

ANNUAL REPORT

OF THE SECRETARY GENERAL

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1 GENERAL ASSEMBLY AND COUNCILS

1.1 GENERAL ASSEMBLY

The General Assembly (GA) is the supreme organ of the Organization of American States (OAS) 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 GA. 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 GA. All member states have the right to participate and each is entitled to one vote.

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

The forty-sixth regular session of the General Assembly was held in Santo Domingo, Dominican Republic, from June 13 to 15, 2016. The Assembly adopted 14 declarations, 18 resolutions, and one decision covering a variety of key issues, including the American Declaration on the Rights of Indigenous Peoples; Declaration on the Question of the Malvinas Islands; Advancing Hemispheric Security: A Multidimensional Approach; Inter-American Program for Sustainable Development; Inter-American Program for the Promotion and Protection of the Human Rights of Migrants, Including Migrant Workers and Their Families; Inter-American Program on Access to Public Information; Plan of Action for the Decade for People of African Descent in the Americas (2016-2025); Increasing and Strengthening the Participation of Civil Society and Social Actors in the Activities of the Organization of American States and in the Summits of the Americas Process; Strengthening Democracy; Place and Date of the Forty-seventh Regular Session of the General Assembly.

- **Fifty-first special session of the General Assembly**

The fifty-first special session of the General Assembly was held at the headquarters of the General Secretariat of the Organization, in Washington, D.C., on October 31, 2016, in order to consider and adopt the program-budget for 2017. The Assembly adopted resolution [AG/RES. 2 \(LI-E/16\)](#) rev. 3, "Program-Budget of the Organization for 2017." The Assembly also adopted resolution [AG/RES. 1 \(LI-E/16\) 1/16](#) rev. 1, "Comprehensive Strategic Plan of the Organization."

1.2 MEETING OF CONSULTATION OF MINISTERS OF FOREIGN AFFAIRS

The Meeting of Consultation of Ministers of Foreign Affairs is an organ of the OAS 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 requests to convene the Meeting of Consultation of Ministers of Foreign Affairs during the period covered by this report.

1.3 PERMANENT COUNCIL

The Permanent Council is one of the organs by means of which the Organization accomplishes its purposes (Article 53 of the Charter). It reports directly to the General Assembly and is composed of one representative of each member state, specially 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. Listed below are the officers of the Permanent Council in 2016.

January to March:

Chair: Ambassador Ronald Sanders, Permanent Representative of Antigua and Barbuda

Vice Chair: Ambassador Jesús Sierra Victoria, Permanent Representative of Panama

April to June:

Chair: Ambassador Juan José Arcuri, Permanent Representative of Argentina

Vice Chair: Ambassador Denis Ronaldo Moncada Colindres, Permanent Representative of Nicaragua

July to September

Chair: Ambassador Elliston Rahming, Permanent Representative of The Bahamas

Vice Chair: Ambassador Luis Alfonso de Alba Góngora, Permanent Representative of Mexico

October to December:

Chair: Ambassador Selwin Charles Hart, Permanent Representative of Barbados

Vice Chair: Ambassador Audrey Marks, Permanent Representative of Jamaica

- **Topics**

Important topics addressed by the Permanent Council in 2016

- Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH)
- Mission to Support the Peace Process in Colombia
- Final agreement to end the conflict and establish stable and lasting peace in Colombia
- The situation in the Bolivarian Republic of Venezuela
- The electoral process in Haiti
- Human rights of LGBTI persons
- Women's human rights
- Reparations for the slavery and the genocide of native peoples
- Inclusion of youth
- The effects on the Hemisphere of unfair practices in the financial services industry
- The situation of natural disasters that have occurred in member states and disaster risk management
- Climate change
- Inter-American cooperation in addressing the threat of Zika virus
- Sustainable development in the Americas
- Intersectoral contributions by the health and agriculture sectors to the Sustainable Development Goals
- Financing the organs of the inter-American human rights system
- Financial condition of the OAS
- The Strategic Vision of the OAS
- Program-Budget of the Organization for 2017
- Four-Year Comprehensive Strategic Plan of the Organization
- Strategic Plan for Management Modernization
- Mandate prioritization process

- **Presentations**

In 2016, the Secretary General and the Assistant Secretary General addressed the Permanent Council on several occasions to report on a variety of matters on the Organization's agenda.

The Council received reports from the following electoral observation missions: municipal elections held in Paraguay on November 25, 2015; general election held in Guatemala on September 6, 2015, with the second round of the presidential election on October 25, 2015; general election in Belize on November 4, 2015; general election in Saint Vincent and the Grenadines on December 9, 2015; municipal elections in Costa Rica on February 7, 2016; local authority elections in Colombia on October 25, 2015; constitutional referendum held in Bolivia on February 21, 2016; parliamentary general election held in Jamaica on February 25, 2016; general election held in Peru on April 10, 2016, with the second round of the presidential election held on June 5, 2016; general election held in the Dominican Republic on May 15, 2016.

- **Visits to the Permanent Council**

In 2016, the Permanent Council received the following visitors: José Ricardo Sánchez Mena, Vice Minister for Youth of Costa Rica; Andrés Navarro García, Minister of Foreign Affairs of the Dominican Republic; Judge Roberto F. Caldas, President of the Inter-American Court of Human Rights; Danny Glover, Goodwill Ambassador of the United Nations Children’s Fund; Ryan Pinder, Member of Parliament of The Bahamas; Farah Diva Urrutia, Director General of Legal Affairs and Treaties, Ministry of Foreign Affairs of Panama; Bruce Zagaris, partner at the firm Berliner, Corcoran & Rowe, LLP, Washington, D.C.; Daniel Mitchell, Senior Fellow, CATO Institute; Neil McFarlane, Chief, Liaison Office, United Nations Office for Disaster Risk Reduction; Alejandro Daneri, President of Argentina’s White Helmets Commission; Christiana Figueres, Executive Secretary of the United Nations Framework Convention on Climate Change; Manuel González Sanz, Minister of Foreign Affairs and Worship of Costa Rica; Delcy Rodríguez Gómez, Minister of the People’s Power for Foreign Affairs of the Bolivarian Republic of Venezuela; José Luis Rodríguez Zapatero, Former Prime Minister of Spain; Pierrot Delienne, Minister of Foreign affairs of Haiti; and James Cavallaro, President of the Inter-American Commission on Human Rights.

- **Declarations and resolutions**

The Permanent Council adopted 9 declarations and 14 resolutions in 2016, the texts of which are available on the Council’s website: <http://www.oas.org/en/council/>.

The Council and its subsidiary organs held more than 182 formal and informal meetings in 2016.

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

- Proceedings of the forty-sixth regular session of the General Assembly and the fifty-first special session of the General Assembly
- The minutes of the meetings of the Preparatory Committee of the General Assembly
- The minutes of the meetings of the Permanent Council
- The Permanent Council approved 25 minutes of regular and special meetings and of joint meetings with the Inter-American Council for Integral Development.

1.4 INTER-AMERICAN COUNCIL FOR INTEGRAL DEVELOPMENT

The Inter-American Council for Integral Development (CIDI) is an organ of the OAS 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 2016

July–December 2016	Chair	Ambassador Rogelio Sotela Muñoz, Permanent Representative of Costa Rica
	Vice Chair	Ambassador Dr. Everson Hull, Permanent Representative of Saint Kitts and Nevis
January–June 2016	Chair	Ambassador Andrés González Díaz, Permanent Representative of Colombia
	Vice Chair	Ambassador Elizabeth Darius Clarke, Permanent Representative of Saint Lucia

In 2016, CIDI recommended the Inter-American Program for Sustainable Development (PIDS) (2016-2021) and the Inter-American Program for the Promotion and Protection of the Human Rights of Migrants, Including Migrant Workers and Their Families for adoption by the General Assembly. The former sets out strategic measures for aligning the work of the General Secretariat with efforts to implement the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change; the latter seeks to promote dialogue and cooperation among states, international organizations, and other actors on advancement and protection of the human rights of all migrants, recognizing the contribution of migrants to integral development.

As part of its thematic meetings, CIDI identified strategic topics, which included experiences with public-private partnerships; challenges and opportunities in ensuring quality education; experiences in poverty reduction and fostering social inclusion; implementation of the Sendai Framework and the Regional Plan of Action for Disaster Risk Reduction; and the potential role of the OAS in assisting states in ensuring access to affordable, reliable, and sustainable energy. Partnerships were also explored with the Pan American Development Foundation and the Trust for the Americas.

In the wake of the Twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21), CIDI held two joint meetings with the Permanent Council at which the outcomes of that event were set out.

CIDI authorized the withdrawal of more than US\$5 million from the Capital Fund to make up for the cuts in the budget allocated by the Regular Fund to the OAS Scholarship and Training Program in 2016 and 2017 [CIDI/RES. 309 (E-IV/16) and CIDI/RES. 316 (LXV-O/16)]. It also established an immediate and temporary pause in the award of new graduate scholarships in 2017 and set up a working group to analyze and review the operations of all OAS scholarship and training programs.

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

- The Third Meeting of Ministers and High Authorities of Social Development (Asunción, Paraguay), with the theme “Equity and Social Inclusion: Overcoming Inequalities for More Inclusive Societies,” adopted the Commitments for Social Development (CIDI/REMDES/doc.6/16 rev. 1) whose aims include, *inter alia*, to strengthen regional efforts to achieve Goals 1 and 10 of the 2030 Agenda for Sustainable Development. The delegation of Guatemala offered to host the next ministerial in 2018.
- The Seventh Inter-American Meeting of Ministers of Culture and Highest Appropriate Authorities (Asunción, Paraguay), which adopted the Declaration of Asunción (CIDI/REMIC-VII/DEC.1/16), focusing its activities on the circulation of cultural goods and services. The states undertook to enhance their national policies in support of micro, small, and medium-size enterprises involved in cultural and creative industries. Barbados and Guatemala offered to host the next two meetings in 2018 and 2020, respectively.
- The Tenth Meeting of the Inter-American Committee on Ports (CIP) held in Montevideo, Uruguay, adopted resolution CIDI/CIP/RES. 1 (X-O/16) rev. 1, “Hemispheric Cooperation on Ports: Agreements of Montevideo 2016–2018,” with a view to promoting public policies and the establishment of strategic partnerships, in particular with the private sector. It also adopted the Plan of Action of Montevideo 2016–2018 (CIDI/CIP/doc.6/16 rev. 4) and recommended a number of amendments to the CIP Rules of Procedure for approval by CIDI. Mexico offered to host the eleventh meeting in 2018.

CIDI made progress in its day-to-day activities through the Committee on Partnership for Development Policies, the Committee on Migration Issues (CAM), and the Working Group to Strengthen CIDI.

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

2 GENERAL SECRETARIAT

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

2.1 OFFICE OF THE SECRETARY GENERAL

In the second year of his term, Secretary General Luis Almagro devoted his efforts to tackling the immediate challenges facing the region, particularly those that threaten to undermine

democracy, one of the pillars of the Organization and the principles set down in the OAS Charter and the Inter-American Democratic Charter.

In 2016, 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 reaffirmed his commitment to Venezuela and, for the first time, succeeded in having the Permanent Council discuss the situation in that country. In letters addressed to the country's president and other Venezuelan officials, the Secretary General persisted in his calls for the release of political prisoners, whose number has increased; respect for democratic institutions and the rights of all Venezuelans; and the restoration of social peace. Mr. Almagro also submitted a detailed report on the situation in Venezuela to the Permanent Council and, following the decision of Venezuela's National Electoral Council to suspend the collection of signatures for holding a recall referendum, appealed to the region's countries to take concrete steps to defend democracy in Venezuela and to look for ways to reach a practical solution in line with the procedures and obligations adopted in the Inter-American Democratic Charter.
- He continued the efforts to combat corruption in Honduras through the OAS Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH/OAS). He also reaffirmed the Organization's commitment to the peace process in Colombia by expanding the mandate of the Mission to Support the Peace Process in Colombia (MAPP/OAS), which will monitor post-conflict challenges, risks, and threats to peace.
- He initiated a constructive dialogue with the Government of Nicaragua for strengthening democratic institutions in accordance with the country's commitments under the legal instruments of the inter-American system and its domestic system of rules. The dialogue covered the introduction of international electoral observation, strengthening the system of political representation, ensuring separation of powers, and the drafting of a joint report to clarify the democratic situation in Nicaragua.

The Secretary General also expressed his commitment to the Organization's fiscal management and internal budgetary challenges. To that end, he adopted a policy of fiscal austerity in order to diversify financing and ensure greater participation for other states that benefit from the OAS. In 2016, he introduced a spending cut of 12.8 percent, which generated savings of US\$10.8 million.

In 2016, the Secretary General was honored with a series of awards and distinctions for his work in defense of human rights and democracy in the Hemisphere:

- In Canada he was named one of the 10 most influential Hispanic people, an award that the Canadian Hispanic Business Alliance has given out for the past 10 years.
- He received the Oswaldo Payá Liberty and Life Prize for his "outstanding efforts in defense of democracy." The Latin American Youth Network for Democracy announced that Mr. Almagro was awarded the prize for "his coherent response to the political and social junctures through which certain countries experiencing crisis and democratic

regression in Latin America are traversing.” The award is given to people or institutions who have stood out for their effective promotion and defense of human rights, life, and democracy.

- Secretary General Almagro also received an award from the Inter-American Institute for Democracy (IID). Headed by Carlos Alberto Montaner, the IID chose Mr. Almagro as the winner of the 2016 Francisco Miranda Prize for his committed “defense of liberty and democracy in the Americas.”
- The Secretary General was also selected to receive one of the awards bestowed annually by the Ibero-American Association of Communication (ASICOM) at a ceremony in the Paraninfo Hall at the University of Oviedo, Spain. Sergio Jellinek, the Secretary General’s strategic communications adviser, received the award on his behalf.
- The Secretary General was awarded the 2016 Mark Palmer Prize, which the Community of Democracies gives to diplomats or international officials in recognition of their work to strengthen democracy and promote human rights.
- He was also the recipient of the TIC-Americas 2016 “Entrepreneur of the Year” Award granted by the Young American Business Trust in June 2016.

With his sights set on the future, the Secretary General is committed to forging ahead on these and other matters that require attention in the region, including human rights issues in Cuba and increasing challenges to democracy in the region.

2.1.1 Office of Protocol

The Office of Protocol plans and coordinates the official ceremonies of the political bodies of the Organization. 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.

Ceremonies were organized to mark Pan American Day, the anniversary of the birth of Simón Bolívar, and the Discovery of America - Encounter of Two Worlds. The Office coordinated the presentation of credentials of the ambassadors of Dominican Republic, Mexico, Haiti, El Salvador, Peru, Argentina, Barbados, Costa Rica, Jamaica, Saint Lucia, Saint Vincent and the Grenadines, Dominica, Guatemala, Chile, and Trinidad and Tobago. It organized receptions to bid farewell to the ambassadors of Haiti, Mexico, Jamaica, Costa Rica, Peru, Saint Lucia, Dominica, Dominican Republic, Guyana, United States, Guatemala, and Barbados. Private meetings were arranged between the Secretary General and the Presidents of Colombia, Panama, Honduras, and Chile.

The Office of Protocol also coordinated a program of four “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 68 ceremonies in all.

During the regular session of the General Assembly in the Dominican Republic, coordination services were provided for 117 bilateral meetings. Apart from organizing two agreement signings/ceremonies, the Office of Protocol also staged breakfasts with CARICOM and SICA. It also organized the reception offered by the Secretary General and the Assistant Secretary General, which was canceled at the last minute. It arranged a private working luncheon of the Secretary General.

Use of the Main Building 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 2016, 84 events – receptions, luncheons, dinners, and conferences – were held. The Office of Protocol provided assistance for the Food Festival of the Americas organized by the Organization of Women of the Americas. It also organized and coordinated three receptions at the Secretary General’s residence.

The Office of Protocol reviewed and keyed some 3,250 applications by the permanent missions and their staff into the “e-gov.” system set up by the Department of State for submission of applications. Visas were obtained for senior OAS staff and 605 letters were written to obtain driving licenses for OAS staff and non-diplomatic staff of the permanent missions. The Office processed nine accreditations for the Secretary General and senior OAS staff to attend United Nations meetings. The Office served as liaison with the State Department Escort Service and with airlines to arrange for the Secretary General’s travel within the United States, submitting 35 petitions.

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

Commemoration of Black History Month and the International Decade for People of African Descent

To celebrate Black History Month and the International Decade for People of African Descent, on February 25, 2016, the Assistant Secretary General, Nestor Mendez, with the sponsorship of eight member states, hosted a lecture entitled “The Afro-Diaspora in the Americas,” followed by a reception. The event was held in collaboration with *National Geographic*, which offered an exposition on DNA mapping of people of African descent in the Americas.

The interest generated by the lecture prompted the decision to commemorate Black History Month annually at the OAS, which, from 2017 on, will include other activities throughout the month of February. Those activities will be carried out in the framework of the Plan of Action for the Decade for People of African Descent in the Americas (2016–2025), adopted by resolution AG/RES. 2891 (XLVI-O/16) at the OAS General Assembly in Santo Domingo on June 16, 2016.



http://www.oas.org/en/media_center/press_release.asp?sCodigo=AVI-020/16

PAHO-OAS Collaboration: Preparing the Americas Region to Achieve the Sustainable Development Goals

In the first quarter of 2016, The Assistant Secretary General chaired an OAS-PAHO high-level working group comprising the Executive Secretary for Integral Development, the Executive Secretary for Access to Rights and Equity, the Executive Secretary for Hemispheric Affairs, and the Assistant Director of PAHO. Its task was to seek greater coordination between the two organizations in implementing the United Nations Sustainable Development Goals (SDGs).

The working group negotiated a declaration of cooperation between PAHO and the OAS, which was signed by their respective heads on August 19, 2016. The declaration sets out the activities on which the organizations will cooperate in the areas of equity, social inclusion, and social determinants of health in the region. The working group also drew up a work plan.

http://www.paho.org/hq/index.php?option=com_content&view=article&id=12393%3Aoaspaho-will-cooperate-on-implementation-2030-sdg&Itemid=135&lang=en

Cooperation between Inter-Regional Organizations and Financial Institutions

In September 2016, the Assistant Secretary General chaired a meeting of regional organizations and international financial institutions to look at ways to improve cooperation with a view to enhancing collaboration, avoiding overlap, and maximizing impact. The meeting was attended by the secretaries general of the Association of Caribbean States (ACS) and of the Secretariat for Central American Economic Integration (SIECA) as well as representatives of the Caribbean Community (CARICOM), Central American Bank for Economic Integration (BCIE), Inter-American Development Bank (IADB), CAF -



Development Bank of Latin America, the Economic Commission for Latin America and the Caribbean (ECLAC), and the World Bank.

At a teleconference held in January 2017, the participants agreed on a Declaration of Intent which formalized their commitment and identified five common work areas: (i) social inclusion, (ii) implementation of the Sustainable Development Goals, (iii) empowerment of vulnerable populations, (iv) generation of economic opportunities, and (v) education. It was decided that their collaboration should concentrate at first on the first two areas, to which end each organization would perform a mapping exercise of their respective work in those two areas. In keeping with the group's objectives, another teleconference or meeting was scheduled for April 2017.

http://www.oas.org/en/media_center/press_release.asp?sCodigo=E-096/16

Model General Assembly of the OAS (MOAS)

In 2016, the Model OAS General Assembly Program for students of the Hemisphere (MOAS) organized the following four MOAS with the participation of 1,080 students and 126 teachers from OAS member states:

- The hemispheric model for universities: the Washington, D.C. MOAS for universities (WMOAS) from March 21 to 25, organized by the Institute for Diplomatic Dialogue in the Americas (IDDA) and sponsored by the GS/OAS.
- Model sessions for high schools: The thirty-fifth MOAS held at the headquarters of the GS/OAS from November 30 to December 2, and the sixth MOAS for Students of the Colombian Caribbean Region, held at the Universidad del Norte in Barranquilla from September 21 to 23.
- One Permanent Council Model for OAS interns (MOAS/PC) was organized jointly with the Department of Human Resources of the GS/OAS.

Achievements in 2016

- Greater internationalization of the high schools model assembly: the thirty-fifth MOAS saw the highest level of international participation by the region's schools since the program's inception. Of the 22 schools that took part, 10 were from Costa Rica, Trinidad and Tobago, Belize, Colombia, Ecuador, El Salvador, and Peru. Furthermore, the sixth Model held at Universidad del Norte featured, for the first time, two delegations from international universities, comprising 10 students from ESAN University in Peru and the American University in Nicaragua.
- The thirty-fifth MOAS was attended by 122 international students, which surpassed the figure for the previous year's Model.
- New audiovisual materials and program dissemination tools were created, while social media helped to boost the online presence of the MOAS.



Links:

- Main MOAS website:
<http://www.oas.org/en/asg/moas/default.asp>
- Washington Model (WMOAS) 2016:
<http://www.wmoas.org/>
http://www.oas.org/en/asg/moas/universities/WMOAS/WMOAS_2016/default.asp
- Sixth MOAS for Students of the Colombian Caribbean Region:
<http://www.uninorte.edu.co/web/moea/6to-moea1>
<http://www.uninorte.edu.co/web/moea>
<http://www.oas.org/es/sga/moea/Nacional/default.asp>
- Thirty-fifth MOAS for High Schools:
http://www.oas.org/en/asg/moas/high_schools/35_MOAS_HS/default.asp

2.2.1 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.

2.2.2 Department of Conferences and Meetings Management

The Department of Conferences and Meetings Management (DCMM) oversaw the holding of 47 meetings of the Permanent Council as well as other events related to the Organization's four pillars.

With the cooperation of other areas of the Organization, it implemented best practices with respect to the preparation and proceedings of the General Assembly.

The DCMM provided assistance to the host countries and offered services for holding four ministerial meetings in 2016:

- Third Meeting of Ministers and High Authorities of Social Development within the Framework of CIDI (Paraguay)
- Tenth Regular Meeting of the Inter-American Committee on Ports (Uruguay)
- Sixtieth Regular Session of the Inter-American Drug Abuse Control Commission (Bahamas)
- Seventh Inter-American Meeting of Ministers of Culture and Highest Appropriate Authorities within the Framework of CIDI (Paraguay)

In 2016, the DCMM produced the Organizational and Operations Handbook for Meetings and Conferences, the purpose of which is to boost efficiency in the organization of meetings both at and away from headquarters.

In a bid to raise the quality of the services that it provides, the DCMM introduced a new meetings control form and a user satisfaction survey.

The Documents Section coordinated with the Department of Press and Communication to bolster the institutional image of the OAS through standardization of printed documents and image unification.

It also broadened its portfolio of services to different areas of the General Secretariat, including the graphic design, layout, and production of some 16,108 copies of publications and other printed materials.

The Language Section provided simultaneous interpretation services in English, Spanish, French, and Portuguese for the meetings of organs, agencies, and entities of the Organization. In all, it translated approximately 6.6 million words into the four official languages of the Organization.

It also published the OAS Spanish and English style guides.

The roster of external translators who provide freelance services to the OAS was expanded.

To ensure efficient use of resources, the section's personnel received training in the use of the *SDL Trados* translation software.

Table 1. Number of Meetings and Conferences Organized by the DCMM in 2016

Topics	Number of Services Provided to SG/OAS Conferences and Meetings
Conferences and meetings of the Permanent Council and its committees, subcommittees, and working groups	249
Promoting democracy	34
Defending human rights	59
Ensuring a multidimensional approach to security	90
Fostering integral development and prosperity	149
Supporting inter-American legal cooperation	17
Meetings of member states	147
Meetings of other areas of the Organization and other meetings	258
Meetings away from headquarters	4
Total	1007

Links:

- Guide to Holding Eco-Friendly Conference and Meetings
<http://scm.oas.org/eco/ecoguia.pdf>
- *Intelligent Document Management System:*
http://scm.oas.org/Documentos/IDMS-ENG_08-20-2015.pdf
- Survey:
<http://scm.oas.org/Survey/DGCR%20survey-spanish%20final-%20w%20security.pdf>
- Third Meeting of Ministers and High Authorities of Social Development
<http://www.redproteccion-social.org/eventos/iii-reunion-de-ministros-y-altas-autoridades-de-desarrollo-social>
<http://www.sas.gov.py/noticia/1786-iii-reunion-de-ministros-y-altas-autoridades-de-desarrollo-social-en-paraguay.html>

2.2.3 Coordinating Office for the Offices and Units of the General Secretariat in the Member States (OGSMS)

In 2016, the Coordinating Office for the Offices and Units of the General Secretariat in the Member States (OGSMS) provided advisory services on the operations of the offices of the General Secretariat in the member states, including strategic guidance, coordination, cooperation, and effective financial management services for activities in member states, and

formulating recommendations for optimizing efficiency and advice to the Permanent Council on the OGSMS.

In keeping with efforts to reduce the impact of the budget cuts and optimize the role of the OGSMS and in accordance with Executive Order 16-06, attempts were made to enhance collaboration in order to boost efficiency and take advantage of the institutional presence in member states. Continuous training for staff and equipment and technology improvements have led to a significant labor productivity boost and greater efficiency in the use of available resources.

