

# 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-fifth regular session of the General Assembly**

The forty-fifth regular session of the General Assembly was held in Washington, D.C., United States of America, from June 15 to 16, 2015. The Assembly adopted one declaration and eight resolutions. Taking into account resolution AG/RES. 2873 (XLV-O/15), the General Assembly adopted the agreement reached by the Permanent Council and the Inter-American Council for Integral Development “to present for the consideration of this session of the General Assembly only those draft resolutions deemed essential to institutional continuity; draft resolutions that the new administration requires in order to implement its work plan; draft resolutions approving conventions, plans of action or declarations already negotiated and closed; and draft resolutions dealing with recommendations issued at high level meetings which require consideration by the General Assembly.”

Among the resolutions adopted, the Assembly confirmed major decisions relating to such issues as the financing of the program-budget of the Organization for 2016; the modernization and restructuring of the General Secretariat; the promotion of hemispheric, integral development initiatives; support for electoral processes; the Plan of Action of the Social Charter of the Americas; protection of the human rights of older persons; and high-level meetings and forums established pursuant to conventions and other international instruments.

The outcomes of the General Assembly session have been published in the document *Proceedings* (OEA/Ser.P/XLV-O.2).

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

The forty-ninth special session of the General Assembly was held on March 18, 2015, in Washington, D.C., United States of America, to elect the Secretary General and Assistant Secretary General of the OAS, pursuant to resolutions CP/RES. 1038 (1996/14) and CP/RES.1039 (2002/15). For the position of Secretary General, Uruguay presented the candidacy of former minister Luis Almagro Lemes, who was elected with 33 votes in favor and one abstention. For the position of Assistant Secretary General, Belize presented the candidacy of Ambassador Nestor

Mendez and Guyana the candidacy of Ambassador Bayney R. Karran. Ambassador Mendez was elected with 24 votes. Ambassador Karran received 10 votes.

- **Fiftieth special session of the General Assembly**

The fifty-eighth special session of the General Assembly was held on November 23, 2015, 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 2016. The Assembly adopted resolution AG/RES. 1 (XLV-E/15) rev. 1, "Program-Budget of the Organization for 2016." At that same session, the Assembly received the report on compliance with resolution CP/RES 1055 (2036/15) corr. 1 "Structure of the General Secretariat."

## **1.2 MEETING OF CONSULTATION OF MINISTERS OF FOREIGN AFFAIRS**

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

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

## **1.3 PERMANENT COUNCIL**

*The Permanent Council is one of the organs by means of which the Organization accomplishes its purposes (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 decides otherwise.*

- **Chairs and Vice Chairs**

The office of Chair of the Permanent Council is held by each of the principal representatives in turn, following the Spanish alphabetical order of the names of the respective states. The office of Vice Chair is filled in the same way, in reverse alphabetical order. The Chair and Vice Chair hold office for a term of three months. The terms begin automatically on the first day of each calendar quarter. Listed below are the officers of the Permanent Council in 2015.

**January to March:**

Chair: Ambassador Niermala Badrising, Permanent Representative of Suriname

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

**April to June:**

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

Vice Chair: Ambassador Pedro Vergés, Permanent Representative of the Dominican Republic to the OAS. (The Dominican Republic occupied this position following notification by Saint Lucia that it could not, and Ambassador Jacinth Henry Martin left the Mission of Saint Kitts and Nevis to the OAS, pursuant to Article 5 of the Rules of Procedure of the Permanent Council)

**July to September**

Chair: Ambassador Hugo Cayrus Maurin, Permanent Representative of Uruguay

Vice Chair: Ambassador Juan Jiménez Mayor, Permanent Representative of Peru

**October to December:**

Chair: Ambassador Elisa Ruiz Díaz Bareiro, Permanent Representative of Paraguay (Vice Chair), chaired the Permanent Council in October, until that position was taken up by Ambassador Bernardo Álvarez Herrera, Permanent Representative of the Bolivarian Republic of Venezuela, who finished his term as Chair in December.

Vice Chair: Ambassador Elisa Ruiz Díaz Bareiro, Permanent Representative of Paraguay

- **Presentations**

The Permanent Council received oral reports from the following electoral observation missions (EOM/OAS): Former President of Guatemala, Mr. Álvaro Colom, Head of the Mission observing the general elections held in Bolivia on October 12; Dr. Sergio Abreu, Head of the Mission observing the regional and municipal elections held in Peru on October 5, 2014; Ambassador Frank Almaguer, Head of the Mission observing the general elections in Dominica on December 8,

2014; Ambassador Adam Blackwell, Head of the Mission observing the general elections in Saint Kitts and Nevis on February 16, 2015; Mr. Gustavo Fernández, Head of the Mission observing the legislative, municipal, and Central American Parliament elections held in El Salvador on March 1, 2015; Former President of Guatemala, Mr. Álvaro Colom, Head of the Mission observing the municipal elections held in Bolivia on March 29, 2015; Former Minister of Foreign Affairs of Belize, Ms. Lisa Shoman, Head of the Mission observing the general elections in Guyana on May 11, 2015; Former President of Costa Rica, Dr. Laura Chinchilla Miranda, Head of the Mission dispatched to observe the Federal Elections held in the United Mexican States on June 7, 2015; Ms. Irene Klinger, Head of the Electoral Mission to observe parliamentary elections in Suriname on May 25, 2015.

- **Visits to the Permanent Council**

At special and regular meetings, the Council received the following dignitaries: Mr. Ralph E. Gonsalves, Prime Minister of Saint Vincent and the Grenadines; Ambassador Duly Brutus, Minister of Foreign Affairs of Haiti; Mr. Luis Almagro Lemes, Minister of Foreign Affairs of Uruguay, candidate for the position of OAS Secretary General; Ms. Delcy Rodríguez Gómez, Minister of the People's Power for Foreign Affairs of the Bolivarian Republic of Venezuela; Mr. José Serrano, Minister of the Interior of Ecuador; Ambassador Bayney Karran, Permanent Representative of Guyana; candidate for the position of Assistant Secretary General; Ambassador Nestor Mendez, Permanent Representative of Belize, candidate for the position of Assistant Secretary General; Mr. Manuel Pulgar-Vidal, Minister of the Environment of Peru and President of COP 20; Ms. Laurence Tubiana, French ambassador in charge of climate change negotiations for COP 21; Ms. Magali Naves, International Advisor to the Secretariat for Policies to Promote Racial Equality (SEPPIR); Ms. Carmen Inés Vásquez, Vice Minister of Participation and Equity, Ministry of the Interior of Colombia; Mr. Quince Duncan, Presidential Commissioner for Afro-Descendant Affairs of Costa Rica; Mr. Roy L. Austin, Jr., Deputy Assistant to the President of the United States for Urban Affairs, Justice and Opportunity at the White House; Mr. Romero Rodríguez, Uruguay's Itinerant Ambassador for People of African Descent; Mr. Arkel Benitez, Vice Minister for the Prevention of Violence and Crime of the Republic of Guatemala; Ms. Kathleen Wynne, Premier of Ontario; and Mr. Víctor Villalobos, Director General of the Inter-American Institute for Cooperation on Agriculture (IICA).

The Permanent Council also received Mr. Andrés Navarro García, Minister of Foreign Affairs of the Dominican Republic; Mr. Lener Renaud, Minister of Foreign Affairs of Haiti; Ambassador Joachim Rücker, President of the United Nations Human Rights Council and Germany's Permanent Representative at the UN in Geneva; Ms. Margareta Wahlström, Special Representative of the United Nations Secretary-General (SRSG) for Disaster Risk Reduction; Ms. Alejandra Mora Mora, Minister for the Status of Women in Costa Rica; Mr. Eulogio del Pino, Minister of the People's Power for Petroleum and Mining and President of Petróleos de Venezuela (PDVSA); Ambassador Jorge Valero Briceño, Permanent Representative of the Bolivarian Republic of Venezuela to the United Nations in Geneva, Switzerland; Mr. Gabriel Quijandría, Vice Minister of Strategic Development of the Ministry of the Environment of Peru; Mr. Jorge Burgos Varela, Minister of the Interior and Public Security of Chile; and Judge Eduardo Ferrer MacGregor Poisot of the Inter-American Court of Human Rights.

- **Declarations and resolutions**

Between January and December 2015, the Permanent Council adopted two declarations and 19 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 170 formal and informal meetings.

The following official documents were also processed by transcription, review, and editing units: The volumes of minutes and documents from the forty-fifth regular session of the General Assembly and the forty-ninth and fiftieth 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 70 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 2015:

The office of Chair of CIDI is held by each of the principal representatives in turn, following the Spanish alphabetical order of the names of their respective states. The office of Vice Chair is filled in the same way, in reverse alphabetical order. If the member state to which the Chair corresponds does not have a principal representative, the Vice Chair shall serve as Chair. If the member state to which the office of Vice Chair corresponds does not have a principal representative, the principal representatives of the member states in reverse alphabetical order shall serve in turn as Vice Chair, on an interim basis. The terms last six months, beginning on January 1 and July 1.



2015	January June	Chair	Permanent Representative of Canada (Article 6 of the Rules of Procedure: <i>“If the member state to which the Chair corresponds does not have a principal representative, the Vice Chair shall serve as Chair...”</i> )
		Vice Chair	Ambassador Niermala Badrising, Permanent Representative of Suriname
	July December	Chair	Ambassador Juan Pablo Lira, Permanent Representative of Chile
		Vice Chair	Permanent Representative of Saint Vincent and the Grenadines (Article 6 of the Rules of Procedure: <i>“... If the member State to which the office of vice chair corresponds does not have a principal representative, the principal representatives of the member states in reverse alphabetical order shall serve in turn as vice chair. on an interim basis...”</i> )

After two years of negotiation, CIDI and the Permanent Council adopted, ad referendum of the General Assembly, the Plan of Action of the Social Charter of the Americas, thereby establishing a road map with strategic lines of action for the various areas of intervention that shape social policy decisions. In addition, the two Councils received reports on the outcomes of the Twentieth Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 20) in preparation for COP 21 in France.

In its thematic meetings, CIDI took note of key aspects of the Seventh Summit of the Americas: “Prosperity with Equity: The Challenge of Cooperation in the Americas,” and after the adoption of the 2030 Agenda for Sustainable Development analyzed its implications for the Americas and how the OAS can help states nationalize those goals. In the sphere of education, CIDI considered the subjects of innovation in education geared to the development of a labor force in sync with 21st Century needs; professional development for teachers and the 10 years of the Inter-American Teacher Educator Network (ITEN), and progress in constructing the Inter-American Education Agenda. It also discussed ecosystem management in the sustainable development context, and received two reports: one on the contributions made by the Brazilian Cooperation Fund, and the other on the “Second Global High-Level Conference on Road Safety: Time for Results.”

In September 2015, CIDI confirmed Ambassador Dr. Neil Parsan as Executive Secretary for Integral Development and in May elected the delegations of Barbados, Dominica, Ecuador, and the Dominican Republic as members of the Management Board of the Inter-American Agency for Cooperation and Development for 2015-2017.

For its part, the Management Board approved the Development Cooperation Fund's programming for 2014-2017, which provides seed fund financing amounting to US\$3.2 million for initiatives in 19 member states aimed at promoting the establishment and strengthening of comprehensive social protection systems and opportunities for productive employment, particularly for vulnerable groups. CIDI likewise approved a project related to the Hemispheric Tourism Fund (HTF), aimed at boosting local skills for managing the creative and cultural potential of the Bay Islands in Honduras.

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

- The Eighth Inter-American Meeting of Ministers of Education (Panama City, Panama) in which it was decided to move ahead with building an Inter-American Educational Agenda, which will guide inter-American cooperation in three areas over the next five years: Quality, Equity and Inclusion, Teacher Training and Professional Development, and Comprehensive Care for Early Childhood. Cross-cutting elements in the Agenda will include promoting the teaching of science, technology, engineering, and mathematics at primary and secondary school levels, using modern teaching methods; the use of information and communication technologies in teaching and learning processes; and the promotion of gender mainstreaming and principles of equity and inclusion in the design of educational policies, strategies, and programs.
- The Fourth Meeting of Ministers and High Authorities on Science and Technology (Guatemala City, Guatemala), which addressed inclusive innovation as a key to reducing inequality and increasing productivity in the region and adopted the Plan of Action of Guatemala 2016-2020. That Plan seeks to advance cooperation with respect to innovation, education and human resource training; and the national infrastructure needed to ensure quality and technological development. Its crosscutting themes are inclusive innovation, the participation and leadership of women, and collaboration with the private sector, institutes of higher education, civil society, and other social actors.
- The XXIII Inter-American Congress of Ministers and High-level Authorities of Tourism (Lima, Peru), which addressed “Community-based Rural Tourism: Agenda for more competitive and sustainable development,” sought to promote community-based rural tourism in order to combat extreme poverty; to promote economic growth with social inclusion through an appropriately competitive environment and government strategies to facilitate community initiatives and innovation. It also highlighted the need to develop systems for monitoring and measuring success, along with competitive initiatives and guidelines to ensure sustainable, responsible tourism. Apart from the Declaration of Lima on Community-based Rural Tourism, the Congress adopted a medium-term strategy for improving cooperation and competitiveness in the tourism sector in the Americas.

- The Third Inter-American Meeting of Ministers and High-Level Authorities on Sustainable Development (Tela, Honduras) addressed the subject of “Building a Post-2015 Sustainable Development Agenda for the Americas” and analyzed and defined the following strategic areas of the next Inter-American Program for Sustainable Development (PIDS): disaster-risk management; sustainable management of ecosystems; sustainable cities and communities; sustainable management of energy, according priority to the promotion of clean, renewable, and environmentally sustainable energies and energy efficiency; and capacity building for efficient, effective, responsible, and inclusive institutions for sustainable development.
  
- The XIX Conference of Ministers of Labor (Cancún, Mexico), meeting to discuss the subject of "Achieving Decent Work with Social Inclusion and Sustainable Development in the Americas," focused on education and work; equity and labor inclusion; labor migration; and hemispheric cooperation for the strengthening of ministries of labor. The Conference also afforded an opportunity to commemorate the 10th Anniversary of the Inter-American Network for Labor Administration (RIAL), which is a product of the Conference, and to receive Analyses of Bilateral and Multilateral Social Security Agreements as they relate to Pensions. Those studies provided an updated overview of such agreements and of how they operate, and made recommendations for a future potential Inter-American Agreement on the issue. A tripartite dialogue was conducted with representatives of workers and employers on the Trade Union Technical Council (COSATE) and the Business Technical Advisory Committee on Labor Matters (CEATAL), who then adopted a Joint COSATE-CEATAL Declaration.

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.

Work advanced in the following areas:

1. Classification of mandates on development, with the addition of those issued in 2014.
  
2. Continued review of the Inter-American Program for the Promotion and Protection of the Human Rights of Migrants, Including Migrant Workers and Their Families, with a view to optimizing its objectives. A Forum was also held on Challenges and Opportunities of Migration Flows in the Western Hemisphere.
  
3. CIDI continued its review of the scheduling of high-level meetings in the framework of CIDI and the advisability of eliminating the Inter-American Committees and replacing them with specific Working Groups for each ministerial process.

All official CIDI documents are available on its web page: [www.oas.org/es/cidi](http://www.oas.org/es/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

In his first year in office, the Secretary General, Luis Almagro, devoted himself to defending OAS values with respect to democracy and human rights, while at the same time putting into practice the motto "More rights for more people," based on the premise that promoting, defending, and facilitating access by the citizens of the Americas to all their rights -- already recognized in theory, yet not always in practice -- is the most direct path to achieving more democracy, more human rights, more security, and more integral development.

In the period covered by this report, the Secretary General focused on facilitating solutions to the Hemisphere's most pressing problems in areas in which the OAS can make a difference:

- He dispatched a mission to the Dominican Republic and Haiti to assist with solving their migration differendum. The Mission met with all the sectors involved and submitted a report that was favorably received by both countries. The Secretary General undertook to provide OAS support with immigrant registration procedures conducted through the Program for Universal Civil Registry in the Americas (PUICA).
- He reaffirmed that the Organization was committed to the peace process in Colombia and emphasized that the Mission to Support the Peace Process (MAPP) would henceforth be more flexible both structurally and in its modus operandi, so as to be able to adapt to changing circumstances in the negotiation process with the FARC-EP and the ELN. The MAPP will, in addition, take on new responsibilities, including the monitoring of unstable and socially conflictive situations, the detection of new violent actors, and the possible tracking down of members of illegal armed groups.
- The Secretary General strove to defuse tensions in the emergency situation between Colombia and Venezuela. His efforts included a visit to Cúcuta, on the Colombian border, to offer assistance and lay the foundations for the subsequent installation of a temporary school to attend to children affected by the situation.
- He collaborated with efforts to ensure free and fair elections and generate an ethical framework for the electoral process in Venezuela through letters sent to authorities in

that country. In the tensions that ensued, following the victory of the opposition in the legislative elections, the Secretary General asked the President of Venezuela to respect the outcomes in a letter in which he stressed, in particular, the need for all the elected parliamentarians to be allowed to take up their seats in the National Assembly and for the separation of powers to be respected in Venezuela.

- The Secretary General advocated keeping to the electoral timetable in Guatemala after judicial proceedings had been filed against then President Otto Pérez Molina, as a key signal of respect for the constitutional framework in force at the time.
- He responded to a request from the Government of Honduras by establishing the Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH), which aims to enhance the quality of the services provided by the justice system in Honduras, by working together with State institutions and civil society. Composed of public prosecutors, judges, and international experts that will select, counsel, evaluate, and certify Honduran prosecutors and judges who will be in charge of investigating and trying major corruption network cases, the Mission officially began its work on April 19, 2016.
- He reaffirmed his support for the political and operational activities of the OAS General Secretariat aimed at finding a peaceful and definitive settlement of the territorial differendum between Belize and Guatemala.
- He prioritized relations with the representatives of all the branches of government in the member states and opened the Organization's doors to other branches of Government, apart from the Executive, as well as to the opposition.
- He worked to advance understanding among Haitians following the suspension of the second round of Presidential elections, while always making clear that any solution had to be agreed upon by the people of Haiti and that the job of the OAS is to be there to lend support, always looking for constitutional and democratic solutions.
- With Pope Francis' blessing and support, he promoted the project of establishing an Institute for Interreligious Dialogue in the Americas, housed at the OAS, for the purpose of building communication bridges that might help resolve social problems in the Hemisphere.
- He created the Secretariat for Access to Rights and Equity (comprising, inter alia, the Department of Social Inclusion) and promoted specific activities and events relating to migration, disabilities, gender, and racism.
- As the Technical Secretariat for the highest-level political meetings in the Hemisphere, in the last half of the year, the OAS organized or took part in ministerial meetings on tourism, public security, labor, competitiveness, drugs, electoral authorities, and numerous other topics.

At the same time, the Secretary General spearheaded the process of modernizing the General Secretariat, based on the guidelines established by the member states in their Strategic Vision and the Management Modernization Report. In that context:

- The General Secretariat was restructured internally so that in-house arrangements contribute to the pillars of the external work the Organization is called upon to perform.
- The inputs-results equation began to be turned around with a view to moving as soon as possible to results-based management.
- The General Secretariat embarked on the task of pooling its efforts, skills, talents, knowledge, and experience, so as to achieve greater efficiency in the areas established by current mandates, with the scant resources at its disposal.

As for the immediate future, the Secretary General is committed to:

- Continuing to work in the Organization's top priority areas: democracy, human rights, multidimensional security, and integral development;
- Promptly bringing the following programs on stream: the *School of Governance*, the *Inter-American Education System*, and the *Conflict Prevention System*;
- Deploying electoral observation missions to as many electoral processes in the Hemisphere as possible; there will be at least five in 2016.
- Continuing the process of adjustments and restructuring so as to be able to pursue the Strategic Vision effectively;
- Moving ahead the reintegration of Cuba into the Organization, following the positive steps already taken.

### 2.1.1 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 a protocolary session for the visit by the Head of State of Saint Vincent and the Grenadines. It organized and provided support for the special meetings convened by the Permanent Council to bid farewell to the former Secretary General José Miguel Insulza; for the assumption of office of Secretary General Luis Almagro; to bid farewell to former Assistant Secretary General, Albert R. Ramdin; and to invest Ambassador Nestor Mendez with the office of Assistant Secretary General. 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 Saint Lucia, Antigua and Barbuda, El Salvador, Saint Kitts and Nevis, Belize, Brazil, Panama, Canada, Jamaica, Guatemala, Venezuela, France, and Italy. It also made arrangements for courtesy calls from various permanent observers. It organized receptions to bid farewell to the ambassadors of Argentina, Trinidad and Tobago, Venezuela, Guatemala, Saint Vincent and the Grenadines, Suriname, Panama, Jamaica, Belize, El Salvador and Saint Kitts and Nevis. The Office also coordinated receptions to bid farewell to the Secretary General and Assistant Secretary General. 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, and Heads of State and Government, on their national days.

The Office of Protocol also coordinated a program of six “Country Weeks,” in which member states and observers are allocated a week in which to stage cultural or academic events. 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 27 ceremonies in all).

During the regular session of the General Assembly, coordination services were provided for 136 bilateral meetings. Apart from organizing agreement-signing and other ceremonies, the Office of Protocol also staged a breakfast with CARICOM and an institutional luncheon with SICA.

**Administration of the Main Building:** Use of the Main Building is administered by the Office of Protocol. Renting of the facility for private use involves drawing up written contracts between the Organization and users, coordinating the logistical support the OAS provides for events, and following up on user payments. In 2015, 134 receptions, luncheons, dinners, and conferences were held, yielding rental income for the year in the amount of US\$285,719.00.

**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 3,233 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 applications for accreditation, visa changes and renewals, extensions of stays, work permits and renewals, importation and acquisition of duty-free items, work authorizations for dependents, tax exemption cards, and driver’s licenses, as well as applications related to automobile registration, registration renewals, insurance verification, and the purchase or exportation 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 53 accreditations for the Secretary General and senior OAS staff to attend United Nations meetings. On 43 occasions, 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.

**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 was 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, as well as invitations on behalf of the member states to official and cultural events.

## **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**

- **Youth**

To facilitate and promote the youth agenda throughout the Americas, in 2007 then Secretary General José Miguel Insulza established the Inter-American Working Group on Youth at the OAS. Chaired by then Assistant Secretary General Ambassador Albert Ramdin, the IWGY focused mainly on ensuring that the next generation of leaders and pro-active citizens of the future plays its part in maintaining stability in the Americas.

The outgoing Assistant Secretary General concluded his term as Chair of this Working Group with a meeting on April 30, 2015, at which he expressed his hopes that the Group would continue its work under the next administration.

The Assistant Secretary General, Ambassador Nestor Mendez, intends to maintain this approach on matters relating to young people and, with the help of the relevant departments and bodies in the OAS, his office will update the Organization's current youth agenda and will undertake related activities aimed at boosting the profile of youth issues in the Americas.

