasilia, Brazil:
Pan-American Child Congress

APPENDIXES

APPENDIX A: OAS FINANCIAL STATEMENT

OAS FINANCIAL STATEMENT

Table 1

Combined Statement of Assets, Liabilities, and Fund Balances

As of December 31, 2014, with comparative totals for 2013

Preliminary, unaudited

(in thousands of US\$)

	Regular Fund	FEMCIDI	Specific Funds	Service Funds	(A) Elimination of Interfund Transactions	Combined	
						2014	2013
Assets							
Cash and equity in OAS Treasury Fund	-	8,401	77,540	3,831	-	89,772	111,986
Deferred charged related to future year's appropriations (B)	5,578	-	-	-	-	5,578	5,578
Deferred charged related to future year's appropriations (Scholarships) (C)	2,220	-	-	-	(2,220)	-	-
Due from Regular Fund (C)	-	-	2,220	-	(2,220)	-	-
Due from temporary loan from Treasury Fund (D)	-	-	7,217	357	(7,574)	-	-
Advances to employees and other receivables	176	-	-	38	-	214	507
Investment in fixed asset fund	52,102	-	-	-	-	52,102	50,117
Total assets	60,076	8,401	86,977	4,226	(12,014)	147,666	168,188
Liabilities and fund balances							
Unliquidated obligations	2,067	531	13,064	1,927	-	17,589	15,730
Quotas/pledges collected in advance	1	-	-	-	-	1	7,633
Amounts to be charged to future years appropriations (B)	5,578	-	-	-	-	5,578	5,578
Amounts to be charged to future years (Scholarships) (C)	-	-	2,220	-	(2,220)	-	-
Due to the Capital Fund for the OAS Scholarship and Training Programs (C)	2,220	-	-	-	(2,220)	-	-
Due from temporary loan from Treasury Fund (D)	7,574	-	-	-	(7,574)	-	-
Accounts payable and other liabilities	233	23	1,820	1,048	-	3,124	3,116
Reserve for payroll terminations	241	-	6	3,410	-	3,657	4,013
Demand notes payable	20,240	-	-	-	-	20,240	20,800
Total liabilities	38,154	554	17,110	6,385	(12,014)	50,189	
Fund balances							
Unrestricted reserve subfund	(9,940)	-	-	-	-	(9,940)	(663)
Fund balance	-	7,847	69,867	(2,159)	-	75,555	82,664
Total fund balance	(9,940)	7,847	69,867	(2,159)	-	65,615	82,001
Restricted for fixed assets	31,862	-	-	-	-	31,862	29,317
Total liabilities and fund balance	60,076	8,401	86,977	4,226	(12,014)	147,666	111,318

(A) Includes tax equalization account

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

(C) Temporary loan of US\$ 3,700, to be repaid in 5 years from the Regular Fund to the Capital Fund for the OAS Scholarship and Training Program, under Special Funds, as per resolution CEPICDI/RES.187/11.

(D) Temporary loan from the Treasury Fund, as approved by resolution CP/RES. 1034 (1984/14).

Table 2

Combined Statement of Changes in Fund Balances

For the period ended December 31, 2014, with comparative totals for 2013

Preliminary, unaudited

(in thousands of US\$)

	Regular Fund	FEMCIDI	Specific Funds	Service Funds	Elimination of Interfund Transactions ^(A)	Combined	
						2014	2013
Increases							
Quota & pledge receipts	71,388	659	-	-	-	72,047	84,874
Less prompt payment credits	(553)	-	-	-	-	(553)	(337)
Contributions	-	-	57,572	-	-	57,572	68,511
Tax reimbursements	-	-	-	1,203	-	1,203	7,714
Transfers	-	-	148	110	(258)	-	-
Interest from the OAS/SG Treasury Fund	39	36	378	4	-	457	634
Administrative and technical support	1,500	-	-	6,347	(7,847)	-	-
Rental income	-	-	-	2,223	-	2,223	2,427
Reserve Fund replenishment	483	-	-	-	(483)	-	-
Other income and reimbursements	643	28	481	3,499	(2,240)	2,411	2,598
Total increases	73,500	723	58,579	13,386	(10,828)	135,360	166,421
Decreases							
Expenditures & obligations	82,254	1,184	59,530 ^(B)	11,003 ^(B)	(8,552)	145,419	145,592
Reserve Fund replenishment	483	-	-	-	(483)	-	-
Tax reimbursement	-	-	-	4,997	-	4,997	4,659
Transfers	-	-	635	1,646	(1,793)	488	1,007
Returns to donors	-	-	802	-	-	802	1,789
Supplementary appropriations	40	-	-	-	-	40	-
Total decreases	82,777	1,184	60,967	17,646	(10,828)	151,746	153,047
Net increase (decrease) during period	(9,277)	(461)	(2,388)	(4,260)	-	(16,386)	13,374
Fund balance, beginning of period	(663)	8,308	72,255	2,101	-	82,001	68,627
Fund balance, end of period	(9,940)	7,847	69,867	(2,159)	-	65,615	82,001

(A) Includes equalization account.

(B) Net execution comprising 2014 expenditures plus 2014 obligations, less carryover obligation.

TABLE 3

REGULAR FUND EXPENSES AND OBLIGATIONS BY CHAPTER
For the year ended December 31, 2014
(in thousands of US\$)

	2014	2013
Office of the Secretary General	\$ 3,570.2	\$ 3,699.3
Office of the Assistant Secretary General	3,998.1	3,841.6
Principal and Specialized Organs	10,055.3	9,906.6
Other Entities and Dependencies	1,447.7	1,460.2
Secretariat for Legal Affairs	2,606.0	2,328.8
Secretariat for Multidimensional Security	4,102.7	4,024.6
Secretariat for Political Affairs	4,395.0	4,047.8
Executive Secretariat for Integral Development	12,740.8	13,033.9
Secretariat for External Relations	3,195.9	3,001.5
Secretariat for Administration and Finance	10,292.5	10,047.8
Basic Infrastructure and Common Costs	13,683.1	14,146.3
Conferences and Meetings Management	5,126.3	5,428.9
Offices and Units of the General Secretariat in the Member States	6,364.9	7,131.7
Compliance Oversight Management Bodies	1,158.3	1,319.3
TOTAL *	\$ 82,736.7	\$ 83,418.5

* The sums of the individual amounts may include difference due to rounding.

PROGRAM-BUDGET: EXECUTION