The following results reflect the achievements made:

- Implementation of the Comprehensive Strategy for the OGSMS, the results of broad consultations with OAS representatives and secretariats, based on the Secretary General's Executive Order 16-06.
- Application of the guidelines contained in Executive Order 16-06, including formalization of focal points in each Secretariat as key contacts for coordination, interaction, and planning with the Coordinating Office.
- Continuous training for personnel in the use of financial tools. With the improvements in the NOCS, this has allowed the publication of budget and financial data, records and inventory monitoring, and easy access to useful information, resulting in savings of time and messenger service costs.
- Improvement of equipment, technology and communication systems in the OGSMS.
- Training in information sourcing, analysis, and management for OGSMS representatives. The event, held with financing provided by the European Union, included sessions on the role of the OAS in addressing border conflicts in the Hemisphere and in the response to natural hazards and new security threats.
- Ongoing collaboration with the Political Analysis System (SAPEM) of the Secretariat for Strengthening Democracy in order to ensure quality reporting to representatives.
- The country office in Honduras played a key role in helping to set up the Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH), whose objective is to improve the quality of services provided to the judicial system. In coordination with the Secretariat for strengthening democracy, it provided technical assistance for the Mission's presentation to the Honduran Government and local media.
- Country offices are systematically updated about the work of the OAS secretariats at online meetings and they focus on maximizing channels of assistance to other areas of the General Secretariat.
- Collaboration in gathering information to be shared on the OAS website regarding the contributions that the Organization makes through its activities, programs, and projects in each member state.
- Drafting of the Procedures Manual for Country Offices.

Links

- Training in Information Sourcing, Analysis, and Management for OGSMS Representatives (Barbados, September 2016)
<http://www.fiiapp.org/en/noticias/tecnicos-de-la-oea-y-caricom-asisten-a-un-curso-sobre-gestion-de-crisis-en-barbados/>
<https://stluciatimes.com/2016/03/01/disaster-related-early-warning-training-workshop-begins-barbados>

2.3 SECRETARIAT FOR STRENGTHENING DEMOCRACY

I. PRINCIPAL ACHIEVEMENTS

The achievements of the Secretariat for Strengthening Democracy in 2016 were as follows:

1. The **deployment of nine electoral observation missions** in **eight countries** in the region, involving a total of 547 observers (45 percent of them women): Bolivia, Colombia, Costa Rica, United States (for the first time), Jamaica, Haiti, Dominican Republic, and Peru. It also dispatched compliment missions to Mexico and Grenada. The missions analyzed areas such as electoral organization, use of technology, campaign finance, female participation, the system of electoral justice, the role of the media, aspects of exercises in direct democracy, Afro-descendant and indigenous participation, and voting by overseas citizens.
2. In the area of **technical cooperation on electoral matters**, of particular note were the activities of the project **Quality Management Systems – ISO/TS 17582** and the update of the website www.oas-ieab.org.
3. **Assistance to countries—that have so requested—in the strengthening and preservation of democratic institutions and peaceful conflict resolution.** Particularly significant in this connection were the installation of the Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH) and the deployment of the Special Mission to Haiti to assess the situation prompted by the postponement of the elections. In addition, steps were taken to strengthen the work of the Mission to Support the Peace Process in Colombia (MAPP/OAS) and the implementation of confidence- and security-building measures between Belize and Guatemala.
4. **Strengthening of cooperation on democracy and peace** with other international and regional organizations, such as the United Nations and European Union. Also important were the activities to commemorate the fifteenth anniversary of the Inter-American Democratic Charter; work with the legislative branches of member states, integration parliaments, and parliamentary forums such as the Central American Parliament, Andean Parliament, Latin American parliaments, ParlAmericas, and EUROLAT; and the implementation of an institutional strengthening and experience-sharing program with the

support of the European Union's Global Crisis Response Support Programme and the European Commission's Joint Research Centre.

II. RESULTS IN NUMBERS

Electoral observation missions

Electoral observation mission	Costa Rica	Bolivia	Jamaica	Peru, 1st round	Dominican Republic	Colombia	Peru, 2nd round	United States of America	Haiti
Date	February 7	February 21	February 25	April 10	May 15	October 2	June 5	November 8	November 20
Types of election	Municipal	Constitutional referendum	General and parliamentary	General	General	Plebiscite on agreement	Second round	General	Presidential and parliamentary
EOM members	21	63	23	81	40	75	74	41	129
Number of nationalities	12	20	17	23	15	22	21	18	24
Number of observation methodologies	5	3	4	8	6	3	8	5	5

Electoral accompaniment

- There were two electoral accompaniment missions in total: one to Mexico for the election of 60 deputies to the Mexico City Constituent Assembly, and one to Grenada for the referendum on constitutional reform.

Technical cooperation on electoral matters

- Representatives from 23 electoral authorities from 17 countries attended the 11th Inter-American Meeting of Electoral Management Bodies, which was held in Mexico.
- Two training workshops for senior auditors of ISO electoral standards: one course for the Brussels-based European Centre for Electoral Support (ECES), and another in

coordination with the Supreme Electoral Tribunal of Costa Rica for electoral officials and experts from Mexico, Costa Rica, Peru, Ecuador, and Panama.

- Participation in the ceremony for certification of the National Electoral Council of Ecuador under ISO technical specification TS/17582 (ISO electoral standard).

Special missions

Haiti - Special Mission

- The OAS Secretary General sent a special mission to Haiti in the first quarter of 2016 to assess the political situation in the wake of the postponement of the second round of the presidential elections scheduled for January 24, 2016.
- The Mission was led by the Chair of the Permanent Council of the OAS, who initiated a dialogue with all actors, used his good offices, and was present when Haiti's actors reached an agreement on February 5 for the establishment of a transition government and for moving forward with democratic solutions in the country.
- The Mission supported the negotiation and signing of an agreement to overcome institutional obstacles and complete the election process. It also monitored compliance with items set down in the agreement.

Honduras - Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH)

- The Mission was installed in Honduras on April 19, 2016, with a four-year mandate. It adopts an "active collaboration" approach in working with the State on the design and implementation of effective strategies to fight against corruption based on international standards.
- After only some months of efforts by the Mission, the National Congress of Honduras passed the Political Party Finance, Transparency, and Oversight Law (also known as the "Clean Politics Law") with votes from representatives across all party lines, and adopted Legislative Decree No. 89-2016 establishing the anticorruption courts.

Colombia - Mission to Support the Peace Process in Colombia (MAPP)

- The mandate of the Mission to support the peace process in Colombia was extended by an additional two years (2016–2018) with the signing of the sixth protocol to the agreement between the OAS General Secretariat and the Government of Colombia. The mission has a presence in 230 municipalities and 15 offices around the country.
- The Mission strengthened the gender perspective in the monitoring activities that it carries out in the areas of peace building, transnational justice, and territorial dynamics; organize regional workshops on restoration of land rights, and prepared a report on social participation in the framework of the negotiations between the government and the National Liberation Army (ELN).

Belize/Guatemala – Implementation of confidence-building measures

- The visit of the OAS Secretary General to the Office of the OAS in the Adjacency Zone, which marked the first visit by a Secretary General to that office since it opened in 2003.
- A number of important meetings: Six ministerial meetings, one meeting of the Joint Commission at the foreign minister, deputy foreign minister and ambassador level, and 16 meetings between the Army of Guatemala and the Belize Defence Force, among others.
- Deployment of an independent commission with the support of forensic experts from the United States and Mexico.

Support for legislative branches

- Strengthening communication and coordination with the Central American Parliament, Andean Parliament, Latin American Parliament, EUROLAT and ParlAmericas.
- Four virtual meetings allowed more than 80 of the region's lawmakers to hold discussions and share experiences in relation to technology and parliaments.
- Cooperation agreements signed with the Senate of the Republic of Colombia, the chamber of deputies of Argentina, and the chamber of deputies of Mexico on institutional modernization and incorporation of best practices on probity and accountability. A cooperation agreement was also signed with Mexico's Confederation of Local Congresses (COPECOL).
- Establishment of a strategic partnership with the PROPULSAR group in Mexico, which led to the launch of the *PLENO CIUDADANO* ("Full Citizen") mobile application.

Political analysis and scenarios

- Strengthening elements to institutional relations with other international organizations, particularly the United Nations Department of Political Affairs and the European Commission's European External Action Service, with a view to sharing tools and information on political analysis and scenarios.
- Liaison with the European Union on the organization of six specialized workshops on conflict analysis and early warnings for OAS General Secretariat staff.

III. MANDATES

- The Secretariat for strengthening democracy carried out its activities in accordance with the mandates contained in the OAS charter, the Inter-American Democratic charter, specific resolutions of the OAS General Assembly and Permanent Council, and relevant inter-American legal instruments.

IV. LINKS ON ACTIVITIES

Democracy

- Secretariat for Strengthening of Democracy <http://www.oas.org/en/spa/default.asp>

Electoral observation and cooperation

- Department of Electoral Cooperation and Observation <http://www.oas.org/en/spa/deco/>
- Electoral missions database <http://www.oas.org/eomdatabase/default.aspx?lang=en>
- Electoral cooperation <http://www.oas.org/en/spa/deco/cooperacion.asp>
- Electoral projects <http://www.oas.org/en/spa/deco/proyectos.asp>

Special missions

- Department of Sustainable Democracy and Special Missions <http://www.oas.org/en/spa/dsdsm/default.asp>
- Mission to Support the Fight against Corruption and Impunity in Honduras <http://www.oas.org/en/spa/dsdsm/maccih/new/default.asp>
- Mission to Support the Peace Process in Colombia <http://www.mapp-oea.org/>

Fund for Peace

- Fund for Peace <http://www.oas.org/sap/peacefund/>
- Fund for Peace Virtual Library <http://www.oas.org/sap/peacefund/VirtualLibrary/index.html>

Political analysis and scenarios

- Political analysis and scenarios http://www.oas.org/en/spa/dsdsm/analisis_politico.asp
- Project with the European Union on Political analysis and scenarios <http://www.gcrsp.eu/>

V. IMAGES (SELECTED LINKS TO OFFICIAL PHOTOGRAPHS)

- Link to photographs of the signing of the agreement establishing the MACCIH, January 2016 <https://www.flickr.com/photos/oasoea/sets/72157663025508569>
- Link to official photographs of the signing of the cooperation agreement on legislative matters with the Chamber of Deputies of Mexico, February 2016 <https://www.flickr.com/photos/oasoea/albums/72157664188971671>
- Link to official photographs of the Special Mission in Haiti, February 2016 <https://www.flickr.com/photos/oasoea/albums/72157664383923535>
<https://www.flickr.com/photos/oasoea/albums/72157664608013585> (Report to the Permanent Council)

- Link to official photographs of the Electoral Observation Mission in Costa Rica, February 2016
<https://www.flickr.com/photos/oasoea/albums/72157663663766630>
- Link to official photographs of the visit of the OAS Secretary General to the Belize-Guatemala Adjacency Zone, April 2016
<https://www.flickr.com/photos/oasoea/albums/72157665110702163>
- Link to official photographs of the meeting of the OAS Secretary General with the Ministers of Foreign Affairs of Guatemala and Belize, May 2016
- Link to official photographs of the visit of the OAS Secretary General to the Colombia, October 2016
<https://www.flickr.com/photos/oasoea/albums/72157675191907895>
- Link to official photographs of the second event commemorating the fifteenth anniversary of the Inter-American Democratic Charter, October 2016
<https://www.flickr.com/photos/oasoea/albums/72157674387445442>
- Link to official photographs of the Electoral Observation Mission in the United States, November 2016
<https://www.flickr.com/photos/oasoea/albums/72157676058375285>

* Annex with additional images provided by departments and areas

VI. LINK TO PUBLICATIONS AND SOCIAL MEDIA

- **Reports of Electoral Observation Missions**
http://www.oas.org/en/spa/deco/moe_informes.asp
- **MACCIH Semiannual Report**
<http://www.oas.org/documents/eng/press/First-Semiannual-Report-MACCIH.pdf>
- **MAPP Semiannual Report**
<http://www.mapp-oea.org/informes-semestrales/>
- **Fund for Peace:**
 - Friends make good neighbors. Good neighbors make a difference (an educational book for children about peace building. Children's books.
<http://www.oas.org/sap/peacefund/publications/AZchildrenBook.pdf>
 - The OAS: Peace, Democracy, and Conflict Resolution
http://www.oas.org/sap/peacefund/publications/TheOASPeaceDemocracy_andConflictResolution.pdf
- **Social networks:**
 - MACCIH: @OEA_MACCIH
 - MAPP: @MAPPOEA
 - MAPP: <https://www.facebook.com/MappOea/>

- Parliaments: @OEA_parlamentos
- Fondo de Paz @OASPeaceFund
- Fund for Peace: <https://www.facebook.com/OAS-Peace-Fund-278876203888/>
- Electoral observation and cooperation <https://www.facebook.com/deco.oea/>
- **Press articles and other links – Electoral missions**

EOM Costa Rica in the press

<http://www.elpais.cr/2016/02/08/oea-felicita-a-la-ciudadania-costarricense-por-la-exitosa-jornada-electoral/>

EOM Bolivia in the press

<http://www.paginasiete.bo/decision2016/2016/2/23/recomienda-profunda-integral-auditoria-padron-87689.html>

EOM Jamaica in the press

<http://jamaica-gleaner.com/article/lead-stories/20160229/oas-electoral-mission-redoubles-call-gender-quota-parliament>

EOM Peru mentioned in press release published by the Permanent Mission of Peru

<http://rpp.pe/politica/elecciones/mision-de-oea-exhorta-a-peru-a-iniciar-profunda-reforma-electoral-noticia-953043>

EOM Dominican Republic in the press

<http://hoy.com.do/oea-sugiere-reforma-profunda-de-la-ley-electoral-dominicana/MOE>

Colombia Oversight Mission in the press

<http://www.elheraldo.co/nacional/oea-recomienda-colombia-medidas-contra-la-alta-abstencion-en-el-plebiscito-290275>

EOM USA in the press

<http://www.diariolasamericas.com/eeuu/oea-presenta-recomendaciones-mejora-sistema-electoral-estadounidense-n4112592>

EOM Haiti in the press

<http://www.haitilibre.com/en/news-19300-haiti-elections-oas-preliminary-report.html>

Grenada Accompaniment Mission in the press

<http://www.caribbeannewsnow.com/headline-OAS-notes-low-voter-turnout-for-Grenada-referendum%3B-Antigua-Barbuda-to-take-different-approach-32648.html>

Publication by the Gilberto Bosques Center for International Studies on the Regional Encounter “The electoral road of female candidates”

http://centrogilbertobosques.senado.gob.mx/docs/110916_1.pdf

Publication by the IEDF on the Second Subnational Electoral Observation Course “Exercises in Direct Democracy”

http://www.iedf.org.mx/index.php/component/blog_calendar/?year=2016&month=12&day=10&modid=103

2.4 EXECUTIVE SECRETARIAT FOR INTEGRAL DEVELOPMENT (SEDI)

SEDI aligned its activities with the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDG). In June 2016, the General Assembly adopted the Inter-American Program for Sustainable Development (PIDS) 2016-2021, the Inter-American Meeting of Ministers of Culture adopted the Declaration of Asunción in order to improve the circulation of cultural goods and services in the Americas, and port officials established cooperation priorities for the 2016–2018 period.

SEDI helped to strengthen regional competitiveness and innovation through the Inter-American Competitiveness Network (RIAC). It fostered regional cooperation in the areas of innovation, entrepreneurship, and competitiveness. More than 100 government decision makers, representatives of the private sector, and academics from 27 countries took part in two meetings of the Americas Competitiveness Exchange (ACE) on Innovation and Entrepreneurship—one in the United States and the other in Canada. In addition, visits to more than 45 companies, think tanks, and universities led to more than 30 concrete collaboration activities.

SEDI continued to support the efforts of States to improve access to quality education. The scholarship and training programs awarded more than 3,000 academic scholarships for undergraduate, postgraduate, and professional development courses, in addition to providing training to more than 40,000 people via the Educational Portal of the Americas and the Inter-American Teacher Education Network. In relation to ports, the number of grants tripled between 2013 and 2016 from 43 to 145. At the same time, the Partnerships Program for Education and Training (PAEC) continue to expand.

The Inter-American Network for Labor Administration (RIAL) continued to deepen cooperation between the region’s labor ministries, especially with regard to youth employment strategies.

On environmental matters, SEDI assisted states with the design and implementation of policies aimed at integrating environmental priorities. It also rendered assistance in the implementation of projects that include multiple countries in such areas as [Integrated Water Resources Management, Energy and Climate Change Mitigation; Risk Management and Climate Change Adaptation, Biodiversity and Sustainable Land Management;](#) and [Environmental Law, Policy, and Governance.](#)

2.4.1 Department of Human Development, Education, and Employment (DDHEE)

Labor and Employment Section and support for the ministerial process on Education

- Eighteen ministries of labor have access to new tools to design or reshape policies and programs in areas such as workforce inclusion for persons with disabilities, vocational training, and employment services.
- Five bilateral cooperation missions and two regional meetings within the framework of the Inter-American Network for Labor Administration (RIAL) were held, involving 24 labor ministries, with particular attention given to youth employment strategies.
- **Mandates:** Declaration and Plan of Action of Cancun [CIDI/TRABAJO/DEC.1/15 (XIX-0/15) and CIDI/TRABAJO/doc.22/15], Building an Inter-American Education Agenda: Education with Equity for Prosperity (CIDI/REMCYT-IV/doc. 5/15 Rev. 1)
- **Images:** <https://www.flickr.com/photos/132937380@N03/sets/72157678150744485/>, <https://www.flickr.com/photos/95493148@N08/sets/72157678562610830>, <https://www.flickr.com/photos/132937380@N03/>
- **Social media**
Twitter: @RIAL_OEA, @CIE_OEA

Inter-American Teacher Education Network (ITEN)

- The ITEN [Virtual Community of Practice](#) reached more than 26,000 teachers and other educators.
- The next 10 technical cooperation missions were launched to enable ministries of education to exchange knowledge on matters relating to the teaching profession.
- 2,400 teachers benefited from the toolkit *Pedagogical Strategies for Development of Critical Thinking*
- In all, 13 webinars were held for primary and secondary school teachers, which were attended by 2,905 registered participants from all OAS member states. The webinars were recorded and broadcast on the ITEN YouTube channel (www.youtube.com/riediten), where they attracted 42,713 views.
- Agreements were signed with the Ministry of Education of the Province of Santa Fe in Argentina and the Ministry of Education of Guatemala.
- The toolkit *Pedagogical Strategies for Development of Critical Thinking* was launched, in which 5,000 teachers have enrolled.
- A further 90 publications were added to the [Co-TEP knowledge bank](#), for a total of 600 publications and research papers on teaching policies and practices in the region.
- **Mandates:** Declaration of Paramaribo “Transforming the role of the teacher in response to 21st-century challenges” (CIDI/RME/DEC. 1/12); Declaration of Quito “Better Opportunities for the Youth of the Americas: Rethinking Secondary Education” (CIDI/RIMDS/DEC.1/09)
- **Links:** www.oas.org/en/iten; www.oas.org/es/ried

– **Social media**

Facebook: <https://www.facebook.com/ried.oea> ; <https://www.facebook.com/iten.oas>

Twitter: https://twitter.com/ried_iten ; https://twitter.com/iten_ried

OAS scholarship and training programs and educational loans

- 2,485 scholarships awarded for undergraduate and postgraduate studies in member states and permanent observer countries
 - 625 professional development scholarships via 109 courses
 - 111 new educational loans granted in 2016 to citizens in 23 member states, taking the Leo Rowe Fund portfolio to US\$2.35 million
- **Mandates:** Declaration and Plan of Action of Cancun [CIDI/TRABAJO/DEC.1/15 (XIX-O/15) and CIDI/TRABAJO/doc.22/15]
- **Links:** <http://www.oas.org/en/scholarships/default.asp>
www.oas.org/en/rowefund, www.oas.org/es/fondorowe
- **Social media**
- Facebook: <https://www.facebook.com/becasoea>, www.facebook.com/rowefund
- Twitter: <https://twitter.com/OASscholarships>

2.4.2 Department of Economic Development

Micro, Small and Medium-sized Enterprises (MSMEs)

- Good experiences with programs to support MSME development and inputs for the agenda of the Fifth Inter-American Dialogue of High-Level MSME Authorities, which is to be held in Mexico in May 2017, were shared among more than 60 participants from 20 countries during four virtual meetings of the Dialogue working groups.
 - Three more member states (Antigua and Barbuda, St. Kitts and Nevis, and The Bahamas) joined the *Caribbean Small Business Development Centers Program (SBDC)*, with 85 representatives of governmental organizations, NGOs, the private sector, and academia were presented the SBDC model.
 - More than 500 new clients enrolled to receive technical assistance from SBDCs and over 100 specific assistance programs were implemented in the first five beneficiary countries (Belize, Barbados, Dominica, Jamaica, and Saint Lucia).
- **Mandates:** Advancing Hemispheric Initiatives on Integral Development (AG/RES. 2881 (XLVI-O/16))
- **Links:** <http://www.oas.org/es/sedi/ddes/iadialogues/acerca-de.asp>;
<http://www.oas.org/en/sedi/desd/ted/sbdc/network.asp>
- **Images:** (Annex)

Competitiveness, Innovation, and Technology

- More than 100 government decision makers, representatives of the private sector, and academics from 27 countries took part in two meetings of the Americas Competitiveness

Exchange (ACE) on Innovation and Entrepreneurship—one in the United States and the other in Canada. In addition, visits to more than 45 companies, think tanks, and universities led to more than 30 concrete collaboration activities.

- Knowledge exchanges and human resources training in science, technology, and engineering in the region were strengthened through the working groups of the Inter-American Committee on Science and Technology (COMCYT). The Technical Secretariat organized 9 videoconferences in which 59 examples of innovation and technological development were shared among 182 participants from 21 countries. In addition, training was provided to 90 professionals from 14 countries at two events of the Academy on Technology Transfer and Commercialization for the Americas, held in Mexico and the United States. In addition, 539 scholarships were awarded for master's and doctorate studies to students of science and engineering from 25 countries in the Americas (250 for women) with the CONACYT-OAS-AMEXCID Program.
 - Capacities for measuring subnational competitiveness and designing agendas in that connection were strengthened through the exchange of good practices and working methodologies among more than 40 experts from 11 countries in the framework of the RIAC and the special meeting of the Group of Experts on Subnational Competitiveness held in San Sebastian, Spain.
- **Mandates:** Advancing Hemispheric Initiatives on Integral Development (AG/RES. 2881 (XLVI-O/16), Plan of Action of Guatemala 2016-2020 (CIDI/REMCYT-IV/doc.5/15 rev. 1), RIAC Work Plan 2016-2018
 - **Links:** <http://www.oas.org/en/sedi/desd/cit/default.asp>, <http://riacnet.org/home/en/>
RIAC YouTube channel: <https://www.youtube.com/user/riacnetorg/videos>
 - **Images:** <https://www.flickr.com/photos/89835551@N02/sets/>
 - **Social media**
RIAC Facebook page: <https://www.facebook.com/RIACnet/>
Twitter: @riacnetorg

Tourism

- More than 500 entities and 28 projects designed (at least 20 projects ongoing) in the seven countries of the Sustainable Destinations Alliance for the Americas (SDAA): Antigua and Barbuda, Bahamas, Barbados, Dominica, Honduras, Jamaica, and Nicaragua. SWOT analyses were also prepared. More than 120 people received training via an online course for sustainable tourism leaders.
 - Good experiences in the areas of sustainability, marketing, and competitiveness were shared among 50 small hotels at the Fourth Encounter of the Inter-American Network of Owners and Operators of Small Hotels, held in Port of Spain, Trinidad, in October 2016.
- **Mandates:** Advancing Hemispheric Initiatives on Integral Development (AG/RES. 2881 (XLVI-O/16), Medium-term Strategy to Enhance Tourism Cooperation and Competitiveness in the Americas (CIDI/TUR-XXIII/doc.7/15)
 - **Links:** <http://www.oas.org/en/sedi/desd/ct/sdaa.asp>; <https://vimeo.com/176211701>

Cultural Heritage

- Program to identify authentic heritage tourism products and services and a process for establishing national cultural heritage site records in developed CARICOM countries
 - Progress with competent authorities in CARICOM countries in identifying the recommended components for comprehensive legislation on cultural heritage protection
 - Website of the Caribbean Heritage Network (<https://caribheritage.org/>) launched on October 19, 2016
 - Two online courses on cultural heritage via the open campus of the University of the West Indies designed. The first versions were launched with 60 enrolled participants.
- **Mandates:** Declaration of Asunción on Development in the Americas: Strengthening the Circulation of Cultural Goods and Services (CIDI/REMIC-VII/DEC.1/16)
- **Links:** <http://portal.oas.org/default.aspx?tabid=308&language=en-us> , <https://caribheritage.org/>

2.4.3 Department of Sustainable Development

(Images: <https://www.flickr.com/photos/125694131@N07/>)

Sustainable Energy Section

- Establishment of a regional technical and financial coordination mechanism to drive the transition toward modern energy services through eight workshops in the Caribbean
 - 25 Central American communities benefited from five workshops on energy efficiency and efforts to support the introduction of regional technical regulations
 - Promotion of the Inter-American Metrology System for the benefit of 60 communities in the area of energy measurement, which will benefit all 34 countries in the Hemisphere.
- **Links:** <http://www.oas.org/en/sedi/dsd/Energy/default.asp>

Sustainable Communities, Risk Management, and Climate Change Section

- Support for the work of the Interagency Working Group on Oceans and the Blue Economy, headed by Grenada and Monaco. 170 representatives of government agencies and civil society organizations involved in the urban management policy design received training at five instances of the Sustainable Cities Course given in Costa Rica, Guatemala, Antigua and Barbuda, Dominican Republic, and Jamaica.
- The implementation was completed of 10 pilot projects under the pillars (i) clean energy and energy efficiency, (ii) sustainable transport solutions, (iii) natural disaster resilience, and (iv) waste management in Antigua and Barbuda, Dominican Republic, Guatemala, Costa Rica, Honduras, El Salvador, and Saint Lucia.