- **Non-communicable diseases**

Non-communicable diseases, such as cardiovascular diseases, cancer, diabetes, and chronic respiratory ailments, are the cause of 80% of all deaths in the Americas. These worrying statistics prompted the Office of the Assistant Secretary General, in collaboration with the Pan American Health Organization and the Government of Trinidad and Tobago, to establish the First Inter-American Working Group on Non-Communicable Diseases (NCDs) to address this problem.

Installed on June 17, 2015 at OAS Headquarters, the Working Group is made up of the OAS, which includes the Inter-American Commission of Women (CIM), the Inter-American Children's Institute (IIN), and the Inter-American Institute for Cooperation on Agriculture (IICA); the Inter-American Development Bank; the Economic Commission for Latin America and the Caribbean (ECLAC); and



the World Bank. Speakers at that meeting underscored the enormous socio-economic impact of NCDs and the need for a multisectoral approach with multiple partners in order to solve this problem.

- **Public-private partnerships**

The private sector plays an important role as the engine of sustainable and inclusive economic growth. The Office of the Assistant Secretary General has become a fervent advocate of private sector participation in dialogues about OAS policy, programs, and meetings. Ambassador Albert Ramdin headed the initiative that led to the establishment of the Organization's Private Sector Forum, with the participation of the member states. Its purpose is to promote dialogue between the public and the private sector, with a view to improving conditions for investment, raising productivity, creating jobs and social cohesion, and ensuring that the benefits of democracy reach all the peoples of the Americas.

Since its establishment, the Forum has underscored the need for a more permanent public-private dialogue, while at the same time acknowledging that economic well-being cannot solely be the responsibility of States. These conversations laid the foundations for the preparatory process for the summit of Chief Executive Officers in Panama, in April 2015. During this dialogue the representatives of the private sector and the permanent representatives reached an agreement on the need to work jointly for the stability and well-being of the peoples of the Americas.

- **Haiti**

The Organization of American States maintained its support to Haiti in 2015, 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, along with continuous support from abroad.

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 the plan for 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 meetings of the Haiti Task Force, which includes project managers, directors, and support personnel, and is chaired by Assistant Secretary General.

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 permanent observers, representatives of the inter-American institutions, and other 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.

- **Natural disasters**

The OAS plays an important facilitating role in raising and coordinating immediate assistance following natural disasters. It also plays a crucial role of standing by governments in those moments of crisis, to try and ensure continuity of governance and the rule of law. For that reason, ever since he took up office, Assistant Secretary Mendez stressed the issue of natural disaster response and impact mitigation. He worked intensely with inter-American institutions, such as the IDB, PAHO, IICA, the Inter-American Defense Board, and related entities to improve relief and response mechanisms, as well as risk management and reducing vulnerability. Spearheaded by the Office of the Assistant Secretary General, the Group of Friends on Natural Disaster Mitigation and Climate Change was established to enable inter-American institutions and the permanent missions to discuss best practices and opportunities for expediting mitigation tasks and activities relating to climate change.

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

The Model OAS General Assembly Program for students of the Hemisphere (MOAS) aims to promote democratic values and disseminate the work of the OAS among the youth of the Hemisphere, by organizing dummy model sessions of the OAS General Assembly in which students learn how the various organs of the Institution operate. In those model sessions, the students practice and develop negotiation, leadership, and communication skills through debate and by drafting resolutions. The MOAS began in 1980 and has been operating from the Office of the Assistant Secretary General since 2013.

In 2015, 1,414 students and 135 teachers from 16 member states took part in seven model sessions:

- Two hemispheric model sessions for universities: One in Saint Kitts and Nevis in March: the first MOAS principally directed at English-speaking students in the Caribbean, and the other in Washington D.C. for universities (WMOAS), organized by the Institute for Diplomatic Dialogue in the Americas (IDDA) and sponsored by the OAS General Secretariat.
- Two model sessions for secondary schools: The 34th MOAS at OAS General Secretariat headquarters in Washington, D.C.; and the 5th MOAS for students on Colombia's Caribbean coast in Barranquilla.

- Three Permanent Council Models for OAS interns (MOAS/PC) were organized jointly with the Department of Human Resources of the GS/OAS.

Thanks to vigorous marketing, 16 new educational institutions and five additional member states took part in the model sessions for the first time. That was an important factor, given that the Program is sustained by the quotas paid by the educational institutions, along with sporadic contributions by member states and permanent observers.

One major achievement was the organizing of the first MOAS in the English-speaking Caribbean, in Saint Kitts and Nevis, which enables students and universities from seven Caribbean countries to participate, together with those of other countries in the Americas. It is worth noting that funds totaling US\$75,000 were received to organize and hold that MOAS (US\$40,000 from China and US\$35,000 from Mexico). In addition, for the first time in the Program's 30-year-long existence, the secondary school MOAS, held at OAS headquarters, was attended by a substantially international contingent, with the participation of students from eight member states.

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

##### **2.2.1 The Office of the Secretariat to the General Assembly, the Meeting of Consultation, the Permanent Council, and Subsidiary Organs**

The Secretariat of the General Assembly, the Meeting of Consultation, the Permanent Council, and the Subsidiary Organs (OSAG) is one of the areas answering to the Assistant Secretary General, whose principal functions include advising, orienting, and providing ongoing support to the elected officers of the political bodies in their review of priority matters of interest within their spheres of competence; and providing all the facilities, knowledge and experience needed to hold dialogue and negotiation meetings among member states, with a view to fostering decision-making.

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

The Department of Conferences and Meetings Management (DCMM), whose mandate is set forth in Executive Order 08-01, rev.7, 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 logistical services needed to successfully hold OAS conferences and meetings.

#### **Conference Section**

In the area of conferences and meetings, the Section provided logistical coordination and delivered conference services for 817 meetings. 809 meetings of political and technical bodies were held at headquarters. Away from headquarters, there were eight meetings. They were either ministerials or meetings of a technical nature.

In 2015, and with the support of the DCMM, 105 virtual meetings were held, including 33 videoconferences via IP connection and 82 meetings through the *Adobe Connect* system. There were some 1,137 participants in those virtual meetings.

### **Languages Section**

The languages section translated approximately 8.1 million words into the four official languages of the Organization. In addition, in 2015, the DCMM provided simultaneous interpretation services in English, Spanish, French, and Portuguese for a total of 350 meetings of organs, agencies, and entities of the Organization.

### **Documents Section**

The Documents Section reproduced and distributed all official documents of the Organization, including printing of master copies and their photocopying, distribution, and electronic storage. In addition, it designed and printed 400 copies of the Hemispheric Report of the MESICIC; it designed, laid out, printed, and bound 300 copies of the book "Inequality and Social Inclusion in the Americas"; 150 copies of the book "Democratic Governance," and 150 copies of the book entitled "Progress Indicators for Measuring Rights under the Protocol of San Salvador." The section also printed six different publications for CICTE: leaflets on cybersecurity; the book entitled "Cybersecurity Trends in Latin America and the Caribbean"; the book entitled "Cyber Security and Critical Infrastructure in the Americas," and other leaflets. Likewise, other books, leaflets, pamphlets, and fliers were printed for CICAD, the CIM, the Fund for Peace, SEDI, the IACHR, the Office of the Assistant Secretary General and the Department of International law, along with other publications and special studies.

At the same time, in 2015, the Documents Section distributed 8,156 documents electronically and made 114,112 copies.

### **2.2.3 Coordinating Office for the Offices and Units of the General Secretariat in the Member States**

The Coordinating Office for the Offices and Units of the General Secretariat in the Member States comprises a coordinator, an Administrative and Financial Official, another official, and 28 National Offices, as follows:

- North America: Mexico
- Central America: Guatemala, Belize, Costa Rica, Honduras, El Salvador, and Panama
- Caribbean: Antigua and Barbuda, Bahamas, Barbados, Dominica, Dominican Republic, Grenada, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, and Trinidad and Tobago
- South America: Bolivia, Ecuador, Guyana, Paraguay, Peru, Suriname, Uruguay, and Venezuela

Currently, nine offices have no representative (Antigua and Barbuda, Bahamas, Costa Rica, Dominica, Grenada, Nicaragua, Peru, Saint Lucia and Saint Vincent and the Grenadines).

Pursuant to Resolution AG/RES. XXVII-O/97, the General Assembly determined that the basic function of the Offices of the General Secretariat in the Member States should be:

- a) to support the technical cooperation activities of the OAS; and
- b) also provide:
  - i. Administrative support for fellowships;
  - ii. Public information about the Organization;
  - iii. An institutional presence for the Organization;
  - iv. Support for the activities of the General Secretariat's units, departments, and other offices in the implementation of the functions and mandates assigned to them.

In 2015, better political and administrative coordination was achieved with the offices of the Organization, particularly with regard to organizing meeting and implementing cooperation projects. Administratively, the National Offices lent support to 112 registered OAS programs.

The Office also lent decisive support to the OAS Electoral Observation Missions (EOMs) in the form of logistical and administrative assistance, as well as political analysis. In 2015, 11 National Offices lent support to EOMs. The Offices also provided supporting and background information on the electoral and political environment in their respective countries.

Pursuant to another one of their principal functions, the National Offices publicized and promoted fellowships, and advised candidates from member states regarding the application process. They also worked with Government entities, municipal authorities, and universities to increase the number of candidates and in some cases they participated in selection committees. Thanks to those activities, citizens in the member states are aware of and can apply for these much sought-after fellowships.

## **2.3 SECRETARIAT FOR THE STRENGTHENING OF DEMOCRACY**

### **Legal basis, structure, and purposes**

The mission of the Secretariat for Political Affairs (SPA), the precursor of the Secretariat for the Strengthening of Democracy, is to “1. Contribute to the strengthening of democracy and consolidation of the rule of law, safeguarding the principles adopted in the OAS Charter and in the Inter-American Democratic Charter.”<sup>1</sup> In 2015, the SAP operated pursuant to Executive Order No. 08-01 Rev. 7 of the OAS General Secretariat. Its structure comprised three areas: 1) The Department of Electoral Cooperation and Observation (DECO); 2) The Department of Sustainable Democracy and Special Missions (DSDSM); and 3) The Department of Effective Public

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1. AG/RES. 1 (XLVII-E/14) rev. 1, entitled “Guidelines and Objectives of the Strategic Vision of the Organization of American States

Management (DEPM). Permanent Council resolution CP/RES. 1055 (2036-15), “Structure of the General Secretariat” and Executive Order No. 08-01 rev. 9 determined that the SPA would be transformed into the Secretariat for the Strengthening of Democracy (SSD). The SSD thus comprised two Departments: 1) The DECO and 2) the DSDME. The DEPM henceforth formed part of the new Secretariat for Hemispheric Affairs.

## **Summary of mandates**

The SPA conducted its activities in accordance with the mandates relating to the promotion and strengthening of democracy and the pacific settlement of disputes, set forth in the OAS Charter, the Inter-American Democratic Charter, and in specific resolutions of the OAS General Assembly and Permanent Council. In the case of the Mission to Support the Peace Process in Colombia (MAPP), its mandate was established not only in the specific resolution of the Permanent Council but also by the agreement signed by the Government of Colombia and the OAS General Secretariat in 2004 and in additional protocols thereto, signed in 2007, 2010, 2011, 2013, and 2014, whereby the last covered an additional three-year period (2015-2018).

## **Principal activities and achievements**

- **with respect to Electoral Cooperation and Observation**

In 2015, at the invitation of the member states concerned, the OAS deployed electoral observation missions for the general elections in Belize; sub-national elections in Bolivia; for elections in Colombia, where the Mission was called an Electoral Oversight Mission;<sup>2</sup> for legislative, municipal and PARLACEN elections in El Salvador; for general elections in Guatemala; for general and regional elections in Guyana; for presidential, legislative and municipal elections in Haiti; for elections in Mexico, where the Mission was called a Foreign Visitors’ Mission;<sup>3</sup> for municipal elections in Paraguay; for general elections in Saint Kitts and Nevis; for general elections in Saint Vincent and the Grenadines and Suriname (general elections). In addition, the OAS sent representatives as part of the Electoral Support Mission for the election of delegates in the general elections in Argentina and to the congresses in the land (*comarca*) of the Ngäbe-Buglé people in Panama. Thanks to contributions from donor countries, 578 observers and specialists from 39 countries took part in these missions.

Outstanding in connection with exchanges of information, experiences, and best practices in electoral matters were: the First Encounter of Heads of OAS Electoral Observation Missions in Washington, D.C.; the Tenth Inter-American Meeting of Electoral Authorities; the sixth meeting of the Working Group on American Electoral Jurisprudence in Rio de Janeiro, Brazil; the Eighth Inter-American Electoral Training Seminar in Mexico City, and the second and third rounds of the Virtual Course on Electoral Observation. As for efforts to expand familiarity with this field, the Secretariat published the “Methodology for Observing the Electoral Participation of Indigenous

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2. Colombia already has an organization called “Electoral Observation Mission (MOE)”. That being so, the OAS opted to call its mission the “Electoral Oversight Mission (MVE)”. The functions of the MVE are the same as those for a regular OAS mission.

3. Mexico’s Law on Electoral Procedures and Institutions entitles only Mexican citizens to take part as observers during electoral processes. For that reason, international observers are legally classified as Foreign Visitors.

Peoples and Afro descendants: A Manual for OAS Electoral. Observation Missions” and the study entitled “*Voting Abroad: Promoting Democracy Beyond Borders,*”, conducted with Georgetown University.

In the area of technical cooperation on electoral matters, of particular note was the establishment of the International Electoral Accreditation Body (IEAB) for certifying electoral bodies that need certification under the first international electoral standard, ISO/TS 17582. In 2015, the IEAB awarded ISO/TS 17582 certification to the Central Electoral Board of the Dominican Republic and began diagnostic assessments of certification procedures in electoral bodies in Ecuador, Panama, Peru, and Trinidad and Tobago. In addition, the Secretariat provided technical cooperation for implementation of the quality management system in the Central Electoral Board of the Dominican Republic; for improving the voter screening process and establishment of the biometric electoral roster for the Plurinational Electoral Body of Bolivia for the March 2016 elections; and for the future implementation of an electoral process quality management and certification system for (CNE).

- **with respect to Sustainable Democracy and Special Missions**

At the request of the Government of Honduras, the OAS designed the Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH), which aims to support and strengthen that country’s justice system and mechanisms for preventing and combating corruption and impunity. The Mission was scheduled to come on stream in first quarter 2016. The MACCIH is an innovative and emblematic initiative in efforts to combat corruption in the region and a concrete example of the work the OAS can undertake to support the member states and citizens as they address the scourge of corruption.

Through the Mission to Support the Peace Process (MAPP), the Organization reaffirmed its commitment to lend support to the peace policy pursued by the Colombian State with the illegal armed groups, by focusing on monitoring areas and communities affected by the armed conflict, forced recruitment, the presence of anti-personnel mines, and the reconfiguration of new forms of violence. In addition, the MAPP monitored and accompanied the process of reception and reintegration into communities of demobilized persons, implementation of the Justice and Peace process as well as other transitional justice tools, the participation of victims in those processes and the policy of integral reparation to victims, the restitution of land and territories, among other activities listed in the Mission’s Annual Operating Plan (AOP) for 2015.

The OAS continued its work in support of a peaceful settlement to the territorial differendum between Belize and Guatemala. In 2015, in the presence of the OAS Secretary General, the Ministers of Foreign Affairs of the two countries signed the Protocol to the Special Agreement, which authorized the parties to conduct separate or joint referendums on the subject. In the period covered by this Report, the parties concentrated on strengthening their bilateral relations. The OAS Office in the Adjacency Zone verified over 100 incidents at the request of the Governments; conducted more than 60 meetings with mayor’s offices, the armies, migration officials, police officers, customs and sanitation officials, and environmental NGOs; and trained more than 950 young people living in the Adjacency Zone in craft work, painting, and music as part of the culture of peace program. The Fund for Peace continued to publicize the OAS’s

mediation role in the territorial differendum by giving keynote lectures, through media programs, and by engaging in cultural activities with children and youth in both countries.

The OAS Secretary General dispatched a Technical Mission -- headed by the SSD -- to the Dominican Republic and to Haiti to gather information on the ground regarding the situation of Haitian immigrants and to present a report to the OAS Permanent Council. At the same time, the OAS continued to lend support to the inter-party dialogue process in El Salvador, co-facilitated by the United Nations Development Programme (UNDP). In the area of dialogue and parliamentary diplomacy, the Inter-American Forum of Young Legislators (FIJL) was established, with a first meeting in Lima, Peru, which focused above all on the use of innovative tools for ensuring youth participation in politics and assumed responsibility for serving as the Technical Secretariat of the Inter-American Forum of Presidents of Legislatures, established under OAS auspices in 2014, in connection with its second meeting, which took place in Valparaíso, Chile, in 2015.

- **with respect to Effective Public Management**

In the area of training and technical cooperation, the Universal Civil Identity Program in the Americas (PUICA) executed projects aimed, inter alia, at improving civil registry in hospitals in Honduras and Paraguay; implementing a civil registry quality management and certification system based on ISO 9001 standards in Ecuador; issuing I.D. For adults; and verifying the list of registered adults to generate the voter registration list in Haiti. As regards open government, the SPA assisted with the drafting of the National Strategy on the subject in El Salvador and Peru, and conducted the first version of the Agents of Change in Open Government Program and of the Inter-American Program of Advanced Studies in Innovation and Public Policy Management (AIPIM), in addition to on-site and virtual workshops that reached more than 2,500 civil servants.

With respect to exchanges of information, experiences and best practices, the Inter-American Cooperation Mechanism for Effective Public Management (MECIGEP) conducted review rounds on open government in Costa Rica, Peru and Saint Lucia; held the Third Conference on Innovation in Public Management in Pachuca, Mexico; organized the granting of the Third Inter-American Award for Innovation in Effective Public Management; and produced guidelines on public policies regarding cross-cutting issues. In connection with the Inter-American Network on Government Procurement (RICG), specialized papers were published on sustainable government procurement.

### **Cooperation with other agencies**

Pursuant to the functions assigned to it, the SPA-SSD had contact with entities in the United Nations system, the European Union, organs of the inter-American system, and other regional and international agencies. Specific cooperation activities were conducted in the period under review in the following priority areas:

With respect to Electoral Cooperation and Observation, closer ties were developed with the Inter-American Commission of Women (CIM) on matters relating to women's participation in politics and elections. In addition, a cooperation agreement was signed with the International Organization for Standardization (ISO) regarding preparation of the ISO/TS17582:2014 Manual, as



well as agreements with the *Association of World Election Bodies (AWEB)* and IDEA International for various projects.

- **with respect to Sustainable Democracy and Special Missions**

Coordination continued with the United Nations Department of Political Affairs, including participation in the United Nations Group of Friends of Mediation and in the European Union's Peace-Building, Conflict Prevention and Mediation Unit. The SPA-SSD also coordinated on a regular basis with the United Nations Refugee Agency, the International Organization for Migration (IOM), and the Inter-American Commission on Human Rights (IACHR) on MAPP-related issues. With the support of the European Union's *Global Crisis Response Support Programme* and the European Commission's *Joint Research Centre*, in-house workshops were conducted to strengthen political analysis and early warning capabilities. Cooperation between PARLAMERICAS and the Inter-Parliamentary Union continued.

- **with respect to Public Management**

OAS participation in the United Nations-led Global Civil Registration and Vital Statistics Group was consolidated, as was its active participation in the International Civil Aviation Organization's (ICAO) task force on minimum security standards for birth certificates. Specific partnerships were also entered into with the Inter-American Development Bank and the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), aimed at strengthening the open government program.

## **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.7 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 mandates and by specific requests for cooperation and technical assistance from the member states. SEDI focuses on supporting policy dialogue on development, institution building, capacity building, and partnership for development.

In 2015, 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), and the recently established Secretariat for Access to Rights and Equity and it 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 internal and inter-agency partnerships were instrumental in mobilizing financial and human resources and played a key role in support for the design and execution of programs.

- **Policy dialogue on development**

In addition to the regular meetings of CIDI, SEDI lent its support to the following meetings of ministers and of inter-American committees:

- Eighth Inter-American Meeting of Ministers of Education, in Panama;
- Fourth Meeting of Ministers and High Authorities on Science and Technology (REMCYT), in Guatemala;
- IV Inter-American Dialogue of High-Level Authorities of Micro, Small and Medium Sized Enterprises (MSMEs), at OAS Headquarters;
- XXIII Inter-American Congress of Ministers and High-Level Authorities of Tourism, in Peru;
- IX Americas Competitiveness Forum (ACF) and Annual Meeting of the Inter-American Competitiveness Network (RIAC), in Guatemala;
- Third Inter-American Meeting of Ministers and High-Level Authorities on Sustainable Development, in Honduras;
- XIX Inter-American Conference of Ministers of Labor, in Mexico.

In addition, SEDI supported the Second Ministerial Meeting of the Energy and Climate Partnership of the Americas (ECPA) Clearing House, held in Mexico. It also encouraged dialogue on the post-2015 sustainable development agenda and exchanges of experiences among parliamentarians and legislators regarding environmental rule of law in the framework of the Second Meeting of Presidents of Legislatures of the Americas, held in Chile.

Outcomes of these meetings included the following:

- The Ministers of Education agreed to build an Inter-American Educational Agenda to promote cooperation and exchanges of practices in the areas of educational quality, equity and inclusion, teacher training and professional development, and comprehensive care for early childhood. That led to the launching of the Virtual Platform for Educational Cooperation in the Americas.

- The Meeting of Ministers and High Authorities on Science and Technology (REMCYT) adopted the 2016-2020 Plan of Action of Guatemala with four priorities: innovation, education and human resource training; the national infrastructure needed to ensure quality, and technological development. Its crosscutting themes are inclusive innovation, the participation and leadership of women, and collaboration with the private sector, institutes of higher education, civil society, and other social actors, including communities.
- The Tourism Congress adopted a four-year Strategy aimed at enhancing cooperation and competitiveness in the tourist industry and focused in its discussions on extending the benefits of tourism to other sectors, including rural areas, to make it more inclusive. It was agreed to ponder the establishment of a rural community tourism network.
- The IX Americas Competitiveness Forum and Meeting of the Inter-American Competitiveness Network (RIAC) adopted the 2016-2018 RIAC Work Plan on structural reforms and initiatives to promote competitiveness.
- The IACML focused on education and work; equity and labor inclusion; labor migration; and hemispheric cooperation for the strengthening of ministries of labor. It analyzed the study on Bilateral and Multilateral Social Security Agreements as they relate to Pensions and the way they work and made recommendations regarding a possible inter-American convention on the subject. It commemorated the Tenth Anniversary of the Inter-American Network for Labor Administration (RIAL).
- The Executive Board of the Inter-American Committee on Ports (CIP) adopted its 2016 Work Plan, which includes expanding training opportunities and increasing private sector membership in the Committee.
- The Inter-American Committee on Culture (CIC) adopted its Work plan, with its five components, namely: political dialogue, cultural heritage, cultural information systems, promoting the cultures of the Americas, and the CIC's cooperation program.

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.