- Conservation measures were implemented in partnership with the United States Fisheries and Wildlife Service under the Mesoamerica 2020 Initiative, reaching 500 beneficiaries.
 - A dialogue was held with United Nations, inter-American system, and international cooperation agencies on disaster risk management and the OAS agenda. There was also a meeting with CIDI on implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030.
 - In partnership with the Inter-American Defense Board, the Section co-organized the hemispheric integration seminar on disasters, with the theme “Toward Integrated Disaster Prevention, Mitigation, Relief, and Response Systems: Integrating the Armed Forces and Security Forces with National Systems and International Humanitarian Assistance”
 - 10 training courses on different aspects of disaster risk management in the Caribbean and Central America were imparted under the OAS-White Helmets Initiative. As part of the General Secretariat’s coordination with the inter-American system in response to the earthquake in Ecuador and the impact of Hurricane Matthew on the Eastern Caribbean, two training workshops were imparted that benefited 40 experts.
 - Training was provided to OAS staff members as part of the executive order to implement the institutional policy on disaster risk management.
- **Mandates:** Inter-American Program for Sustainable Development (PIDS) [AG/RES. 2882 (XLVI-O/16) and CIDI/Doc.205/16]; Advancing Hemispheric Initiatives on Integral Development [AG/RES. 2881 (XLI-O/16)]; Inter-American Plan for Disaster Prevention and Response and the Coordination of Humanitarian Assistance [AG/RES. 2750 (XLII-O/12) and CEPCIDI/1053/12 rev. 1]
 - **Links:** <http://www.oas.org/en/sedi/dsd/RiskManagement/default.asp>; <http://rimd.org/plan-en/>
 - **Social media and publications:** E-Newsletter/Blog: <http://risk-macc.blogspot.com.ar/>

Environmental Law, Policy, and Governance Section

- 120 people took part in the meeting [“Protecting the Common Home: Guaranteeing Rights for More People in the Americas” Ceremony and dialogue on trends in the environmental rule of law in the Americas.](#)
- **Mandates: Links:** <http://www.oas.org/en/sedi/dsd/ELPG/default.asp>

Integrated Management of Water Resources Section

- The section facilitated exchanges of experiences between Costa Rica and the member countries of the Trifinium (Honduras, El Salvador, and Guatemala). The groundwork was laid for cooperation between the OAS General Secretariat and the United Nations Economic Commission for Europe (UNECE). In addition, a pilot project between Peru and Colombia was conceived in the framework of the Secretariat of the Convention on the

Protection and Use of Transboundary Watercourses and International Lakes and the UNECE Protocol on Water and Health thereto.

- Two events were held with strategic partners to share experiences and develop a baseline from which to design future cooperation initiatives on the water-energy nexus for Latin America and the Caribbean.
 - The design was concluded of the River Plate Basin and Gran Chaco project, as were technical reports. The implementation continued in 2016 of the CONAE and Trifinium project, as did work on the 2017-2020 portfolio, in line with the PIDS.
- **Links:** <http://www.oas.org/en/sedi/dsd/IWRM/default.asp>

EXECUTIVE OFFICE

Technical Cooperation Section

- 11 programs approved for funding in the areas of education, science and technology, tourism, and culture were carried out in the 2014–2017 period under the last FEMCIDI programming cycle (2010–2011), including an ongoing program in Haiti. In addition, seed funding was leveraged through the partnerships with Microsoft, Plan Caribe Colombia, the Catholic University, and the Government of Serbia.
- More than six virtual seminars were held for experts, program coordinators, and beneficiaries on topics related to the FEMCIDI 2010–2011 programming cycle.
- There are 18 programs in the areas of social inclusion/protection and productive employment under way as part of the Development Cooperation Fund (OAS/DCF) 2014–2017 programming cycle. Hewlett-Packard is a strategic partner for the programs via the HP-LIFE e-Learning platform. (<http://www.life-global.org/?s=/go/oas>).
- Soft launch of the Virtual Center for Cooperation for Development and Partnership in the Americas ([Cooperanet](http://cooperanet.net)), as a knowledge exchange platform for member states, cooperation agencies, academia, the private sector, and other international cooperation partners. <http://cooperanet.net/welcome-to-cooperanet/>

Technical Secretariat of the Inter-American Committee on Ports

- 145 scholarships awarded for hemispheric courses or specialized seminars. Training was provided to 432 individuals in the region under three hemispheric specialized seminars. This was 75% over the goal.
- One meeting of the Inter-American Committee on Ports was held for high-level port authorities
- Two technical assistance programs or events were carried out in support of port development in member states.
- Two technical papers were prepared on port legislation and energy efficiency in ports.
- 17 Maritime Awards of the Americas were presented in 14 categories.
- Three editions were published of CIP Magazine, as were 12 newsletters.

- 11 new civil society associate members were inducted and two cooperation agreements were signed.
- **Mandates:** “Hemispheric Cooperation on Ports: Agreements of Montevideo 2016-2018” (CIDI/CIP/RES.1/1), Advancing Hemispheric Initiatives on Integral Development [AG/RES. 2881 (XLVI-O/16)]
- **Links:** <http://portalcip.org/>, http://www.oas.org/en/sedi/news/cip_awards.asp
- **Social media**
 Facebook: <https://www.facebook.com/becasoaea>, www.facebook.com/rowefund
 Twitter: <https://twitter.com/hashtag/OASPorts?src=has>,
https://twitter.com/hashtag/OAS_Ports?src=hash,
https://twitter.com/OAS_Development/status/729772238954737664,
https://twitter.com/OAS_Development/status/732671232404000769,
https://twitter.com/OAS_Development/status/789193129085640705

2.5 SECRETARIAT FOR MULTIDIMENSIONAL SECURITY

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

1. Summary of the Department’s Main Achievements: Adoption of the Hemispheric Plan of Action on Drugs, 2016-2020; Training for more than 3,000 service providers, professionals, and judiciary officials in demand reduction, supply reduction, and noncustodial alternatives. Coordination of two regular sessions of the Commission: CICAD 59 in Washington, D.C. and CICAD 60 in Nassau, Bahamas. http://www.cicad.oas.org/mem/Activities/PoA/PoA-Version_Final-ENG.pdf

2. Results by section

Capacity Building in Drug Control and Technical Assistance Section

- 1,780 service providers were trained and 530 were certified under the Training and Certification Program for Drug and Violence Prevention, Treatment and Rehabilitation (PROCCER) in Mexico, Dominican Republic, Paraguay, the Caribbean, and Central America. Training was provided to 46 professionals on the guide to treatment interventions for women and adolescents under the GROW Peru project.
- The Mexican Model Therapeutic Justice Program was finalized.
- More than 500 judges, prosecutors, defenders, treatment providers, police, and social workers from 11 Mexican federative entities received training in therapeutic justice.
- The review was finalized of diagnostic studies on noncustodial alternatives for Colombia, Dominican Republic, Panama, and Costa Rica.
- Five training courses were held on strategic intelligence and counter narcotics scenarios with the National Police of Colombia; 150 professionals received advanced training in counter narcotic analysis, investigation, and interdiction techniques.

Evidence-based Drug Policy Section

- Nine working group sessions were held to prepare the Plan of Action 2016–2020.
- Epidemiological studies on key populations and treatment centers were carried out in five countries.
- Publications were released on drug use in the Caribbean, the chemical composition of crack cocaine, and the availability of treatment services for crack cocaine users.
<http://www.cicad.oas.org/oid/pubs/FINAL%20SCHOOL%20SURVEY%20REPORT%202016.pdf>
- Training in drug investigation methods was provided to 40 officials
- A working panel on heroin was established

Mandates:

- Hemispheric Plan of Action on Drugs 2016-2020
- Hemispheric Drug Strategy (2010)
- Declaration of Antigua Guatemala “For a Comprehensive Policy against the World Drug Problem in the Americas” and Declaration of Asunción on “Development with Social Inclusion”
- Resolution AG/RES. 1 (XLVI-E/14), "Reflections and Guidelines to Formulate and Follow up on Comprehensive Policies to Address the World Drug Problem in the Americas”

2.5.2 Secretariat of the Inter-American Committee against Terrorism (CICTE)

1. Summary of the Department’s Main Achievements:

2. Results by program

- **Cybersecurity:** The cybersecurity program provided assistance in developing the national cybersecurity strategy in Chile, Costa Rica, Dominican Republic, Guatemala, and Paraguay. It contributed to the setting up of computer security incident response teams (CSIRTs) in the Dominican Republic and Saint Kitts and Nevis, and published the guide “Best Practices for Establishing a National CSIRT.” It also provided training to more than 3,000 individuals from government agencies, the private sector, and civil society in the areas of digital forensic investigation, critical infrastructure protection, and crisis management, and launched the Observatory of Cybersecurity in Latin America and the Caribbean (www.observatoriociberseguridad.com).
- **Tourism Security:** The implementation began of a three-year project designed to strengthen the capacities of 12 countries in Mesoamerica and the Caribbean in the areas of risk management, tourism security plans, and public-private partnerships
- **Aviation Security:** Under the Program to Combat Internal and External Threats to Civil Aviation, three training workshops were held that benefited 11 Caribbean countries.
- **Immigration and Document Security:** The implementation began of a project designed to improve capacities for preventing and combating the transit of high-risk individuals, wanted

persons, and extremist groups across the land borders of Central America and Mexico. **Cargo and Container Security:** Training in detection of illicit materials in containers and vessels was provided to Honduran officials stationed in Puerto Cortés. Training centers for SAT and SEMAR officials in Mexico were strengthened. Training courses in cargo and container security were designed for Belize, Chile, Colombia, Costa Rica, Dominican Republic, Peru, and Trinidad and Tobago.

- **Supply Chain Security:** The project “Fortifying Authorized Economic Operators in the Hemisphere” enabled the observation of four validation inspections, supported four private-sector awareness raising workshops, and held two internal workshops for customs offices in Chile, Dominican Republic, and Panama.
- **Maritime Security:** The maritime security program initiated a comprehensive project with two training workshops on maritime domain awareness in Mexico (national) and Jamaica (subregional).
- **Terrorism Finance:** Training was provided to 40 operations officers in addressing common challenges and vulnerabilities in Caribbean and Pacific states in the areas of money laundering and terrorism finance (ML/TF).
- **Implementation of UN Security Council resolution 1540:** In 2016, CICTE provided legislative assistance to 10 member states to enable them to adapt their laws to the obligations contained in resolution 1540 and draft their national plans of action.

3. Summary of Principal Mandates

CICTE DECLARATIONS

CICTE/DEC.1/13

CICTE/DEC.1/12 rev. 1

RESOLUTIONS AND DECLARATIONS OF THE OAS GENERAL ASSEMBLY

- AG/RES. 2866 (XLIV-O/14)
- AG/RES. 2735 (XLII-O/13)
- AG/RES. 2735 (XLII-O/12)

Department against Transnational Organized Crime (DDOT)

- 1) **Summary of the Department's Main Achievements:** Through its technical assistance programs and support for political and technical forums, the Department has helped to strengthen capacities, dialogue, and cooperation in the Hemisphere, both as regards countering the laundering of proceeds from transnational organized crime, and in terms of combating illicit trafficking in firearms, ammunition, explosives, and related materials.

2) Results of the program:

- **Training for the Judiciary:** Anti-money laundering training was provided in Panama to 35 prosecutors and investigators from Central America and the Dominican Republic, and in Costa Rica to 32 judicial officials from five Central American countries and the Dominican Republic.
http://www.cicad.oas.org/Main/AboutCICAD/Activities_spa.asp?IE=PA0919
http://www.cicad.oas.org/Main/AboutCICAD/Activities_spa.asp?IE=CR0912
- **Meeting of the Group of Experts on Money Laundering Control:** 2016 saw four landmark decisions, including adoption of the “Key Tools in Combating Transnational Organized Crime.”
http://www.cicad.oas.org/Main/AboutCICAD/Activities_spa.asp?IE=DO091B
- **Administration of seized assets:** Establishment of an Asset Recovery Network for the Caribbean (ARIN-CARIB), encompassing 27 Caribbean jurisdictions.
http://www.cicad.oas.org/Main/AboutCICAD/Activities_spa.asp?IE=BB09C
- **Technical Secretariat of the CIFTA: Seventeenth Regular Meeting of the Consultative Committee of the CIFTA.** The event saw 13 far-reaching decisions taken, including the adoption of the “OAS Firearms Standards: Marking and Recordkeeping.”
http://scm.oas.org/doc_public/SPANISH/HIST_16/CIFTA00752S04.doc

3) Summary of principal mandates

- **AG/DEC. 73 (XLIII-O/13)**, “Declaration of Antigua Guatemala ‘For a Comprehensive Policy against the World Drug Problem in the Americas’”
- **AG/RES. 1 (XLVI-E/14)**, “Reflections and Guidelines to Formulate and Follow up on Comprehensive Policies to Address the World Drug Problem in the Americas”
- **AG/RES. 2735 (XLII-O/12)**, “Advancing Hemispheric Security: A Multidimensional Approach”
- **AG/RES. 2880 (XLVI-O/16)**, “Advancing Hemispheric Security: A Multidimensional Approach”

2.5.3 Department of Public Security (DPS)

1. Summary of the Department's Main Achievements

- The department carried out various activities in the areas of information and knowledge, prevention of violence and crime, assistance to victims and witnesses, police development and professionalization, rehabilitation and reintegration of juvenile offenders, homicide prevention and reduction, and humanitarian demining.

2. Results achieved by the project “A New Path: Promoting a Healthy Environment and Productive Alternatives for Juvenile Remandees and Offenders in Jamaica”

950 youth released from the correctional system received post-release follow-up; 385 young people completed educational and vocational training courses; 42 received apprenticeships

in the private sector and 21 were awarded micro-grants to start their own businesses; 100 corrections personnel received training in rehabilitation programs.

Mandates: Meeting of Ministers of Justice or Other Ministers or Attorneys General of the Americas (REMJA I and II) and resolution AG/RES. 2845 (XLIV-O/14).

http://www.oas.org/dsp/english/links/Three_pager_A%20New_Path_revised.pdf

<http://www.jamaicaobserver.com/news/Former-remandees--wards-of-the-State-get-start-up-grants>)

http://www.jamaicaobserver.com/editorial/-New-Path--project-a-worthy-venture_68358)

http://www.jamaicaobserver.com/news/Help-these-youngsters-turn-their-lives-around_68018)

http://www.jamaicaobserver.com/news/How-prison-changed-one-young-man-s-life_68031)

http://www.jamaicaobserver.com/news/-A-New-Path-_67792)

- **Inter-American Network for Police Development and Professionalization:** The Network was launched in Honduras for the first on-site course in 2017; the Code of Ethics for the National Police of Uruguay was developed and adopted; 25 Uruguayan police officers receive training in ethics and the new code's provisions.

Mandates: Fifth Meetings of Ministers Responsible for Public Security in the Americas and resolution AG/RES. 2880 (XLVI-O/16)

<http://www.usp.br/interamericanpolicenetwork/>

<http://www.latribuna.hn/2016/12/07/honduras-sera-sede-primer-curso-americano-capacitacion-policial/>

- **Strengthening of institutions specializing in Assistance and Protection for the Victims of Violence Generated by Organized Crime in Central America, Phases I and II:** Protection manual and protocol for victims, witnesses, experts, and other individuals affected by organized crime in Central America.
- **Program for the Prevention of Irregular Migration in Mesoamerica (Nicaragua, Honduras, El Salvador, Costa Rica, Guatemala, Mexico, Panama, and Dominican Republic):** More than 1,000 people benefited from education and information campaigns carried out with the participation of local governments and leaders in 10 communities with high migrant outflows.

Mandates: AG/RES. 2551 (XL-O/10), "Work Plan against Trafficking in Persons in the Western Hemisphere," AG/DEC. 57 to AG/DEC. 59 (XXXVIII-O/08), AG/RES. 2354 to AG/RES. 2437 (XXXVIII-O/08).

- **Inter-American Network and Program for the Prevention of Violence and Crime:** The website of the Inter-American Network for the Prevention of Violence and Crime was launched. The first on-site forum on homicide prevention and reduction was held. A review

was carried out of the system of prevention of violence and crime in São Bernardo do Campo, Brazil.

- **Project to Assist Member States in Their Quest for Efficacy in Their Homicide Prevention and Reduction Initiatives:** Launch of a virtual community comprising 10 representatives of member states.

Mandates: Recommendation 10 of the Fifth Meeting of Ministers Responsible for Public Security in the Americas (Lima, Peru 2015).

- **Inter-American Public Security Information and Knowledge Network:** The Network was designed and presented to the member states. The United Nations Survey on Crime Trends and Operations of Criminal Justice Systems was collected and systematized with the participation of 13 member states. The process of implementing the International Classification of Crime for Statistical Purposes (ICCS) in the region was planned.
- **Program for Comprehensive Action against Antipersonnel Mines:** Financial, logistical, and technical support was provided to the Government of Colombia for moving forward with the elimination of the threat of landmines; 489 deminers from civilian organizations and 1,995 military deminers were evaluated and accredited. Almost 1 million m² of land were cleared of landmines; 5,800 residents of affected communities were made aware of the risk of landmines; 134 victims benefited from physical and psychological rehabilitation and socioeconomic reintegration; and three Colombian municipalities were declared free of landmines.

Mandates: Resolutions AG/RES. 2453 (XXXIX-O/09), AG/RES. 2630 (XLI-O/11); AG/RES. 2261 (XXXVII-O/07); AG/RES. 2630 (XLI-O/11), OP 14 and 15; AG/RES. 2631 (XLI-O/11), OP 10; AG/RES. 2559 (XL-O/10), OP 15; AG/RES. 2559 (XL-O/10), OP 16; AG/RES. 2573 (XL-O/10), OP 14; AG/RES. 2453 (XXXIX-O/09); AG/RES. 2355 (XXXVIII-O/08), OP 15; AG/RES. 2399 (XXXVIII-O/08).



Meeting for the establishment of an Asset Recovery Network for the Caribbean (ARIN-CARIB) in Barbados, DDOT



Group of Experts to Control Money Laundering in the Dominican Republic, DDOT



Course on Document Examination and Fraud Prevention in Colombia, CICTE



Guatemala, CICTE



International Technical Cooperation Mission on the Guatemala-Mexico border, CICTE



Caribbean Regional Workshop for Parliamentarians and Policymakers, Washington, D.C., CICTE



Program for the Prevention of Irregular Migration, DPS



Program for the Prevention of Irregular Migration, DPS



Program for the Prevention of Irregular Migration, DPS



Program for the Prevention of Irregular Migration, DPS



New Path, Jamaica, DPS



Therapeutic Justice, CICAD



CICAD 61

2.6 SECRETARIAT FOR ADMINISTRATION AND FINANCE (SAF)

The SAF comprises the: Department of Human Resources; Department of Financial Services; Department of Information and Technology Services; Department of Procurement Services; and Department of General Services. The SAF provides all of the areas with leadership, direction, and guidance on administrative support activities, while directly carrying out the administrative functions critical to the General Secretariat.

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 coordinated with all areas of the General Secretariat to support their programs from an administrative standpoint, as the OAS prepared for the 13.5% budget cut that took effect in 2017.

Accomplishments include:

- An improved, albeit still difficult, financial situation because of careful management of spending and revenue, leading to:
 - The General Secretariat cutting spending and executing \$3.1 million below the approved budget.
 - The General Secretariat complying with the Permanent Council's instructions by taking advantage of additional spending cuts to return \$740,000 to the Capital Scholarship Fund for 2017.
 - The General Secretariat undertaking a voluntary separation process to facilitate the departure of staff and reduce mandatory spending, thereby reducing 2017 expenditure.
- A favorable audit report received from the external auditors. This is critical to building donor confidence about OAS capacity to properly manage Specific Fund donations for OAS projects.
- Continued prudent investment policies to obtain strong returns on investment in the OAS Retirement and Pension Fund and in the Medical Benefits Trust Fund.
- The General Secretariat was able to undertake several critical projects, despite the lack of adequate financing, which remains a challenge to maintaining OAS infrastructure and real estate assets. Obsolete Permanent Council equipment was replaced.
- SAF adjusted the work load and tasks in order to compensate for the ongoing loss of personnel.

2.6.1 Department of Human Resources (DHR)

The Department of Human Resources (DHR) pursued activities focused on improving quality of life for staff and deepening a sense of belonging to the Organization.

Activities to contribute to staff wellbeing:

- OAS **mental and hearing health benefits** were improved in real terms, through the GS/OAS Self-Insured Health Care Plan.
- Six (6) seminars were held, covering prevention issues in **physical and mental health**. The "Annual Health Fair" was held. More than 300 participants attended. Altogether, **more than 1,075 participants** attended these activities.
- The **Alternative Work Schemes Policy** was implemented, affording employees greater flexibility in their working hours.
- The "**Staff Awards and Recognition Ceremony**" and the "**End of Year Celebration with the Secretary General**" were held.

Competition processes:

- The **statutory competition processes** that had been suspended for several months were resumed and 43 competitions were announced over a 6-week period, to regularize the contract status of more than 50 members of staff.
- **Competitions to fill vacancies** in the General Secretariat were resumed, allowing for new staff to be taken in.
- The competition process defined in article 121 of the General Standards for the **hiring of the Inspector General** was started.

Internship program:

- A total of **2,659 applications** were received for the three internship sessions in 2016.
- A total of **243 interns took part** in the 2016 sessions.

Voluntary separations:

- Incentive packages were designed for staff wishing to pursue a voluntary separation. DHR provided support for **26 members of staff** who took advantage of the initiative.

New salary and benefits structure implemented:

- The new United Nations-approved salary scale for professionals was implemented. A special Section was created on the Intranet site, each staff member was sent a sample salary receipt under the new salary structure, and those who had questions for the Department were given personalized attention. This meant implementation was totally **error-free and clear** for affected staff members.

Mandates:

- Clause III.A.11.a of General Assembly resolution AG/RES. 2 (LI-E/16) rev.1
- Clause III.A.8.b of General Assembly resolution AG/RES. 2 (LI-E/16) rev.1

Photos:

- Activities to contribute to staff wellbeing



- Internship Program



2.6.2 Department of Financial Services (DFS)

The Department of Financial Services (DFS) cut its staff by more than 45% over the last few years.

Accomplishments include:

- Completion of all external audits of projects financed with specific funds for 2016; regular maintenance of accountability of all funds of the Organization, through the OAS website
- The indirect cost recovery (ICR) policy being updated, raising the percentage to 13%
- Training for the administrative sections on preliminary financial statement preparation and how to use information stored on a shared drive on the network
- Purging the Specific Funds of more than 250 expired projects
- Implementation of electronic payment of federal tax reimbursements.
- Electronic form OAS 329 implemented
- Start of automation of transfers via the OASES platform

Despite these accomplishments, DFS lacks added capacity to reassign functions for frozen positions, and is operating at maximum capacity.

Financial outcomes of the main funds administered by the General Secretariat*

Regular Fund:

- The special General Assembly session in October adopted the program-budget for 2017, for \$84,975,442 with an execution ceiling of \$73,500,100, which is lower than the approved execution level of \$84,324,100 for fiscal 2016. In order to finance it, a net allocation of quotas for \$84,525,442 and other income of \$450,000 was established.
- At the end of fiscal 2016, the General Secretariat executed \$81.2 million, equivalent to 96.3% of the approved budget.
- As of December 31, 2016, there was a zero cash balance.

Specific Funds:

- Contributions to the Specific Funds totaled \$45.7 million in 2016.
- The three largest contributors in 2016 were USA, with \$16.9 million, equivalent to 36.9%; followed by Canada, with \$4.2 million; and the European Union, with \$3.8 million.
- Compared to 2015, the member states increased their contributions by 1.2%. By contrast, permanent observers saw a 20.6% reduction, while contributions from other donors fell 28.6%.
- In 2016, Specific Funds expenditure totaled \$54.1 million. Of that amount, 25.6% were for projects under Chapter 6 - Secretariat for Strengthening Democracy; followed by

24.8%, under Chapter 8 - Secretariat for Multidimensional Security; and 16.9% under Chapter 7 - Executive Secretariat for Integral Development.