- **Capacity-building**

The cooperation for development programs played a vital role in capacity building. Following are the most important:

1. *Academic Dialogue* – 2,565 scholarships were awarded under the Academic Scholarships Program, the Program of Partnerships for Education and Training (PPET), the Professional Development Scholarships Program, and a Consortium of more than 160 institutes of higher education inside and outside the region. In addition, 123 interest-free loans were granted by the Leo S Rowe Pan American Fund.

2. *Teacher Training* - The Inter-American Teacher Education Network (RIED) conducted technical cooperation missions (13 in 16 States); on-site workshops in Community Education Projects focusing on developing critical thinking among students in vulnerable segments of the population; and audio programs benefiting more than 2,800 teachers, mainly in rural areas. It also has a Virtual Tool Box; the “Inter-American Collaboratory on the Teaching Profession (Co-PED) plus the UNESCO-OREALC education database; the ITEN (Inter-American Teacher Education Network) virtual community of 24,000 practicing teachers; webinars (4,300 participants); the YouTube Videothèque (49,000 visits); and the Massive Open Online Courses ((MOOCs) (8,000 teachers). The ITEN celebrated its 10th anniversary and was admitted to UNESCO’s Teachers Task Force.
3. *Virtual Educa* – 46,000 policy-makers, educators, and students took part in on-site or online Virtual Educa meetings in Mexico and Peru, thereby contributing to cooperation, collaboration, and the sharing of experiences and ideas regarding the realities and challenges of incorporating innovation and the use of information and communication technologies. The first OAS PopUp school was installed for displaced children affected by the situation on the border between Colombia and Venezuela.
4. *EducaSTEM* – the regional knowledge network on education in science, technology, engineering, and mathematics welcomed more than 1,000 teachers and education sector professionals during its first EducaSTEM Exhibit, which, among other things, provided an opportunity to commend initiatives designed to develop the guidelines for identifying practices based on learning through investigation. A Uruguay-Mexico technical cooperation mission was also conducted.
5. The *Educational Portal of the Americas* – has more than 75,000 users for whom it provides access to online communities and educational resources. 506 scholarships were awarded for 10 professional training courses.
6. *Peace Leaders Program* – This program promotes education through university outreach courses. It conducted workshops in the University of West Indies and the College of the Bahamas. In collaboration with Microsoft’s “Youth Spark” Platform, it continued its self-taught “Social Leaders” course.
7. Micro, Small and Medium-Sized Enterprises (MSMSEs) - Support continued for the establishment of business development centers in the Caribbean, by connecting them to an Inter-regional network of buyers and suppliers, in collaboration with the University of Texas in San Antonio, the Caribbean Export Development Agency, and the United States Government. A second phase was approved, which will extend that support to more countries.
8. *Culture* - Work continues on implementing the “Expanding the Socio-economic Potential of Cultural Heritage in the Caribbean” project, which aims to build institutional capacity in 14 countries to safeguard, develop, and use cultural heritage resources, with the help of

local communities, focusing on legislation and fiscal policies; monitoring and registration of cultural heritage sites; the development of sustainable tourism; and education and professional development.

9. *Corporate Social Responsibility (CSR)* - A teacher training methodology was developed and workshops were organized to enhance institutional capacity to support SMSEs and the region's local CSR organizations.
10. *Sustainable Energy* – within the framework of the Energy and Climate partnership of the Americas (ECPA), technical assistance was provided to small and medium-sized enterprises in Panama and Colombia to foster best practices in manufacturing using closed-loop cycle production methodologies. Strategic partnerships were established in Chile and Peru to assist with the dissemination and implementation of sustainable production and consumption practices by developing circular economies. The work included awareness-raising seminars.
11. *Sustainable Communities* – US\$ 400,000 was given to eight NGOs and government entities in Central America and the Caribbean to develop sustainable community projects and disseminate policies, lessons learned, and best practices. Courses were also taught on sustainable cities in Trinidad and Tobago, Saint Lucia, Barbados, and Ecuador.
12. *Risk Management* – The OAS White Helmets Program began the second phase of the National System of Volunteers of the National Coordinator for Disaster Reduction (CONRED) Project in Guatemala and issued a call for volunteer work proposals in Disaster Risk Management and Humanitarian Assistance in the member states of the English-speaking Caribbean.
13. *Environmental Law* – SEDI co-sponsored the First Inter-American Congress on Environmental Rule of Law in Jamaica.
14. *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 through an Inter-American Small Hotels Network and the Third Inter-American Gathering of Owners and Operators of Small Hotels in Honduras.
15. *Competitiveness* - Activities included two sets of Americas Competitiveness Exchanges on Innovation and Entrepreneurship (ACE) (in Minnesota, Wisconsin and Chicago, in the United States, and in Córdoba, Argentina); and a visit by decision-makers and public-private-academic leaders to innovation and entrepreneurship centers to expedite regional cooperation, strategic partnerships, innovation, and trade and investment opportunities.
16. *Innovation and Technology Transfer* – In collaboration with the University of California in Davis, Mexico's CONACYT and CIBNOR, SEDI helped organize the third "Technology Transfer in the Americas Academy" for more than 40 professionals from 10 countries in the Americas 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.

17. *Subnational competitiveness* - The RIAC's Working Group of Experts on Subnational Competitiveness (GTECS) met in Argentina to share experiences, resources, and recommendations among 14 countries and international institutions regarding regional competitiveness agendas, measuring competitiveness and competitiveness indicators, and cluster or smart specialization programs.

18. *Port Development and Management* - Thanks to a 73% increase in scholarships over 2014,80 scholarships were awarded for sustainable development, security, professional management and port operations with State Ports of Spain, the United States Coast Guard, the American Association of Port Authorities (AAPA), the Valencia Port Foundation, and the International Maritime Organization .

- **Cooperation for Development**

The Development Cooperation Fund (DCF/OAS) began implementing 19 small-scale projects aimed at promoting the establishment and strengthening of comprehensive social protection systems and opportunities for productive employment, particularly for vulnerable groups. A US\$3.2 million seed fund was used to finance such initiatives as the establishment of centers for the empowerment of poor communities in Antigua and Barbuda; the strengthening of SME value chains in Costa Rica; and the incorporation of 1,000 young people into the labor market in the Dominican Republic. DCF/OAS attracts counterpart funds, including, in particular, an arrangement with Microsoft for training and certifying 250 teachers in the Caribbean on how to incorporate ICTs and establish ICT academies.

Other concrete examples of partnership for development:

- The Sustainable Destinations Alliance for the Americas (SDAA) seeks to improve day-to-day management in tourism destinations through seven pilot schemes in the Caribbean and Central America (Antigua and Barbuda, Bahamas, Barbados, Dominica, Jamaica, Honduras, and Nicaragua) to protect the natural and cultural heritage, and to improve the quality of life of communities. The Alliance comprises the OAS, the Caribbean Tourism Organization (CTO), the Central American Secretariat for Tourism Integration (SITCA), Royal Caribbean Cruises Ltd, the Permanent Mission of the United States, and, as the implementing partner, the Sustainable Travel International NGO.
- The Inter-American Competitiveness Network (RIAC) coordinated 10 cooperation initiatives to improve innovation, productivity, and competitiveness. Opportunities were provided to share more than 60 practices and lessons learned.
- Cooperation efforts and exchanges based on successful examples of public policies and institution building support programs for MSMEs continued, along with efforts to promote

innovation and assistance to microenterprises, paying special attention to the needs of women entrepreneurs. Cooperation with the Central American Integration System's Regional Center for the Promotion of MSMEs (CENPROMYPE) was boosted by the signing of a framework memorandum of understanding for future actions in Central America.

- Ongoing support was provided to the environmental cooperation program of the member countries of the Dominican Republic-Central America Free Trade Agreement (DR-CAFTA). Finishing touches were put to the description and proposed Plan of Action for the anti-flood early warning system in Honduras. SEDI also continued its participation in the subcommittee of the Caribbean Disaster Emergency Management Agency (CDEMA). As part of the ReefFix project, SEDI provided technical assistance to 12 governments in the Caribbean for the restoration of coral reef ecosystem functions for the benefit of fishing and tourism. It also helped establish Haiti's first national park.
- ECPA's Working Group on Energy Efficiency held two regional workshops on developing sustainable energy projects and a workshop on energy teaching and education techniques. Capacity-building and technical assistance was provided for Antigua and Barbuda to boost institutional capacity to manage the Sustainable Island Resource Framework Fund (SIRF). In Belize, ECPA helped build capacity to develop minimum energy efficiency standards. In Trinidad and Tobago, a set of tools was developed to integrate renewable energy in the grid.
- The use and consumption of biofuels was promoted by a protocol on the subject signed by the United States and Brazil. ECPA supported the development and adoption of biofuel policies and regulations in the Honduras, Guatemala, El Salvador, Jamaica, Haiti, and the Dominican Republic. Pilot projects mixing ethanol and fuels were conducted in Guatemala and Ecuador. An ethanol life cycle analysis received support in connection with ethanol production in Jamaica. As part of ECPA, a regional workshop was conducted in the CARIMET (Caribbean) subregion of the Inter-American Metrology System, along with two technical assistance workshops for national metrology institutes from all over the region.
- Implementation of projects in the Río de la Plata Basin, the Gran Chaco Americano, Río Bravo, CONAE, and the Trifinio biosphere reserve continued. The Coordination Meeting for the Río Bravo Project was prepared and carried out. It continued with the participation of Mexico and the United States at the General Assembly in UNESCO.
- An exchange of professionals with the Monterrey Technological Institute was conducted, with a view to developing a database of experts in port legislation and guidelines for a model port law. In collaboration with Rightship, a program of incentives was developed with the Barbados Port Authority for reducing greenhouse gas emissions from ships.
- The Inter-American Network for Labor Administration (RIAL) conducted seven technical cooperation activities with Ministries of Labor directed, inter alia, at: implementing pilot projects in Guatemala to eradicate child labor in the agricultural sector, based on successes achieved in Costa Rica; designing and launching a program to promote job equity in El

Salvador; strengthening the labor mediation system in Chile; and laying the foundations for the Labor Inspection School in Mexico.

## **2.5 SECRETARIAT FOR MULTIDIMENSIONAL SECURITY**

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

*In 2015, the Secretariat for Multidimensional Security (SMS) was governed by Executive Order No. 08/01 Rev.4, "Structure of the General Secretariat," issued on February 28, 2011. It comprised an Executive Office and three dependencies: the Executive Secretariat of the Inter-American Drug Abuse Control Commission (ES/CICAD); the Secretariat of the Inter-American Committee against Terrorism (S/CICTE); and the Department of Public Security (DPS).*

#### **2.5.1 EXECUTIVE SECRETARIAT OF THE INTER-AMERICAN DRUG ABUSE CONTROL COMMISSION (CICAD)**

The Office of the Executive Secretariat organized, and served as the Technical Secretariat for, the 57th regular session of CICAD (CICAD 57) in Washington, D.C. from April 29 to May 1, 2015, and CICAD 58 in Trujillo, Peru, from November 11 to 13, 2015, as well the meetings of its various Working Groups. In addition, the Working Group formed to prepare CICAD's 2016-2020 Plan of Action met twice to analyze inputs from civil society and specialized regional organizations and to draft the text to be reviewed by CICAD 59 in May 2016.

With regard to institution-building, the Secretariat supported the establishment of the Group of Experts on Integral and Sustainable Alternative Development; promoted the participation of civil society in CICAD sessions; and supported the establishment of specialized courts for drug dependent offenders in 14 member states. It also generated monitoring and evaluation mechanisms and trained judges, public prosecutors, and defense attorneys through mock trials.

- **Inter-American Observatory on Drugs**

The Report on Drug Use in the Americas was published, providing up to date information on use and pointing out critical points that need to be addressed. Studies were also published on schoolchildren and detainees in Caribbean countries, along with reports by national information systems. Implementation of the Smokable Forms of Cocaine Project in the southern cone continued and progress was made with developing a protocol to study drug treatment based on an information system.



- **Multilateral Evaluation Mechanism (MEM)**

The Governmental Experts Group of the MEM produced the 2015 Hemispheric Report on the Sixth Evaluation Round, which evaluated the 34 countries' compliance with drug abuse control policies pursuant to the CICAD's Hemispheric Drug Strategy. It gathered information to supplement the national reports of the MEM for 2014 and conducted seven on-site visits to high-level officials to present the national reports.

- **Demand Reduction**

It promoted coordination with the WHO, UNODC, and PAHO aimed at strengthening National Health Systems and establishing treatment networks. The Experts Group held its XVI Meeting on the Public Health Approach to the drug problem and its implications. The Training and Certification Program for Drug and Violence Prevention, Treatment and Rehabilitation (PROCCER) was conducted in 23 member states and served to implement certification mechanisms and train more than 2,800 providers of prevention and treatment services.

- **Control of Money Laundering**

Two situational diagnostic assessments were made of the systems for administering seized goods in Brazil and Paraguay. Nine specialized workshops were held on seizures, special techniques for investigating money laundering, and financial intelligence. Seven hundred officials took part. Two meetings of the Group of Experts to Control Money Laundering were organized, resulting in the adoption of a number of analytical papers on the subject.

- **Supply Reduction**

Twenty-five training seminars were held for 971 officials on counter-narcotics police investigation; drug production and trafficking control and interdiction; customs security; maritime trafficking; control of trafficking and diversion of chemical substances; production, identification, and use of synthetic drugs, , including New Psychoactive Substances (NPS). Three courses were organized on strategic intelligence and prospective counter-narcotics intelligence, as well as two specialized seminars on operational counter-narcotics intelligence (the ERCAIAD Program). Arrangements were made for meetings of the Expert Groups on chemical substances and maritime trafficking.

## **2.5.2 SECRETARIAT OF THE INTER-AMERICAN COMMITTEE AGAINST TERRORISM (S/CICTE)**

CICTE enhanced its interaction and cooperation with the UN Security Council's Counter-Terrorism Committee (CTC), the United Nations Counter-Terrorism Implementation Task Force (CTITF), the United Nations Office on Drugs and Crime (UNODC), the United Nations Office of Disarmament Affairs (UNODA), the United Nations Interregional Crime and Justice Research Institute (UNICRI), the International Maritime Organization (IMO), the International Civil Aviation Organization (ICAO), the International Criminal Police Organization (INTERPOL), the Inter-American

Development Bank (IDB), the Pan American Health Organization (PAHO), the Latin American Financial Action Task Force (FATF), the Royal Canadian Mounted Police (RCMP), the Federal Bureau of Investigation (FBI), the United States Customs and Border Protection agency. (US-CBP), the Customs-Trade Partnership Against Terrorism (C-TPAT), and other regional entities, including SICA, CARICOM, and APEC. In addition, cooperation agreements were signed and partnerships strengthened with civil society and private organizations, such as the Information System Audit and Control Association (ISACA), The Internet Corporation for Assigned Names and Numbers (ICANN), Microsoft, Symantec, Trend Micro, and Stop Think Connect, among others. With Paraguay as Chair and Chile as Vice Chair, CICTE held its fifteenth regular session in Washington, D.C., on March 19 and 20, 2015.

Support was lent to Mexico's UN Security Council Resolution 1540 National Implementation Plan in the form of legislative assistance with drafting the "Law on Freezing Assets for the Financing of Weapons of Mass Destruction." Four workshops were held to promote the exchange of information and best practices for combating terrorism and the financing of terrorism. Six activities were also carried out under the Strategies against Emerging Terrorist Threats program to evaluate crisis response and management capabilities in four countries.

- **Protection of Critical Infrastructure**

Support continued for the Hemispheric Network of Computer Security Incident Response Teams (CSIRTs) in the form of training for approximately 2, 500 officials in more than 30 events regarding the importance of cyber-security and of efforts to combat cyber-crime. The Tourism Security program held a seminar, attended by 62 authorities in the tourism sector, on crisis management, physical security, risk assessment and mitigation and best security practices in Puerto Vallarta, Mexico. The Security for Major Events project, together with the International Centre for Sport Security (ICSS), organized the "Regional Conference for the Americas: Major Sporting Events" in which 150 officials participated.

- **Border controls**

Six training activities were carried out on travel document security and fraud prevention, attended by approximately 200 migration, customs, and law enforcement officers. The Customs and Immigration Controls program provided training to customs officials and Naval officers responsible for freight ship security and container inspections, at workshops held in Guatemala and Barbados. As for Airport Security, three seminars were held in Jamaica, Colombia and Trinidad and Tobago.

### **2.5.3 DEPARTMENT OF PUBLIC SECURITY (DPS)**

The Department served throughout 2015 as the Technical Secretariat for the Committee on Hemispheric Security and the Inter-American Convention on the Illicit Manufacturing of and Trafficking in Firearms, Ammunition, Explosives, and Other Related Materials (CIFTA). It also organized the Fifth Meeting of Ministers Responsible for Public Security in the Americas (MISPA

V), held in Lima, Peru, during which two hemispheric initiatives were presented: the Inter-American Network for the Prevention of Violence and Crime and the Inter-American Public Security Information and Knowledge Network.

- **Security and Justice**

The first phase of implementation of the Inter-American Network for Police Development and Professionalization was consolidated. To that end, Educational Planning Guidelines were drawn up and partner universities were hired to produce the educational content. A new Code of Ethics for the National Police of Uruguay was also produced, reflecting the Uruguayan Government's commitment to consolidating a democratic, transparent, and professional police force. In Jamaica, as part of an effort to rehabilitate young detainees, training was provided for prison staff, along with educational, vocational, psychological, and social activities. In Brazil, a project got under way aimed at reinforcing the right to guaranteed professional defense and reducing the use of pre-trial detention. In coordination with GS-SICA, a project was implemented to strengthen the institutions providing protection and/or assistance services to victims and/or witnesses in Guatemala, Honduras, and El Salvador. The DPS is working with the IOM and UNHCR on a program to prevent and combat crimes associated with irregular migration and protect the rights of victims in Mesoamerica (Central America-Mexico).

- **Preventing Violence and Crime**

Pursuant to resolution AG/RES 2866 (XLIV-O/14), a specific fund was established, along with general guidelines, to support the activities of the Inter-American Network for the Prevention of Violence and Crime. The Fund received an initial contribution of US\$50,000 from the Government of Guatemala. In a document entitled "Recommendations of Lima for the Prevention of Crime, Violence, and Insecurity," adopted by the member states during MISPA-V, the Department was instructed to develop the Inter-American Program for the Prevention of Violence and Crime.

- **Actions to Fight Crime and Violence**

Through the Program for Comprehensive Action against Antipersonnel Mines (AICMA), and with financial support from the Governments of the United States, Belgium, Italy, and the European Union, 706,217 square meters of land were cleared, 115 mines and explosive devices were destroyed, and support was provided to 143 Colombian, Peruvian, and Ecuadorian surviving victims of mines to assist with their physical and psychological rehabilitation and socioeconomic reintegration. More than 5,600 Colombians were sensitized to the risks posed by mines. Through the Program of Assistance for Control of Arms and Destruction of Munitions (PACAM), facilities were provided for the incineration of 108,691 bullets for small arms and light weapons in Costa Rica and Guatemala. The program also certified the destruction of 2,275 firearms seized in Guatemala and Costa Rica. Guatemala, Honduras, and El Salvador all received technical assistance with handling and destroying chemical precursors used to produce illicit drugs. 202 tons of chemical substances were neutralized in Guatemala. Seventeen containers full of hazardous material were taken to places where they could be destroyed. Twenty-one Honduran technicians were taught how to destroy clandestine laboratories. Assistance was also provided for the destruction of two narcotic drug laboratories and three tons of chemical substances were seized.

In addition, 28 Salvadoran technicians were trained in identifying, handling, and transporting chemical precursors.

## **2.6 SECRETARIAT FOR ADMINISTRATION AND FINANCE (SAF)**

Pursuant to Executive Order 08/01Rev. 9 of December 11, 2015, the SAF comprises the: Department of Human Resources; the Department of Financial Services; the Department of Information and Technology Services; the Department of Procurement Services; 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; general services management; and procurement and contracting of goods and services.

### Office of the Secretary

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

The Office of the Secretary also coordinated with the various areas of the General Secretariat to support their programs from a financial and administrative standpoint, including presentation of the Strategic Plan for Management Modernization at the OAS, in addition to a series of reforms aimed at modernizing the General Secretariat and making it more transparent. Progress on several of these fronts has been reported regularly to member states and the Executive Director through the "Quarterly Report on Resource Management and Performance in the OAS." This report covers the activities of the SAF and responds to the recommendations of the OAS Board of External Auditors and to the mandates arising from the budget resolution.

### **2.6.1 DEPARTMENT OF HUMAN RESOURCES (DHR)**

Apart from the Department's routine operations, the following achievements are worth noting:

#### *The process of transition to the new Administration*

- Assistance was provided to the incoming Administration with new appointments and to the outgoing Administration with separation from service procedures.
- Information and advice was provided to the transition team and to the incoming administration in the form of a "Welcome Package" containing information on the structure of the General Secretariat, statistics on personnel, and a description of job and function profiles for each Secretariat and Department.

#### *New structure of the GS/OAS in 2015*

- The new structure of the General Secretariat was implemented pursuant to Executive Order No. 08-01 rev. 9, approved by the Secretary General on December 11, 2015.

### *Policy on the prevention of workplace harassment*

- An interdisciplinary working group was formed with representatives of the Department of Human Resources and the Department of Legal Services, the IACHR, CIM, the Offices of the Inspector General and Ombudsperson, the Staff Association, and representatives of the team of harassment investigators, to review and propose changes to the Policy for the Prevention and Elimination of All Forms of Workplace Harassment. That effort culminated in the publication of Executive Order 15-2, “Policy for the Prevention and Elimination of All Forms of Workplace Harassment” in October 2015, which updates and clearly defines policy on workplace harassment in the General Secretariat. It describes a new procedure for filing complaints of that nature better tailored to the Organization’s current conditions and needs.

### *Benefits Section, Insurance Office, and Health Unit.*

- After more than 30 years of working with Carefirst BlueCross BlueShield as the administrator of the Self-Insured Health Care Plan, the GS/OAS hired Cigna as a result of the bidding process which culminated in 2015. In addition, the quality of service improved, and greater efficiency and internal controls were achieved in management of the Self-Insured Health Care Plan.
- Activities to promote personnel well-being included cost-free workshops and health-related events, which were attended by more than 300 people for: Stress Management, Preparation for a Marathon, Cancer Risk-Reduction, Health Fair Day, and Healthy Nutrition.

### *Internship Program*

- During 2015, the internships program was well promoted and resulted in 3,105 applications for internships in Washington, D.C. and in the National Offices. That enriched the program’s diversity and provided more balanced geographical representation. The number of applications more than doubled those received in 2014.
- An internships program for the Offices of the General Secretariat in the member states was put together, replicating the distribution of sessions found at Headquarters, which enabled the GS/OAS to handle it better, publicize it more effectively, and broaden access to the program by students from different countries.

### *Systematic human resource cuts*

During 2015, the Department of Human Resources carried out a series of special activities, which greatly increased the workload for its staff. These extra activities were carried out using the same number of personnel, which not only overburdened them but also led a low workplace morale, particularly since 25% of the people working for the department are under performance contracts without benefits. This situation reflects what is currently happening throughout the Organization. This lamentable trend should be cause for concern, because if it continues, the Organization will experience a brain drain, as more talented people leave it.

## 2.6.2 DEPARTMENT OF FINANCIAL SERVICES (DFS)

The Department of Financial Services (DFS) has undergone substantial reductions in recent years due to continuous budget cuts and the freezing of positions that are then eliminated from the budget. Between 2009 and 2016, the Department has lost approximately 40 percent of its staff. This reduction in personnel makes it difficult to comply with critical functions established in the General Standards governing the Operations of the Organization and places an excessive burden on the remaining staff. The department does not have additional capacity to reallocate the functions performed by the positions that have been frozen. It is already operating at maximum capacity and without the right level of staffing. This state of affairs makes it difficult to guarantee the proper exercise of internal financial controls.

### *Budgetary results for the funds administered by the OAS General Secretariat: Regular Fund*

- On November 23, 2015, at its special session, the General Assembly approved a program-budget amount of \$84,324,100 for the January-December 2016 financial year, the same amount that was approved for January-December 2015. To finance it, it 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 \$81.73 million at the close of the 2015 financial period, equal to 96.4% of the approved budget. The \$ 3.1 million execution shortfall was due to the insufficiency of revenue from the Indirect Cost Recovery Fund (ICRF) and other income that did not materialize.
- Although the reserve subfund closed with a deficit of \$18.0 million at the end of 2015, the deficit is covered by the past-due quota balance of \$19.7 million.
- As of December 31, 2015, the cash balance stood at zero. This balance includes a temporary cash loan of \$15.9 million from the OAS Treasury Fund under the agreement adopted by the Permanent Council in resolutions CP/RES. 1034 (1984/14) and CP/RES. 1046 (2013/15).

### *Specific Funds*

- Contributions to the specific funds amounted to a net of \$49.8 million\* in 2015, compared to \$57.7 million in 2014, which represents a reduction of \$7.9 million or 13.7.0%.
- The three largest contributors during 2015 were the United States with \$19.2 million (38.5% of the total contributions), followed by Spain with \$5.5 million (11.1%) and the United Nations with \$4.1 million (8.2%). Of the \$49.8 million total contributions in 2015, the member states accounted for 49.7%, the permanent observers for 35.1%, and other institutions and donors for 15.2%.
- Compared to 2014, the member states' contributions fell by 23.8%. Similarly, contributions by other donors and institutions fell by 1.1%. In contrast, contributions from Permanent Observers increased by 11.2 %, mainly thanks to increased contributions from Spain and the Netherlands.
- In 2015, total execution of Specific Funds amounted to \$55.9 million\*, slightly less than in 2014/ Of total expenditure, 27.3% was related to projects managed under Chapter 6 – Secretariat for Multidimensional Security, followed by Chapter 7 – Secretariat for Political Affairs with 24.1%, and by Chapter 8 – Executive Secretariat for Integral Development with 23%.

- Of the \$55.9 million total expenditure, \$23.3 million (41.7%) corresponded to the cost of performance contracts, while \$11.3 million (20.2%) were for traveling expenses. Personnel costs totaled \$9.2 million, or 16.5% of total expenditure.

#### *Indirect Cost Recovery Fund (ICRF)*

- Indirect Cost Recovery revenue in 2015 totaled \$4.6 million\*, compared to \$6.1 million, a substantial decline of more than 30 percent. This is due to the drop in contributions to Specific Funds.
- Although for 2015, the ICRF budget had been set at \$5.25 million, budget execution only reached \$4.6 million\*, because of the reduced revenue that year.
- The ICRF Reserve Fund maintained a positive balance of \$345,000\* at end-2015.

\*Preliminary, unaudited figure.

### **2.6.3 DEPARTMENT OF INFORMATION AND TECHNOLOGY SERVICES (DOITS)**

During the period under review, the Department of Information and Technology Services stepped up its efforts to keep the Organization's I.T. and communications infrastructure operational, along with associated services. There was a substantial (19% year-on-year) increase in the storage of information generated, a consolidation of the virtual server infrastructure (which meant a lower carbon footprint), and increased demand for wireless communication for mobile devices. Activity designed to prevent and trigger alerts in the event of I.T. attacks was maintained at normal levels (some 100,000 incidents analyzed). Help Desk activity also remained at previous levels, with DOITS dealing with approximately 8,000 requests for help ("tickets"). In the course of the year, the Office of the Inspector General conducted an external audit of I.T. contingency plans. Its findings were satisfactory and did not point to any significant defects.

Due to the constant reduction in its personnel and the shortage of Regular Fund financing available, DOITS has had to stretch its capacity to the utmost. Those budgetary constraints prevented it from implementing new services aimed at raising the productivity of OAS staff and from satisfying the new systems requirements of the substantive areas of the Organization, derived from the mandates assigned to them. Nor could DOITS comply with the recommendations of the Board of External Auditors, particularly those relating to the need to update the Organization's internal management systems (OAS Enterprise Resource Planning - ERP).

The nonexistence of a capital fund has prevented DOITS from making headway with the recommendations that arose out of the OAS Modernization Project, which are vital for ensuring that the Organization remains functional.

## 2.6.4 DEPARTMENT OF PROCUREMENT SERVICES

### *Procurement management*

- A fully electronic system was implemented for processing purchase orders and handling supporting documents.
- Ties with multilateral organizations were further strengthened. In 2015, the IFI Forum (IDB, World Bank, IMF, OAS, PAHO, and UN) was sponsored by the OAS for the first time. The forum was a great success, but it also revealed that, for lack of funds, the OAS is falling behind in several fields related to procurement, modernization, and best practices.
- Despite the cutbacks in personnel, the volume of work performed remained more or less constant, with more than 35,000 transactions recorded, valued at more than US\$89 million.
- The 13 bidding processes completed in 2015 yielded savings of more than US\$50,000 (that amount includes only the final request for a discount, not the savings derived from the bidding process itself).
- An exhaustive review was conducted of the GS/OAS insurance portfolio, which yielded significant savings in premium payments, at no increase in risks for the Organization. In some cases, risks diminished.

### *Travel management*

- Savings in terms of both costs and time were achieved thanks to effective enforcement of our official policies, continuous supervision, the use of reports, and constant expense reconciliation.
- Ticket costs that were previously lost (to the tune of more than US\$37,000) were monitored and recovered.
- Due to lack of resources, efforts to automate travel-related purchase orders had to be postponed.

### *Supplier management*

- There was an increase in the number of preferential rate agreements with the Organization's most important suppliers. Particularly worth mentioning are the preferential rates and terms negotiated with hotel chains, and with the major airlines operating in the Americas. The savings generated under this heading exceeded US\$189,000.

### *Other activities*

Several tasks aimed at achieving improvements and efficiency/savings had to be postponed. Notable among them were: expansion of the corporate credit card program, a comprehensive review of procurement regulations, a review of policies and procedures, and so on.



## 2.6.5 DEPARTMENT OF GENERAL SERVICES (DGS)

### Building Management and Maintenance Section

In 2015, the Department invested US\$4,934,866.09. The breakdown is as follows:

- Building maintenance and repair: US\$1,085,331.21;
- Electricity, water, and steam: US\$1,317,187.38; and
- Security, cleaning, and general services: US\$2,483,337.

Due to the constant reduction in its personnel and the shortage of Regular Fund financing available, the Department has had to stretch its capacity to the utmost. At least US\$2.2 million is needed for proper maintenance of the buildings. In fact, however, the Department only has US\$1 million allocated for such maintenance.

In addition, the Organization's buildings have a deferred maintenance shortfall of US\$38 million. Of that, US\$5 million is for urgently needed work. Crucially needed work includes repairs to drainage and sewer systems, modernization of the mechanical equipment and electrical system, installation of a fire prevention system, and upgrading of the buildings to ensure that they meet safety standards. All this work is needed to keep the buildings in good condition and running efficiently, as well as to help create a secure environment for delegates in the missions, employees, and visitors to the General Secretariat.

### *Capitalization and Modernization*

Thirty-four asset capitalizations were recorded valued at US\$5,000 or more: for a total amount of US\$1,141,697.85.

### *Security Section*

US\$945.291,44<sup>4</sup> was invested in the contract for security personnel and in equipment and supplies. However, not enough capital is available for the appropriate infrastructure needed to provide security in OAS buildings.

### *Mail, Messenger, and Transportation Section*

- 20,074 packages were sent at a cost of US\$69,510, plus 12, 250 packages sent via "Penalty Mail" within the United States at a cost of US\$13,879.
- The transportation area invested US\$51,775.36 in vehicle maintenance.

### *Fixed Asset Inventory Section*

- Currently, there are 15,460 fixed assets on file at headquarters and 4,194 fixed assets in OAS Offices in the Member States and projects.
- The OFA system recorded 434 new fixed assets at headquarters worth US\$1,636,425.19 and 592 new fixed assets worth \$847,103.68 in the OAS Offices in the Member States and projects.

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4. This figure is also part of a total of \$4,934,866.09 used for building management.

- 1,256 obsolete, unused fixed assets with a book value of zero were retired and removed from the OFA system, as were 213 fixed assets in the member states and projects.

#### *Other Services*

- Renting out 50,422 square feet of office space yielded US\$1,917,765. That space includes 958.09 square feet rented out to IICA and 2,239 square feet to Helen Keller International.
- Rentals of the Hall of the Americas and other rooms earned revenue in the amount of \$383,350 (Main Building and Museum) for a total of 100 events.
- US\$141,693.04 was invested in photocopying equipment maintenance, the purchase of new Equipment, and paper.
- Income from parking lots totaled US\$635,838; expenditure on parking lots amounted to US\$606,024. The approximate balance remaining in the Parking Fund was US\$209,887.

## **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, the Department of Legal Cooperation, and the Department of Legal Services.

### 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, it participated in the provision of advisory services to the General Assembly and the Permanent Council, to the Meeting of Ministers of Justice, as well as at Inter-American Juridical Committee sessions, and in the Course on International Law.

To disseminate information about the legal work of the Organization, in 2015 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 in the region and in Europe. Thus, to cite an example, the Secretary for Legal Affairs published a work entitled “The OAS and International Law” (Ed. Porrúa, Mexico) and presented it at OAS Headquarters in Washington, D.C. and at UNAM’s Institute of Legal Studies in Mexico City.

Until November 2015, this Office was in charge of the Inter-American Judicial Facilitators Program. Responsibility for the Program was transferred, as of December 1, 2015, to the Secretariat for Access to Rights and Equity.

The Program is established in eight countries in the region: Argentina, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, and Paraguay.

Judicial Facilitators: 11,040 (November 30, 2015) Percentage of women facilitators: 41 percent.  
Vulnerable population with access to a facilitator: 5.5 million.

Population that received information regarding rights and laws in 2015: 300,000.

Persons assisted in 2015: 630,000.

Estimated number of cases handled out of court in 2015: 37,000.

Total number of judicial officers who, by 2015, had received postgraduate training in prevention, community work, and treatment of facilitators: 5,535 (779 of them in 2015).

Total number of police officers who, by 2015, had received postgraduate training in prevention, community work, and treatment of facilitators: 2,642 (156 of them in 2015).

Recognition reflected in national and regional institutional policies.

### **2.7.1 DEPARTMENT OF INTERNATIONAL LAW (DIL)**

In 2015, 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 29 specific mandates contained in General Assembly resolutions.

As secretariat to the Inter-American Juridical Committee (CJI), the DIL furnished administrative support to that 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, representative democracy, and recommendations to States in their bilateral relations with respect to migration issues.

In addition, the DIL completed implementation of projects financed by specific funds, relating to:

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.

Pursuant to the Inter-American Program for the Development of International Law, the DIL organized a variety of events and edited, published, and distributed several publications. Detailed information on the Program's implementation is available in a document published by the DIL in April 2016.

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 website ([www.oas.org/dil](http://www.oas.org/dil)) contains up-to-date information on this area as well as on follow-up to all activities undertaken by the Department in 2015. 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:

#### Meetings of Ministers of Justice or Other Ministers or Attorneys General of the Americas (REMJA)

- Tenth Meeting of Ministers of Justice or Other Ministers, Attorneys, or Prosecutors General of the Americas (REMJA X), Bogotá, Colombia, October 15 and 16, 2015.
- Regional training workshop on cyber-crime for judges and magistrates, Guatemala City, Guatemala, from March 24-26, 2015. Workshop for judges from Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, and Panama.

- Regional training workshop on cyber-crime for judges and magistrates, Panama City, Panama, June 23 and 24, 2015. Workshop for judges from Paraguay, Peru, Colombia, Argentina, and Panama.
- Regional Training Workshop on Cyber-Crime aimed at developing legislation and procedures relating to cyber-crime and electronic evidence, Miami, Florida, August 10 and 12, 2015. Workshop for legislators from Antigua and Barbuda, Barbados, Dominica, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, The Bahamas, and Trinidad and Tobago.
- Regional training workshop on cyber-crime for judges and magistrates, Sao Paulo, Brazil, from August 26 and 27, 2015. Workshop for Judges from Brazil.
- Continued restructuring and modernization of the REMJA Criminal Matters Network (Recommendation II.D of REMJA X).

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

- Twenty-fifth Regular Meeting of the Committee of Experts of the MESICIC, March 16-20, 2015. Reports were adopted for the sixth group of countries reviewed in the framework of the Fourth Round of Review (Venezuela, Bahamas, United States, Antigua and Barbuda and Saint Kitts and Nevis).
- On-site visits to the fourth group of countries reviewed in the framework of the Fifth Round of Review (Bolivia, Uruguay, Paraguay, and Peru), September-October 2015.
- 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:
  - The responsibility of the private sector in preventing and combating corruption; or
  - 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.

### 2.7.3 DEPARTMENT OF LEGAL SERVICES (DLS)

The DLS advises the policy-making bodies, the General Secretariat, and specialized agencies and other entities.

Its advisory services include:

- (a) Legal representation in litigation, arbitration, and other disputes.
- (b) Preparation and negotiation of commercial, real estate, cooperation, electoral observation, and other contracts and agreements with private and government entities, NGOs, multilateral organizations, member states, permanent observers, etc.
- (c) Application of international law and member state laws as well as GS rules to tax, labor, immigration, intellectual property, bankruptcy, privileges and immunities, contractual, commercial, and other matters.
- (d) Preparation of regulatory instruments of the GS 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.

In 2015, the DLS addressed more than 2,500 matters, issued approximately 2,000 written and 700 oral opinions, and provided advice at more than 500 face-to-face meetings, as well as over the phone.

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 counseled the SFA and the CAAP and the latter's working groups on administrative, budgetary, and procedural matters.
- iv. It advised SEDI with respect to various cooperation and project execution agreements.
- v. It issued executive orders, including changes to the workplace harassment policy; changes to the structure of the Organization; the establishment of several dependencies; and so on.
- vi. It advised the General Secretariat regarding the amendment of its financial rules.
- vii. It collaborated with the Inspector General on investigations and interpretations.
- viii. It advised the CIM on the negotiation and conclusion of agreements with judicial bodies in various member states.
- ix. It counseled CITEL on amendments to its Rules of Procedure.

## **2.8 SECRETARIAT FOR ACCESS TO RIGHTS AND EQUITY**

The Secretariat for Access to Rights and Equity (SARE) was established by Executive Order 08/01, rev.9, "Structure of the General Secretariat," issued on December 11, 2015. It comprises its Executive Office and the Department of Social Inclusion, the Relations with Civil Society Section, and the Judicial Facilitators Program. The Secretariat acts as the political and operational arm of the Organization with respect to helping the member states and civil society to advance their efforts to achieve more inclusive and equitable societies.

### Executive Office of the Secretariat for Access to Rights and Equity /Inter-American Judicial Facilitators Program

At the behest of the Secretary General, SARE was responsible for spearheading the establishment of a PopUp School in Cúcuta, Colombia, to attend to local children affected by the tensions on the border with Venezuela. As a new entity within the General Secretariat, it has been fundamental in raising the level of discourse about rights and equity in the region.

Throughout 2015, the Inter-American Judicial Facilitators Program worked with judicial institutions in eight countries ((Argentina, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, and Paraguay). During that period, more than 2,000 new facilitators were appointed, taking the total to 11,095, 42% of whom are women. They can now reach 5.5 million people living in conditions that render them vulnerable.

During 2015, the facilitators delivered 213,000 services (providing support, counseling, and mediation, and referring cases to the authorities) to the benefit of 709,000 people. At the same time, 320,000 people heard talks about the services offered under the Program. Their services kept thousands of cases out of the courts and facilitated access to justice for thousands of citizens. Furthermore, in partnership with a network of eight national universities, 779 judicial officers earned a postgraduate degree as judicial facilitators, as did 156 police officers in Costa Rica and Panama in a special course.

### **2.8.1 DEPARTMENT OF SOCIAL INCLUSION**

The Department of Social Inclusion (DSI) was established in December 2014 to assist the member states with formulating public policies and implementing programs and projects geared to promoting inclusion and equity. Through its three areas -- Promotion of Equity, Inclusion of Vulnerable Populations, and Migration -- the DSI helped promote the social inclusion agenda with equity as its goal, the exercise of economic, social, and cultural rights as the mechanism, and social inclusion as the process for achieving that goal.

## *Promotion of Equity*

Progress was made with various items on the social agenda and economic, social and cultural rights by working with member states in various activities and with strategic partners, including ECLAC, the World Bank, the Oxford Poverty and Human Development Initiative (OPHI), the Commitment to Equity [Center for Inter-American Policy and Research] at Tulane University, the United Nations Research Institute for Social Development (UNRISD), the Consultative Group to Assist the Poor (CGAP), Fundación Capital, UN Women, and others.

The system for measuring compliance with the obligations of the States set forth in the Protocol of San Salvador (PSS) was institutionalized thanks to the commitment of the States Parties and the efforts of the OAS General Secretariat.

Also with the support of the GS/OAS, the first round of review of the national reports system became operational, along with the process of revision by the Working Group for the Analysis of National Reports envisaged in the PSS (WGPSS).

Six national reports were also received from the States Parties to the PSS (Bolivia, Colombia, Ecuador, Mexico, Paraguay, and Uruguay), which address compliance by those states with respect to the right to social security, health, and education (first group of rights).

Two WGPSS sessions were held, as well as two online technical cooperation activities for the States Parties. Two informal round tables of the WGPSS were held with representatives of the States Parties on the progress being made with the reports. The WGPSS and/or the Technical Secretariat took part in 12 activities aimed at disseminating information on the PSS.

Likewise, the section published two editions of the document entitled “Progress Indicators for Measuring Rights under the Protocol of San Salvador.”

In February 2015, the 65th OAS Policy Roundtable on OAS Policies was held, entitled “Regional Agenda for Economic, Social and Cultural Rights: A Look into the Future” with recognized experts on the subject.

In 2015, the section also helped with work aimed at reactivating the ministerial meeting on social development. The Government of Paraguay’s Social Action Secretariat officially offered to host the Third Meeting of Ministers and High-Level Authorities of Social Development scheduled for July 2016. The DSI provided substantive inputs for the corresponding preparatory process to both the Inter-American Council for Integral Development (CIDI) and the Permanent Mission of Paraguay.

In the area of social protection, exchanges of both news and resources continued in 2015 for members of the Inter-American Social Protection Network (IASPN/RIPSO). Funds were also obtained to reactivate the Network.



Inputs of substance were prepared to position the OAS as a key player for the Meeting of the Global Multidimensional Poverty Peer Network, organized by the OPHI and the Government of Colombia and for at least four international events on social protection and poverty reduction.

The section followed up on the Plans of Action arising out of the three participatory diagnostic assessments for mainstreaming a gender perspective (DPGs) in the Ministries of Social Development in Paraguay, Uruguay, and Guatemala.

Finally, between January and June 2015, the section provided technical advice in connection with the process for adopting the Plan of Action of the Social Charter of the Americas.

### *Vulnerable Groups*

In 2015, several actions were taken to eliminate the obstacles to the effective inclusion of persons with disabilities. They included, in particular, the launching of the regional "Let's Move the Limits" campaign in cooperation with the International Telethon Organization (ORITEL), to promote equity and non-discrimination against persons with disability; the signing of a Letter of intent with Fundación Teletón de México to provide technical cooperation regarding the social model of disability; the First Colloquium on Social Inclusion for member states of the OAS; numerous training courses for state agencies, civil society organizations, and special missions on issues relating to human rights, access to justice, and the legal capacity of persons with disability.

The DSI serves as the Technical Secretariat for the Inter-American Convention on the Elimination of All Forms of Discrimination against Persons with Disabilities and in that capacity it received 10 national reports on the implementation of that Convention. Progress was also made with the preparation of a Manual on Support and Safeguards for Exercising Legal Capacity for persons with disabilities and with the establishment of a best practices database to disseminate various aspects of countries' experiences with inclusion.

The Technical Secretariat of the Network for Consumer Safety and Health (RCSS) continued the process of systematically collecting relevant information regarding unsafe product warnings and their dissemination as part of the Inter-American Rapid Product-Safety Warning System (IAPSW), the region's main source of warnings regarding unsafe products sold on major markets. More than 16,000 warnings have been issued.

The member states participating in the Network for Consumer Safety and Health, with the support of the Technical Secretariat, have made significant progress with boosting product safety surveillance capabilities, through interdisciplinary initiatives within countries, training, the sharing of experiences, international cooperation, the creation of synergies and joint work. Progress has been made with developing an active and effective communication network between and among countries, along with institution-building and the exchange of information and best practices: an accomplishment that had not previously been achieved at the hemispheric level.

Countries such as Brazil, Peru, Ecuador, Mexico, Chile, Colombia, Costa Rica, El Salvador, Guatemala, Paraguay, the Dominican Republic, Suriname, and Uruguay have strengthened their surveillance systems with the support of the Network for Consumer Safety and Health (RCSS) and

by availing themselves of the training courses and cooperation among peers facilitated by the RCSS.

The RCSS also strengthened cooperation with subregions in the Americas and with institutions outside the region as well as global forums. It also facilitated closer ties between agencies of the member states and those kinds of forum.

Major inputs were prepared and presented for ECLAC's Caribbean Conference on Ageing, held in December in Dominica, and on the importance of the Inter-American Convention on Protecting the Human Rights of Older Persons. Work also began on coordinating the signing and ratification of that Convention by the countries of the region.

### *Migration*

As part of the Technical Secretariat of the Committee on Migration Issues (CAM) of the Inter-American Council for Integral Development (CIDI), this section provided technical advice and support, as follows:

- Documents and technical reports were prepared to support the Work Plan of the CAM, including the regular meetings of the Committee.
- Technical advice was provided to the officers of the CAM on establishing the agenda, organization, and execution of two forums on migration with the participation of authorities on the subject.
- Technical assistance was provided to the CAM working group in the revision and updating of the Inter-American Program for the Promotion and Protection of the Human Rights of Migrants, Including Migrant Workers and Their Families.