- Likewise, the \$54.1 million in expenditure was mostly: \$20.4 million, or 37.7% on performance contract; \$9.6 million, or 17.7% on travel; and \$9.1 million, or 16.8%, on personnel expenses.

Indirect cost Recovery Fund (ICRF):

- Revenue totaled \$6.3 million compared to 2015, which saw \$4.5 million. This represents a substantial increase of 40%.
- Although the ICRF budget for 2016 was set at \$4.5 million, budget execution was less: \$4.2 million.
- The ICRF Reserve Fund ended with a positive balance of \$2.4 million.

* Preliminary, unaudited figures.

2.6.3 Department of Information and Technology Services (DOITS)

The Department of Information and Technology Services stepped up its efforts to keep the Organization's information service infrastructure operational.

Goals fulfilled:

Technology infrastructure:

- Increase in storage of information generated, with a year-on-year increase of 11%.
- Consolidation of the virtual infrastructure of servers moved forward (reducing the carbon footprint generated).
- There was a confirmed increase in demand for wireless communications for mobile devices.
- Help Desk activity remained at previous levels (8,000 tickets received).
- The studies to replace the obsolete data back-up system were started, the aim being to outsource back-up to some "cloud" service.
- Work started under the technology project to replace more than 160 obsolete workstations using the Windows XP operating system that posed an information security risk for the Organization.

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

Information Technology Security:

- Activity designed to prevent and trigger alerts in the event of I.T. attacks was maintained at normal levels (some 100,000 incidents analyzed).

Application development:

Due to the constant reduction in its personnel and the shortage of available Regular Fund financing, this Department has had to stretch its capacity to the utmost. Those budgetary constraints prevented it from implementing new services and from complying with Board of External Auditors recommendations, such as those on the need to update the Organization's internal management systems (OAS ERP).

- Even so, 6 new applications were put into operation, notably a new Expenses Authorization Request System (EARS).
- A software platform was engaged to start redefining OAS business processes (K2).

2.6.4 Department of Procurement Services (DPS)

Procurement management

- Collaborative ties with multilateral organizations (IDB, World Bank, IMF, OAS, PAHO, and UN) on issues of common interest and to increase our negotiating power. The 2016 forum reaffirmed the concern about the OAS falling behind in several fields related to procurement, modernization, and best practices.
- Despite cutbacks in personnel, the volume of work performed remained more or less constant, with more than 33,000 transactions recorded, valued at more than US\$86.5 million.
- There were 9 formal bidding processes and 6 medium orders started. The contracts awarded yielded savings of some US\$200,000.
- GS/OAS insurance portfolio was renegotiated without increasing costs, and with better coverage and less risk.

Travel management

- Savings in both costs and time were achieved through enforcement of official policies, continuous supervision, the use of reports, and constant expense reconciliation.
- We continued monitoring and recovered ticket costs that were previously lost (to the tune of some US\$60,000).
- Efforts to automate and test travel-related purchase orders were started. The first phase is expected to be launched in 2017.

Supplier management

- There was an increase in the number of preferential rate agreements with suppliers. Particularly worth mentioning are the preferential rates and terms negotiated with hotel chains, suppliers of office products, and with the major airlines serving the Americas. The savings generated under this heading exceeded US\$40,000.

- A special discount was obtained from the main supplier of computers to GS/OAS. The savings negotiated were more than 30% of the retail value. This approach produced more than US\$50,000 in estimated savings this year.

Other

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

2.6.5 Department of General Services (DGS)

In 2016, the goals proposed in the annual operational plan were achieved. They were geared towards managing general services for the operation of the General Secretariat and maintenance of its facilities. The accomplishments are reflected in the building maintenance, in the Inventory Section, and in the Messenger, Mail, Transportation and Photocopy Section, with continuous service. Rental of office space and event facilities also increased.

Building Management and Maintenance Section

- Maintenance projects were executed, including deferred projects that were considered critical, among them the GSB chillers, two air conditioning units in the MNB, and the GSB backup battery system (UPS). The drainage system in the MNB and ADM were also upgraded, and overflow valves were installed in the MNB, the Museum, and ADM.
- Energy-saving measures were put in place and led to a 565,993 kilowatt reduction in electricity consumption, equivalent to 7% savings.

Security Section

- Access control equipment (cards, ID readers) were updated and new recording equipment (CCTV) was installed, improving the security system of the buildings.
- Fire evacuation drills and alarm system tests were conducted for the MNB, ADM, and GSB facilities, and fire extinguishers were purchased.
- Training activities on safety and security measures were conducted for drivers of delegates from 16 permanent missions.

Messenger, Mail, and Transportation Section

- The operational activities of the unit were fulfilled.

Inventory Section

- The assets records were updated.

Rent/Special Events/Photocopies

- GSB office rental and storage space was increased to a total of 52,500 square feet, generating about US\$2 million in income. Rental of the Hall of the Americas and other spaces increased 7% compared to 2015.
- Multi-functional photocopiers were purchased.

2.7 SECRETARIAT FOR LEGAL AFFAIRS

The Secretariat for Legal Affairs (SLA) is the General Secretariat's subsidiary body responsible for advising, developing, disseminating, and codifying inter-American international law; supporting their follow-up mechanisms; legal and judicial cooperation in the Americas; and internal legal advisory services.

It comprises the Executive Office of the Secretary and the following units:

1. Department of International Law, which also provides secretariat services to the Inter-American Juridical Committee,
2. Department of Legal Cooperation
3. Department of Legal Services

Besides its direct role in advising the Secretary General and the other bodies of the Organization, the Office of the Secretary for Legal Affairs supervised and coordinated the work of the various departments, took part in outreach activities concerning inter-American legal standards in various academic forums, technical publications, and gatherings with lawyers, judges, and legislators in the Americas and Europe.

2.7.1 Department of International Law

The Department of International Law (DIL) continued to promote the codification and dissemination of private and public international law.

The DIL supported the work of preparing new inter-American standards, securing, among other things:

1. Approval of the Inter-American Program on Access to Public Information, which assigns the DIL to be its coordinator.
2. Approval of the American Declaration on the Rights of Indigenous Peoples, lending its negotiation support from the outset.

As technical secretariat to the Inter-American Juridical Committee, the DIL provided that body with support in preparing the following instruments that have been made available to the OAS policy organs:

1. Principles on electronic customs receipts for agricultural commodities

2. Principles on public defense in the Americas
3. Resolution on international protection for consumers

Regarding dissemination, the Department of International Law:

1. Organized the special CAJP meeting on public defense, which brought together more than 15 public defenders from the region; and the course on refugees, in coordination with UNHCR.
2. Organized the Course on International Law in Rio de Janeiro, bringing together more than 40 students from the Hemisphere, and published the 2015 volume (see link): http://www.oas.org/en/sla/dil/publications_digital_XLII_Course_on_International_Law_2015.asp. This and other activities to implement the Inter-American Program for the Development of International Law are outlined in the report that the DIL prepares annually and submits to the General Assembly (See link to the document: [http://www.oas.org/en/sla/dil/docs/Report Inter-American Program Development International Law 2016.pdf](http://www.oas.org/en/sla/dil/docs/Report_Inter-American_Program_Development_International_Law_2016.pdf)).
3. Published the book “*Contratos Internacionales*” (International Contracts) and made it available to more than 150 experts in private law in the region and presented at the annual meeting of the American Association of Private International Law in November (See link: http://www.oas.org/es/sla/ddi/publicaciones_digital_Contratos_Internacionales_OEA-ASADIP_2016.asp).

The DIL continued to serve as depository for inter-American treaties and cooperation agreements (http://www.oas.org/en/sla/dil/inter_american_treaties.asp).

2.7.2 Department of Legal Cooperation

The Department of Legal Cooperation (DLC) continued to provide advisory and technical secretariat services to the legal cooperation processes.

1. Regarding cooperation under the Meetings of Ministers of Justice or Other Ministers or Attorneys General of the Americas (REMJA), the following activities were carried out:
 - *Regional Workshop for Judges and Magistrates on Cybercrime*, Buenos Aires, Argentina, May 17-19, 2016.
 - *Regional Workshop for Investigators and Prosecutors on Cybercrime*, San José, Costa Rica, July 19-21, 2016.
 - *Regional Workshop for Caribbean Prosecutors on Cybercrime*, Fort Lauderdale, Florida, August 24-26, 2016.
 - *Regional Workshop for Judges and Magistrates on Cybercrime*, Lima, Peru, October 5-7, 2016.
 - *Ninth Meeting of the Group of Governmental Experts on Cybercrime*, Washington, D.C., December 12-13, 2016.

2. Regarding cooperation under the Inter-American Convention against Corruption and its follow-up mechanism (MESICIC), the Department undertook the following activities:

- *Twenty-Sixth Meeting of the MESICIC Committee of Experts*, March 7-11, 2016. Adoption of reports of Bolivia, Peru, Uruguay, and Paraguay.
- *On-site visits* to Costa Rica, Ecuador, Mexico, and Honduras, March-April 2016.
- *Twenty-seventh Meeting of the MESICIC Committee of Experts*, September 12-15, 2016. Adoption of reports of Costa Rica, Ecuador, Mexico, and Honduras.
- *On-site visits* to Argentina, Panama, Chile, and El Salvador, September-October 2016.
- *Consideration by the MESICIC Committee of Experts of the following topics:*
 - *Responsibility of the private sector in preventing and combating corruption*
 - *Preventing and combating corruption in public procurement.*

3. Cooperation with other international organizations:

The DLC continues to collaborate closely with other international organizations, such as the United Nations, the Inter-American Development Bank (IDB), the Council of Europe and OECD, as well as subregional bodies.

<http://www.oas.org/juridico/spanish/Lucha.html>

http://www.oas.org/juridico/spanish/int_colectivo.htm

http://www.oas.org/juridico/spanish/cybersp_expertos.htm

2.7.3 Department of Legal Services

The Department of Legal Services served the General Secretariat, the standing and *ad hoc* committees, the Board of Trustees of the Medical Benefits Fund, and the Reconsideration Committee. It also advised the CAAP and other OAS-related entities. Its services included: Preparation and negotiation of contracts and agreements; advice on member state laws and General Secretariat rules, tax, labor, contract, trade, and immigration matters, administration of contributions, trusts, intellectual property, electoral laws, privileges and immunities, etc.; legal representation in disputes, including the negotiation of conciliation agreements; special investigations; and preparation and revision of rules of the General Secretariat and other bodies.

The Department handled more than 2,500 cases; issued some 1,900 legal opinions in writing and 700 orally. It provided advice at approximately 500 face-to-face meetings and teleconferences.

Among the accomplishments:

1. It counseled the MACCIH during meetings and negotiations, and during reviews of agreements with the Government of Canada and the European Union, among others;

legal opinions on recruitment of international and local staff; and drafting of contracts for local recruits.

2. It took part in electoral observation missions in the United States, Haiti, Peru, etc.
3. It counseled the SAF and the CAAP on administrative and budgetary matters and on general rules amendment.
4. It successfully defended the Secretary General in a lawsuit before the Administrative Tribunal.
5. It collaborated with the Inspector General on several investigations.
6. It helped draft the executive orders on the Alternative Work Schemes Policy, the General Secretariat's Institutional Policy on Gender Equality, Diversity and Human Rights, etc.
7. It provided CITEC with support at the last meeting of its Permanent Executive Committee.
8. It participated in CIM meetings on implementation of the Institutional Policy on Gender Equality, Diversity, and Human Rights.
9. It advised SEDI with respect to cooperation and project execution agreements.

2.8 SECRETARIAT FOR ACCESS TO RIGHTS AND EQUITY

Follow-up on the Sustainable Development Goals (SDGs)

To fulfill the Sustainable Development Goals set forth in the "2030 Agenda," the Secretariat for Access to Rights and Equity established the OAS-PAHO Partnership.

The Judicial Council of Central America and the Caribbean, the Central American Parliament, and the Board of Governors of Central American Universities support the Judicial Facilitators Program. A judicial facilitators law was enacted in Guatemala. The Board of Governors of Central American Universities declared the Masters Degree in Access to Justice a "regional degree."

There was a 130% increase in applications to be registered with the OAS Register of Civil Society Organizations.

Accomplishments: 2030 Agenda SDGs

- An inter-agency partnership between the OAS and the United Nations Population Fund (UNFPA) Regional Office for Latin America and the Caribbean established to move forward on maternal health, universal access to quality health care, and improved wellbeing for women, children, and adolescents.

Accomplishments: Inter-American Judicial Facilitators Program

- 12,433 judicial facilitators, a 12% increase (1,338 new);
- 6.3 million vulnerable people have access to a facilitator, a 15% increase (5.5 million in 2015)
- 771 thousand beneficiaries in 2016, a 7% increase (700,000)

- 46,000 cases kept out of the courts, a 12% increase (41,000 in 2015)
- 110 police officers graduated in Community Prevention in Costa Rica, El Salvador, and Panama;
- 120 judicial officers in three countries (Guatemala, Nicaragua, and Panama) pursue the Master's Degree in Access to Justice;

Accomplishments: Relations with Civil Society Section

- Interactive presentations designed for OAS Offices to promote the registration of CSOs in the OAS Register
- Certificates of Excellence delivered to eight civil society organizations of the Hemisphere during the First Edition of the “Annual Call for Videos,” conducted to promote "More Rights for More People"
- 2 consultations held with civil society, regarding the Plan of Action for the Decade for Persons of African Descent

Mandates: 2030 Agenda SDGs

- AG/DEC. 81 (XLVI-O/16)

Mandates: Inter-American Judicial Facilitators Program

- AG/RES. 2894 (XLVI-O/16)
- AG/RES. 2891 (XLVI-O/16), AG/RES. 2853 (XLIV-O/14), and AG/RES. 2768 (XLIII-O/13).

Mandates: Relations with Civil Society Section

- Resolution CP/RES. 759 (1217/99)
- Resolution CP/RES. 840 (1361/03)
- Resolution AG/RES. 2861 (XLIV-O/14)
- Resolution AG/RES. 2893 (XLVI-O/16)

Links: Relations with Civil Society Section

- Twitter: @OEA_SocCivil and @OAS_CivilSoc
- Links to videos selected through the Call for Videos:
 - USUARIA, of Argentina, for its [Video](#) (Use password: USUARIAONG to watch video) highlighting its work for digital inclusion of older persons
 - Marist Center for the Defense of Children, of Brazil, for its [Video](#) on protecting children from abuse.
 - FoVida, of Peru, for its [Video](#) against bullying in schools.
 - Asociación Mutual Israelita, of Argentina, for its [Video](#) on labor inclusion of persons with disabilities.
 - Fundameco, of Costa Rica, for its [Video](#) on school inclusion of children with learning disabilities.
 - Jamaica Environment Trust, of Jamaica, for its [Video](#) highlighting its efforts to empower affected populations.

- *Asociación Gerontológica Costarricense (AGEGO)*, of Costa Rica, for its [Video](#) on the volunteer program for social and legal protection for senior citizens.
- *La Pirinola*, of Mexico, for its [Video](#) about *Radio Sorda*, a radio system managed by and for persons with different types of disabilities

Photos: Relations with Civil Society Section

<https://www.flickr.com/photos/oasoea/27037705453/in/album-72157669619770996/>

<https://www.flickr.com/photos/oasoea/27023049504/in/album-72157669589807996/>

2.8.1 Department of Social Inclusion

The OAS continued to consolidate the social inclusion agenda through strategic partnerships with Oxford University’s Poverty and Human Development Initiative [(OPHI), UN-CDPD, UNHCR], the Office of the United Nations High Commissioner for Human Rights -Discrimination, the Council of Europe, PAHO, etc.

The Inter-American Social Protection Network reached around 5,000 members. Under an OAS-International Telethon Organization agreement, the Department of Social Inclusion designed content for the hemispheric TV ad campaign "More Rights for More People" featuring people of African descent, persons with disabilities, and women.

The following contributions to the policy discussion were made:

- *"Migration and Food Security in the Dry Corridor of the Northern Triangle of Central America,"*
- *"Trends in International Migration in the Americas: 2016"* (OAS/OECD) with 22 member countries participating, SICREMI project.
- *"Situation in the Americas of Flows of Undocumented Migrants from Africa, Asia, and the Caribbean"* with the International Organization for Migration (IOM).
- *"Equity and Social Inclusion: Overcoming inequalities Towards More Inclusive Societies"* (OAS).

Achievements: Promotion of Equity Section:

- Adoption of the document *"Commitments on Social Development, Equity, and Social Inclusion: Overcoming Inequalities for More Inclusive Societies"* 200,000 users visited the RIPSO virtual platforms in 2015-2016.
- 7 states party submitted their reports to the Protocol of San Salvador monitoring system (first set of rights).

Achievements: Vulnerable Groups Section

- Adoption of the Declaration of San José as a follow-up to the Round Table *"Call to Action: Protection Needs in the Northern Triangle of Central America,"* held in Costa Rica from July 6-7, 2016.

- The reports, including recommendations, by 10 States Party to the *Inter-American Convention on the Elimination of All Forms of Discrimination against Persons with Disabilities* were reviewed by the Monitoring Committee.
- About 860 public officials, judges, and judicial officers from the region have been provided with on-site and virtual training on the rights of persons with disabilities.
- Two countries joined the Consumer Safety and Health Network (CSHN): Bolivia and Ecuador
- 5 hemisphere-wide withdrawals of products through CSHN work and more than 18,000 alerts have been issued.
- Approval of the Plan of Action for the Decade for Persons of African Descent in the Americas (2016-2026).
- Support for member states in preparing the Plan of Action for the Decade for People of African Descent in the Americas (2016–2025)
- Diploma program on Disability and Inclusive Education was designed jointly with the University of Chile.
- Agreement with the National Autonomous University of Mexico (UNAM) to implement a regional Virtual Diploma Program on Legal Capacity of Persons with Disabilities.

Mandates: Promotion of Equity Section:

- AG/RES. 2311 (XXXVII-O/07)
- AG/RES. 2472 (XXXIX-O/09)
- AG/RES. 2568 (XL-O/10)
- AG/RES. 2645 (XLI-O/11)
- Additional Protocol to the American Convention on Human Rights in the Area of Economic, Social, and Cultural Rights, “Protocol Of San Salvador,” adopted in 1988 (Article 19)
- AG/RES. 2582 (XL-O/10)
- AG/RES.2713 (XLII-O/12)
- AG/RES. 2798 (XLIII-O/13)
- AG/RES. 2823 (XLIV-O/14)
- Declaration of Commitment of Port of Spain, Fifth Summit of the Americas
- AG/RES. 2472 (XXXIX-O/09)
- AG/RES. 2568 (XL-O/10)
- AG/RES. 2645 (XLI-O/11)
- [AG/DEC.74 \(XLIV-O/14\)](#)
- AG/DEC. 81 (XLVI-O/16)

Mandates: Vulnerable Groups Section

- AG/RES. 2883 (XLVI-O/16) AG/RES. 2881 (XLVI-O/16)
- AG/DEC. 88 (XLVI-O/16)
- AG/RES. 2816 (XLIV-O/14)
- AG/RES. 2596 (XL-O/10) – CIADDIS
- AG/RES. 2663 (XLI-O/11)- CIADDIS

- AG/RES. 2731 (XLII-O/12)-CIADDIS-CEDDIS
- AG/RES. 2785 (XLIII-O/13)- CIADDIS-CEDDIS
- AG/RES. 2854 (XLIV-O/14)- CIADDIS -CEDDIS
- AG/RES. 2887 (XLVI-O/16)- CIADDIS-CEDDIS
- AG/DEC. 89 (XLVI-O/16)- PAD

Relevant links:

- <http://www.oas.org/en/sare/social-inclusion/protocol-ssv/>
- [http://www.redproteccionsocial.org/sites/default/files/equidad e inclusion social-entrega_web_96dpi-19dic_final_final.pdf](http://www.redproteccionsocial.org/sites/default/files/equidad_e_inclusion_social-entrega_web_96dpi-19dic_final_final.pdf)
- <http://www.socialprotectionet.org/>
- <http://facultad.pucp.edu.pe/derecho/noticias/seminarios-taller-sin-capacidad-juridica-no-hay-derechos-humanos-ni-inclusion-social/>
- <http://www.spsd.org.pe/blog/seminario-taller-internacional-sin-capacidad-juridica-no-hay-derechos-humanos-ni-inclusion-social/>
- <http://www.migracionoea.org/index.php/en/sicremi-en/about-sicremi.html>

2.9 SECRETARIAT FOR HEMISPHERIC AFFAIRS

The Secretariat for Hemispheric Affairs (SHA) spearheaded the intersectoral coordination of strategic “hemispheric” initiatives through the Committee for Analysis of Strategic Initiatives (CASIE). It developed the School of Governance as a cross-cutting initiative of the General Secretariat. It has been at the forefront of OAS programs to support good governance in such fields as open government, open data, public procurement, and improved identity registration systems. It also restructured the Summits of the Americas Department in order to strengthen OAS diplomatic capacity, and launched sustainability plans for the Columbus Memorial Library (CML) and the Art Museum of the Americas (AMA).

Results obtained

- The departments and sections (DEPM, SAS, AMA, CML) have become more efficient, and a new capacity for crosscutting coordination in the General Secretariat was launched.
- Under the CASIE, four of the Secretary General's five strategic initiatives (School of Government, Natural Disaster Prevention, the Inter-American Education System, and interconnectivity in the Caribbean) have been corrected. Three of the five initiatives were also submitted to the member states.
- Support products and programs were better aligned with good governance, including technical support in open government at the request of the President of Guatemala and with European Union assistance in Haiti/Dominican Republic in identity registration.
- It provided technical secretariat services for the ministerial meetings of CLARCIEV (civil registry); the Cadastre Network; the Government Procurement Network (GPN); and the Network of E-Government Leaders (GEALC).

After the departure of directors of the Columbus Memorial Library and the Art Museum of the Americas, both institutions were restructured.

- **Benchmarks related to SHA work:**
 - Promote transparent and effective public institutions, and support citizen participation mechanisms
 - Strengthen policy dialogue through the Summits of the Americas process.
 - Promote a program coordination approach that reflects interdependence among the pillars of the Organization.

Web or social media links to publications

- Situation and Challenges with Open Government in Guatemala: <http://www.oas.org/es/sap/dgpe/ACCESO/docs/informe-gob-abierto-sg-oea-a-presidente-guatemala.pdf>
- Mission to Guatemala: <http://bit.ly/1svirUp>; <http://bit.ly/1OxXsiz>; <http://bit.ly/1TVOqhK>; <http://bit.ly/1TjJvu5>; <http://bit.ly/23VcirB>.



The Secretary General meets with OAS open government fellows

2.9.1 Department for Effective Public Management

There were three aspects to DEPM initiatives in 2016: a) Pursuing cooperation projects to help strengthen public management; b) Providing tools, public officials, community leaders, and citizens to address challenges in public management; and c) bringing together representatives of the region, civil society, and political leaders to hold dialogue and share experiences in public management.

Results

Program for Universal Civil Registry in the Americas (PUICA)

- Three technical cooperation projects to provide birth certificates, issue national identity cards - implemented in 6 member countries
- 266 registration employees from border townships and 197 registration activists from Guatemala, Honduras, and El Salvador trained in civil identity
- 102 processes of Ecuador's Civil Registry Office documented and pre-audited for Certification of Quality Management under ISO 9001: 2015 Standards
- Diagnosis to improve the ID process for Haitian migrants in the Dominican Republic delivered to the Haitian government
- Inter-American Identity Week celebrated, along with Ministerial Declaration on the right to identity and birth registration

Program for Innovation in Public Management

- Two Rounds of the Inter-American Cooperation Mechanism for Effective Public Management held in Mexico and Costa Rica
- IV Edition of the Inter-American Prize for Innovation in Effective Public Management
- Study on "Promoting Integrity of Public Servants in Relations with Citizens" and Guidelines for the Management of Integrity Policies in the Public Service in the Americas, finalized and distributed to 12 countries
- 5 Inter-American Government Procurement Network (IGPN) workshops conducted
- IGPN Inter-American Observatory on Public Procurement posted online

Training programs

- An inventory of training offers was done to establish the School of Government of the Americas
- Three new courses were delivered: Introduction to Open Data, Digital Projects for Open Government, and E-Government in the Era of Open Government
- Second edition of the "OAS Fellowship in Open Government in the Americas"
- 1,000 public servants trained under 13 courses and 35 editions delivered using the Virtual Campus

Mandates:

- Program for Universal Civil Registry in the Americas (PUICA): AG/RES. 2362 (XXXVIII-O/08); AG/RES. 2602 (XL-O/10); AG/RES. 2719 (XLII-O/12); AG/RES. 2887 (XLVI-O/16)
- Inter-American Government Procurement Network (IGPN) AG/RES. 2894 (XLVI-O/16)
- Inter-American Prize for Innovation in Effective Public Management: AG/RES. 2705 (XLII-O/12); AG/ RES. 2894 (XLVI-O/16)
- Open Government: AG/RES. 2705 (XLII-O/12); AG/ RES. 2894 (XLVI-O/16)
- Training Programs: AG/RES. 2705 (XLII-O/12); AG/ RES. 2894 (XLVI-O/16)

Further information can be found from the following links:

- PUICA: <http://www.oas.org/en/spa/depm/PUICA.asp>, <http://clarciev.com/en/>
- IGPN: <http://www.ricg.org/home/en/>
- Open Government: OAS Fellowship in Open Government:
<http://www.oas.org/es/sap/dgpe/OpenGovFellowship/>
- Virtual Campus: <http://portal.oas.org/Default.aspx?tabid=1790&language=en-us>



Regional Meeting of the Partnership for Open Government, June 2016



Program for Universal Civil Registry in the Americas

2.9.2 Summits of the Americas Secretariat

In 2016, the Summits of the Americas Secretariat (SAS) rendered support to the states at phases of the Summit process. The transfer of the Chair from Panama to Peru took place in May. Since then, the SAS has been working with Peru on preparations for the next Summit.