Preparation of the 2015 Annual Report of the Continuous Reporting System on International Migration for the Americas (SICREMI):

- Publication of the 2015 SICREMI Report on August 28, 2015.
- Distribution and dissemination of the report through social networks and delivery to a specialized public and in presentations of the European Migration Network and in MERCOSUR etc.
- Design and implementation of the survey on the use of information, which included a report on results obtained and recommendations.
- In addition, work began on preparing the 2017 SICREMI report:
  - Design and implementation of the strategy for incorporating more countries in the SICREMI project.
  - Design and implementation of the strategy for strengthening the SICREMI Correspondents Network. Individualized guidelines were prepared and specific requests for information formulated for 50% of participating countries.

## *Health*

In 2015, the OAS headed the Inter-American Working Group on Non-Communicable Diseases (NCDs), which comprises the OAS, PAHO, IDB, World Bank, ECLAC, and IICA. Technical inputs were prepared and the Section participated in several meetings of this Working Group, which resulted in the adoption of a Work Plan for the Group.

With a view to initiating inter-agency cooperation between the OAS and PAHO on implementing the 2030 Agenda and its Sustainable Development Goals (SDGs), a working group was established, which has been identifying joint OAS-PAHO actions under 16 of the 17 SDGs and for 49 associated targets.

To further develop this Group's work, a pilot map is being made containing analysis of each SDG and the targets identified for possible joint actions by the two agencies based on a "Social Determinants of Health and Equity" approach. This working paper attempts to align the SDGs with existing mandates and the value added that each institution can contribute to orient the work of the two institutions. This is an initial starting point to coordinate inter-agency and intersectoral actions from a multilateral point of view and to step up inter-agency cooperation aimed at supporting the efforts of the member states to implement the 2030 Agenda and its SDGs,

- **Relations with Civil Society Section**

In 2015, the Relations with Civil Society Section of the SARE processed and presented 41 applications by civil society organizations to be included in the OAS roster. Those organizations were from the following 15 member states: Argentina, Brazil, Canada, Colombia, Chile, Costa Rica, Ecuador, El Salvador, Guatemala, Haiti, Mexico, Panama, Paraguay, United States, and Uruguay. Applications were also received from the following three permanent observer countries: Belgium, France, and the United Kingdom. All of those civil society organizations pursue activities in areas that pertain to the four pillars of the OAS. The Permanent Council approved 39 of the 41 applications for registration in the OAS roster. In addition, one organization that had ceased to exist was removed from the roster.

In the course of the period covered by this report, the Section sent 132 communications to civil society organizations concerning OAS activities and opportunities to participate therein. For distribution purposes, this Section has a database with information on registered civil society organizations and 4,800 civil society representatives who participate or are interested in the activities of the OAS.

From January to December 2015, the Section facilitated the on-site and virtual participation of civil society organizations and other social actors in 22 OAS activities. The Section also organized a dialogue between civil society and the then-candidate for the position of OAS Secretary General, Luis Almagro.

In coordination with the Summits Secretariat, the Section Planned and implemented national consultations with civil society in eight countries, as well as virtual consultations at the hemispheric level in preparation for the Seventh Summit of the Americas. Furthermore, it

facilitated the participation of more than 1,000 social actors in the Forum and Dialogue with Heads of State held in Panama at the Seventh Summit.

Finally, by means of virtual consultations and an on-site working forum with civil society representatives, base lines were established for the expansion and improvement of spaces of interaction between civil society and the OAS.

## **2.9 SECRETARIAT FOR HEMISPHERIC AFFAIRS**

### Office of the Secretary for Hemispheric Affairs

The Secretariat for Hemispheric Affairs was established by Executive Order No. 08-01, rev.9, "Structure of the General Secretariat, " issued on December 11, 2015. The Secretariat for Hemispheric Affairs, James Lambert, joined the Organization on October 1, 2015 and began work on facilitating the School of Governance initiative and the incorporation of the departments comprising the Secretariat for Hemispheric Affairs.

The purpose of this new Secretariat is to promote initiatives undertaken by the Secretary General and ideas arising from the dialogue among member states regarding the implementation of intersectoral programs; to promote the strengthening of public institutions so as to render them more transparent, efficient, and participatory; to lend support to the member states at all stages of the Summits process and to promote broad participation by strategic partners in that process; and, through stepped up cultural and public diplomacy, to develop a robust, shared organizational narrative and strengthen the OAS "brand."

The SHA comprises its Executive Office, the Department of Effective Public Management, which used to be part of the Secretariat for Political Affairs, the Summits Secretariat (at the department level), which used to be part of the Office of the Secretary General, and a new Department of Strategic Initiatives and Public Diplomacy. This last-mentioned department incorporates three sections: the Columbus Memorial Library which used to be under the Office of the Assistant Secretary General; the Art Museum of the Americas, which was part of the Secretariat for External Relations; and the new Strategic Initiatives Section.

As part of its coordination function, this Secretariat has been advancing strategic initiatives proposed by the Secretary General. The Department for Effective Public Management is specifically responsible for developing the School of Governance initiative, pursuant to Executive Order No. 16-02.

### **2.9.1 - 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 2015, the SAS lent support to the Government of Panama as it began preparing for the Seventh Summit of the Americas. The Summits Secretariat provided technical support to the host country as it prepared for the negotiating sessions of the SIRG. Four regular meetings of the SIRG were held in preparation for the Seventh Summit, as well as two ministerial meetings (one in connection with the Seventh Summit and the other on the occasion of the forty-fifth regular session of the OAS General Assembly). Another regular meeting was held, with the participation of the JSWG, to follow-up on the Seventh Summit.

The Summits Secretariat strengthened ties between the JSWG and the process of preparing the next Summit, by facilitating exchanges between the Group and officials of the country hosting the Seventh Summit, especially by contributing substantially to the process of preparing the draft final document of the 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 Seventh and earlier Summits.

As regards activities with civil society and social actors, in the run up to the Seventh Summit of the Americas a policy dialogue was conducted in February, along with a series of national consultations in seven countries of the Hemisphere (Argentina, Brazil, Dominican Republic, El Salvador, Guyana, Haiti, Trinidad and Tobago, and the United States) in which 133 civil society representatives and other social actors participated.

Within the framework of the Seventh Summit of the Americas, the Hemispheric Forum with Civil Society and Social Actors was held in Panama City, with the participation of more than 918 representatives of 32 OAS member states. A Dialogue was also held between Government, Civil Society, and Social Actors, in which civil society representatives were able to present their recommendations to the governments present.

The Summits Secretariat held two online forums with civil society and social actors. The first forum took place in February in preparation for the Seventh Summit of the Americas. It elicited contributions from 31 civil society representatives and social actors from 13 OAS member states.

The second virtual forum was held in October, jointly with the Department of Public Security in preparation for the Fifth Meeting of Ministers Responsible for Public Security in the Americas (MISPA V). It was attended by 17 civil society representatives from 11 OAS member states.

The recommendations made during the national consultations and virtual forums were presented to the member states for their consideration in the SIRG in the first quarter of 2015.

In addition, with a view to achieving complete inclusion of participants in virtual forums, the Secretariat updated the virtual platform to include all four official languages of the OAS (English, Spanish, French and Portuguese).

## **2.9.2 DEPARTMENT OF STRATEGIC INITIATIVES AND PUBLIC DIPLOMACY**

### **Columbus Memorial Library**

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

#### **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 2015, the Library responded to 12,000 requests for reference and archive and record administration and services. The Current Awareness Political News Service created profiles for OAS staff and sent out 27,004 articles of interest electronically. In 2015, 4,279 materials were digitized as part of the Digitization Project, thus strengthening our Digital Library. These documents include OAS documents created before 1997 that are used to respond to information requests, as well as archive materials and historic photographs.

#### **Document Control Services**

The Columbus Memorial Library receives, classifies, and indexes all official documents of the OAS. In 2015, this section responded to 766 reference requests for OAS and Pan American Union documents, including those corresponding to the Organization's "Access to Information" policy. The Library lent assistance to the Department of Legal Services regarding the updating of that policy. It also made adjustments to a new web page called "Contact Us" in all four languages. It provided technical assistance in the use of 41 classification codes, 175 requests for an International Standard Book Number (ISBN), 108 requests for Cataloging in Publication (CIP) data for new OAS publications, and 11 requests relating to rights to use and reproduce OAS and Pan American Union. All in all, 336,829 are currently stored and the "General List of Official OAS Documents 2006" was completed.

#### **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. El website [www.wdl.org](http://www.wdl.org) offers unique cultural materials from libraries and archives around the world, including maps, rare books, films, photographs, architectural drawings, and other cultural materials. In 2015, 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 pared-down budget. In 2015, the Library received donations from individuals and from the Permanent Missions and Permanent Observer Missions, including Argentina, Brazil, Colombia, Costa Rica, Dominican Republic, Ecuador, Mexico, Peru, Spain, United States, and Venezuela.

## **Exhibits**

These include: General Assemblies through the Pillars of the OAS; rare books from Spain; and indigenous peoples of the Americas

## **SALALM**

The Seminar on the Acquisition of Latin American Library Materials (SALALM) held its 60th Anniversary in 2015.

## **Group of Friends of the Library**

The Group was established in 1994 and is composed of the ambassadors with the permanent missions and permanent observer missions. Its role is to help the Library carry out activities and generate enthusiasm for its programs. In 2015, the Group met for book donation ceremonies including "Spain: The Forgotten Alliance: Independence of the United States" and "Creativity: The Imperative for Leadership in an Unpredictable Changing World." The Group is chaired by Ambassador Hubert J. Charles, Permanent Representative of Dominica.

## **AMA | Art Museum of the Americas**

In 2015, the AMA, which was founded in 1976 by a resolution of the Permanent Council, continued promoting contemporary and avant-garde art in the Americas and linking it to the core values of the OAS. Despite cutbacks in its staff, the Museum continues to position itself as a space for artistic dialogue, particularly on such issues as human rights, democracy, development, and the environment. In addition to exhibits and other programs, in 2015, the AMA began a program of accreditation with the American Alliance of Museums and an application for funding for a publication on the permanent collection.

AMA's programming is possible thanks to partnerships with private and public-sector entities, as well as with other multilateral agencies, and an aggressive fund-raising program with the Friends of the AMA Foundation, including the very well attended Art After Dark 28 event in August.

In 2015, there were nine exhibits in the Museum and at the F Street gallery: Candela's Shells in collaboration with UNAM and the Mission of Mexico (January 15); Freedom of Expression: The Art Museum of the Americas and Cold War Politics with the University of Oklahoma (February 19); Fordlandia: the Lost City of Henry Ford in Brazil (March 11); Streams of Being –permanent collection of the AMA- with the University of Maryland (March 25); Waterweavers with the Bard Graduate Center in Nueva York and the Embassy and Mission of Colombia (June 24); Missing Children's Day Poster Contest with the U.S. Department of Justice (October 7); Jorge Tacla:

Identidades Ocultas (Hidden Identities) with the Embassy and Mission of Chile and the Cristin Tierney Gallery, New York (October 22); Streams of Being – AMA version (October 22); Jesús Jimenez: Agora & Activo Circulante with the Mission of Mexico (November 12).

The loaning of works from the Museum's collection makes the collection better known and generates revenue for conservation. In 2015, four works of art were loaned to the Bowdoin College Museum of Art in Maine; 54 to the Art Gallery of the University of Maryland, which resulted in contributions in the form of research into the collection, a catalogue, and the framing of 18 works of art, equivalent to a contribution of US\$13,500; one work by Joaquín Torres Garcia to the MoMA in New York; three pieces to the Cameron Museum (Wisconsin); and one piece to the Museum of Fine Art in San Diego.

The most important presentations and roundtables in 2015 concerned Dominican Art (January 29); the conference on the Freedom of Expression and the AMA Collection exhibit (February 19); and the launching of the new bilingual book on the poet Gabriela Mistral entitled "From Chile to the World" (De Chile al Mundo). The CineAméricas series continued, notably with the Dominican Republic series (November 19-21) and CineAméricas – Spain with the Bernardo de Gálvez en América documentary (December 3). In addition, AMA organized 13 family and schoolchildren's workshops and conducted 32 guided visits.

## **2.10 OFFICE OF THE STRATEGIC COUNSEL FOR ORGANIZATIONAL DEVELOPMENT AND MANAGEMENT FOR RESULTS**

The Mission of the Office of the Strategic Counsel for Organizational Development and Management for Results is to provide leadership and guidance in policy decision-making with respect to modernization, budget, planning, operational evaluation and follow-up, fundraising, communication, dialogue and relations with member states, international and hemispheric forums, agencies and institutions, as well as with observer countries, under the leadership of the Senior Advisor for Strategy and Organizational Development.

The Office of the Counsel comprises the Office of the Senior Advisor, who reports to the Secretary General, the Department of Planning and Evaluation, the Department of Press and Communication, and the Department of International Affairs. The work done by the Office of the Counsel derives from General Assembly mandates, including AG/RES. 1 (LE/15), AG/RES. 1 (XLV-E/13), AG/RES. 1 (XLIII-E/12), AG/RES. 1 (XLII-E/11), and other resolutions.

### **Office of the Senior Advisor**

In his first six months in the position, the Senior Advisor counseled the Office of the Secretary General and the policy-making bodies and served as the principal liaison between the Committee on Administrative and Budgetary Affairs (CAAP), its Working Groups, and the General Secretariat.

The Office continued coordinating with the different areas of the General Secretariat with respect to press and communication activities and with regard to the management and disbursement of



funds for approved projects. The Office also embarked on a series of actions designed to facilitate implementation of reforms aimed at improving the administrative and budgetary management strategy and operations of the General Secretariat.

### **2.10.1 DEPARTMENT OF PLANNING AND EVALUATION (DPE)**

In 2015, the DPE engaged in the following activities and processes:

1. It continued to serve as the Technical Secretariat of the Project Evaluation Committee (PEC) and its Working Group, which met 15 times.
2. Thirty-seven training sessions were run for staff and members of the missions on results-based management, project management, process mapping, and Balanced Scorecard.
3. Forty projects under way, financed by the Spanish Fund, the Canadian International Development Agency (CIDA), and the United States, were monitored and resulted in recommendations.
4. The Department continued to advise General Secretariat staff as well as officials of the member states in connection with the formulation of 55 new projects, the monitoring of 37 projects being implemented, and the evaluation of four completed projects or groups of projects.
5. It continued to provide advice to the different areas of the General Secretariat on mainstreaming a gender perspective in projects and programs.
6. It lent support to the expansion of the project management system (PMS).
7. Process mapping got under way in 10 departments.
8. The strategic planning process also began, with the preparation of diagnostic assessments, surveys, analyses, and consultations.
9. The Department lent support to the Ad Hoc Working Group on the Strategic Vision of the OAS with respect to the prioritization of mandates. To that end, a report was prepared with inputs from all areas of the General Secretariat on the overarching factors for the 81 mandates classified as "A".
10. The Department finalized the text of the 2016 Annual Operating Plan (AOP) of the 13 Secretariats and their 44 subprograms. It was published in the 2016 Program-budget.
11. It prepared quarterly reports compiling the GS/OAS program outcomes in January-September 2015.
12. It prepared estimates of the costs associated with the 2015 resolutions.
13. It lent support to the transition team with its review of the degrees of priority of GS/OAS operational targets for 2015, and came up with a new criterion for classifying them. It also assisted with the preparation of the 2016 contingency plan, which includes the 10% cut in material resources for 2016.
14. Technical assistance was provided to the CAAP, other political bodies and their working groups, on several matters relating to budget formulation and execution, including: changes in personnel and non-personnel costs in 2014-2015; analysis of the draft 2015-2016 program-budget; estimation of the costs associated with the resolutions submitted to the General Assembly in 2014; and mandate classification.
15. The proposed 2016-2017 budget was presented and published. It includes a proposed results-based budget by pillar and sub-pillar.

16. A report on program outcomes by chapter was prepared, along with a follow-up analysis on the Annual Operating Plan of the prior fiscal year.

It is worth pointing out that the highly technical work done by the DPE regarding initiatives (programs and projects) approved by the General Secretariat requires developing specific methodologies that are, where applicable, coordinated, discussed, and shared with the cooperation agencies of the donor countries. At the same time, several consultations and working meetings have been conducted with institutions in the inter-American system, such as the Inter-American Development Bank, on such matters as knowledge management and competency-based management, with a view to sharing experiences and best practices in these areas.

### **2.10.2 DEPARTMENT OF PRESS AND COMMUNICATION (DPC)**

In 2015 and with the support of the Secretary General's Strategic Communication Advisor Sergio Jellinek, the DPC developed the Organization's first-ever Communications Strategy. This initiative formed part of a broader re-engineering of the OAS and of the efforts under way to adopt and implement a results-based strategy. The exercise established a strategy in line with the Strategic Vision of the OAS and altered the traditional parameters of communication by establishing a series of impact indicators for measuring transformational effects on key audiences and OAS clients, along with performance indicators to measure delivery of communication products and services.

The strategy lays the foundations for OAS institutional communication practices, taking into consideration the agreements adopted by the member states regarding what the Organization should be, its purpose, and how it wants to be perceived by the target audience. These agreements include the Strategic Plan for Management Modernization at the Organization of American States and the Strategic Vision for the OAS. The Strategy establishes that the purpose of the Department of Press and Communication is to ensure "that the OAS is perceived by key (internal and external) actors as a facilitator of solutions in issues relating to democracy, governance, and access to rights."

Once the Strategy was finalized and disseminated in November, the DPC devoted itself to implementing it. The most tangible results will be seen in 2016, but even before the end of 2015:

- A start had been made on broadening and updating the Organization's institutional image, with a first adjustment to the OAS logo, which now has a horizontal and vertical tagline reading "More rights for more people."
- Transmission of multimedia success stories started, combining reporting with videos made in-house and photographs.
- Key corporate communication items were implemented, such as specific communication plans for events (10), key message documents for spokespersons (15) and prior review of speeches and talking points (32).

- A start was made on rationalizing in-house communication, by analyzing existing arrangements and developing new tools.
- Work began, also, on updating the web page (in conjunction with the Department of Information and Technology Services -DOITS).

Furthermore, in 2015, the DPC

- increased the number of people following the OAS on Twitter (@OEA\_oficial) to 359,000 (an increase of 98,000 --49% -- over the previous year. On the English-language account, the number of followers tripled to 18,000.
- The DPC managed to increase the “Klout Score” (an indicator of significance/relevance/influence among Twitter followers) of the @OEA\_Oficial account to 71 (among the most influential 5%) and of the @OEA\_Oficial account to 63 (among the most influential 5%).
- Twitter “impressions” in Spanish reached more than 6 million users (up 52 percent), with more than 9,000 “likes” (up 134%). In English, impressions totaled nearly 1.7 million (up 168%), with more than 2,200 “likes” (up 290%).
- The DPC increased its official web page Facebook followers by 32,000 (45%), bringing the total to 120,000. The English website won more than 9,000 new followers (up 31%), bringing the total to more than 30,000.
- Impressions of Facebook posts in Spanish increased to more than 18 million (up 132%). For posts in English, the figure was close to 490,000 (up 35%).
- The DPC acquired 632 new e-mail subscribers, bringing the total to 2,600 (up 32 percent).
- 3,835,166 individuals visited the web page (6.24 percent more than in 2014).
- In 2015, the DPC received more than 6 million sessions (a set of interactions within a given time). 10.07% more than in 2014.
- There were more than 14 million searches of the 54,255 pages indexed by Google: 9% more than in the previous year.
- The Department produced and disseminated more than 1,013 written communications (press releases, news photos, press alerts, and reports)
- It produced and disseminated 156 “news videos” (short ready-to-see videos in English and Spanish and edited professional ready-to-see videos).
- It produced and disseminated 7 reporting/feature videos.
- It produced and disseminated 92 video “soundbites” for use in social networks and the Web.
- It went from 9,791 total reproductions in 2014 to 56,989 in 2015, an increase of 482 percent.
- It produced and distributed 119 B-Roll format videos.
- It disseminated complete audio and video records of the 55 meetings of the Permanent Council; 119 meetings of the IACHR (55 since the DPC took over Webcasts), 7 meetings of CIDI, the General Assembly sessions and other activities of the principal organs of the General Secretariat.
- The DPC produced and disseminated Webcasts of 185 events in 2015, 54 since the DPC took over responsibility for them.
- It produced and published 7,041 photographs, distributed across 401 galleries.

- There were 1,172 movements on the OAS website landing page, 300 more than in 2014 (a 34% increase).
- One hundred and five editions were broadcast of OAS Today, a daily mini radio program for the Caribbean.
- It reviewed, coordinated with departments, and obtained final approval for the publication and/or printing of 22 electronic bulletins and/or announcements; 15 banners for social networks, online and/or printed; and 12 hard copy publications (books, leaflets, triptychs, and so on).
- As of November 2015, the DPC also published the new monthly “OAS Agenda” newsletter, announcing OAS activities scheduled for the following month, in Spanish and English.

### **2.10.3 THE DEPARTMENT OF INTERNATIONAL AFFAIRS (DIA)**

#### **Permanent Observers**

Through implementation of the Strategic Plan for External Fundraising and Strategic Partnerships with Permanent Observers 2015, the DIA helped Secretariats, Specialized Organizations, and the inter-American human rights system raise approximately US\$16.9 million, along with cash and in-kind contributions for OAS programs.

With a view to advancing political dialogue and technical cooperation with Observer Countries, the DIA facilitated contacts between the Secretary General, the Assistant Secretary General and the OAS Secretariats and high-ranking officials in 36 Permanent observer governments, including meetings with Heads of State, Ministers, and Heads of Cooperation Agencies. The DIA also promoted regular exchanges between the Permanent Observer Missions and the General Secretariat with a view to increasing promotion and understanding of the priority programs of the OAS, including its current situation, financial needs, and future plans.

#### **Civil Society**

In 2015, the Relations with Civil Society Section of the SARE processed and presented 41 applications by civil society organizations to be included in the OAS roster. Those organizations were from the following 15 member states: Argentina, Brazil, Canada, Colombia, Chile, Costa Rica, Ecuador, El Salvador, Guatemala, Haiti, Mexico, Panama, Paraguay, United States, and Uruguay. Applications were also received from the following three permanent observer countries: Belgium, France, and the United Kingdom. All of those civil society organizations pursue activities in areas that pertain to the four pillars of the OAS. The Permanent Council approved 39 of the 41 applications for registration in the OAS roster. In addition, one organization that had ceased to exist was removed from the roster.

In the course of the period covered by this report, the Section sent 132 communications to civil society organizations concerning OAS activities and opportunities to participate therein. For

distribution purposes, the Department has a database with the names of registered civil society organizations and 4,800 civil society representatives who participate or are interested in the activities of the OAS. Those organizations regularly receive invitations to events, announcements, newsletters, and other information on the Organization's programs, the status of negotiations on different resolutions or declarations in the Permanent Council and its committees, and other decisions adopted by OAS political bodies. The Section has also set up two twitter accounts to facilitate the transmission of information to civil society organizations: @OEA\_SocCivil and @OAS\_CivilSoc

From January to December 2015, the Section facilitated the on-site and virtual participation of civil society organizations and other social actors in 22 OAS activities, including the Fourth Meeting of the Conference of States Parties to the Follow-up Mechanism for the Implementation of the Inter-American Convention against Corruption (MESICIC); the Virtual Forum in preparation for the Fifth Meeting of Ministers Responsible for Public Security in the Americas (MISPA V) as well as MISPA V itself; the Fifth Meeting of the Committee for the Elimination of All Forms of Discrimination against Persons with Disabilities (CEDDIS); the Seventh Inter-American Meeting of Ministers of Education; the forty-ninth special session and forty-fifth regular session of the OAS General Assembly; the fifty-seventh and fifty-eighth regular sessions of the Inter-American Drug Abuse Control Commission (CICAD); the Tenth Meeting of Ministers of Justice or Other Ministers or Attorneys General of the Americas (REMJA X); and the XXIII Inter-American Congress of Ministers and High-Level Authorities of Tourism. It also organized virtual consultations addressing civil society and sent invitations to 25 meetings of the Permanent Council and its committees.

The Section also organized a dialogue between civil society and the then-candidate for the position of OAS Secretary General, Luis Almagro.

In coordination with the Summits Secretariat, the Section Planned and implemented national consultations with civil society in eight countries, as well as virtual consultations at the hemispheric level in preparation for the Seventh Summit of the Americas. Furthermore, it facilitated the participation of more than 1,000 social actors in the Forum and Dialogue with Heads of State held in Panama at the Seventh Summit.

Finally, by means of virtual consultations and an on-site working forum with civil society representatives, base lines were established for the expansion and improvement of spaces of interaction between civil society and the OAS.

### **OAS Promotion Activities**

The Department of International Affairs continued its promotion activities and offered 81 guided tours and briefings to a total of 2,762 visitors of different kinds, including diplomats, military personnel, members of civil society organizations, students, and the general public. Of those guided tours, three were given as a courtesy to personnel and members of OAS permanent observer missions.

The DIA organized three OAS Policy Roundtables in coordination with technical areas of the OAS on the following topics: "Regional Agenda for Economic, Social and Cultural Rights: A Look into

the Future”; “Innovating for Democracy: Citizen Participation in the Digital Age”; and “Oceans and Climate Change.”

The DIA organized two Lectures of the Americas: one was attended by António Guterres, United Nations High Commissioner for Refugees (UNHCR), and entitled “From the Cartagena Declaration to the Brazil Plan of Action: The New Frontiers of Protection in the Americas”; at the other the then-Secretary General José Miguel Insulza, launched the book “Democratic Governance: OAS 2005-2015.”

### **International Organizations**

The OAS participated in the XV Annual Conference of the International Observatory on Participatory Democracy, the High-Level Meeting of the Inter-Regional Dialogue on Democracy, and the Conference on Strengthening Peace and Security Cooperation towards Democracy and Development.

Contacts were established with the Ibero-American General Secretariat, several United Nations agencies, the Commonwealth of Nations, the Latin American Development Bank (CAF), and other organizations that took part in the forty-fifth regular session of the OAS General Assembly. Secretary General Almagro attended the United Nations General Assembly.

## **3. AUTONOMOUS AND DECENTRALIZED ENTITIES AND ORGANS**

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

The Inter-American Court of Human Rights is an autonomous judicial institution whose purpose is the application and interpretation of the American Convention on Human Rights. Based in San José, Costa Rica, it is made up of seven judges who are nationals of member states of the Organization of American States.

In 2015, its composition was as follows: Humberto Antonio Sierra Porto (Colombia), President; Roberto de Figueiredo Caldas (Brazil), Vice Presidente; 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).<sup>5</sup> The judges are assisted in their functions by the Court Secretariat. The Secretary of the Court is Pablo Saavedra Alessandri (Chile)<sup>6</sup> and the Deputy Secretary, Emilia Segares Rodríguez (Costa Rica). Judges Manuel E. Ventura Robles (Costa Rica), Diego García-Sayán (Peru), and Alberto Pérez Pérez (Uruguay) concluded their terms of office on December 31, 2015. At the forty-fifth regular session of the OAS General Assembly held in Washington, D.C., in June 2015, Judge Eduardo Vio Grossi (Chile) was reelected and three new judges were elected. The newly elected judges are Elizabeth Odio Benito (Costa Rica), Eugenio

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5. The Court elected its officers for the 2015-2016 term at its 112th regular session, held in San José, Costa Rica.

6. At its 101st regular session, held in San José, Costa Rica, the Court reelected Pablo Saavedra Alessandri as Secretary for the 2014-2018 term.

Raúl Zaffaroni (Argentina), and Patricio Pazmiño Freire (Ecuador). Their terms of office will begin on January 1, 2016, and end on December 31, 2021.

- **Principal Activities and Achievements in 2015**

In addition to six regular sessions at its seat in San José, Costa Rica, the Court held two special sessions: one in Cartagena de Indias, Colombia, and the other in Tegucigalpa, Honduras. It held 13 public hearings on contentious cases as well as 3 evidentiary hearings during proceedings on contentious cases. It held eight public hearings and one evidentiary hearing during proceedings for monitoring compliance with judgments. It also held a public hearing on an advisory opinion.

The Court issued 18 judgments: 16 on preliminary objections and merits in contentious cases and 2 interpretations of its judgments. The Court issued 36 orders on compliance with its judgments. The Court issued 22 orders reiterating or extending provisional measures; it ordered five measures to be completely lifted, and dismissed five applications for provisional measures. Finally, the Inter-American Commission submitted 14 new cases to the Inter-American Court. As at end-2015, the Court had 25 contentious cases pending settlement on its docket.

- **Relations and cooperation with other inter-American and international agencies**

In 2015, the Court was in close communication with the OAS General Secretariat. On September 7, 2015, the Inter-American Court and Commission met with the OAS Secretary General, Luis Almagro, in order to discuss the impact and importance of the inter-American human rights system in the region and the budgetary challenges facing the Commission and the Court.

The Court also continued to forge ever-closer institutional ties with the Inter-American Commission by holding joint meetings with it. On February 9 and September 7, 2015, such activities were held in Brasilia and Mexico City, respectively. They discussed the importance of making joint efforts with respect to financing and as regards strengthening their relationship with the OAS General Secretariat while retaining their autonomy and independence.

The Court also has institutional relations with the European Court of Human Rights (ECHR). In 2015 the Inter-American Court and the ECHR organized a three-month exchange of lawyers as a joint learning exercise. The Inter-American Court also has relations with the African Court on Human and Peoples' Rights. On November 4, 2015, a delegation from the Inter-American Court visited the seat of the African Court in Arusha, Tanzania, to share experience, technical knowledge, and jurisprudence. 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 judicial dialogue aimed at ensuring more-extensive and comprehensive protection of human rights in the Americas.

## 3.2 INTER-AMERICAN COMMISSION ON HUMAN RIGHTS

### Origin, Legal Bases, Structure, Purposes, and Mandates

Established in 1959, the Inter-American Commission on Human Rights (IACHR) is an autonomous organ of the Organization of American States that has its headquarters in Washington, D.C. Its mandate—to promote and protect human rights—is prescribed in the OAS Charter, the American Convention on Human Rights (American Convention), and its Statute.

The IACHR consists of seven members who carry out their functions independently, without representing any particular country. Its members are elected by the OAS General Assembly for a four-year term.<sup>7</sup> The Inter-American Commission meets at regular and special periods of sessions and performs its functions on a year-around basis. The Executive Secretariat performs the tasks assigned to it by the IACHR and provides the Commission with legal and administrative support.

The IACHR is competent to examine and pronounce on specific cases concerning human rights violations. Through the system of individual cases and petitions, if it establishes that there has been a violation, the Commission investigates the situation and may offer recommendations to the State responsible in order to restore the enjoyment of human rights to the extent possible, prevent a recurrence of the acts that occurred, investigate them, and provide reparation.

The IACHR considers and periodically adopts measures designed to make its work more efficient. To that end, in 2015 it adopted a structure consisting of five departments under the leadership of the Executive Secretary and Assistant Executive Secretary: (1) Department of Cases and Petitions; (2) Department of Thematic Monitoring; (3) Department of Geographic Monitoring; (4) Department of Promotion and Public Policy; and (5) Department of Institutional Development and Administrative Affairs.

### 1. Principal Activities and Achievements in 2015

#### Activities

**Regular Sessions and Meetings:** In January the IACHR held a working meeting at its headquarters in Washington, D.C. Subsequently, it held regular sessions in March, June, and October, and adopted 76 reports on individual cases and petitions. At those sessions, the Commission decided to publish 5 reports on merits and to archive 108 petitions and cases. It held 110 hearings and 65 working meetings. The IACHR also held 154 parallel meetings with users of the inter-American system and other stakeholders. In addition, it renewed the mandate of the Interdisciplinary Group of Independent Experts (GIEI) until April 30, 2016, in order to continue learning about and investigating the disappearance of 43 students in Iguala, Mexico.

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7. In 2015, the composition of the IACHR was as follows: Rose-Marie Belle Antoine (Saint Lucia, Trinidad and Tobago), James Cavallaro (United States), José de Jesús Orozco Henríquez (Mexico), Felipe González (Chile), Rosa María Carolina Ortiz (Paraguay), Tracy Robinson (Jamaica), and Paulo Vannuchi (Brazil). Four new commissioners were elected in June 2015: Francisco Eguiguren (Peru), Enrique Gil (Colombia), Margarett Macaulay (Jamaica) and Esmeralda Arosemena (Panama), who in 2016 replaced Rose- Marie Belle Antoine, Felipe González, Rosa María Ortiz, and Tracy Robinson.



**Observation and Working Visits:** The IACHR made an on-site visit to Mexico.<sup>8</sup> The Commission's thematic rapporteurs also made a number of on-site visits: the Rapporteur on the Rights of the Child made visits to the United States, Brazil, and Argentina; the Rapporteur on the Rights of Persons Deprived of Liberty visited prisons in Panama and Mexico; the Rapporteur on the Rights of Migrant Workers and Their Families visited the border between Colombia and Venezuela; and the Rapporteur on Rights of Afro-Descendants and against Racial Discrimination visited Colombia and the United States. The Unit on Economic, Social and Cultural Rights visited Bolivia and Paraguay. The rapporteurs for Argentina, Colombia, and Mexico also visited their respective countries.

**Activities of the IACHR in relation to the individual cases system and precautionary measures**

- Examination of petitions: In 2015, the Commission received 2,164 petitions and reviewed 6,500 from 2014 and previous years, an unprecedented figure.
- Admissibility and merits stages: The Commission adopted reports declaring 42 petitions admissible and 2 inadmissible; it also adopted 21 reports on merits, archived 108 petitions, and published 5 reports.
- Friendly settlements and follow-up: Seven friendly settlement agreements were signed in cases in Colombia, Argentina, Panama, and Mexico; the Commission adopted 5 reports on such agreements and facilitated 52 working meetings between parties; a training workshop was held for IACHR staff, as were a national seminar and a workshop for public officials in Colombia; and a practical guide was published for users of the system.
- Litigation before the Inter-American Court of Human Rights: The IACHR submitted 14 cases to the Court for adjudication (against Bolivia, Peru, Ecuador, Brazil, Venezuela, Guatemala, Nicaragua, and Colombia) and took part in 16 sessions at which there were 16 public hearings and 7 private ones.
- Precautionary measures: The Commission received and duly evaluated 686 applications for precautionary measures, granting 45 of them.

**Thematic reports:** The IACHR adopted nine thematic reports:

- Legal Standards related to Gender Equality and Women's Rights in the Inter-American Human Rights System: Development and Application Updates from 2011 to 2014
- Access to Information, Violence against Women, and the Administration of Justice in the Americas
- Towards the Closure of Guantanamo
- Human Rights Situation of Refugee and Migrant Families and Unaccompanied Children in the United States of America
- Violence, Children and Organized Crime
- Criminalization of the Work of Human Rights Defenders
- Violence against LGBTI Persons in the Americas

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8. IACHR, Press release No. 112/2015, "IACHR Wraps up On-site Visit to Mexico," October 2, 2015. [http://www.oas.org/en/iachr/media\\_center/PReleases/2015/112.asp](http://www.oas.org/en/iachr/media_center/PReleases/2015/112.asp)

- Indigenous Peoples, Afro-Descendent Communities, and Natural Resources: Human Rights Protection in the Context of Extraction, Exploitation, and Development Activities
- Human rights in the context of human mobility: Standards of the inter-American human rights system

**Country reports:** The IACHR adopted four country reports:

- Report on the Situation of Human Rights in the Dominican Republic
- Report on the Situation of Human Rights in Honduras
- Report on the Situation of Human Rights in Guatemala: Diversity, inequality and exclusion
- Report on the Situation of Human Rights in Mexico

**Promotion of human rights:** Working with universities, groups, institutions, government officials, and organizations, the IACHR organized and participated in 128 promotion activities in Belgium, Bolivia, Brazil, Chile, Colombia, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Puerto Rico, Sweden, United Kingdom, United States, and Uruguay.

**Activities of the IACHR connection with OAS political bodies:** The IACHR continuously attended the meetings of member states in the political bodies of the OAS to promote basic human rights standards in resolutions, declarations, treaties, and other inter-American instruments. The then-president of the IACHR took part in the forty-fifth regular session of the OAS General Assembly.

### **Achievements in 2015**

The following achievements are worth noting in particular:

- Implementation of precautionary measures to safeguard the lives and well-being of human rights defenders, indigenous leaders, and trade unionists
- The progress in the technical assistance provided by the GIEI under precautionary measures granted by the Commission, in relation to the 43 students who disappeared in Ayotzinapa, Mexico.
- Implementation of measures that have made a 65% reduction in the procedural backlog at the initial review stage of petitions, as well as expediting decisions at other procedural stages.
- Progress in the definition and broadening of standards on new areas of work for the inter-American system, such as slave labor, nonconsensual sterilization, and international child adoption. The IACHR also took part in the litigation of cases before the Inter-American Court of Human Rights in which jurisprudence was introduced on issues such as people living with HIV, violence against women, and respect for the independence of the judiciary.

- Progress in compliance with the recommendations of the IACHR and friendly settlement agreements. Of the 197 cases followed up in the Annual Report of the IACHR, 45 have been implemented in full by the states concerned and 127 have been partially implemented. Notable in this regard are the organization by states of acts of acknowledgment of responsibility, public apologies, and other acts dignifying victims, and the adoption of other reparation measures, including provision of medical and psychological care, reopening investigations, and payment of financial compensation.
- Launch of the Individual Petition System Portal where parties may submit communications, examine documents issued by the Commission, and consult the status of their petitions and cases.
- The holding of and/or participation in 128 human rights promotion activities in the region in coordination with governmental entities, universities, and civil society organizations in 19 countries.
- Social media campaigns on human rights situations in the region, which reached approximately 60 million people. On Facebook, the campaigns reached 35.4 million people. The campaigns on Twitter reached 25.3 million.

## **2. Activities with regional and universal human rights bodies**

In an important display of synergy with the United Nations, the IACHR received six visits by rapporteurs, experts, and working groups with the aim of forging closer cooperation ties, sharing experience, and planning activities. The subjects of the visits included human rights and the environment; right to peaceful assembly and freedom of association; summary and extrajudicial executions; human rights defenders; promotion and protection of the right to freedom of opinion and expression; and the right to the enjoyment of physical and mental health.

In addition, the IACHR and the United Nations mechanisms issued six joint press releases on topics related to children, freedom of expression, violence against women, arbitrary detention, and forced or involuntary disappearance.

Finally, the IACHR was involved in three joint activities with the African Commission on Human and Peoples' Rights: the visit of the African Commission's Working Group on Indigenous Populations/Communities in Africa; the visit of the African Commission's Secretary and her staff; and the thematic dialogue between the African, Inter-American and United Nations systems in Banjul, Gambia. It also received its first visit by members of the Arab Commission for Human Rights.

### 3.3 ADMINISTRATIVE TRIBUNAL

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

On June 16, 2015, the OAS General Assembly appointed Wilson Vallejo Bazante (Ecuador) as a new member of the Tribunal for the 2016–2021 term, filling the vacancy left by Judge Alma Montenegro de Fletcher whose term of office had expired. Moreover, on December 1, 2015, the Permanent Council of the Organization appointed Judge Michel Bastarache (Canada) to serve out the term of office of Judge Suzie D’Auvergne (Saint Lucia) for the 2015–2020 term.

The Administrative Tribunal held two sessions in 2015:

- *Sixty-fourth regular session* (May 20 to 22): This session saw the final consideration of Complaint 302, a preliminary review of Complaint 303, and discussions on a variety of matters concerning the workings of the Administrative Tribunal.
- *Sixty-fifth regular session* (November 9 and 10): This session was convened for the hearings and oral proceedings on Complaint 303 and deliberations on the case; consideration of administrative matters; and meetings with officers of the OAS General Secretariat, including the Ombudsperson.

In 2015 two complaints were heard:

- *Complaint 302*: Lodged on October 24, 2014, and decided by Judgment 163 of August 12, 2015. The subject of the complaint was the level of classification of the complainant’s post.
- *Complaint 303*: Lodged on Tuesday, March 24, 2015, and decided by Judgment 164 of Tuesday, December 29, 2015. The subject of the dispute was the decision of the OAS Retirement and Pension Committee to deny the survivor’s pension sought by the complainant as surviving spouse of a member of staff of the Inter-American Institute for Cooperation on Agriculture (IICA) who died in 1979.

The Administrative Tribunal also strengthened its cooperation ties with other entities. To that end, in March 2015 it took part in the international colloquy organized by the Council of Europe entitled “*Common focus and autonomy of international administrative Tribunals,*” which was attended by judges and registrars from other administrative tribunals. Speaking as a panelist at the event, Judge Magali Rojas gave a presentation on *ratione personae* competence of the OAS Administrative Tribunal and party anonymity in the context of a complaint.

### 3.4 INTER-AMERICAN CHILDREN'S INSTITUTE

#### Key developments in the period

**Change of Director General** – Víctor Giorgi became Director General on April 17, 2015 (2015–2019 term)

**Preparation of the 2015 – 2019 Plan of Action**, which included a consultation and priority-setting process with all the states, the inclusion of the opinions of child and adolescent members of the consult staff councils, and exchanges with civil society.

**90th Regular Meeting of the Directing Council of the IIN** in Antigua, Guatemala, in November 2015, which was attended by 22 member states and adopted the Plan of Action.

#### Activities in priority areas (2011–2015 Plan of Action)

Early Childhood: Technical assistance to the Early Childhood Plan in Paraguay. Municipality of Córdoba (Argentina) Virtual training course for technical staff and decision makers.

Violence against Children: Draft model text for legislative reform on the elimination of all forms of violence against children and adolescents, including corporal punishment.

Inter-American Cooperation Program for the Prevention and Eradication of the Sexual Exploitation, Smuggling of and Trafficking in Children: Production and dissemination of quarterly thematic bulletins Semi-on-site training course on child commercial sexual exploitation with the participation of seven states (Chile, Ecuador, El Salvador, Guatemala, Panama, Peru, and Uruguay). Working agreements with ECPAT, Regional Action Group of the Americas (GARA), and Global Movement for Children (GMC)

Juvenile Criminal Justice: Training workshop “Approaches to building and strengthening community-based support networks at the service of the juvenile criminal justice system,” organized by the Secretariat for Social Welfare of the Office of the President of Guatemala.

Right to Participation: Activities and follow-up to the Pan American Participation Forum, and consultations for drafting the 2015–2019 Plan of Action. Participation in the Children’s Encounter in Asunción, Paraguay as part of the President’s Accountability. Train-the-trainers agreement with the National Secretariat for Children and Adolescents, Paraguay. Annual training course for participation promoters

Human Resources Training: In 2015, training was provided to 403 from 19 states on the following: Update on Rights; Early Childhood; Right to Participation; International Child Adoption; Juvenile Criminal Justice Systems; and Disaster Risk Management.

### 3.5 INTER-AMERICAN COMMISSION OF WOMEN

Pursuant to mandates from the General Assembly,<sup>9</sup> the Executive Committee of the Inter-American Commission of Women (CIM) adopted the *2011-2016 Strategic Plan of the CIM*, which aims to strengthen the Commission's two key roles: (i) hemispheric political forum for women's rights and gender equality; and (ii) technical advisory body for mainstreaming a gender-a quality approach in the work of the OAS.<sup>10</sup> In 2015, it implemented the Strategic Plan with the following outcomes:

- **Promoting gender equality and eliminating discrimination**

In the framework of the Seventh Summit of the Americas held in Panama, the CIM and UN Women held a parallel event on April 9 to take stock of progress and pending challenges in accelerating full exercise by women in the region of their economic rights, with an emphasis on joint responsibility for and redistribution of care-giving.

The Third Consultation of Parliamentarians of the Americas was held in Mexico on September 10, 2015, in collaboration with the Network of Women Parliamentarians of the Parliamentary Confederation of the Americas (COPA). The Consultation addressed two key issues for women in politics: (i) political violence and harassment against women and (ii) reconciliation of personal life with parliamentary life.

The sixth edition of the on-line course "A Rights and Gender Equality Perspective in Policies, Programs, and Projects" was completed. Working with *Comunicar Igualdad*, the CIM began co-sponsoring a Higher Diploma Course in Communication and Gender. Thus far, two cohorts have completed the course. In September, the CIM launched the higher diploma course in "Justice, Gender and Violence" in partnership with the Latin American Council of Social Sciences (CLACSO).

The CIM and the Inter-American Social Protection Network (IASPN) conducted participatory diagnostic assessments on gender at Paraguay's and Uruguay's ministries of social development based on a procedure developed by the CIM and the OAS Department of Social Inclusion.

Following up on work done since 2013 on the issue of women, drugs, and incarceration, the CIM partnered with the Washington Office on Latin America (WOLA), International Drug Policy Consortium (IDPC), and DeJusticia to publish "*Women, Drug Policies and Imprisonment: A Guide to Policy Reform in Latin America and the Caribbean.*"<sup>11</sup>

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9 AG/RES. 1451 (XXVII-O/97), AG/RES. 1592 (XXVIII-O/98), AG/RES. 1625 (XXIX-O/99), AG/RES. 1777 (XXXI-O/01), AG/RES. 1941 (XXXIII-O/03), AG/RES. 2021 (XXXIV-O/04), AG/RES. 2124 (XXXV-O/05), AG/RES. 2161 (XXXVI-O/06), AG/RES. 2323 (XXXVIII/O/07), AG/RES. 2441 (XXXIX-O/09), AG/RES. 2560 (XL-O/10), AG/RES. 2685 (XLI-O/11), AG/RES. 2710 (XLII-O/12), AG/RES. 2770 (XLIII-O/13), and AG/RES. 2831 (XLIV-O/14)

10 For more information on progress in mainstreaming a rights-based and gender-equal approach in the OAS General Secretariat, see the "Report on the implementation of the Inter-American Program on the Promotion of the Human Rights of Women and Gender Equity and Equality (IAP)" [resolution AG/RES. 2831 (XLIV-O/14)], document CIM/doc.132/16.