A ministerial-level meeting of the Summit Implementation Review Group (SIRG) was held during the forty-sixth regular session of the General Assembly. It included a dialogue on the Seventh Summit.

A virtual forum was held as a follow-up to the Seventh Summit, in an effort to provide civil society representatives and stakeholders a forum to discuss and share best practices on issues related to the previous Summit.

Results obtained:

- Publication on progress by the JSWG institutions in implementing the initiatives from the Seventh Summit, presented to the ministers of foreign affairs at the ministerial-level SIRG meeting held during the OAS General Assembly.
- SISCA updated with 11 JSWG institutional reports and 5 national reports from member states.
- 17 recommendations and conclusions submitted by 28 civil society representatives in 12 countries, regarding the follow-up phase for initiatives from the Seventh Summit of the Americas.
- 24 states received virtual training in using the SISCA.
- 1 on-site training workshop on using the SISCA provided to inter-sectoral government entities in Panama.
- 254 civil society representatives in 15 countries trained in the Summits process and in mechanisms available to civil society for participation in the process.

Mandates:

- Plan of Action of Quebec: Third Summit of the Americas
- AG/RES. 2846 (XLIV-O/14)
- AG/RES. 2861 (XLIV-O/14)
- AG/RES. 2884 (XLVI-O/16)
- AG/RES. 2893 (XLVI-O/16)

Links to Summits Secretariat publications and activities in 2016:

- JSWG Publication: [ESP](#) / [ENG](#)
- [Volume VII](#): Official Documents from the Summits of the Americas Process: From Cartagena de Indias (2012) to Panama City (2015)
- Report on the Virtual Forum with Civil Society and Social Actors in the Follow-Up to the Seventh Summit of the Americas: [ESP](#) / [ENG](#)

- Summit of the Americas Implementation and Follow-up System [ESP](#) / [ENG](#)
- Summits of the Americas Virtual Community: [ESP](#) / [ENG](#) / [FRA](#) / [POR](#)



Transfer of the Summits process Chair from Panama to Peru

Briefing session with civil society and social actors in Barbados



2.9.3 Department of Strategic Initiatives and Public Diplomacy

Overview of Main Accomplishments:

The Department of Strategic Initiatives and Public Diplomacy designed internal and external communication strategies through public diplomacy using the Art Museum of the Americas (AMA), Columbus Memorial Library, and public outreach events.

- **Public Outreach**
 - A program of guided tours was coordinated for special groups to tour the Main Building, the Art Museum of the Americas, and the Columbus Memorial Library. 87 guided tours and 49 conferences were organized for 3,042 participants from various member states and a number of universities and NGOs.

- **Columbus Memorial Library**
 - **Reference and research services**

The Library replied to 2,633 queries for reference and processed 93 inter-library loans. The Current Awareness Political News Service electronically delivered 28,548 articles and publications of interest. In 2016, the Library digitized 2,771 documents.

- **Document Control Service**

The Columbus Memorial Library classifies and indexes all official documents of the OAS and in 2016 the Unit responded to 1,142 requests for OAS and Pan American Union documents, including those relating to the "Access to Information Policy." The Library rendered technical assistance by providing 54 classification codes and 102 International Standard Book Number (ISBN) requests and 75 Cataloging in Publication (CIP) requests for new OAS publications.

The Columbus Memorial Library mounted several exhibitions in 2016, including: Ruben Dario; Guyana: 50th Anniversary; LGTBI Youth in the Americas; and The Democratic Charter and the Role of the OAS (exhibition and book launch).

- **Art Museum of the Americas (AMA)**
 - The 2016 programming included 10 exhibits and 60 public programs, such as gallery talks, conferences, film series, workshops, guided tours, and special events.
 - About 3,000 of the total 15,000 visitors recorded during the year took part in public programs (fundraisers, workshops, guided tours, talks, symposiums, and income-generating events), while the rest were day-to-day visitors to the museum.
 - Two 30-piece exhibitions from the permanent collection traveled to the Pan American Association of Kansas City and to the Art Museum of the University of Guadalajara in Mexico.

Mandates:

- **The Columbus Memorial Library** was created by the First International Conference of American States on April 18, 1890. It is the repository of the institutional memory of the Organization of American States, the Pan American Union, and the inter-American system.
- **Art Museum of the Americas:** Established in 1976 by Permanent Council resolution CP/RES. 178 (241/76); OAS Charter - Article 52; Executive Order 15-01

Further information:

- <http://www.oas.org/en/ser/dia/outreach.asp>
- <http://www.oas.org/en/ser/dia/tours/default.asp>
- <http://museum.oas.org/>

Web or social media links to publications:

- The Washington Post: https://www.washingtonpost.com/goingoutguide/museums/the-in-your-face-cuban-art-in-an-oas-exhibition-doesnt-want-for-swagger/2016/07/21/ab90aabe-49dd-11e6-bdb9-701687974517_story.html?utm_term=.68b8ba39b3c4
- Washington Diplomat: http://www.washdiplomat.com/index.php?option=com_content&view=article&id=13496:uruguayan-artist-takes-morbidly-inventive-approach-to-habitat-loss&catid=1544&Itemid=428
- *Hola Cultura*: <http://www.holacultura.com/2016/06/17/artxiomas-arte-cubano-hoy/>



National Student Leadership Conference, August 2016, Georgetown University. Public Outreach



Tour of the Global Competitiveness Program (GCL) sponsored by Georgetown University, January 2016. Public Outreach



Book Launch “The Inter-American Democratic Charter and the Role of the OAS in the 21st Century,” April 2016. Columbus Memorial Library

Opening of Cuba Ahora exhibition, June 2016. AMA



Symposium tour by José Gómez Sicre, September 2016. AMA

2.10 OFFICE OF THE STRATEGIC COUNSEL FOR ORGANIZATIONAL DEVELOPMENT AND MANAGEMENT FOR RESULTS (SCODMR)

The Office of the Strategic Counsel for Organizational Development and Management for Results (SCODMR) promoted greater coordination within the General Secretariat, in order to align the Organization with fulfillment of the policy guidelines from the member states. It prepared documents that served as input for the Strategic Plan prepared and approved by the member states at the General Assembly on October 31, 2016.

In coordination with the areas of the General Secretariat, it prepared a draft budget consistent with the budget ceiling authorized and structured to start the transition, moving away from the practice of an inertial budget to a budget that follows the policy guidelines and supports implementation of the Strategic Plan.

It also crafted a fundraising strategy based on the Guidelines and Objectives of the Strategic Plan. SCODMR activities focused as well on publicizing the OAS' work and results achieved in the member states by drawing up and implementing an internal and external communication strategy.

The detailed results produced by the Office of the Strategic Counsel are presented under the following areas of SCODMR.

2.10.1 Department of Planning and Evaluation

The Department of Planning and Evaluation (DPE) submitted a two-year program-budget in line with the Strategic Plan of the Organization, for the first time establishing a relationship with the programs, products, and services for the secretariats under the four basic pillars of the OAS. Taking into account the mandate regarding execution with a \$72.5 million ceiling, the Department presented another program-budget adjusted to the aforementioned ceiling. Simultaneously, it undertook a process to prepare the proposal for the 2016-2020 Four-Year Strategic Plan of the Organization. The DPE also continued implementing program and project management processes (design, monitoring, and evaluation) based on results in the General Secretariat; and strengthening staff capacities in those areas.

The following results were obtained:

Project Management Support Section

- Technical advice provided in the preparation of 57 revised project profiles. (<http://services/PFME/FormulationAll.aspx>)
- Forty (40) project profiles evaluated by the PEC.
- Technical advice provided in the preparation of 17 final project documents.
- Twenty eight (28) outcomes verification reports prepared for donors and twenty eight (28) prepared for project managers. (<http://services/PFME/Monitoring/MonitoringAll.aspx>)

- Final Review Report for: i) EDUCADEM Program; ii) Continuous Labor Migration Reporting System for the Americas (SICREMI); iii) OAS-CIDA Cooperation Plan 2012-2015; iv) Outcomes of Multidimensional Security Projects in the Americas; iv) Evaluation of the Inter-American Observatory on Drugs (OID); (<http://www.oas.org/en/saf/accountability/evaluation.asp>)
- Launch of external evaluations of: (i) Inter-American Teacher Education Network (ITEN) Phase II (USA); (ii) Increasing Tourism Competitiveness through Sustainable Destination Management and Capacity Building in the Caribbean and Central America (USA); (iii) Expanding the Socio-Economic Potential of Cultural Heritage in the Caribbean” - Phase II (USA); iv) Sustainable Communities in Central America and the Caribbean (USA); v) Evaluation of the Effectiveness of a Sample of Human Rights Sector projects (Spain).
- OAS and Permanent Missions staff sharpened their project management skills and their tools: formulation (21), monitoring (24), formulation and monitoring tools (37).

Mandates Planning, Budgeting, and Monitoring Support Section

- Technical advice provided to the Ad Hoc Working Group on the Strategic Vision of the OAS and to the Ad Hoc Working Group on Implementation of the Strategic Plan for Management Modernization.
- Formulation of the 2017 Annual Operating Plan (AOP) of the Secretariats and their subprograms, completed.
- GS/OAS semiannual reports with programmatic outcomes obtained by chapter, for the period January to June 2016, completed and published <http://scm.oas.org/pdfs/2016/CP36658EREPORT.pdf>
- Reports prepared on the scale of quota assessments and on procedures for calculating the scale of quota assessments.
- Revised version of the execution of the GS/OAS Program-Budget drawn up for the second year of the 2015-2016 biennium, which includes a US\$2.2 million reduction in the Regular Fund.
- Proposal presented for encouraging prompt payment of quotas by the member states.
- GS/OAS Program-Budget for the first year of the 2017-2018 biennium, approved and published. http://www.oas.org/budget/2017/AG07218E03%20APPROVED_BUDGET_2017.pdf

Mandates:

- Resolution AG/RES. 1 (XLVII-E/14) rev. 1, “Program-Budget of the Organization for 2015-2016 ”
- Resolution AG/RES. 1 (XLVIII-E/14), annex, Section 1 of “Programmatic results by chapter”
- Resolution AG/RES. 2872 (XLV-O/15) “Financing of the 2016 Program-Budget of the Organization”
- Resolution AG/RES. 1 (L-E/15) “Program-Budget of the Organization for 2016”
- Resolution AG/RES. 2889 (XLVI-O/16) “Progress Toward Accountability, Efficiency and Effectiveness, and Results in the OAS General Secretariat”
- Resolution AG/RES. 2890 (XLVI-O/16) “Four-Year Strategic Plan of the Organization”
- Resolution AG/RES. 2892 (XLVI-O/16) “Management Modernization”

- Resolution AG/RES. 2895 (XLVI-O/16) “Financing of the 2017 Program-Budget of the Organization”
- Resolution AG/RES. 1 (XLII-E/11), “Program-Budget of the Regular Fund of the Organization for 2012”
- Resolution AG/RES. 2454 (XXXIX-O/09) “Promotion of Women’s Human Rights and Gender Equity and Equality”
- Resolution AG/RES. 1 (XL-E/10), “Program-Budget of the Regular Fund of the Organization for 2011”

Permanent Council discussion of the budget



Project management training for staff





ORGANIZATIONAL DEVELOPMENT SECTION

The Organizational Development Section (ODS), together with the DPE, coordinated a joint activity involving the various secretariats, culminating in the proposed strategic plan that the Secretary General submitted to the Permanent Council in May 2016. To support implementation of the 2017-2020 Strategic Plan, which was approved on October 31, 2016, the Section prepared an Organizational Development Program.

Of particular note are the integrated programs that drive the transition from projects, programs, and services produced separately, to them being grouped under coherent, cross-pillar integrated programs guided by the Strategic Vision:

1) preparation of a skills database; 2) preparation and implementation of a Performance Support Training Plan; 3) mapping and optimization of the main organizational processes; and (4) establishment of a coordination mechanism to support the creation of integrated programs.

Results obtained in 2016:

- Organizational Development Program developed, and start of its implementation.
- Mechanism for better coordination among the different areas of the General Secretariat, through integrated programs, designed.
- Proposal for identification of the skills needed to implement the Strategic Plan and documentation of current skills.

- A proposed Knowledge Management Strategy to capitalize on organizational intelligence through procedures to collect, capture, and reuse staff-generated knowledge.
- OAS scholarship procedures documented and reviewed jointly with SEDI.
- 482 OAS employees given sensitivity training in prevention and elimination of workplace harassment, broken down as follows: 295 employees at headquarters; 30 Secretaries and Directors; 43 interns; and 114 staff from headquarters and OAS country offices (via webcast). See [video](#) of the workshop.
- Agreement signed with the University of Pennsylvania (*FELS Institute of Government*) providing scholarships for OAS staff. Here is the [agreement](#).

Mandates:

- Resolution AG/RES. 1 (LI-E/16) “Comprehensive Strategic Plan of the Organization.”
- Resolution AG/RES. 2892 (XLVI-O/16) “Management Modernization.”
- Resolution AG/RES. 1 (XLVII-E/14) rev. 1, “Draft Resolution on Guidelines and Objectives of the Strategic Vision of the Organization of American States.”
- Resolution AG/RES. 1 (XLVIII-E/14) “2015-2016 Program-Budget of the Organization”; Section: Management Modernization.
- AG/RES. 2814 (XLIV-O/14) “Strategic Vision of the Organization of American States.”

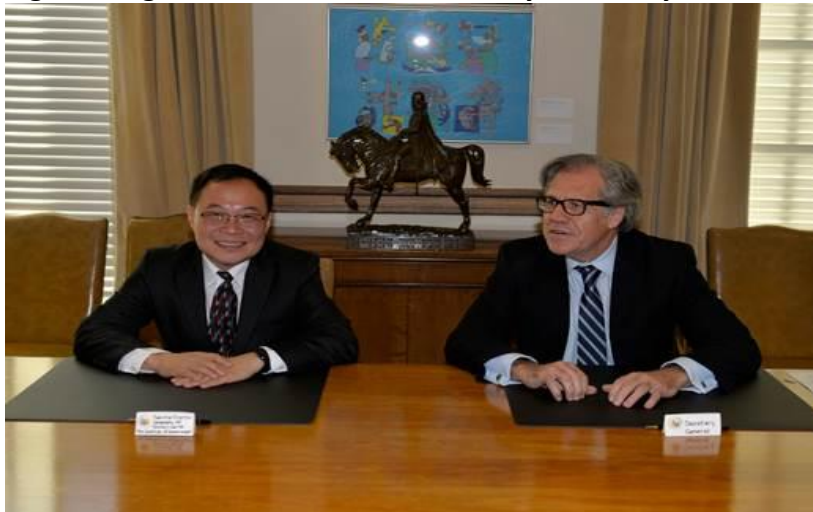
Working together to define the strategic lines under the Proposed Strategic Plan



Training workshop on preventing workplace harassment for OAS staff



Signing of an agreement between University of Pennsylvania and OAS



2.10.2 Department of Press and Communications

The Department of Press and Communications continued to work towards fulfilling the purpose set forth in the November 2015 Communications Strategy: “To get the OAS to be viewed by key stakeholders (external and internal) as a facilitator of solutions in issues of democracy, human rights, security, and integral development.” Thus, published articles that mentioned the OAS in the region’s leading newspapers almost doubled (+96%, see details below). These included 9 opinion pieces in newspapers such as *El País* (of Spain), Miami Herald, *Le Devoir*, and The Globe and Mail. Monitoring of the official social media accounts and their reach (or impressions) was nearly doubled in both cases (+99% and +93%, respectively). In a year in which social networks drew traffic away from traditional websites, the OAS website managed to maintain the levels of the previous year. Video playback on Vimeo decreased slightly, perhaps due to video users switching to Facebook and Twitter (comparative data not yet available). The rationalization of email dispatches continued: the number of dispatches was cut by 51 percent (from 1,175 to 576 dispatches), but the opening ratio increased by 29 percent: less material is transmitted but more public interest is generated.

Corporate communication management tasks (editing of speeches, preparation of interviews, design and execution of communication plans) were strengthened. Efforts were launched - in collaboration with the Department of Information Technology Services (DOITS) - to redesign the website: outlines of the renewal plan, first draft of the home page, and selection of a content management system.

Revamping and standardization of the General Secretariat’s image continued with the publication and launch of a new handbook for the use of the institutional logo.

- Media coverage: Compared to 2015, mentions of the OAS in
 - o The New York Times increased 75 percent (from 20 to 35)
 - o The Washington Post, 140 percent (from 22 to 53)
 - o The Miami Herald, 120 percent (from 39 to 86)
 - o La Nación (Argentina), 145 percent (from 110 to 270)
 - o *El Universal* (Mexico), 43 percent (from 140 to 200)
 - o *El País* (Spain), 51 percent (from 99 to 150)

- Website:
 - o The number of unique visitors increased 2.69 per cent.
 - o Visits to the page increased by 0.11 per cent.

- Email communication:
 - o The ratio of opened emails increased by 29 percent.
 - o The ratio of clicks on links fell by 15 percent.

- Social Media:
 - Twitter in Spanish:
 - The number of followers increased by 24 per cent.
 - The reach (impressions) of published material increased by 148 per cent.
 - Twitter in English:
 - The number of followers increased by 31 per cent.
 - The reach (impressions) of published material increased by 116 per cent.
 - Facebook in Spanish:
 - The number of followers increased by 50 per cent
 - The reach jumped 44 per cent.
 - Facebook in English:
 - The number of followers increased by 8 per cent
 - The reach increased by 64 per cent.
 - The OAS twitter account's *Klout Score* (which measures "influence") always stayed above 70, peaking at 78.
- Videos:
 - Vimeo playback fell 2.04 per cent
 - There are no comparative data for video playback on Twitter and Facebook as yet.
- Corporate communications:
 - 107 speeches/talking points were drafted
 - 25 communication plans were prepared, for OAS events
 - Material was prepared for 50 interviews with senior officials of the Organization;
- Institutional image:
 - The new institutional logo was issued, and all of the General Secretariat's logos were gradually standardized. As of the reporting period, nine program/area logos were revamped.
 - 101 communication products (newsletters, books, banners, designs, etc.) were drafted and approved.

Mandate: Annex H to Executive Order No. 08-01 Rev. 7

http://www.oas.org/legal/english/gensec/H_SECRETARIAT_FOR_EXTERNAL_RELATIONS_0801_REV7.doc

Website: <http://www.oas.org/en/>

Twitter: https://twitter.com/OAS_official

Facebook: <https://www.facebook.com/OASofficial/>

Flickr: <https://www.flickr.com/photos/oasoea/>

Vimeo: <https://vimeo.com/channels/oasvideonews>

YouTube: <https://www.youtube.com/user/OASVideos>

Press releases: http://www.oas.org/en/media_center/press_releases.asp

Speeches: http://www.oas.org/en/media_center/speeches.asp

2.10.3 Department of External Relations/International Affairs (DIA)

In 2016, the Department of External Relations/International Affairs began efforts to produce a new fundraising strategy, with all the secretariats of the Organization participating and committed to addressing the downward trend in the specific funds and to strengthen the mobilization of financial contributions to the Organization from donors. In addition, mutual cooperation was promoted with the 72 observer countries. The Strategy includes:

I. Giving new impetus to fundraising from donors.

Resolution AG/RES. 2889 (XLVI-O/16) instructs the Secretary General to ensure greater efforts to mobilize external resources for implementing the mandates of the General Assembly and to maintain transparency and accountability in using and reporting on those funds in the semi-annual reports on those resources/funds. External factors, including a substantial cut in development aid for Latin America and the Caribbean, have influenced the downward trend in the specific funds of the Organization, especially over the last 10 years[1].

In 2016, it embarked on consultations within the General Secretariat, seeking to align, harmonize, and strengthen fundraising processes to help fund the Organization's programs and activities, focusing on the need to find new donors. As a result of the consultations, it received input for aligning and coordinating a Resource Mobilization Strategy based on the Guidelines and Objectives set forth in the Strategic Plan and taking into account the need for adequate, stable, and enhanced funding. To that end, a portfolio of fundraising programs was established, in coordination with the Secretariats of the Organization.

II. To promote mutual cooperation with the 72 strategic permanent observers, the Department:

- Facilitated active participation and collaboration from permanent observers around programs under the Organization's key areas of impact.
- Promoted mutual cooperation with the 72 strategic permanent observers, including financial support for GS/OAS programs.
- Organized two sessions with the permanent observers in the aftermath of the earthquake in Ecuador and in the wake of the damage caused by Hurricane Matthew in Haiti, resulting in the mobilization of financial and logistical support for those countries.
- Promoted GS/OAS and IACHR priority programs during the Dialogue that the Secretary General and the member states' ministers of foreign affairs held with the permanent observers during the General Assembly in the Dominican Republic. European foreign ministers, as well as directors for the Americas and 35 of the

[1] According to ECLAC, Latin America and the Caribbean moved from receiving 14% of total global official development assistance (ODA) in 1960 to 7.6% for the current decade.

observer countries' ambassadors to the White House, took part in this dialogue, in which the Secretary General and Secretaries for the different areas exchanged ideas on opportunities for cooperation and accountability concerning the implementation of projects.

- Managed observer country funding for highly important GS/OAS programs, in particular financial support for: the MAPP, EOMs (Haiti and the United States, Colombia's Peace Plebiscite), IACHR, and the Office of the Special Rapporteur for Freedom of Expression, Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH), and multidimensional security programs.
- Managed the entry of two permanent observers into the OAS: Bangladesh and Moldavia.
- Mobilized contributions from permanent observers, to the tune of US\$13,892,756 from January 1 through December 31, 2016.

Dialogue hosted by the Secretary General and the member states' Ministers of Foreign Affairs with permanent observers during the General Assembly in the Dominican Republic



Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH) and programs under the Multidimensional Security area



3. AUTONOMOUS ENTITIES AND AGENCIES

3.1 INTER-AMERICAN COURT OF HUMAN RIGHTS

A conventional body, the Inter-American Court of Human Rights was formally established on September 3, 1979, as a result of the American Convention on Human Rights entering into force on July 18, 1978.

It is an "autonomous judicial institution," whose purpose is to apply and interpret the American Convention. Headquartered in San José, Costa Rica, it is composed of seven judges who are nationals of member states of the Organization of American States.

In 2016, the Court comprised: Roberto F. Caldas (Brazil), President; Eduardo Ferrer Mac-Gregor Poisot (Mexico), Vice President; Eduardo Vio Grossi (Chile); Humberto A. Sierra Porto (Colombia); Elizabeth Odio Benito (Costa Rica); Raúl Zaffaroni (Argentina); and Patricio Pazmiño (Ecuador). The judges are assisted in their functions by the Secretariat to the Court. The Secretary of the Court is Pablo Saavedra Alessandri (Chile) and the Deputy Secretary is Emilia Segares Rodríguez (Costa Rica).

• **Principal Activities and Achievements in 2016**

- The Court held five sessions at its San José, Costa Rica, headquarters and two sessions away from headquarters – in Mexico City, Mexico, and in Quito, Ecuador.

- There were 16 public hearings on contentious cases and one evidentiary hearing during proceedings on contentious cases, which took place in Brazil.
 - One evidentiary hearing was held for the first time, consisting of a visit to a prison facility in Brazil to observe how provisional measures are implemented.
 - It held seven public hearings during proceedings for monitoring compliance with judgments.
 - The Court issued twenty one judgments: 14 on merits in contentious cases and six judgments on interpretation.
 - The Court issued one advisory opinion and 25 compliance monitoring resolutions of judgment.
 - The Court issued 13 resolutions on provisional measures.
 - Currently it has 22 active provisional measures.
 - The Inter-American Commission submitted 16 new contentious cases to the Inter-American Court.
 - As at the end of 2016, the Court had 27 contentious cases pending settlement and three advisory opinions.
- **Relations and cooperation pursued with other inter-American and international agencies to carry out activities**

In 2016, the Court was in close communication with the OAS General Secretariat regarding administrative and financial matters, and always had its support and collaboration for the Court's activities. The Secretary General took part in the opening ceremony for the 2016 judicial year; and on August 29 the full membership of both the Inter-American Court of Human Rights and the Inter-American Commission on Human Rights (IACHR) met with the OAS Secretary General in Mexico City. The Court and the IACHR set up a joint working group to find structural solutions to the financial situation, and on September 30 submitted a joint proposal to the OAS Secretary General.