11 Available at: <http://www.oas.org/en/cim/Docs/WomenDrugsIncarceration-EN.pdf>

- **Prevention and punishment of violence against women**

It also published the “Second Follow-up Report on the Recommendations of the Committee of Experts of the MESECVI,”<sup>12</sup> based on the *System of Indicators for the implementation of the Belém do Pará Convention*.<sup>13</sup> The CIM also drafted and published the “Guide to the Application of the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women” for use in a series of 9 workshops that brought together 20 countries.<sup>14</sup> The <http://www.BelemdoPara.org> platform was launched, which contains interactive reports on the Convention’s implementation, as well as a database of best practices in eradicating violence against women. Based on the interactive reports, a series of posters was designed on the status of implementation of the Convention of Belém do Pará,<sup>15</sup> as was a series of infographics on topics such as femicide, marital rape, and trafficking in persons.<sup>16</sup>

The following meetings were held in 2015: 12th Meeting of the Committee of Experts of the MESECVI (Lima, Peru, October 13 and 14), Sixth Conference of States Parties to the Convention of Belem do Para (Lima, Peru, October 15 and 16), and II Hemispheric Seminar on Good Practices in Gender Justice (Medellín, Colombia, November 4 to 7).

The Conference of States Parties adopted the Declaration on Political Violence and Harassment against Women, which was the result of a preparatory research and awareness-raising initiative that began in February 2015 with a meeting of experts and a public event on political violence and harassment against women.

To maximize the impact of its work at the regional, subregional, and national level, the CIM has forged strategic partnerships and signed cooperation agreements with a variety of governmental and international organizations, intergovernmental mechanisms, civil society organizations and networks, academic institutions, think tanks, supreme courts, and other justice-related bodies.

### **3.6 INTER-AMERICAN TELECOMMUNICATION COMMISSION (CITEL)**

In 2015 there were six meetings of the committees and three workshop seminars. Of the latter, especially noteworthy were: “Emergency Communications Workshop: From Preparedness to. Regional Action” and “Methodologies for Measuring the Telecommunication Service User Satisfaction Indicator.” 2015 was a year of arduous work for the committees, with a number of challenging issues, including:

Coordination of the regional position at the World Radiocommunication Conference (WRC) and the Radiocommunication Assembly (RA) of the International Telecommunication Union (ITU) at which 231 inter-American proposals and one multi-country proposal were presented together with their supporting rationale. The six world

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12 Available at: <http://www.oas.org/es/mesecvi/docs/MESECVI-SegundoInformeSeguimiento-ES.pdf>

13 Available at: <http://www.oas.org/es/mesecvi/indicadores.asp>

14 Available at: [http://www.oas.org/es/mesecvi/docs/Guia\\_Indicadores\\_BDP\\_ESP.pdf](http://www.oas.org/es/mesecvi/docs/Guia_Indicadores_BDP_ESP.pdf)

15 Available at: <http://belemdopara.org/portal/?anio=2014>

16 Available at: <http://www.oas.org/es/mesecvi/docs/DeclaracionViolenciaPolitica-ES.pdf>

regions coordinate their activities in order to allow the work at these conferences to proceed more efficiently. The Americas region is represented by the OAS through CITEL. Preparations also began for the World Telecommunication Standardization Assembly (WTSA) which will be held in 2016, the purpose of which is to examine the methods, work program, and structure of the Study Groups of the ITU Telecommunication Standardization Sector.

- There has been considerable progress in terms of analysis, discussions, studies and recommendations on telecommunications/ICT policies and regulations aimed at assisting the region’s countries in establishing forward-looking regulatory frameworks that stimulate infrastructure development, innovation, and deployment of new high-quality services. In particular, attention should be drawn to the following topics considered in 2015: characteristics and conditions for the provision of international roaming; strategy against mobile device theft; computer incident response teams (CIRTs); recommendation on technological neutrality; legal framework for passive infrastructure vendors; technical quality control; study on the regulatory framework on consumers of telecommunications services in Latin America; initiation of studies on personal data protection, regulatory framework on machine-to-machine communications, and provisions to prevent the illegal use of receiver devices for subscription satellite television.
- With respect to work on technical subjects, we should underscore the adoption of the ITU-T Recommendation G.9701 “Fast access to subscriber terminals (G.fast) - Physical layer specification” and H.265 “High efficiency video coding;” a recommendation on guidelines for establishing spectrum use agreements in coordination areas; and technical recommendations for the compatibility of the UHF digital terrestrial television (DTT) broadcasting service below 698 MHz with systems of the land mobile service in the 698 MHz - 806 MHz band.
- In 2015, CITEL offered 97 scholarships for candidates from 19 countries in the region to attend 10 distance-learning courses and 4 on-site courses through its 22 regional training centers.

In 2015 CITEL was able to consolidate its position as a telecommunications leader in the region and to continue its strategy of close collaboration with national administrations, influential decision-making agencies, and top industry executives. In 2016, CITEL expects to continue to carry out its work plan, which includes issues of enormous crosscutting importance in the OAS.

### **3.7 OFFICE OF THE INSPECTOR GENERAL (OIG)**

#### **Audits**

In the course of 2015, the OIG conducted six audits that covered operations and activities at headquarters and at offices in member states. In conducting its audits, the OIG focused primarily



on operations with a high degree of risk and those that could help to improve efficiency, effectiveness, and use of resources in the General Secretariat.

The operational audits carried out at headquarters and at offices in member states centered on an analysis and evaluation of the General Secretariat's fixed assets system, the Inter-American Committee against Terrorism (CICTE), the Disaster Recovery and Business Continuity Plan, the offices of the General Secretariat in Trinidad and Tobago and Venezuela, and the performance contracts mechanism.

### **Investigations**

The OIG has a direct hotline by which alleged financial and other misconduct may be reported. In 2015, eight matters were reported to the OIG for investigation. It made six preliminary evaluations and conducted three other investigations that were pending from the previous year.

The OIG closed four matters reported for investigation after a preliminary evaluation found that the allegations were not substantiated or the matter was beyond its remit. It also closed two other matters after completing the relevant investigations. It should be noted that none of the reports on the preliminary evaluations or on the investigations has been completed.

Based on the information gathered in the preliminary evaluations and investigations, the OIG will issue approximately eight recommendations aimed at strengthening internal controls with respect to processing refund applications for medical expenses, redemption and use of points on credit and discount cards, as well as compliance with the current standards and rules that govern the General Secretariat.

Finally, the OIG notes that one of the eight matters submitted for investigation in 2015 concerned an alleged case of workplace harassment, for which the Office lacks the necessary resources to conduct an investigation.

### **Other activities**

The Office continued to advise and assist the General Secretariat through analyses, risk evaluations, verifications, investigations, and recommendations, participation as an observer in a number of General Secretariat committees, and the presentation of reports to various established bodies.

## **3.8 BOARD OF EXTERNAL AUDITORS**

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

The Board held its annual meeting from April 13 to 17, 2015, to prepare its report on the external audit of the accounts and financial statements of the GS/OAS for the years ended December 31, 2014 and 2013.

The Board submitted its observations (OEA/Ser.S JAE/doc.45/15 dated April 30, 2015) to the Permanent Council on May 6, 2015. 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) 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:

- That the General Assembly establish a budget that addresses the operational and strategic needs of the Organization
- That the OAS abide by resolution AG/RES. 2157 (XXXV-O/05), as amended, and associated requirements on member states requiring timely payment of quotas.
- That the OAS consider adding additional measures regarding non-payment as originally introduced in (but not limited to) Annex B of the resolution AG/RES. 1757 (XXX-O/00) "Measures to Encourage the Timely Payment of Quotas."
- That the OAS discontinue early payment discounts.
- That the General Assembly approve the necessary changes to the General Standards relating to personnel (Chapter 3).
- That the OAS develop a results-based management structure that aligns with the mandates and priorities of the Organization.
- That the OAS develop a deferred maintenance strategy that preserves the assets for ongoing and future use.
- That the OAS develop a fixed asset strategy (which considers the sale of underutilized assets) that maximizes the use and investments in its fixed assets portfolio.
- That the member states fund a sustainable corporate enterprise system.
- That the OAS analyze whether redefining the level or number of reporting entity (ies) subject to audit could achieve their objectives for accountability and reporting but at reduced cost savings.

The Board highlighted the fact that in the case of the following 2014 financial statements, the firm of independent auditors Ernst & Young, LLC had issued unqualified or "clean" opinions, which is the best possible outcome of an audit:

- Regular, Development Cooperation Fund, Specific 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

Founded on March 30, 1942, the Inter-American Defense Board (IADB) is the world's oldest regional defense organization. In June 2006, through resolution AG/RES. 1 (XXXII-E/06), the General Assembly of the Organization of American States (OAS) established the IADB as an "entity" of the Organization under article 53 of the OAS Charter and adopted its Statutes, granting it technical autonomy to fulfill its purposes and carry out its functions.

The IADB currently has 27 member states and its structure comprises the Council of Delegates, the Secretariat, and its educational organ - the Inter-American Defense college (IADC). It brings together representatives of the military, security forces, and civilians from various countries of the Americas who are democratically elected to their positions with the Board. Its purpose is to provide the OAS and its member states with technical and educational advice and consultancy services on matters related to military and defense issues in the Hemisphere.

Activities carried out by the IADB in 2015 included monitoring, oversight, evaluation, and proposals to improve confidence- and security-building measures (CSBMs) in the hemisphere and its roster of experts, noteworthy in this regard being the advice provided to the Government of Haiti, at its request, regarding preparation of its first Security and Defense White Paper and proposals on how to better implement the Inter-American Convention on Transparency in Conventional Weapons Acquisitions (CITAAC).

In aspects of humanitarian demining under the AICMA Program, activities were pursued with the Group of International Monitors in Colombia and a cooperation agreement was signed with that country's military forces for training delivered by "humanitarian demining instructor" course teachers. A cooperation agreement was also concluded with the Geneva International Centre for Humanitarian Demining to collaborate in conducting technical studies, reviews, updating, and improvement of technical publications, information sharing, participation in seminars, and exchange of experts. Since 1994, the IADB has provided 420 demining experts for Costa Rica, Guatemala, Honduras, Nicaragua, Ecuador, Peru, and Colombia. In November, a humanitarian demining seminar was also conducted, to share lessons learned and share experiences and progress made in work under way in the hemisphere – in Colombia, Peru, Ecuador, and Chile, establishing a network of experts in the field.

In the area of education, 2015 marked a milestone for the IADB, which gained accreditation for the Master of Science in Inter-American Defense and Security that it offers through its educational body. The Master's degree provides military and police officers, as well as government officials selected by their countries, with hemispheric perspective and analytical

thinking capabilities, with the 54<sup>th</sup> Graduating Class in 2015 awarded 63 Master's degrees for candidates from 14 participating countries, thereby helping to enrich knowledge and dialogue on defense and security issues. A variety of seminars were conducted at the College as well, including the Council of Delegates/Secretariat seminar, which significantly expanded this contribution in terms of countries and participants.

Another important activity for the Board was the continued interaction with the Conference of American Armies (CAA), the Inter-American Naval Conference (CNI), the Conference of American Air Force Chiefs (CONJEFAMER), the Conference of Central American Armed Forces (CFAC), the Regional Security System (RSS), and the CARICOM Implementation Agency for Crime and Security (CARICOM IMPACS), among others. With the Board taking part in these forums in 2015, useful information was transferred from forum to forum, using the capability to also share information with countries that are not members of some of these forums.

Likewise, through the Conference of the Defense Ministers of the Americas (CMDA), the IADB began interacting with the Ministry of Security of Trinidad and Tobago – which will host the next conference – regarding relations with hemispheric service conferences and on search and rescue issues; and on identifying proposals for core issues to be pursued: evolution of the role of the military in areas other than defense, the vision of a hemispheric security and defense policy that is based on disaster response aspects, and environmental protection. It has also done follow-up on the areas identified at CMDA XI, which was held in Arequipa, Peru, in 2014.

And lastly, the IADB has drawn up its 2016-2020 Strategic Plan in line with the New Vision of the OAS and has presented the Permanent Council with considerations on the involvement of defense measures in coordinating efforts on natural disaster prevention, mitigation, and capacity-building, acknowledging as a basic premise that the function of defense measures in the humanitarian assistance system is to contribute the regional and national agencies responsible, and in keeping with the laws of each state that individually defines the degree of involvement of defense measures according to its structure and capacity.

## **4.2 INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE**

For more than seven decades, the Institute has been the agency of the inter-American system specializing in the promotion of agricultural development and rural welfare in the Americas. Through its technical cooperation, it seeks to make agriculture in the Americas competitive, inclusive, and sustainable so as to be able to feed the world and create opportunities to reduce hunger and poverty.

In 2015, all the cooperation tools identified in the 2014-2018 Medium-Term Plan (MTP) approved by member states were implemented and which proposed the development of a results-based technical cooperation model to meet the challenges facing the agricultural and rural sector. To address the needs of the sector, the Institute executed five hemispheric projects, nine multinational projects, and 44 national self-funded initiatives, as well as 190 projects and actions with external resources worth about \$95 million.

The main achievements in 2015 were:

- Diagnosis, design, and formulation of innovative policies and strategies for agricultural and rural development geared towards facilitating business, promotion of innovation, participatory and inclusive management, and family farming.
- Development and linking of at least 11 agricultural chains to markets in 10 countries, through the establishment of committees for competitiveness, management training, entrepreneurship, partnerships and value-added, and market information systems operation.
- Promotion of technological and trade innovations for agro-ecological production, bio-inputs, agribusiness, fish farming, beekeeping, water footprint, and for food wastage reduction. There is evidence that the improvements made have benefited products such as rice, vegetables, poultry, cocoa, coffee, flowers, avocado, tomato, potato, and cassava.
- Assurance of agricultural sanitation and food safety at the hemispheric level, through better trained health officers, harmonization of market access processes, best practices, emergency care, and climate change-related risk management.
- Increased public capacity for 16 countries in terms of integrated water resources management, irrigation and water harvesting, in addition to waste management and soil degradation.
- Coordination with a view to climate-smart agriculture through capacity building for environment and agriculture ministry experts in vulnerability and international conventions, among others, as well as development of plans for agricultural adaptation to climate change. Mainstreaming of the gender perspective in view of this threat was also discussed.
- Greater use of agricultural insurance through training in at least 11 countries and market performance studies on this instrument.
- In October, the Declaration of Ministers of Agriculture on sustainable agricultural productivity and rural inclusion, Mexico 2015, was issued under the purview of the Summits of the Americas process.
- A 6.57% increase in the IICA budget since 2016 and the offer by most member states above quotas, amounting to an 8.11% overall increase.

#### **4.3 INTER-AMERICAN JURIDICAL COMMITTEE**

- **Mandates and recommendations**

In 2015, the CJI held two regular sessions, where it adopted three reports, two of them in response to General Assembly mandates, entitled, respectively, “Privacy and Personal Data Protection” and “Guidelines on Protection of Stateless Persons.” The third report, meanwhile, fulfills a mandate from this body: “Migration Issues in Bilateral Relations.”

The Committee also added two new reports: “Guidelines for Applying the Conventionality Principle” and “Reflections on the work of the Inter-American Juridical Committee.” It should be

noted that the Juridical Committee's plenary decided to continue discussing the following topics: Electronic warehouse receipts for agricultural commodities; Law Applicable to International Contracts; Representative Democracy; Immunities of states and immunities of international organizations.

- **Activities**

With Department of International Law support, the Committee organized the 42<sup>nd</sup> Course on International Law, from August 3 to 21, 2015, under the main theme of "The Current Inter-American Legal Agenda." The course brought together 20 OAS-funded fellowship holders from various countries of the hemisphere and 11 local and foreign participants who financed their own participation.

- **Cooperation activities**

At its working session, the Committee received visiting dignitaries and representatives of international organizations, including OAS Secretary General Luis Almagro; Legal Advisor for the Ministry of Foreign Affairs of Brazil, Antonio P. Cachapuz de Medeiros; Inter-American Court of Human Rights judge Eduardo Vio Grossi; and International Court of Human Rights judge Antonio Augusto Cançado Trindade. The Committee also held a meeting with the African Union Commission, the International Committee of the Red Cross, the United Nations High Commissioner for Refugees, the IACHR Special Rapporteur for Freedom of Expression, and private international law professors, who discussed the Inter-American Convention on the Law Applicable to International Contracts, consumer protection, and the challenges for private international law.

Finally, the Committee signed cooperation agreements with two academic institutions in Brazil – the University of São Paulo (USP) Faculty of Law and the State University of Rio de Janeiro (UERJ) – to promote international law and the inter-American system.

#### **4.4 PAN AMERICAN DEVELOPMENT FOUNDATION**

Established in 1962, the Pan American Development Foundation (PADF) is a private, nonprofit, nongovernmental institution that operates under a unique cooperation agreement concluded with the OAS to implement development programs and assist victims of natural disasters and humanitarian crises in Latin America and the Caribbean.

The PADF's mission is to promote integral development among the region's most disadvantaged, 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 the USAID, World Bank, Inter-American Development Bank, Red Cross, and the Clinton-Bush Haiti Fund.

A highlight of 2015 was the many activities carried out under the direction of the Secretary General and the Assistant Secretary General, who raised funds for development programs that benefited more than 15 million people in 21 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.

In 2015, the PADF continued working on rebuilding Haiti following the devastating January 12, 2010 earthquake, in support of the priorities of the OAS. The Foundation had the honor of being assigned to lead the management of resources and to respond to the needs of victims in and around Port-au-Prince, working in close coordination with the OAS and various Haitian ministries and entities. The main activities carried out in Haiti involved repair of homes, clearing of rubble, comprehensive urban reconstruction, community development and promotion of citizen participation and democracy, human rights protection, support to combat community violence, and financing for small and medium-size enterprises (LEAD), as a means of generating more sustainable employment. In 2015, donations worth more than US\$12 million were made in this country.

In response to the humanitarian crisis stemming 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, people of African descent, Indigenous peoples, at-risk youths, and other vulnerable groups in that country. In collaboration with local organizations, the program offers income generation, technical training, community services, and institutional strengthening, thereby supporting the consolidation of national territory and helping the government and international donors improve living conditions for a large number of beneficiaries. In 2015, the PADF disbursed more than US\$60 million in funding for projects in Colombia.

Under its mandate with civil society in the region, the PADF continued to strengthen independent political membership non-governmental organizations, as an inter-American tool whereby to strengthen democratic values and principles through greater citizen participation in human rights protection. The Foundation also continues to execute projects in corporate social responsibility in different countries, which help increase contributions to integral development and assistance for victims of natural disasters. In 2015, through its In-Kind Donations Program, the PADF sent medical equipment, tools, computers, and emergency supplies valued at US\$3.6 million to Colombia, Chile, El Salvador, Guatemala, Haiti, Honduras, Suriname, and Uruguay. Additional donations were made to nongovernmental organizations in other 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 meetings in 2015 to discuss fundraising to help victims in Haiti and other countries affected by natural disasters such as tropical storms in the Eastern Caribbean, drought in Colombia's Guajira Department, and the dry corridor in Guatemala and Central America. The Executive Director and Foundation staff also participated in various meetings of OAS committees, such as the Inter-American Committee on Natural Disaster Reduction, the Group of Friends of Haiti, the

Summit of the Americas in Panama, and several other events with civil society organizations from the region, and with Diaspora groups interested in supporting development projects in their respective countries.

The PADF continued implementing its 2013-2017 Strategic Plan, seeking to raise as much as US\$350 million during this period. Under its previous plan (2008-2012), the PADF disbursed US\$262 million for projects for low-income communities in 29 countries of the Americas, in support of the inter-American system, strengthening the role of civil society and the private sector in boosting integral development in 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. The OAS was the first international organization to set up its own foundation in 1962 as an expression of solidarity with the region's most needy and excluded population.

#### **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 World Health Organization's Regional Office for the Americas. 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).

Pan American cooperation in health has been PAHO's *raison d'être* for more than a century and a driving force behind the remarkable progress seen in public health in our region, and has led to new and important achievements during the past year.

Most significant among the public health milestones during the 12 months ending June 2015 are:

- Our region became the first in the world to be declared free of endemic rubella virus transmission and of the congenital rubella syndrome (CRS).
- Cuba became the first country in the world to receive official recognition for ridding itself of mother-to-child transmission of HIV and syphilis.
- Ecuador became the second country in the world (after Colombia in 2013) to eliminate the scourge of *onchocerciasis* (river blindness).
- Nicaragua and Uruguay set an example in becoming the first countries to have ratified the WHO Protocol to Eliminate Illicit Trade in Tobacco Products.
- In a historic agreement, at the 53rd meeting of the Directing Council of the Pan American Health Organization, the PAHO member states unanimously supported the



goals for universal access to health and universal health coverage, and adopted a regional strategy for promoting them.

Notwithstanding these and many other achievements detailed in the report, the Region faced ongoing and new threats to health, which demanded a lot of attention and specific responses.

- Although maternal mortality in Latin America and the Caribbean fell by nearly 40% between 1990 and 2013, that is still well below the 75% established under the Millennium Development Goals (MDGs). In 2013 the most recent year for which data are available, about 9,300 women died from maternal causes in Latin America and the Caribbean.
- The Ebola virus moved from West Africa to the United States, raising the possibility that cases in Latin America and the Caribbean were imported and tested the preparedness and response capacity of health ministries, as well as implementation of the basic capabilities of the International Health Regulations.
- The Chikungunya virus continued to spread in the Caribbean and beyond, overloading health services in some countries. By mid-2015, forty countries and territories in the Region had reported local transmission of this virus, with a cumulative total of more than 1.5 million cases and 238 deaths.
- Cholera continued to claim lives and causing suffering in Haiti, where nearly 40,000 cases and over 400 deaths were reported between June 2014 and May 2015. Cholera cases have also been reported in Cuba, Mexico and Dominican Republic.
- Natural disasters, including floods in Chile and Paraguay, as well as severe droughts in Guatemala and Honduras, caused dozens of deaths and disrupted the lives of tens of thousands of individuals and families.
- Non-communicable diseases (NCDs) and their risk factors affected an increasing number of people in the region and caused 80% of all deaths and overburdened national budgets and health systems.
- Despite considerable progress towards the goals of universal access to health and universal health coverage, there are still large gaps in access to necessary health services, while other health inequities persist as a result of social exclusion and cultural and other social factors.

Meeting goals and addressing existing and future challenges would be impossible without the support and collaboration of our member states, which directly benefit from our work; and likewise without the support of our partners and allies within the United Nations system and inter-American system which includes our sister organization, the Organization of American States (OAS).

Looking beyond 2015, and guided by the PAHO Strategic Plan 2014-2019 – which is aligned with and responds to the Agenda 2030 and its Sustainable Development Goals and the Health Agenda for the Americas 2008-2017 and national priorities identified in cooperation strategies of PAHO countries – the challenge for the Office will be to show leadership and move forward using the strengths of the Office, PAHO member states, and other partners, in order to continue to set the example for moving toward health for all in the Americas Region and beyond.

#### 4.6 PAN AMERICAN INSTITUTE OF GEOGRAPHY AND HISTORY

The PAIGH was established at the Sixth International Conference of American States (Cuba, 1928) and the agreement with the OAS was signed in 1949. It currently offers member states technical cooperation, promotes scientific publications and activities in the fields of cartography, geography, history, and geophysics through hemispheric geographical and historical analysis, in accordance with its Organic Statutes and resolutions of the General Assembly, the Directing Council, and the Meeting of Officers, consistent with the “Pan American Agenda for the Advancement of the PAIGH 2010–2020.”

- **Financial situation 2015**

The PAIGH derives its income from member state quota contributions, which were set in 1996. The Institute has a sound Operating Fund, which enables it to meet its short-term obligations. Revenue from quotas for fiscal 2015 is approximately 80% of the Regular Fund. The PAIGH is financially and administratively sustainable, especially to execute Technical Assistance and Publications programs. Member state support is vital to keeping things that way. In this regard, the 46<sup>th</sup> Meeting of the Directing Council (Colombia, 2015) adopted Resolution No. 5, through which the National Section Presidents endorsed the study for updated quota contributions by the PAIGH member states. Thus, in 2016 the request will be taken up with respective foreign ministries.

- **Technical Assistance Program**

The 45<sup>th</sup> Meeting of the Directing Council (Chile, 2014) adopted a 27-project Technical Assistance Program costing US\$570,352, including matching funds, for 2015. In addition, several efforts were consolidated in the areas of capacity building, technological development, and innovations, notably:

- o *CAF-PAIGH-GeoSUR Program – Geospatial Network for Latin America*
- o *Geocentric Reference System for the Americas (SIRGAS)*
- o *Joint Plan of Action for the Development of the Spatial Data Infrastructure of the Americas*
- o *Integrated North Andean Map (Bolivia, Colombia, Ecuador, Panama, and Peru) in addition to the Integrated Map of Central America (Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, and Panama)*
- o *Capacity building program with CAF, CNIG of Spain, UNEP, and Environment Agency – Abu Dhabi.*

- **Publications Program**

Editorial production of PAIGH magazines and specialized publications, including:

- o *Revista Cartográfica*, Nos. 89 and 90

- o *Revista Cartográfica*, Nos. 152, 153, 154, and 155
- o *Revista de Historia de América*, Nos. 147, 148, and 149
- o *Revista de Arqueología Americana*, Nos. 31 and 32
- o El patrimonio cultural en América, vol. II Conservación y uso social, coordinated by Arturo Soberón, Mario A. Rivera, and Maria Cristina Mineiro
- o “Arte y Letras o la construcción del imaginario social de la élite porfiriana, 1904-1912,” by Imelda Paola Ugalde, winner of the 2013 Wallace W. Atwood Prize (awarded by the PAIGH).

- **Meetings and Statutory Matters**

The following statutory meetings were held in 2015:

- o 83<sup>rd</sup> Meeting of Officers (Mexico City, June 14- 15, 2015)
- o 3<sup>rd</sup> Joint Technical Meeting of Committees (Mexico City, June 16-19, 2015 )
- o 84<sup>th</sup> Meeting of Officers (Cartagena, Colombia, October 26, 2015)
- o 46<sup>th</sup> Meeting of the Directing Council (Cartagena, Colombia, Thursday, October 29, 2015)

The 46<sup>th</sup> Meeting of the Directing Council approved 22 resolutions, which are available at: <http://www.ipgh.org/consejo-directivo/46-rcd/46rcd-p2.html> Of particular note is Resolution N° 4, which recommends that the member states, through the Geographic Institutes, consolidate the production of integrated cartography of the Americas as the specific tool to support decision-making in public policy, planning, land management, soil use, and sustainable development.

Cooperation has been pursued with the OAS cadaster initiative, the United Nations Environment Programme, Spain’s National Center for Geographic Information, Development Bank of Latin America (CAF), United Nations Committee of Experts on Global Geospatial Information Management, and Environment Agency – Abu Dhabi, among 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

- |         |   |
|---------|---|
| 08 – 10 | San Salvador, El Salvador:<br>Joint Statement on the Commitment of Political Parties to representation in the Legislative Assembly of El Salvador to pursue national political dialogue |
| 14 – 18 | London, England:<br>CAF-LSE Annual Conference. Cooperation Agreement signed between OAS and the London Academy of Diplomacy   |

- 18 - 19            Vienna, Austria:  
UNODC, relating to the drug problem. Meeting with the Foreign Minister of Guatemala
- 19 - 22            The Hague, Netherlands:  
Visit with national Authorities. Meetings with Judicial Facilitators and OAS-Netherlands Cooperation
- 27 - 29            San José, Costa Rica:  
3<sup>rd</sup> CELAC Summit

**February**

- 15 – 17            Mexico City, Mexico:  
Signing of Framework Agreement between the Supreme Court of Justice of Mexico and the OAS General Secretariat
- 27 -Mar 03.        Montevideo, Uruguay:  
Presidential swearing-in ceremony and Meeting of the RIAL Steering Committee

**March**

- 03 - 05            Santiago, Chile:  
CNTV.CL Discussion on Pluralism and Freedom of Expression in the Americas
- 09 - 10            La Paz, Bolivia:  
Signing of Conventions: Inter-American Convention against All Forms of Discrimination and Intolerance and Inter-American Convention against Racism, Racial Discrimination, and Related Forms of Intolerance
- 22 - 23            Port-au-Prince, Haiti:  
Official Visit. Meetings with High-Level Officials
- 24 - 26            Bogotá, Colombia:  
Statement by the SG/OAS at the First plenary - Andean Parliament. Ceremonial sitting of the Andean Parliament – SG/OAS decorated with the rank of Grand Cross
- 29 - 31            Princeton, New Jersey:  
Conference at Princeton University.
- 31 - Apr. 01.        South Bend, Indiana:  
Conference at University of Notre Dame

## **April**

7 - 12 Panama City, Panama:  
Seventh Summit of the Americas

12 - 14 Miami, Florida:  
2015 World Strategic Forum

## **May**

1 - 2 New York City:  
UN Secretary General 's Meeting with Regional Organizations

6 - 7 New York City:  
High-Level General Assembly, thematic debate in support of the process toward the 2016 General Assembly Special Session on the World Drug Problem

22 - 23 San Salvador, El Salvador:  
Beatification of Monsignor Oscar Romero

23 - 26 Guatemala City, Guatemala:  
Signing of Belize-Guatemala Agreement

27 - 28 Guatemala City, Guatemala:  
Signing of Amendment to the Special Agreement between Belize and Guatemala

## **June**

8 - 11 Brussels, Belgium:  
EU-CELAC 2015 Summit

25 - 27 Lima, Peru:  
First Inter-American Meeting of Young Legislators

## **July**

01 - 03 Bridgetown, Barbados:  
XXXVI Regular Meeting of the Conference of Heads of State and Government of the Caribbean Community

09 - 11 Toronto, Canada:  
Toronto Global Forum 2015

14 - 15 Atlanta, Georgia:  
Friends of the Inter-American Democratic Charter, at the Carter Center

30 - 02 August      Belgrade, Serbia:  
Panel Discussion during Advanced Course on International Relations,  
organized by CIRSD

### **August**

2 - 4                      Rio de Janeiro:  
XLII Course on International Law: "The Current Inter-American Legal Agenda"

7 - 9                      Tegucigalpa, Honduras:  
Official Visit. Meetings with High-Level Officials

17 - 18                  Santo Domingo:  
2<sup>nd</sup> General Assembly of the A-WEB

19 - 21                  Montevideo, Uruguay:  
Seminar "New Approaches in Drug Policies in the Twenty-First Century"

21 - 25                  Bogotá, Colombia:  
Regional Dialogue for the Americas. Forum on Next Generation Democracy for  
the Americas

### **September**

03 - 08                  Mexico City, Mexico:  
Current Situation of the IAHRs: "A Political Perspective." Meetings with High-  
Level Officials. IDEA, I/A Court/HR, and UNAM Meetings

05 - 05                  Cúcuta, Colombia: (Day trip, and returns to Mexico City)  
Official Visit. Meeting with High-Level Officials

11 - 12                  León, Guanajuato, Mexico:  
Accompanies the Secretary for Foreign Affairs, Claudia Ruiz Massieu, in the  
work of COPA's XIV General Assembly Remarks by the Secretary General

24 - 27                  New York, New York:  
70<sup>th</sup> Regular Session of the UN General Assembly

### **October**

22 - 23                  Mexico City, Mexico:  
Sixth Latin American Democracy Forum

- 26 - 27 Aruba:  
Green Aruba Conference
- 27 - 28 Mexico City, Mexico:  
Open Government Partnership Global Summit

**November**

- 1 - 3 Kingston, Jamaica:  
Conference, University of West Indies
- 08 - 10 Mexico City, Mexico:  
Conference, 10<sup>th</sup> Anniversary of the AJC's Arthur and Rochelle Belfer Institute  
for Latino and Latin American Affairs
- 11 - 14 Rome, Italy:  
Conference: "New scenarios for the Americas" by Trecanni. Private Audience  
with the Holy Father
- 17 - 19 Lima, Peru:  
MISPA V, Fifth Meeting of Ministers Responsible for Public Security in the  
Americas
- 19 - 20 Rio de Janeiro, Brazil:  
RAE Tenth Meeting of Electoral Authorities
- 24 - 27 Berlin, Germany:  
Global Bioeconomy Summit

**December**

- 3 - 4 New York, New York:  
2015 Legal Summit of the Americas
- 16 - 18 Lima, Peru:  
Opening of the Space for Memory, Tolerance, and Social Inclusion

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

### Ambassador Albert R. Ramdin

#### February

02/03/2015 Panama City, Panama. Participation in the Meeting of Ministers of Education

#### March

03/01/2015 Panama City, Panama. Participation in the Meeting on Regional Cooperation in Development and Health among interested parties

03/04/2015 Pachuca de Soto, Mexico. Participation in the 3<sup>rd</sup> Inter-American Conference on “Innovative experiences in Effective Public Management”

03/08/2015 Guatemala City, Guatemala. CARICOM-SICA Summit and Opening remarks for the Fourth Meeting of Ministers and High Authorities on Science and Technology

03/19/2015 Managua, Nicaragua – Participation in a talk organized by the Chamber of Industries of Nicaragua on 21 years of Summits of the Americas

03-22/2015 Bradshaw, St. Kitts and Nevis. 33<sup>rd</sup> Model OAS General Assembly for Universities of the Hemisphere

#### April

04-06/2015 Panama City, Panama. Summit of the Americas

04-13/2015 The Hague, Netherlands. Participation in the “*Global Conference on Cyberspace 2015*”

04-19/2015 London, United Kingdom. Meetings at the London Academy of Diplomacy

#### May

05-03/2015 New York. Participation in the United Nations High-Level Meeting

05-04/2015 Port of Spain, Trinidad and Tobago. Participation in the Forum on the Future of the Caribbean

05-29/2015 Paramaribo, Suriname. Official Visit. Meeting with Officials



## **June**

- 06-05/2015 Georgetown, Guyana. Official Visit
- 06-21/2015 Guadalajara, Mexico. Participation in Virtual Educa
- 06-23/2015 Port-au-Prince, Haiti. Official Visit. Meeting with Officials

## **July**

- 07-01/2015 Bridgetown, Barbados. Participation in the 36th Meeting of the Conference of Heads of Government of CARICOM

## **Ambassador Nestor Mendez**

## **August**

- 08/05/2015 Santiago, Chile: II Inter-American Meeting of Presidents of Legislatures

## **September**

- 09/27/2015 New York, New York: Parallel meetings during the United Nations General Assembly

## **October**

- 10/14/2015 Bogotá, Colombia: Tenth Meeting of Ministers of Justice or Other Ministers or Attorneys General of the Americas
- 10/18/2015 Tela, Honduras: Third Inter-American Meeting of Ministers and High-Level Authorities on Sustainable Development
- 10/21/2015 Tenth Implementation Meeting of the Declaration of Principles for International Election Observation at United Nations

## **November**

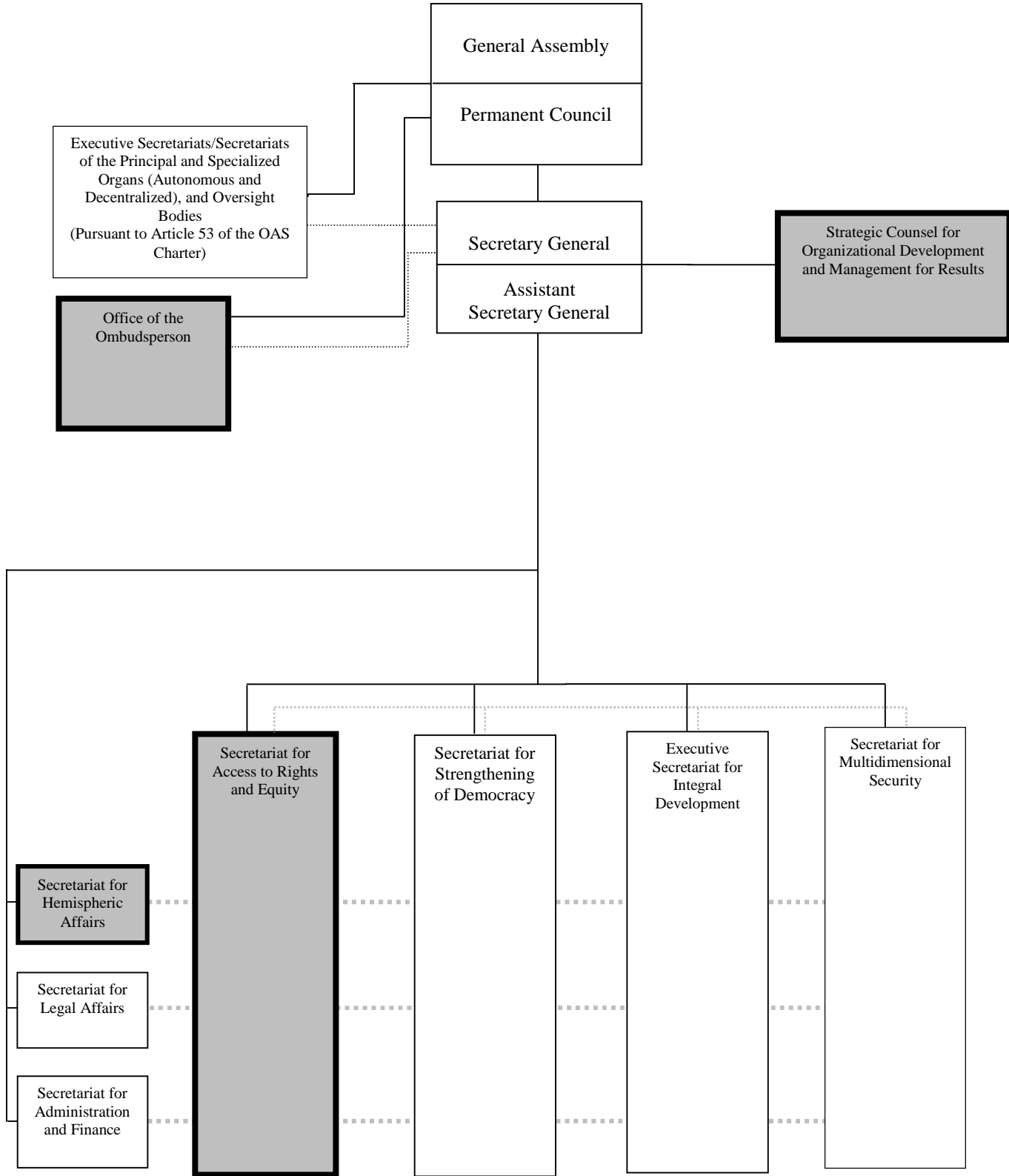
- 11/08/2015 Belize City, Belize: Young Americas Business Trust "Regional Training of Trainers Business Lab"
- 11/11/2015 San Salvador, El Salvador: Meeting of SICA Foreign Ministers
- 11/15/2015 Miami, Florida: 39<sup>th</sup> Annual Conference on the Caribbean and Central America

**December**

12/18/2015

Santo Domingo, Dominican Republic. Preparation for the forty-sixth regular session of the General Assembly

APPENDIX A



APPENDIX B: OAS FINACIAL STATEMENT

OAS FINANCIAL STATEMENT

Table 1

Combined Statement of Assets, Liabilities, and Fund Balances

As of December 31, 2015, with comparative totals for 2014

Preliminary, unaudited

(in thousands of US\$)

	Regular Fund	FEMCIDI	Specific Funds	Services Funds	Elimination of Unterfund Transactions <sup>(A)</sup>	Combined	
						2015	2014
<b>Assets</b>							
Cash and equity in OAS Treasury Fund	-	7,884	65,151	6,196	-	79,231	89,883
Deferred charged related to future year's appropriations (B)	5,453	-	-	-	-	5,453	5,453
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)	-	-	14,512	1,380	(15,892)	-	-
Advances to employees and other receivables	153	-	1	64	-	218	214
Investment in fixed asset fund	50,722	-	-	-	-	50,722	50,559
Total liabilities	58,548	7,884	81,884	7,640	(20,332)	135,624	146,109
<b>Liabilities and fund balances</b>							
Unliquidated obligations	1,336	1,283	11,730	1,842	-	16,191	17,588
Quotas/pledges collected in advance	3	-	-	-	-	3	1
Amounts to be charged to future years appropriations (B)	5,453	-	-	-	-	5,453	5,453
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)	15,892	-	-	-	(15,892)	-	-
Accounts payable and other liabilities	445	49	2,715	1,108	-	4,317	3,003
Reserve for payroll terminations	511	-	-	3,665	-	4,176	3,657
Demand notes payable	19,640	-	-	-	-	19,640	20,240
Total liabilities	45,500	1,332	16,665	6,615	(20,332)	49,780	49,942
<b>Fund balances</b>							
Unrestricted reserve subfund	303	-	-	-	-	303	(9,967)
Fund balance	(18,337)	6,552	65,219	1,025	-	54,459	75,815
Total fund balance	(18,034)	6,552	65,219	1,025	-	54,762	65,848
Restricted for fixed assets	31,082	-	-	-	-	31,082	30,319
<b>Total liabilities and fund balance</b>	<b>58,548</b>	<b>7,884</b>	<b>81,884</b>	<b>7,640</b>	<b>(20,332)</b>	<b>135,624</b>	<b>146,109</b>

(A) Includes tax equalization account

(B) Present value of OAS annuities (life payments to former Secretaries General and former Assistant Secretaries General).

(C) Balance of temporary loan of US\$3.4 million to be repaid by 2016 from the Regular Fund to the Capital Fund for the OAS Scholarship and Training Program, under Special Funds, as per resolution CEPCIDI/RES.187/11.

(D) Temporary loan of US\$3.4 million from the Treasury Fund, as approved by resolution CP/RES. 1034 (1984/14) and of US\$12.5 million, as approved by resolution CP/RES. 1046 (2013/15).

**Table 2**

**Combined Statement of Changes in Fund Balances**

For the period ended December 31, 2015, with comparative totals for 2014

Preliminary, unaudited

(in thousands of US\$)

	Regular Fund	FEMCIDI	Specific Funds	Service Funds	(A) Elimination of Interfund Transactions	Combined	
						2015	2014
<b>Increases</b>							
Quota & pledge receipts	74,480	426	-	-	(61)	74,845	72,047
Less: prompt payment credits	(534)	-	-	-	-	(534)	(553)
Contributions	-	-	49,818	-	-	49,818	57,672
Tax reimbursements	-	-	-	8,239	-	8,239	1,203
Transfers	-	-	39	136	(175)	-	-
Interest from the OAS/GS Treasury Fund	8	43	418	5	-	474	590
Contributions for administrative and technical support	-	-	-	4,525	(4,525)	-	-
Leases	-	-	-	2,301	-	2,301	2,223
Reserve Fund replenishment	483	-	-	-	(483)	-	-
Other income and reimbursements	467	27	229	3,606	(2,086)	2,243	2,440
<b>Total Increases</b>	<b>74,904</b>	<b>496</b>	<b>50,504</b>	<b>18,812</b>	<b>(7,330)</b>	<b>137,386</b>	<b>135,622</b>
<b>Decreases</b>							
Expenditures & obligations	81,234	1,803	54,543 <sup>(B)</sup>	11,037 <sup>(B)</sup>	(7,125)	141,492	145,446
Execution of transition to the new Administration	1,712	-	-	-	-	1,712	-
Tax reimbursements	-	-	-	4,395	-	4,395	4,997
Transfers	-	-	548	11	(205)	354	490
Returns to donors	-	-	494	-	-	494	802
Supplementary appropriations	25	-	-	-	-	25	40
<b>Total decreases</b>	<b>82,971</b>	<b>1,803</b>	<b>55,585</b>	<b>15,443</b>	<b>(7,330)</b>	<b>148,472</b>	<b>151,775</b>
<b>Net increase (decrease) during period</b>	<b>(8,067)</b>	<b>(1,307)</b>	<b>(5,081)</b>	<b>3,369</b>	<b>-</b>	<b>(11,086)</b>	<b>(16,153)</b>
<b>Fund balance, beginning of period</b>	<b>(9,967)</b>	<b>7,859</b>	<b>70,300</b>	<b>(2,344)</b>	<b>-</b>	<b>65,848</b>	<b>82,001</b>
<b>Fund balance, end of period</b>	<b>(18,034)</b>	<b>6,552</b>	<b>65,219</b>	<b>1,025</b>	<b>-</b>	<b>54,762</b>	<b>65,848</b>

(A) Includes tax equalization account

(B) Net execution comprising 2015 expenditures plus 2015 obligations less carryover obligation.

**TABLE 3**

**DETAILED REGULAR FUND EXPENSES AND OBLIGATIONS BY CHAPTER**  
**For the year ended December 31, 2015**  
**(in thousands of US\$)**

	<b>2015</b>	<b>2014</b>
Office of the Secretary General	\$ 3,613.3	\$ 3,570.2
Office of the Assistant Secretary General	3,978.8	3,998.1
Principal and Specialized Organs	10,240.1	10,055.3
Other Entities and Dependencies	1,448.5	1,447.7
Secretariat for Legal Affairs	2,413.6	2,606.0
Secretariat for Multidimensional Security	4,007.9	4,102.7
Secretariat for Political Affairs	4,938.0	4,395.0
Executive Secretariat for Integral Development	12,874.2	12,740.8
Secretariat for External Relations	3,414.0	3,195.9
Secretariat for Administration and Finance	10,302.9	10,292.5
Basic Infrastructure and Common Costs	12,400.9	13,683.1
Conferences and Meetings Management	4,778.9	5,126.3
Offices and Units of the General Secretariat in the Member States	5,786.9	6,364.9
Compliance Oversight Management Bodies	1,036.5	1,158.3
<b>TOTAL *</b>	<b>\$ 81,234.4</b>	<b>\$ 82,736.7</b>

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

**APPENDIX H  
PROGRAM-BUDGET: EXECUTION**