The Court operates an internship and professional tours program. In 2016 alone it hosted 69 of these, from 19 different countries. The Court also organized 12 courses and seminars at various locations across the region, in an effort to broaden understanding of the Court's jurisprudence, mandate, and powers and to raise awareness about the inter-American human rights protection system.

3.2 INTER-AMERICAN COMMISSION ON HUMAN RIGHTS (IACHR)

1. PRINCIPAL ACHIEVEMENTS

Among the main achievements of the Inter-American Commission on Human Rights (IACHR) in 2016 was the establishment of the "Special Follow-Up Mechanism for the Ayotzinapa Investigation," in implementation of precautionary measure resolution 42/16, of July 29, 2016. The Mechanism is being implemented through official and technical visits, in keeping with the

published work plan. The Commission also worked on the implementation of precautionary measures to safeguard the life and personal integrity of human rights defenders, indigenous leaders, and labor union members. It also put into effect measures for reducing its procedural backlog in accordance with IACHR resolution 1/16, to which some States objected, on the grounds that it would impair their ability to mount a timely defense. Also of note is the progress made in defining and enhancing standards on the rights of persons living with HIV, informed decision-making with regard to health, preventing and ending violence against women, and the exercise of political and reproductive rights. Other achievements are the consolidation of case law promoted by the IACHR in the area of grave human rights violations, such as forced disappearances, extrajudicial executions, and torture, in contexts such as armed conflict and the fight against drug trafficking and organized crime. As regards progress in compliance with IACHR recommendations and friendly settlement agreements, it is of note that of the 207 monitored cases included in the Annual Report of the IACHR of 2016, in 48, the member state concerned had fully implemented the recommendations, and in 126, the recommendations had been implemented in part. Another achievement is the presentation and dissemination of six thematic reports on standards and recommendations on the rights of LGBTI persons, migrants, women, children and adolescents, Afro-descendants, and indigenous peoples. Lastly, of note is the scope of the dissemination campaigns on situations of human rights in the region conducted by the IACHR through social media, which, in 2016, reached 83 million people.

2. PRINCIPAL RESULTS

Among the principal results of the IACHR, the following are of note:

- At its four sessions, in Washington, D.C., Santiago, Chile, and Panama, and by videoconference, the IACHR adopted: 16 merit reports; eight friendly settlement reports; 43 admissibility reports; two inadmissibility reports, and five merit reports for publication.
- The IACHR granted and held 96 public hearings and 66 working meetings with States and civil society.
- In the exercise of its authorities, the IACHR referred 16 cases to the Inter-American Court of Human Rights in which the following main rights were affected: life, personal liberty, personal integrity, access to justice, equality, and non-discrimination, among others. The Commission also participated in hearings of the Court during eight of its sessions.
- Activities were carried out to publish and promote the five thematic reports adopted in 2015, on indigenous peoples, Afro-descendent communities and extractive industries; violence, children, and organized crime; legal standards; gender equality and women's rights; criminalization of the work of human rights defenders; and human mobility and inter-American standards. The report on violence against lesbian, gay, bisexual, transsexual, and intersex (LGBTI) persons in the Americas was presented and disseminated.
- Friendly settlement: The IACHR adopted eight agreements between petitioners and States, and nine friendly settlement agreements were signed in connection with petitions and cases involving four countries. It made visits in connection with friendly settlement processes in Chile and Paraguay that included eight working meetings. And

46 working meetings were held in cases at the negotiation and monitoring stage, as well as one public hearing on compliance monitoring.

- Interinstitutional relations: A joint declaration on collaboration was signed with the Office of the United Nations High Commissioner for Human Rights to promote joint work lines. Work was also done in cooperation with the Human Rights Council, the Office of the UN High Commissioner for Refugees, the United Nations International Children's Emergency Fund (UNICEF), the International Committee of the Red Cross (ICRC), and the World Bank, as well as with other human rights organizations. Through these efforts were issued 10 press releases, and joint letters and declarations of the IACHR and Special Rapporteurs, working groups, and independent United Nations experts.
- The IACHR together with its Executive Secretariat participated in over 70 promotional activities of different types. These activities were carried out throughout the Hemisphere in: Argentina, Brazil, Chile, Colombia, Costa Rica, Guatemala, Jamaica, Mexico, Paraguay, Panamá, Peru, United States, and Venezuela, as well as in France and Italy.

3. MANDATES

Under Article 106 of the Charter of the Organization, the principal function of the IACHR is to promote the observance and protection of human rights in the Americas and to serve as a consultative organ of the Organization in these matters. The American Convention on Human Rights, in its Article 41, establishes the functions and powers of the IACHR. Under other inter-American instruments, such as resolutions of the OAS General Assembly, specific mandates are assigned to the IACHR.

4. LINKS

Press releases on the sessions of the IACHR:

- http://www.oas.org/en/iachr/media_center/PReleases/2016/049.asp
- http://www.oas.org/en/iachr/media_center/PReleases/2016/049A.asp
- http://www.oas.org/en/iachr/media_center/PReleases/2016/075.asp
- http://www.oas.org/en/iachr/media_center/PReleases/2016/075A.asp
- http://www.oas.org/en/iachr/media_center/PReleases/2016/183.asp
- http://www.oas.org/en/iachr/media_center/PReleases/2016/183A.asp
- http://www.oas.org/en/iachr/media_center/PReleases/2016/192.asp

5. IMAGES



Follow-Up Mechanism
of the Interdisciplinary
Group of Independent
Experts (GIEI),
in Ayotzinapa, Mexico,
November 11, 2016



President Cavallaro and Commissioner Macaulay greeting Berta Cáceres' daughter at IACHR headquarters



Berta Cáceres' daughter greeting the representatives of the State at the hearing



Ceremony on Human Rights Day, December 10, at which the human mobility report was presented.

6. PUBLICATIONS (links)

- <http://www.oas.org/en/iachr/reports/pdfs/HumanMobility.pdf>
- <http://www.oas.org/en/iachr/expression/docs/publications/AccesoEN.pdf>
- <http://www.oas.org/en/iachr/reports/pdfs/Criminalization2016.pdf>
- <http://www.oas.org/en/iachr/reports/pdfs/ExtractiveIndustries2016.pdf>
- <http://www.oas.org/en/iachr/reports/pdfs/ViolenceChildren2016.pdf>

3.3 ADMINISTRATIVE TRIBUNAL (TRIBAD)

The Administrative Tribunal of the OAS is an autonomous organ, created by the General Assembly in its resolution AG/RES. 35, of 1971, to hear any disputes that may arise between the General Secretariat and its staff members when the staff members are alleging non-compliance with the terms of their respective contracts or violation of the General Standards to Govern the Operations of the General Secretariat, and other applicable provisions. During the period

covered by this report, the Administrative Tribunal was composed of the following judges: Héctor Arce (Bolivia); Homero Bibiloni (Argentina); Magali Rojas (Peru); Andre Surena (United States); Michel Bastarache (Canada), and Wilson Vallejo (Ecuador).

The following activities/results are of note:

1. Judgment issued in the case of Complaint 304. The subject of this dispute was to request cancellation of vacancy announcement LT-EO/79/14. The documentary phase of this case was from April to August and the evidentiary hearings were held in November. The Tribunal decided this case in Judgment 165, with institutional significance and relevant recommendations for the organization.
<https://www.sites.oas.org/tribadm/en/pages/decisions/details.aspx?docid=3515&IsDlg=1>
2. Development of a new search engine for accessing the case law of the Tribunal, which displays results with a summary of the central subject matter of each decision. Fifty-seven documents with one or more summaries have been uploaded, completing approximately 35% of the target.
3. Holding of the 66th regular session, November 14 to 16, to consider Complaint 304; revision of norms on outsourcing; discussion of an electronic document forwarding platform, and comprehensive analysis of tools for follow-up of recommendations issued by the Tribunal.
4. The Administrative Tribunal strengthened its cooperation ties with external entities, and was received by the Administrative Tribunal of the Inter-American Development Bank to share experiences on regulatory procedures and dialogue on events to mark the 45th anniversary of its installation.

3.4 INTER-AMERICAN CHILDREN'S INSTITUTE (IIN)

The activities of the IIN in 2016 were based on the 2015-2019 Plan of Action, adopted at the 90th Regular Meeting of the Directing Council (Antigua, Guatemala 2015).

The following principal achievements in this period are of note:

- Deepening of IIN interaction with other OAS areas: IACHR Office of the Rapporteur on the Rights of the Child; Office of the Special Rapporteur on Freedom of Expression; Inter-American Commission of Women (CIM); Secretariat for Access to Rights and Equity (SADYE); and Committee on Migration Issues
- Agreements with: [Aldeas Infantiles](#); [Confederación Marista](#); [Agencia Uruguaya de Cooperación Internacional \(AUCI\)](#)
- Joint work with the Global Movement for Children, the Latin American and Caribbean Network for the Defense of Children and Adolescents (REDLAMIC), and the [Hemispheric Network of Legislators and Former Legislators for Early Childhood](#)
- Strengthening of the Inter-American Training Program (PIC)

- **Eradication of violence in daily settings**
- Preparation and validation of the [Ley Modelo para prohibir el castigo físico contra niñas, niños y adolescentes en todos los ámbitos de su vida](#) (Model Law on the Prohibition of Corporal Punishment against Minors in all Areas of Their Lives)
- [Memorandum of understanding with Canada](#) for participation in the “*Nobody’s Perfect*” Parenting Program
- Preparation of guidelines for the eradication of gangs and bands. Consultation held in El Salvador, with participation by Guatemala, Costa Rica, and Mexico
- **Early childhood**
- Training provided for 47 specialists from 11 States. Technical assistance in Paraguay, El Salvador, and Uruguay
- Requests received from Panama, Peru, and Guatemala for technical assistance on caring for children deprived of parental care. Coordination with the IACHR and launch of a process for identification and review of best practices
- **Juvenile criminal justice**
- Training provided for 47 persons from 18 States
- Development of the document “[Lineamientos para Responder a la Violencia contra los Niños, Niñas y Adolescentes en Contacto con el Sistema de Justicia Penal](#)” (Guidelines on Addressing Violence against Minors in the Criminal Justice System)
- Coordination begun with UNICEF to promote the use of alternatives to incarceration measures
- Inter-American Cooperation Program for the Prevention and Eradication of the Sexual Exploitation, Smuggling of and Trafficking in Children
- Training provided for 206 from the region
- Membership of the Regional Action Group of the Americas (GARA) against sexual exploitation of children in travel and tourism as technical advisor and permanent observer
- Membership of the Global Interagency Working Group (IWG) to prepare the “Terminology Guidelines for the Protection of Children from Sexual Exploitation and Sexual Abuse” <http://luxembourgguidelines.org/>
- Project in execution jointly with SADYE of the OAS: Guidelines for the empowerment and protection of the rights of minors on the Internet in Central America and the Dominican Republic
- **International Abduction of Children and Adolescents (SINNA)**, resolutions AG/RES. 1691 (XXIX-O/99) and AG/RES. 2028 (XXXIV-O/04), “The Inter-American Program of Cooperation to Prevent and Remedy Cases of International Abduction of Children by One of Their Parents”
- Strengthening of the international operation of the central authorities of Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Panama. [Subregional](#)

[meeting with central authorities](http://ow.ly/YSsF3092BSU), held in Mexico <http://ow.ly/YSsF3092BSU> - <http://ow.ly/2ihW3092BUs>

- Ninth Spanish edition of the Inter-American Course on SINNA and preparation of the third English edition of the course.
- At the request of Honduras, the following guidelines were prepared and are in implementation: [Guía de atención para la restitución de derechos de niñas, niños y adolescentes en situación de sustracción y/o retención ilícita por uno de sus padres en instancia administrativa](#) (Guidelines on Restoring through an Administrative Authority the Rights of Minors Who Have been Abducted and/or Unlawfully Retained by One of Their Parents)
- **Migrant minors**
- Mapping of positive practices in areas related to child migration, especially by unaccompanied minors
- Coordination with the Committee on Migration Issues
- **Participation by minors**
- Seven activities, in Paraguay, Colombia, Chile, Peru, and Uruguay, with 421 minors from 17 countries of the region and of Europe.
- Under an agreement with Paraguay, training provided to 36 actors of different public institutions.
- 39 persons from eight States participated in the 2016 edition of the online course.
- **Media**
- Revival of the IIN newsletter and production, design, and dissemination of [Bulletin IINfancia](#) 1 and 2 in English and Spanish.
- A 70.46% increase in Facebook followers, 67% in Twitter followers, and 15.9% in subscribers to our YouTube channel.
- Regional consultations with minors on child protection against bullying and cyberbullying (Niñ@Sur, Global Movement, United Nations Special Representative of the Secretary General on Violence against Children), videos prepared: [Niñ@Sur](#).
- **Inter-American Training Program (PIC)**
- Training provided for 505 persons from the region. Course offerings in English tripled.
- Special courses developed at the request of Peru, Bolivia, Ecuador, and Paraguay.

Mandates

AG/RES. 1 (LI-E/16), "COMPREHENSIVE STRATEGIC PLAN OF THE ORGANIZATION"

AG/RES. 2881 (XLVI-O/16), OMNIBUS RESOLUTION, "ADVANCING HEMISPHERIC INITIATIVES ON INTEGRAL DEVELOPMENT"

AG/RES. 2883 (XLVI-O/16), "INTER-AMERICAN PROGRAM FOR THE PROMOTION AND PROTECTION OF THE HUMAN RIGHTS OF MIGRANTS, INCLUDING MIGRANT WORKERS AND THEIR FAMILIES"

AG/RES. 2887 (XLVI-O/16), “PROMOTION AND PROTECTION OF HUMAN RIGHTS”

AG/RES. 2894 (XLVI-O/16), “STRENGTHENING DEMOCRACY”

AG/RES. 2432 (XXXVIII-O/08), “[PREVENTION AND ERADICATION OF COMMERCIAL SEXUAL EXPLOITATION AND SMUGGLING AND TRAFFICKING IN MINORS](#)”

AG/RES. 2028 (XXXIV-O/04), “[INTER-AMERICAN PROGRAM OF COOPERATION TO PREVENT AND REMEDY CASES OF INTERNATIONAL ABDUCTION OF CHILDREN BY ONE OF THEIR PARENTS](#)”

AG/RES. 1951 (XXXIII-O/03), “[PROMOTION AND PROTECTION OF THE HUMAN RIGHTS OF CHILDREN IN THE AMERICAS](#)”

CPNNA/RES. 1 (XXI-14), “[UNIFIED RESOLUTION OF THE TWENTY-FIRST PAN AMERICAN CHILD AND ADOLESCENT CONGRESS. Childhood and adolescence: Building peaceful environments](#)”
[2015-2019 Plan of Action](#)



3.5 INTER-AMERICAN COMMISSION OF WOMEN (CIM)

In 2016, the XXXVII Assembly of Delegates of the Inter-American Commission of Women (CIM) was held. Its principal achievements were:

- Adoption of the Strategic Plan 2016-2021 of the CIM,¹ whose aim is to strengthen the two primary roles of the Commission: as the main hemispheric policy forum for the promotion of women's rights and gender equality, and as technical advisor for the institutionalization of a gender dimension in OAS activities;
- Adoption of the "Declaration of Lima on Equality and Autonomy in the Exercise of Women's Economic Rights;"² and
- Sharing of a group of best practices at the national level on strengthening women's economic autonomy.

The Strategic Plan of the CIM sets out the work of the Commission in two main strategic areas: Promoting gender equality and eliminating discrimination; and preventing and punishing violence against women.

i. Promoting gender equality and eliminating discrimination:

a. Institutionalizing a gender dimension and human rights in the work of the OAS:

- Adoption of the Institutional Policy on Gender Equity and Equality, Diversity and Human Rights in the General Secretariat of the OAS³;
- Preparation of the *Manual de Transferencia Metodológica a los Mecanismos Nacionales para el Avance de la Mujer: Diagnóstico Participativo de Género*⁴ (Handbook on Transfer of Methodologies to National Machinery for the Advancement of Women: Participatory Gender Diagnostic Assessment) and its use with Ministry of Women of Paraguay personnel;
- Launch of a participatory gender diagnostic assessment within the OAS General Secretariat as the basis for a plan of action for implementation of the Institutional Policy;
- Holding of the 7th and 8th editions of the online course "Gender Equality and Rights-based Approach to Policies, Programs, and Projects";
- Launch of the first edition of the online course "Planificación Estratégica con Enfoque de Género" (Strategic Planning with a Gender-Equality Approach)
- Holding of the 2nd edition of the Diploma Superior de Comunicación, Género y Derechos (Graduate Diploma on Media, Gender, and Human Rights).

1. Available at: <http://www.oas.org/es/cim/docs/CIM-StrategicPlan2016-2021-EN.pdf>

2. Available at: <http://www.oas.org/en/cim/docs/DeclaracionLIMA-ENG.pdf>

3. OAS (2016). The General Secretariat's Institutional Policy on Gender Equality, Diversity, and Human Rights. Available at: <http://www.oas.org/en/cim/gender.asp>

4. CIM (2016). Manual de Transferencia Metodológica a los Mecanismos Nacionales para el Avance de la Mujer: Diagnóstico Participativo de Género. Available at: <http://www.oas.org/es/cim/mainstreaming.asp>

- b. *Women’s substantive political citizenship for democracy and governance:*
 - Preparation and adoption of the “Inter-American Model Law for the Prevention, Punishment and Eradication of Political Violence against Women”;
 - Preparation of the study *Democracy and Parity in Latin America: The Cases of Mexico and Nicaragua*, as follow-up to the CIM’s existing work in this area⁵;
 - Organization of the IV Consultation with Parliamentarians of the Americas.
 - c. *Women’s human rights:*
 - Launch of the report “Human Rights of Women Living with HIV in the Americas”;
 - International forum on Child Marriage and Motherhood in the Americas (November 29, 2016, Washington, D.C.).
 - d. *A gendered approach to citizen security:*
 - Launch and dissemination of “Women, Drug Policies and Incarceration: A Guide for Policy Reform in Latin America and the Caribbean”
- ii. Preventing and punishing gender-based violence:**

- a. *Mechanism to Follow up on Implementation of the Convention of Belém do Pará (MESECVI)*

Launch of the Third Multilateral Evaluation Round, based on the *System of Progress Indicators for Measuring the Implementation of the Convention of Belém do Pará*⁶

Thirteenth Meeting of the Committee of Experts of the MESECVI, at which was adopted the *Hemispheric Report on Child Pregnancy in the States Party to the Belém do Pará Convention*⁷
 Sharing of best practices: Challenges and new issues for ending violence against women (Pachuca, July 2016)

3.6 INTER-AMERICAN TELECOMMUNICATION COMMISSION (CITEL)

1. Principal achievements

The member states and the private ICT industry sector of the Americas demonstrated their support for CITEL by means of an increase in the contributory unit for the strengthening of the strategic plan and projects of CITEL. In the telecommunications/ICT area, the inter-American proposals approved by CITEL were adopted at the international level. Lastly, in the area of technology ownership, through CITEL, inclusion and ownership of telecommunications/ICTs

5. More information at: <http://www.oas.org/en/cim/parity.asp>

6. MESECVI. System of Progress Indicators for Measuring the Implementation of the Convention of Belém do Pará. Available at: <http://www.oas.org/en/mesecvi/indicators.asp>

7. MESECVI (2016). Hemispheric Report on Child Pregnancy in the States Party to the Belém do Pará Convention. Available at: <http://www.oas.org/es/mesecvi/docs/MESECVI-EmbarazoInfantil-EN.pdf>

were promoted by means of the 2030 ICT Alliance for the Americas to improve the quality of education in the Americas and develop talents for the new digital economy.

2. Information demonstrating results

- A new value of the associate member contributory unit and the 2017 plan of operations were adopted to strengthen the 2014-2018 strategic plan of CITEC. Demonstrating the interest in the strengthening and growth of CITEC, an ad hoc working group was formed to identify opportunities to increase associate member participation.
- Thirty-three inter-American proposals were introduced at the World Telecommunication Standardization Assembly (WTSA-16) to assist governments, the private sector, and academic institutions in fulfilling their objectives for 2020 in connection with fifth generation networks, artificial intelligence, smart cars, and other ICT areas in the framework of the United Nations Sustainable Development Goals. Also promoted were training sessions on mobile device theft and regulatory practices to combat fraud in subscriber satellite television reception, benefiting 20 member states.
- The Inter-American Convention on the International Amateur Radio Permit (IARP) was updated. Under this Convention, an alternative platform can be generated when other communications services are inoperable. Also adopted were recommendations on frequency allocations for public protection and disaster relief and on authorizing orbiting stations to communicate with geostationary space stations in the fixed satellite service in specific frequency bands in the Americas. The 2030 ICT Alliance for the Americas was launched with the telecommunications/ICT industry. Implementation began of a memorandum of understanding between the OAS and Telefónica Educación Digital to make available to citizens of the Americas digital education products with social impact; as was another memorandum with Profuturo for the provision of digital classrooms with mobile devices, training, and high quality content to improve education in vulnerable areas of Latin America and the Caribbean. This was the framework for the launch of the Stem4Good Américas competition.
- Further implementation of ICT initiatives with the Inter-American Commission of Women (CIM), which include mainstreaming gender on CITEC's global agenda. At the same time, the competition "ICTs to prevent and eradicate violence against women" was launched. Forty-five proposals for using ICTs as a tool for women's empowerment were received.

3. Mandates

- Resolution PCC.I/RES. 258 (XXVII-15), "2016-2018 Roadmap for the Development of Projects, Human and Financial Resources to Promote Women's Access, Use and Leadership in ICT Development"
- Resolution COM/CITEC RES. 275 (XXXI-15), "Work Plan and Timetable for the Preparation for the 2016 World Telecommunication Standardization Assembly (WTSA-16)"
- Resolution COM/CITEC RES. 278 (XXXI-15), AG/RES. 2881 (XLVI-O/16), "The Key Role of the OAS in the Advancement of Telecommunications/Information and Communication Technologies through the Inter-American Telecommunication Commission"

- Resolution COM/CITEL RES. 285 (XXXII-16), “Strengthening the Implementation of the Strategic Plan of CITEL”
- Resolution COM/CITEL RES. 287 (XXXII-16), “Support from CITEL for the Implementation of the Outcomes of the Seventh Summit of the Americas”
- OAS resolutions AG/RES. 1316 (XXV-O/95) and AG/RES. 1947 (XXXIII-O/03) on the Inter-American Convention on the International Amateur Radio Permit (IARP)

4. Link(s) with further information on sections/programs/projects

- www.citel.oas.org

5. Links that refer to achievements/results of the section/program/project

- https://mobile.twitter.com/Almagro_OEA2015/status/742837625074159616
- <http://www.innovaspain.com/alianza-impulsar-la-conectividad-digital-america-marco-la-asambleaoea/>
- <http://www.elcaribe.com.do/2016/06/08/sera-sede-foro-oea-sobre-uso-tic-para-erradicar-pobreza>



3.7 OFFICE OF THE INSPECTOR GENERAL (OIG)

The activities of the Office of the Inspector General (OIG) are governed by the provisions of Chapter IX (Advisory Services, Auditing, and Fiscal Control) of the General Standards, and by Executive Order No. 95-05. The rules provide that the functions of the OIG assist the Secretary General and the governing bodies in overseeing and fulfilling the responsibilities of the different

levels of the administration with regard to the programs and resources of the General Secretariat (GS/OAS). The purpose of the OIG is to ensure the systematic examination of operational procedures and financial transactions at headquarters and the offices of the General Secretariat in the member states. The OIG is also responsible for verifying that the established policies, regulations, and practices are fulfilled with efficiency, economy, and transparency.

Audits

In 2016, the OIG conducted and completed seven audits. Thus far, 24 recommendations have been issued. The OIG concentrated on operations with a high degree of risk and those with most potential to improve performance and use of resources in the General Secretariat.

The operational audits and its reviews and evaluations covered: the Regular Fund transition costs; the specific fund disbursement process; reports and data transparency; the offices of the General Secretariat in Peru and Bolivia; administration and use of travel miles; and travel by non-OAS employees.

Investigations

The OIG has a direct hotline by which alleged fraud and any other type of misconduct may be reported. In 2016, six matters were reported to the OIG for investigation. Two referred to reports of workplace harassment, one to abuse, one to contract fraud, one to misconduct, and one to the criminal history of a General Secretariat employee. The OIG continued four investigations that were pending or at the preliminary review stage.

The OIG closed three matters after completing full investigations. It also closed another two investigations that were pending or at the preliminary review stage.

In consequence, the OIG issued five recommendations in two cases: four regarding a case of workplace harassment and one that referred to reports of misconduct.

The OIG dealt with two special assignments: evaluation of the *Virtual Educa* program and fraud monitoring in the health care program.

Other activities

The Office continued to advise and assist the General Secretariat through analyses, risk assessments, verifications, investigations, and recommendations. It also participated as an observer in a number of General Secretariat committee meetings and presented reports to various established bodies.

3.8 OFFICE OF THE OMBUDSPERSON (OMB)

The Office of the Ombudsperson (OMB) was created by the current administration in response to member state concerns and as an indication of General Secretariat commitment to promote a respectful work environment that emphasized equity and more rights for more people.

The addition of an informal intake point for dispute resolution, separate from existing formal processes, helped create a framework for more timely resolution. OMB assistance was sought owing to a desire for confidentiality, providing an approach to the resolution of workplace disputes.

In under a year, the OMB began full operation as an alternative dispute resolution mechanism, working directly with staff members and non-official personnel.

The OMB held an informational meeting to raise staff member awareness and a series of interactive dialogues for staff member education and confidence-building.

Those efforts met with a positive response from OAS staff members and non-official personnel. Fifty-nine percent of those who sought OMB services occupied professional level posts, 23% were consultants, 10% occupied General Services posts, and 9% belonged to other categories (interns, scholarship holders, volunteers).

Eighty cases, representing on average two separate areas of concern, were handled through the OMB. Most cases were resolved satisfactorily through this alternative dispute resolution process and did not proceed to formal procedures, resulting in significant cost savings for the Organization.

The development of a comprehensive case management system created an analytical framework with objective reference points for General Secretariat use to measure progress in specific areas.

A cooperation network was created with the United Nations, World Bank, PAHO, IDB, and U.S. Department of State, among others, improved operating practices and advisory support for the OMB, without cost to the Organization.

Another positive result of the OMB was the emergence, at staff member initiative, of a departure interview process within the Secretariat. Upon separation from the organization (whether or not voluntarily), individuals have begun to visit the Office, providing information useful for future selection, promotion, and retention activities.

3.9 BOARD OF EXTERNAL AUDITORS

Pursuant to General Assembly resolution AG/RES. 123 (III-O/73), adopted in April 1973, and Permanent Council resolution CP/RES. 124 (164/75) of June 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 18 to 22, 2016, to prepare its report on the external audit of the accounts and financial statements of the General Secretariat for the years ended December 31, 2015 and December 31, 2014.

On May 18, 2016, the Board submitted its observations (OEA/Ser.S, JAE/doc.46/16, dated May 9, 2016) to the Permanent Council. The report has four sections: (a) Report of the Board of External Auditors; (b) Financial Statements of the OAS; (c) Financial Statements of Agencies and Entities related to the OAS; and (d) OAS Retirement and Pension Fund.

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

Recommendations:

- That the OAS adopt the draft resolution “Measures to Encourage Prompt Payment of Quotas and Increase Liquidity.”
- That the General Assembly adopt the Strategic Plan and budget for 2017 as soon as possible in order to allow the OAS sufficient time to take the necessary steps for operation at a reduced level as of January 2, 2017.
- That once the budget for 2017 has been approved, the OAS ensure that future budgets incorporate the operating deficiencies that have been identified, such as deferred real estate maintenance and information technology infrastructure needs.
- That the OAS approve and implement the real estate and fixed asset maintenance strategy.
- That the member states fund a sustainable corporate enterprise system.

The Board highlighted the fact that in the case of the following 2015 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 Fund, Development Cooperation Fund, Specific and Service Funds of the OAS
- Leo S. Rowe Pan American Fund and 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 (IADB)

BACKGROUND

The Inter-American Defense Board (IADB) is an independent international organization founded on March 30, 1942. In 2006, the General Assembly of the Organization of American States (OAS) established the IADB as an “entity” of the Organization and adopted its Statutes. The IADB currently has 28 member states and seven observer states, and its structure comprises the Council of Delegates, the Secretariat, and the Inter-American Defense College (IADC). Its purpose is to provide the OAS and its member states with technical advice on matters related to military and defense issues in the Hemisphere.

ACTIVITIES

In 2016, the IADB was strengthened as a facilitator in different forums of the Hemisphere that address military and defense matters. It participated in the XII Conference of the Defense Ministers of the Americas, providing support as the historical memory, and in the development of the conference’s thematic areas. The IADB continued its actions in Colombia in support of the Program for Comprehensive Action against Antipersonnel Mines (AICMA) of the Secretariat for Multidimensional Security (SSM). Ties were strengthened with the Inter-American Committee on Natural Disaster Reduction (IACNDR) for natural disaster monitoring, satisfactorily monitoring assistance provided in connection with the Ecuador earthquake. To disseminate experiences and lessons learned, two seminars were organized: on natural disasters and on humanitarian demining. In the area of education, the Master of Science in Inter-American Defense and Security, imparted at the Inter-American Defense College, was strengthened, with 62 Master’s degrees awarded to candidates from 13 countries of the Hemisphere.

The activities of the IADB were:

- Ties with organizations at the hemispheric, regional, subregional, and service level;
 - 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 South American Defense Conference (SOUTHDEC), the Central American Security Conference (CENTSEC), and the Caribbean Nations Security Conference (CANSEC);
 - The Regional Security System (RSS), CARICOM Implementation Agency for Crime and Security (CARICOM IMPACS), and Inter-American Committee against Terrorism forums;

- Humanitarian demining:
 - Participation with Colombia in the Colombia Monitoring Mission Group (GMI-CO); the OAS authorized one additional monitor from Mexico, benefiting monitoring tasks;
 - Contributed to the development of four courses on monitoring and leadership and provided instructors in this area through the Inter-American Technical Advisory Group in Colombia (GATI-CO);
 - Participation in the 19th Annual Meeting of National Mine Action Programme Directors and United Nations Advisors, in Geneva;
 - Ten representatives sent to the demining and munitions deactivation course, offered by the Kingdom of Spain;
 - Seminar on humanitarian demining at the Casa del Soldado;

- XII Conference of the Defense Ministers of the Americas (CMDA), in Trinidad and Tobago; The rules of procedure of the CMDA were amended to include the IADB as responsible for preparing its historical memory.

- Natural disasters:
 - Collaboration with the IACNDR for analysis of information on the Ecuador earthquake
 - Tracking and monitoring of Hurricane Matthew, which struck Haiti. That information was disseminated to the Permanent Council;
 - Seminar on natural disasters, in coordination with the OAS;

- Confidence- and security-building measures in the Americas:
 - Collaboration with the OAS to prepare the new Consolidated List of Confidence- and Security Building Measures (CSBMs);
 - Participation in the development of the seventh meeting of the Forum on CSBMs;

- New threats and other military and defense aspects:
 - Participation in different events that discussed issues of public security, organized crime, cybersecurity, terrorism, public health issues (such as the Zika virus), and human rights.

- Education:

The Inter-American Defense College completed its second year as a Master's degree awarding institution. Academic freedom is an imperative of the university. The IADC's basic courses include international relations and the inter-American system; strategic thinking for hemispheric defense and security; political economy of defense and security; multidimensional security in the Americas; hemispheric defense and security policy; and dispute analysis and resolution. Lastly, the College began exploratory efforts in additional areas of current interest, including cybersecurity and gender mainstreaming.

Academic achievements:

- Sixty-two members of IADB Class 55 graduated in June 2016. This graduating class represented 13 OAS countries and included 43 military members; 8 police officers; and 11 civilians, among them, nine women.
- IADB Class 56 began in August 2016. This group represents 17 OAS countries and includes 49 military members; 10 police officers, and five civilians, among them, seven women.
- Optional courses in 2016: Civilian-military relations: strategic decision-making; international law in Latin America; the illicit economy; and comparative policy of developing countries.



SEMINAR ON NATURAL DISASTERS, HELD IN MAY 2016



IADB PARTICIPATION IN THE XII CONFERENCE OF
DEFENSE MINISTERS OF THE AMERICAS

MANDATES FOR THE ACTIVITIES CARRIED OUT BY THE IADB

Ties between the different organizations of the Hemisphere, among those organizations, and with the OAS member states

AG/RES. 1998 (XXXIV-O/04), AG/RES. 2117 (XXXV-O/05), AG/RES. 2185 (XXXVI-O/06), AG/RES. 2735 (XLII-O/12), AG/RES. 2187 (XXXVI-O/06), AG/RES. 2274 (XXXVII-O/07), AG/RES. 2300 (XXXVII-O/07), AG/RES. 2325 (XXXVII-O/07), AG/RES. 2335 (XXXVII-O/07), AG/RES. 2357 (XXXVIII-O/08), AG/RES. 2397 (XXXVIII-O/08), AG/RES. 2400 (XXXVIII-O/08), AG/RES. 2425 (XXXVIII-O/08), AG/RES. 2482 (XXXIX-O/09), AG/RES. 2485 (XXXIX-O/09), AG/RES. 2573 (XL-O/10), AG/RES. 2619 (XLI-O/11), AG/RES. 2631 (XLI-O/11), AG/RES. 2735 (XLII-O/12), AG/RES. 2809 (XLIII-O/13), AG/RES. 2866 (XLIV-O/14), AG/RES. 2880 (XLVI-O/16).

Humanitarian demining and for “The Americas as an antipersonnel-land-mine-free zone”

AG/RES. 1498 (XXVII-O/97), AG/RES. 1568 (XXVIII-O/98), AG/RES. 1751 (XXX-O/00), AG/RES. 1793 (XXXI-O/01), AG/RES. 1936 (XXXIII-O/03), AG/RES. 2106 (XXXV-O/05), AG/RES. 2180 (XXXVI-O/06), AG/RES. 2269 (XXXVII-O/07), AG/RES. 2399 (XXXVIII-O/08), AG/RES. 2453 (XXXIX-O/09), AG/RES. 2559 (XL-O/10), AG/RES. 2573 (XL-O/10), AG/RES. 2630 (XLI-O/11), AG/RES. 2631 (XLI-O/11), AG/RES. 2735 (XLII-O/12), AG/RES. 2809 (XLIII-O/13), AG/RES. 2856 (XLIV-O/14), AG/RES. 2866 (XLIV-O/14), AG/RES. 2880 (XLVI-O/16).

Conference of Ministers of Defense of the Americas

AG/RES. 2446 (XXXIX-O/09), AG/RES. 2631 (XLI-O/11), AG/RES. 2632 (XLI-O/11), AG/RES. 2809 (XLIII-O/13), AG/RES. 2866 (XLIV-O/14), AG/RES. 2880 (XLVI-O/16).

Disaster relief and humanitarian assistance

AG/RES. 1682 (XXIX-O/99), AG/RES. 2114 (XXXV-O/05), AG/RES. 2182 (XXXVI-O/06), AG/RES. 2184 (XXXVI-O/06), AG/RES. 2187 (XXXVI-O/06), AG/RES. 2325 (XXXVII-O/07), AG/RES. 2397 (XXXVIII-O/08), AG/RES. 2573 (XL-O/10), AG/RES. 2631 (XLI-O/11), AG/RES. 2735 (XLII-O/12), AG/RES. 2866 (XLIV-O/14), AG/RES. 2880 (XLVI-O/16), AG/RES. 2881 (XLVI-O/16).

Advice and monitoring of confidence- and security-building measures (CSBMs)

AG/RES. 1494 (XXVII-O/97), AG/RES. 1566 (XXVIII-O/98), AG/RES. 1623 (XXIX-O/99), AG/RES. 1645 (XXIX-O/99), AG/RES. 1801 (XXXI-O/01), AG/RES. 1879 (XXXII-O/02), AG/RES. 1967 (XXXIII-O/03), AG/RES. 1996 (XXXIV-O/04), AG/RES. 2113 (XXXV-O/05), AG/RES. 2398 (XXXVIII-O/08), AG/RES. 2400 (XXXVIII-O/08), AG/RES. 2482 (XXXIX-O/09), AG/RES. 2573 (XL-O/10), AG/RES. 2631 (XLI-O/11), AG/RES. 2735 (XLII-O/12), AG/RES. 2809 (XLIII-O/13), AG/RES. 2866 (XLIV-O/14), AG/RES. 2880 (XLVI-O/16).

Inter-American Convention on Transparency in Conventional Weapons Acquisitions

AG/RES. 1968 (XXXIII-O/03), AG/RES. 1997 (XXXIV-O/04), AG/RES. 2108 (XXXV-O/05), AG/RES. 2179 (XXXVI-O/06), AG/RES. 2187 (XXXVI-O/06), AG/RES. 2268 (XXXVII-O/07), AG/RES. 2297 (XXXVII-O/07), AG/RES. 2431 (XXXVII-O/07), AG/RES. 2619 (XLI-O/11), AG/RES.

2631 (XLI-O/11), AG/RES. 2735 (XLII-O/12), AG/RES. 2809 (XLIII-O/13), AG/RES. 2866 (XLIV-O/14), AG/RES. 2880 (XLVI-O/16)

Advice on terrorism, cyberdefense, and other military and defense-related matters

AG/RES. 2397 (XVIII-O/08), AG/RES. 2485 (XXXIX-O/09), AG/RES. 2619 (XLI-O/11), AG/RES. 2809 (XLIII-O/13), AG/RES. 2866 (XLIV-O/14), AG/RES. 2880 (XLVI-O/16).

Education

AG/RES. 1604 (XXVIII-O/98), AG/RES. 1620 (XXIX-O/99), AG/RES. 2533 (XL-O/10), AG/RES. 2624 (XLI-O/11), AG/RES. 2627 (XLI-O/11), AG/RES. 2866 (XLIV-O/14), AG/RES. 2880 (XLVI-O/16).

4.2 INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE (IICA)

In 2016, the Inter-American Institute for Cooperation on Agriculture (IICA) deepened the implementation of its results-based cooperation model by executing five hemispheric projects, 12 multinational projects, 31 rapid response actions, and coordinating 12 regional integration mechanisms. This group of initiatives was supplemented by 209 externally-funded projects that called for total expenditure of nearly US\$110 million.

The main objectives of these projects and actions were to: (1) build capacities of public institutions to devise and implement agricultural and rural policies and strategies, and to promote the modernization of research, extension, agricultural health, and marketing services; (ii) build organizational and individual capacities for the meshing of production chains, increase resilience, health, inclusion, and market access; and (iii) promote innovation, with emphasis on technologies associated with production systems, agri-business, renewable energy sources, water harvesting, packaging, greenhouse gas management, and the improvement of seeds, among others.

The following were the most significant results achieved through the execution of IICA's project portfolio:

- **More competitive agricultural chains:** Over 3,500 persons working in 11 chains in 20 countries are better equipped to access markets, add value to their products, strengthen partnerships, create new businesses, and innovate.
- **Family farming with greater opportunities:** Honduras, Peru, Colombia, Paraguay, and Venezuela received proposed policies for improving the performance of family farming, while Chile, Paraguay, and Guatemala expanded the capabilities of their family farming extension services.
- **Social inclusion in rural areas:** Nine countries have area-based development plans or coordination entities that promote economic, social, and political integration of vulnerable

groups in rural areas, such as Esmeraldas (Ecuador), Manpoliza (Guatemala), Cariri (Brazil), and Marowijne (Guyana).

- **More resilient agro-food systems:** Training was provided for 450 technical officers from 65 institutions on implementing plans that integrate climate change management into agricultural programs; and another 60 received training on risk mapping.
- **Agricultural health:** Timely assessments were carried out on the status of current or potential pests and diseases, such as mollusks (Andean region), coffee leaf rust (Central America and Jamaica), the carambola fruit fly (Guyana and Suriname), and *Huanglongbing* (Argentina).
- **Knowledge management:** Through over 700 training events, the expertise of 51,750 people was enhanced and knowledge shared about different subjects: *Codex Alimentarius*, best agricultural practices, climate change adaptation, water management, land use, renewable energy sources, food safety, risk management, associative enterprises, financing, and market entry, among others.

Photos of projects led by the IICA in Ecuador and Central America



Piñón project (Government of Ecuador/GIZ/IICA): 600,000 plants sown, 15,000 liters of vegetable oil produced, and 40,335 kWh of renewable energy generated in Galápagos



PRICA program (National Institutes for Agricultural Innovation and Technology Transfer (INTAs) of Central America/EU/IICA): 24 consortiums established, new technologies made available, and value added to yuca, tomato, potato, and avocado

IICA directs its cooperation toward implementation of the mandates established in its 2014-2018 Medium-term Plan (adopted by the Inter-American Board of Agriculture - IABA), and has incorporated a results-based approach in its technical cooperation model, which is also based on in different resolutions of the regular meetings of the IABA, held in [2011](#), [2013](#), and [2015](#).

Lastly, in 2016, the Institute produced 48 open access publications, as well as online courses, audios, videos, and information systems, all available at: <http://www.iica.int/en/information-resources>.

4.3 INTER-AMERICAN JURIDICAL COMMITTEE (CJI)

In 2016, the Inter-American Juridical Committee held two regular sessions, where it adopted two reports: "Principles and Guidelines on Public Defense in the Americas," which urges the States to provide access to justice to their citizens through a free State legal assistance service; and "Principles for Electronic Warehouse Receipts for Agricultural Products," whose aim is to facilitate access to credit in the agricultural sector.

The Committee adopted the resolution "International Protection of Consumers," for the protection of consumers in cases of online disputes arising from cross-border transactions; and received two new mandates from the General Assembly at its 2016 session, on "Conscious and Effective Regulation of Business in the Area of Human Rights," and "Protection of Cultural Heritage." Other items on the agenda were: Immunity of States; immunity of international organizations; law applicable to international contracts; representative democracy; guide for the application of the principle of conventionality; and considerations on the work of the Inter-American Juridical Committee: compilation of topics of public and private international law.

The Committee held a working meeting at Permanent Council headquarters, in Washington, D.C., and another at its headquarters in Rio de Janeiro. In addition, in October 2016, the Committee, jointly with the Department of International Law, held the 43rd Course on International Law. The Committee met with the Secretary General at OAS headquarters to discuss matters of interest in international law.

The Committee held two roundtables: one in Washington, D.C., which discussed the future of private international law; and another, in Rio de Janeiro, which discussed, in particular, three matters: the work of the OAS in the codification and promotion of private international law; international protection of consumers; and international contracts.

The Committee met with legal advisors of member states where they engaged in dialogue on immunities, cybersecurity, international commerce, institutional agreements, and consumer rights.

4.4 PAN AMERICAN DEVELOPMENT FOUNDATION (PADF)

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. All members of its Board work on a volunteer basis.

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."

A highlight of 2016 were the many activities that mobilized funding for development programs that benefited nearly 8 million people in 18 countries, through job creation projects, technical training, agricultural development, community development, strengthening of civil society, human rights protection, and assistance to victims of natural disasters and humanitarian crises. The PADF is the only independent entity of the inter-American system that contributes funds to the OAS, and it works in coordination with groups such as the IACHR.

In 2016, the PADF continued working to rebuild Haiti following the devastating 2010 earthquake and Hurricane Mathew in 2016.

The PADF continued to expand its programs to support displaced persons, Afro-descendants, indigenous peoples, women victims of domestic violence, at-risk youth, and other vulnerable groups in Colombia. The Foundation continued strengthening nongovernmental organizations without political affiliation as an inter-American instrument to strengthen democratic values and principles through greater citizen participation in the protection of human rights.

The PADF continued to implement its 2013-2017 Strategic Plan, and raised US\$350 million during this period, benefiting low-income communities in several countries of the region in support of the inter-American system, and strengthening the role of communities, civil society, and the private sector in boosting integral development in the OAS member countries.

PADF achievements in 2016

- Reached nearly 8 million in 18 countries through development and disaster response programs.
- Raised US\$95 million in development and disaster response programs in Latin America and the Caribbean.
- The Ministry of Agriculture of Colombia and the PADF assisted 8,000 farmers in boosting their productivity and reaching new markets.
- Impacted the quality of life of nearly 4 million Colombians. Beneficiaries included displaced persons, conflict victims, persons of African descent, indigenous peoples, women, at-risk youth, and other vulnerable groups.
- Offered training on basic life skills, vocational training, and job placement services to over **2,500 at-risk youth** in Suriname.
- Training provided for over **15,500** on the Belize coast on how to prepare for and respond to climate change-associated risks.
- Nearly **5,200 survivors** of the Ecuador earthquake obtained access to drinking water through the efforts of PADF and its partners.
- **8,000 persons** attended a crime prevention course in Suriname, Trinidad and Tobago, and the Bahamas.
- **1,200 Haitian families** have drinking water after Royal Caribbean Cruises Ltd. and the PADF improved the sanitation system in the village of Labadie in northwestern Haiti.

- The PADF and the American Red Cross repaired shelters in northern Haiti, providing **2,000 persons** with access to safe emergency shelters.
- Thus far, **over 10,300 jobs** have been created in Haiti after an investment program funded by the United States Agency for International Development (USAID) provided funding and technical assistance as support for Haitian businessmen.
- The PADF provided science and technology training to nearly **1,000 students and teachers** in Colombia, Argentina, Mexico, Chile, and Brazil as part of the STEM in the Americas program.

Images of PADF projects in 2016

<https://padf.smugmug.com/Bahamas/Mock-trial-11916/i-5Ctgn5D/A>

Legend: Over 200 students of the Akhepran International Academy in The Bahamas participated in a mock trial.

<https://padf.smugmug.com/Colombia/CaucaSemillasParalaPaz62016/i-qws4c8N/A>

Legend: In rural areas of Colombia, the PADF provided support for farmers to boost their production capacities

<https://padf.smugmug.com/Haiti/BelRevLEADgrantee92016/i-qV5vh6S/A>

Legend: Opening of the Bèl Rèv (Sweet Dreams) ice cream shop in Port-au-Prince in September 2016.

<https://padf.smugmug.com/Guatemala/YoMeAdaptoFall2016Facebook/i-9gxNC8F/A>

Legend: The PADF is helping thousands affected by the drought in Guatemala to fight food insecurity through a “climate-smart” agriculture program funded by the Office of U.S. Foreign Disaster Assistance of USAID (USAID/OFDA).

<https://padf.smugmug.com/Ecuador/Diageo-Water-Filter-Donation/i-rBPw28B>

Legend: With support from Latin artist Ricardo Montaner, the PADF and its private sector partners collected funds to provide water filters, hygiene kits, and other emergency inputs to over 5,000 affected by the Ecuador earthquake.

LINKS:

NEW BIKES HELP RURAL COLOMBIAN STUDENTS GET TO SCHOOL

<http://www.padf.org/news/2017/1/5/wrxp3fn29hj591a2ncmmkgf5ylgg8q>

Child Labor Campaign in Mexico

<http://www.padf.org/news/todos-contra-el-trabajo-infantil-en-mexico>

Hurricane Matthew relief

<http://www.padf.org/news/2016/10/5/padf-to-provide-aid-after-hurricane-matthew>

LEAD

<http://www.padf.org/news/2016/8/17/haitian-residents-rely-on-local-plant-for-water-jobs>

BELIZE COMMUNITIES RECEIVE TOOLS, TRAINING FOR DISASTERS

<http://www.padf.org/news/2016/8/17/belize-communities-receive-tools-training-for-disasters>

Haiti livestock

<http://www.padf.org/news/2016/9/23/haiti-ag-project-bears-fruit>

RAPP Bahamas summer camp

<http://www.padf.org/news/2016/8/16/building-trust-youth-police-bahamas>

Diageo Ecuador Relief

<http://www.padf.org/news/2016/5/17/diageo-and-padf-partner-to-provide-clean-drinking-water-to-ecuador-earthquake-victims>

STEM Program

<http://www.padf.org/news/2016/12/8/padf-launches-stem-program-in-the-americas>

WIND (Gender Based violence) in the Bahamas

<http://www.padf.org/news/2016/11/22/program-to-raise-awareness-about-gender-based-violence-in-bahamas>

Kari Yu!

<http://www.padf.org/news/2016/10/26/padf-and-usaid-celebrate-training-of-2500-of-suriname-youth>

Yo Me Adapto - Guatemala

<http://www.padf.org/news/2016/5/4/programa-de-agricultura-climticamente-inteligente-guatemala>

Regional crime prevention conference in Trinidad

<http://www.padf.org/news/2016/3/14/caribbean-crime-prevention-regional-conference>

RAPP story

<http://www.padf.org/news/2015/11/rapp-trainees-become-teachers>

Haiti LEAD - Glory

<http://www.padf.org/news/2016/2/18/factory-tour-reveals-thriving-haitian-economy>

4.5 PAN AMERICAN HEALTH ORGANIZATION (PAHO)

The Pan American Health Organization (PAHO), founded in 1902, serves as the World Health Organization's Regional Office for the Americas.

2016 was a hard year for public health in the Americas region. Having sidestepped the Ebola epidemic without much impact, the region found itself fighting its own serious epidemic caused by a new and unknown pathogen: the Zika virus. Following the initial detection of the virus in Brazil in mid-2015, Zika spread throughout the region, affecting almost every country and area. In late 2016, 48 countries and areas of the region had confirmed local vector-borne transmission of the Zika virus.

Throughout this work PAHO maintained active coordination with the World Health Organization (WHO), other UN agencies, and other key associates, while keeping the OAS and its member states informed of the evolution of the epidemic and the regional response led by the WHO.

PAHO also provided support during other health emergencies in the region, such as the 7.8 magnitude earthquake that struck Ecuador in April 2016, affecting over 720,000; the flooding caused by El Niño, which displaced over 130,000 in Paraguay; the nutrition crisis and food shortages stemming from a prolonged drought in Guatemala, and the migration crises in Colombia, Costa Rica, and Haiti. PAHO also assisted Bahamas, Cuba, Jamaica, and Haiti in their recovery from Hurricane Matthew. In Haiti, this assistance included a cholera vaccination campaign that reached nearly 730,000 Haitians.

Other significant achievements in 2016 were the holding of the 14th Vaccination Week In The Americas and the adoption by the PAHO member countries of a group of new strategies and plans of action for the elimination of malaria and neglected diseases, and to prevent and control the HIV infection and other sexually transmitted infections, mitigate disaster risk, and increase health systems resilience in the region.

Other achievements of the year were the substantial progress made towards a regional *Framework of Engagement with Non-State Actors* (FENSA), as part of the WHO reform process, and the first joint evaluation performed by the Pan American Sanitary Bureau and the PAHO member countries on the execution of the PAHO Program and Budget 2014-2015 and the first two years of the PAHO Strategic Plan 2014-2019.

4.6 PAN AMERICAN INSTITUTE OF GEOGRAPHY AND HISTORY (PAIGH)

The Pan American Institute of Geography and History (PAIGH) has continued to fulfill its mission through the Technical Assistance and Publications programs. In 2016, it was decided to link more closely the Pan American Agenda for the Advancement of the PAIGH with the Sustainable Development Goals of the United Nations 2030 Agenda for Sustainable Development.

Financial situation: At the 47th Meeting of the Directing Council (Paraguay, 2016), a new quota scale was adopted by the PAIGH member states.

Technical Assistance Program: in 2016, 22 projects were executed, in the amount of US\$444,528, including counterparts. Among them, the following projects are of note:

- *CAF-PAIGH-GeoSUR Program – Geospatial Network for Latin America*
- *Geocentric Reference System for the Americas (SIRGAS)*
- *Joint Plan of Action for the Development of the Spatial Data Infrastructure of the Americas*
- *Integrated North Andean Map, in addition to the Integrated Map of Central America, and the launch of the Integrated Map of South America*

Publication of the following:

- *Revista Cartográfica, No. 91*
- *Revista Geográfica, No. 156*
- *Revista de Historia de América, No. 150*

- *Revista de Arqueología Americana*, No. 33
- *Antropología Americana*, No. 1 and 2

Of note is the participation by the PAIGH in the following cooperation activities:

- OAS cadaster initiative
- Spain's National Center for Geographic Information
- GeoSUR Program
- United Nations Committee of Experts on Global Geospatial Information Management
- Hemispheric Water Security Observatory, coordinated by the OAS
- Specialized advice to the OAS in the Adjacency Zone between Belize and Guatemala

The following statutory meetings were held in 2016:

- 85th and 86th Meeting of Officers (Paraguay, June and November 2016)
- 47th Meeting of the Directing Council (Asunción, Paraguay, November 2016), where 30 resolutions were adopted <http://www.ipgh.org/consejo-directivo/46-rcd/46rcd-p2.html>

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

5.1 ACTIVITIES OF THE SECRETARY GENERAL AWAY FROM HEADQUARTERS

January

- 13 -16 Rome, Italy:
Conference: EU Relations with Latin America: From Social Resilience to Global Governance
- 28 - 30 Mexico City, Mexico
Second International Meeting of the Democratic Left

February

- 4 - 5 Mexico City
Official visit
- 14 - 15 San José, Costa Rica
Meetings with senior government officials
- 16 – 18 Brussels, Belgium
Meetings with senior government officials
- 28 – 2 Mar Beijing, China
Meetings with senior government officials

March

- 7 - 10 Santiago, Chile
Official visit
- 15 – 16 Buenos Aires, Argentina
Plenary Assembly of the World Jewish Congress

April

- 6 -7 Miami, Florida
Ibero-American Telecommunications Organization (OTI)
- 9 – 10 Punta Cana, Dominican Republic
Meeting of the Inter American Press Association (SIP/IAPA)
- 10 – 11 Miami, Florida
International Economic Forum of the Americas 2016 World Strategic Forum (WSF)
- 11 – 13 San Salvador, El Salvador

FUSADES, V Meeting of the External Advisory Council and V International Forum for Political Analysis

- 13 -14 Port-au-Prince, Haiti
Meetings with senior government officials
- 14 - 15 Brasilia, Brazil
Meetings with senior government officials
- 19 - 21 Belize City
Meeting with the Prime Minister and other senior government officials
- 21 – 22 Quito, Ecuador
Meetings with senior government officials
- May**
- 08 – 10 Brasilia, Brazil
Meetings with senior government officials
- 12 – 13 Miami, Florida
Concordia, Miami Dade College
- 19 New York, New York
Columbia University School of International Affairs
- June**
- 11 -16 Santo Domingo, Dominican Republic
OAS General Assembly session
- July**
- 5 – 6 San José, Costa Rica
High-level roundtable on Protection Needs in the Northern Triangle of Central America
- 12 - 14 Asuncion, Paraguay
III Meeting of Ministers and High Authorities of Social Development (REMDES)
- August**
- 15 – 16 Mexico City
I Business Anti-Corruption Forum – COPARMEX
- 16-18 Veracruz, Mexico
Colegio de Veracruz

28 -29 Mexico City
Meeting of plenums, Institute of Legal Research, Autonomous University of Mexico

September

1 Atlanta, Georgia
Official visit, Carter Center

20 - 22 New York City
UN General Assembly

25 - 27 Cartagena, Colombia
Protocolary Peace Accord signing ceremony

October

4 -5 Asuncion, Paraguay
2016 Integration Summit for Peace (CUMPIAZ)

5 – 6 Brasilia, Brazil
Meetings with senior government officials

7 Mexico City, Mexico
VII Latin American Democracy Forum

12 - 13 Bogotá, Colombia
High-level panel: A Latin American response to the global refugee and mass migration crisis

13 -14 Cancun, Mexico
Signature of the MOU on labor cooperation between Mexico, El Salvador, Guatemala, and Honduras

20 -21 Miami, Florida
Event: “¿Democracias Bajo Amenaza?,” Miami Dade College

November

1 - 2 Nassau, Bahamas
Sixtieth regular session of CICAD

12 - 15 Geneva, Switzerland
UN Forum on Business and Human Rights

- 15 – 17 Rome, Italy
Vatican, UNIAPAC, “Business leaders as agents of economic and social inclusion”
- 17 – 19 Brussels, Belgium
High-level meetings in the European Union
- 28 – 1 Dec. Santiago, Chile
2016 National Business Meeting (ENADE)

December

- 1 - 2 Managua, Nicaragua
Meetings with senior government officials
- 2 - 3 Panama City, Panama
XVII International Anti-Corruption Conference (IACC)
- 5 - 6 Mexico City
Meeting of the OAS Electoral Observation Mission and the ParlAmericas Parliamentary Delegation regarding the U.S. presidential election
- 8 New York, New York
Latin American Leadership Award – BACC
- 14 -17 Multiple cities in Canada:
Ottawa:
Meetings with senior government officials
Montreal:
Multiple meetings: Americas Forum, Raoul Wallenberg Institute of Human Rights and Humanitarian Law, Group of Reflection and Action for a New Haiti
Toronto:
Event: Canadian Hispanic Business Alliance: Ten most influential Hispanic Canadians

5.2 ACTIVITIES OF THE ASSISTANT SECRETARY GENERAL AWAY FROM HEADQUARTERS

Ambassador Nestor Mendez

Assistant Secretary General

January

- 13 Guatemala City, Guatemala
Presidential inauguration of Mr. Jimmy Morales Cabrera
The host government covered accommodation costs

26 Mexico City, Mexico
Forum on education in the digital age, organized by the International University of La Rioja (UNIR) and the EFE News Agency
All costs of the visit were covered by the organizers

February

3 Santo Domingo, Dominican Republic
Advance visit for the forty-sixth regular session of the General Assembly

15 Brussels, Belgium
Third EU-OAS Political Consultations
Accompanied the Secretary General to meet with the European Union

27 Beijing, China
Official visit, accompanying the Secretary General to China
All costs were covered by the Government of China

March

9 Santo Domingo, Dominican Republic
High-level Seminar on Citizen Security in the Caribbean Basin: Our Collective Concern
The Ministry of Foreign Affairs of the Netherlands covered air travel and accommodation costs

April

6 Nassau, Bahamas
Annual Meetings of the Boards of Governors of the Inter-American Development Bank

27 Río de Janeiro, Brazil
2016 World Environmental Law Congress

May

17 Montevideo, Uruguay
Meeting of SIECA-LAIA-OAS

June

2 Havana, Cuba
Seventh Summit of Heads of State and/or Government of the Association of Caribbean States

24 Panama City, Panama
Inauguration of the Panama Canal Expansion

July

8 Trinidad and Tobago
Funeral of the late Prime Minister, Patrick Manning

August

15 Santo Domingo, Dominican Republic
Presidential inauguration

September

11 Bridgetown, Barbados
Foundational Skills Seminar with OAS National Offices
All costs of this visit were covered by the European Union

25 Toronto, Canada
6th Americas Competitiveness Exchange on Innovation

28 Mexico City, Mexico
First Meeting of Ministers and National Authorities in the Americas on the
Right to Identity

October

13 San Salvador, Tegucigalpa, Panama City
Judicial Facilitators

November

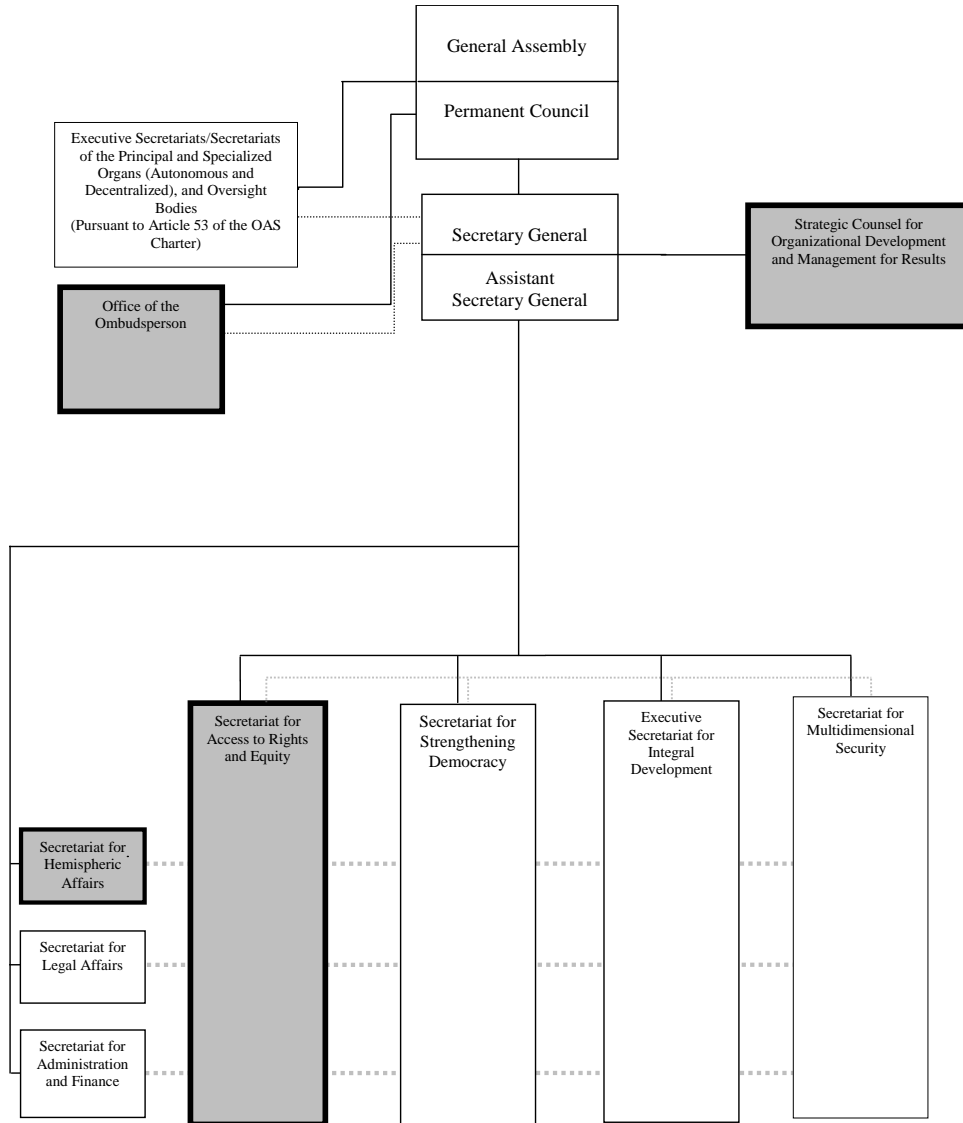
3 Texas State University, San Marcos, Texas
Eugene Scassa Mock OAS Program (Model OAS)
The costs were covered by the University of Texas

7 Strasbourg, France
Sixth High Level Meeting of the Inter-Regional Dialogue on Democracy
The costs were covered by the organizers

December

12 Belize City, Belize

ANNEX A: ORGANIZATIONAL CHART



ANNEX B: OAS FINANCIAL STATEMENT

TABLE 1

COMBINED FINANCIAL STATEMENTS OF THE ORGANIZATION OF AMERICAN STATES

Combined Statement of Assets, Liabilities, and Fund Balances
As of December 31, 2016, with comparative totals for 2015
(US\$ thousands)

	Regular Fund	FEMCIDI	Specific Funds	Services Funds ^(A)	Elimination of Interfund Transactions	Combined	
						2016	2015
Assets							
Cash and equity in the OAS Treasury Fund	-	6,732	63,877	6,646	-	77,255	79,312
Deferred charges related to future years' appropriations ^(B)	8,702	-	-	-	-	8,702	8,874
Deferred charged related to future years' appropriations (Scholarships) ^(C)	1,480	-	-	-	(1,480)	-	-
Due from Regular Fund ^(C)	-	-	1,480	-	(1,480)	-	-
Due from temporary loan from Treasury Fund ^(D)	-	-	6,807	821	(7,628)	-	-
Other assets	270	-	1	52	-	323	218
Investment in fixed asset fund	47,765	-	-	-	-	47,765	49,491
Total assets	58,217	6,732	72,165	7,519	(10,588)	134,045	137,895
Liabilities and fund balances							
Unliquidated obligations	2,396	882	12,014	3,076	-	18,368	16,191
Quotas/pledges to be collected in advance	10	-	-	-	-	10	47
Amounts to be charged to future years' appropriations ^(B)	8,702	-	-	-	-	8,702	8,874
Amounts to be charged to future years (Scholarships) ^(C)	-	-	1,480	-	(1,480)	-	-
Due to the Capital Fund for the OAS Scholarships and Training Programs ^(C)	1,480	-	-	-	(1,480)	-	-
Due from the temporary loan from the Treasury Fund ^(D)	7,628	-	-	-	(7,628)	-	-
Accounts payable and other liabilities	435	4	1,155	1,146	-	2,740	2,933
Reserve for payroll terminations	1,034	-	5	3,747	-	4,786	4,120
Demand notes payable	19,000	-	-	-	-	19,000	19,640
Total liabilities	40,685	886	14,654	7,969	(10,588)	53,606	51,805
Fund balances							
Unrestricted reserve subfund	(11,233)	-	-	-	-	(11,233)	(17,978)
Fund balance	-	5,846	57,511	(450)	-	62,907	74,217
Total fund balance	(11,233)	5,846	57,511	(450)	-	51,674	56,239
Restricted for fixed assets	28,765	-	-	-	-	28,765	29,851
Total liabilities and fund balance	58,217	6,732	72,165	7,519	(10,588)	134,045	137,895

^(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 to be repaid from the Regular Fund to the Capital Fund for the OAS Scholarships and Training Program, as per resolution CEPCIDI/RES.187/11.

^(D) Temporary loan of US\$ 1.5 million from the Treasury Fund, as approved by resolution CP/RES. 1046 (2013/15) and US\$6.1 million as approved by resolution CP/RES. 1059 (2060/16).

TABLE 2

COMBINED FINANCIAL STATEMENTS OF THE ORGANIZATION OF AMERICAN STATES

Combined Statement of Changes in Fund Balances							
For the period ended December 31, 2015, with comparative totals for 2015 (US\$ thousands)							
	Regular Fund	FEMCIDI	Specific Funds	Services Funds ^(A)	Elimination of Interfund Transactions	Combined	
						2016	2015
Increases							
Quota & pledge receipts	87,236	319	-	-	-	87,555	74,845
Less: prompt payment credits	(338)	-	-	-	-	(338)	(534)
Contributions	-	-	45,844	-	-	45,844	51,136
Tax reimbursements	-	-	-	1,559	-	1,559	8,239
Transfers	-	-	845	213	(1,046)	12	-
Interest	9	15	545	2	-	571	576
Contributions for administrative and technical support	23	-	-	6,281	(6,304)	-	-
Leases	-	-	-	2,430	-	2,430	2,301
Reserve Fund replenishments	481	-	-	-	(481)	-	-
Other income and reimbursements	601	265	350	3,781	(2,242)	2,755	2,244
Total Increases	88,012	599	47,584	14,266	(10,073)	140,388	138,807
Decreases							
Expenditures and obligations	81,192	1,320	54,383 ^(B)	10,594 ^(B)	(9,368)	138,121	140,939
Execution of transition to the new Administration	-	-	-	-	-	-	1,656
Tax reimbursements	-	-	-	5,026	-	5,026	4,948
Transfers	-	-	1,108	101	(705)	504	354
Returns to donors	-	-	1,227	-	-	1,227	494
Supplementary appropriations	75	-	-	-	-	75	25
Total Decreases	81,267	1,320	56,718	15,721	(10,073)	144,953	148,416
Net increase (decrease) during period	6,745	(721)	(9,134)	(1,455)	-	(4,565)	(9,609)
Fund balance, beginning of period	(17,978)	6,567	66,645	1,005	-	56,239	65,848
Fund balance, end of period	(11,233) ^(C)	5,846	57,511	(450)	-	51,674	56,239

^(A) Includes tax equalization account

^(B) Net execution comprising 2016 expenditures plus 2016 obligations less carryover obligations.

^(C) Amount includes outstanding member state quotas of US\$ 14,865,000

TABLE 3

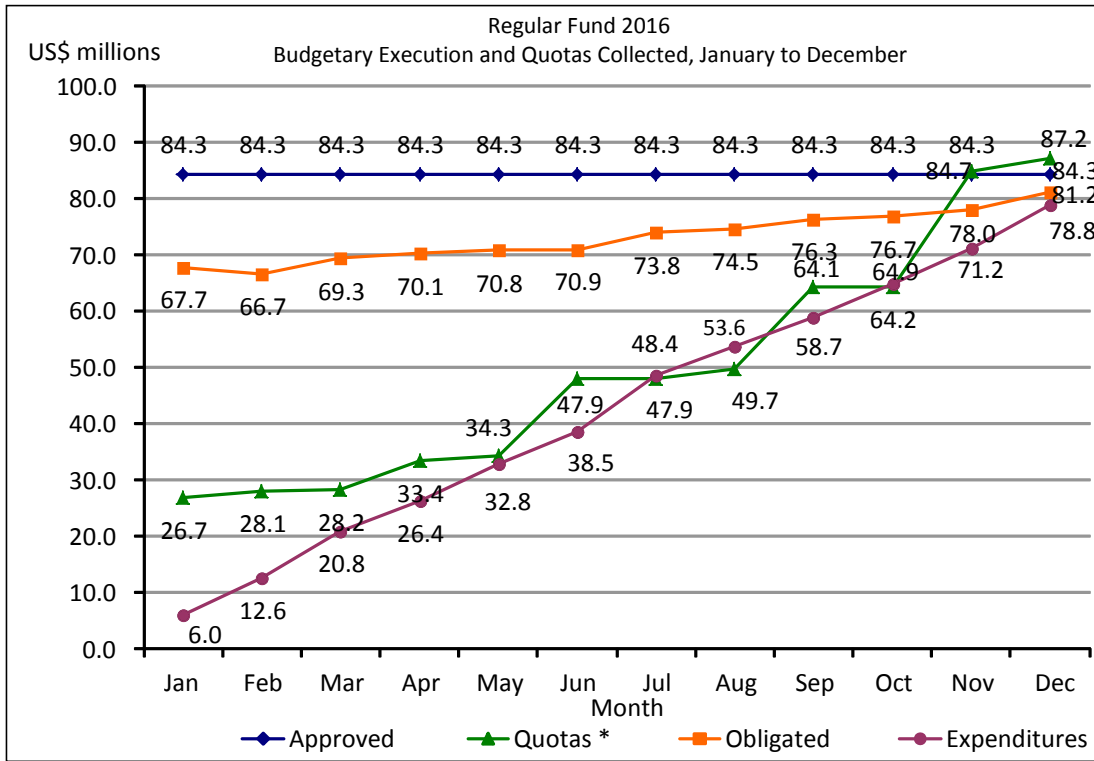
DETAILED REGULAR FUND EXPENSES AND OBLIGATIONS BY CHAPTER
For the year ended December 31, 2016
(US\$ thousands)

	2016	2015 *
Office the Secretary General	\$ 2,949.5	\$ 2,442.9
Office of the Assistant Secretary General	12,747.1	13,809.5
Principal organs and specialized organizations	12,015.2	12,246.7
Strategic Counsel for Organizational Development and Management for Results	3,170.2	2,850.1
Secretariat for Access to Rights and Equity	1,808.0	1,983.1
Secretariat for Strengthening Democracy	3,677.3	4,158.1
Executive Secretariat for Integral Development	7,601.9	11,038.5
Secretariat for Multidimensional Security	3,228.5	4,007.9
Secretariat for Hemispheric Affairs	2,617.5	2,189.3
Secretariat for Legal Affairs	3,467.9	3,393.5
Secretariat for Administration and Finance	9,127.2	9,677.4
Basic infrastructure and common costs	16,787.4	12,400.9
Compliance oversight management bodies -- total	1,218.0	1,036.5
Additional positions of trust costs	776.2	-
TOTAL **	\$ 81,191.9	\$ 81,234.4

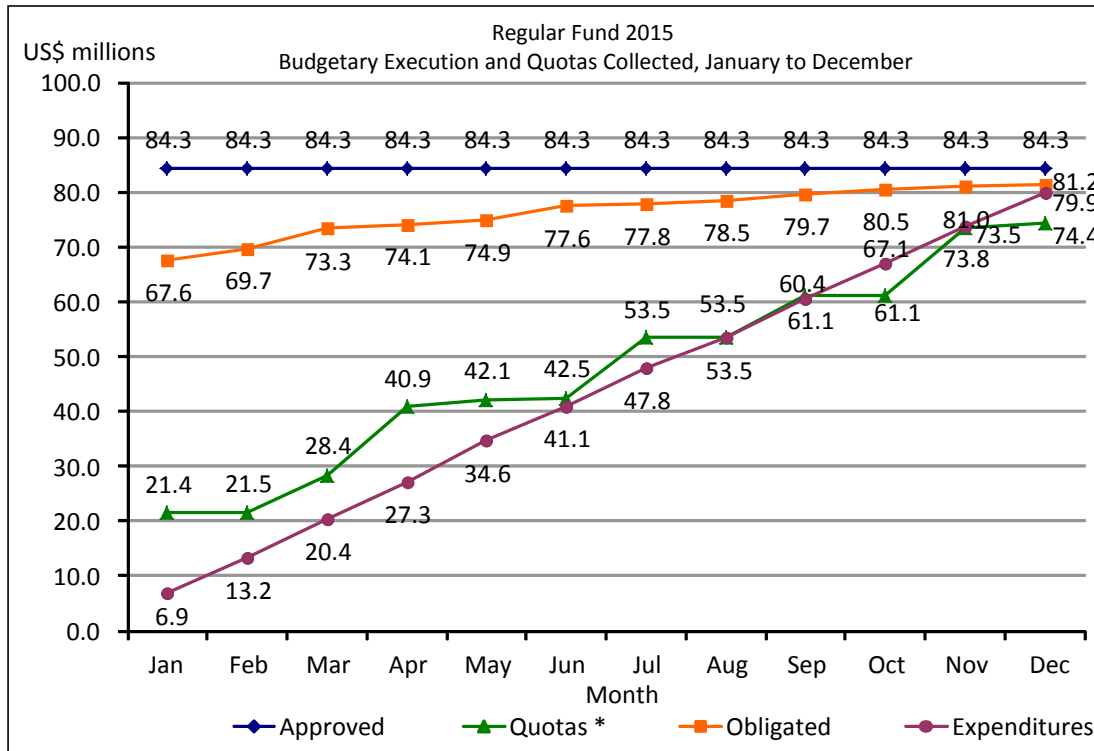
* The figures for 2015 include reclassifications to reflect the organizational structure approved for 2016.

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

ANNEX C: PROGRAM-BUDGET: EXECUTION



* Includes current quotas and quotas from earlier years



* Includes current quotas and quotas from earlier years