ANNUAL REPORT
OF THE SECRETARY GENERAL
2020
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1.1 GENERAL ASSEMBLY

Fifty-fourth special session of the General Assembly

The fifty-fourth special session of the General Assembly was held at headquarters on March 20, 2020, in accordance with Articles 108 and 114 of the OAS Charter, to elect the Secretary General and the Assistant Secretary General for the 2020-2025 term. Luis Almagro and Nestor Mendez were elected Secretary General and Assistant Secretary General, respectively.

Fiftieth regular session of the General Assembly

Due to international concerns over the COVID-19 pandemic, the fiftieth regular session of the General Assembly was held virtually on October 20 and 21, 2020. The Assembly adopted one declaration and 17 resolutions, notable among which were ones related to promotion of the hemispheric response to climate change in the context of the COVID-19 pandemic; challenges to food security and nutrition in the Americas amid the COVID-19 pandemic; strengthening of the participation of permanent observers in the activities of the Organization; restoration of democratic institutions and respect for human rights in Nicaragua; and lack of minimum democratic conditions to guarantee free, fair, and transparent elections in the Bolivarian Republic of Venezuela.
1.2 PERMANENT COUNCIL

- Chairs and Vice Chairs

Listed below are the officers of the Permanent Council in 2020:

January to March
Chair: Ambassador Riyad Insanally (Guyana)
Vice Chair: Ambassador Francisco Daniel Gutierrez (Belize), January 1 – January 13; Ambassador Jaime Alonzo Aparicio Otero (Bolivia), January 14 – March 31.

April to June
Chair: Ambassador Leon Charles (Haiti)
Vice Chair: Ambassador Francisco Daniel Gutierrez (Belize)

July to September
Chair: Ambassador Luis Fernando Cordero (Honduras)
Vice Chair: Ambassador Noel Lynch (Barbados)

October to December
Chair: Ambassador Audrey Marks (Jamaica)
Vice Chair: Ambassador Sidney Stanley Collie (Bahamas)

- Declarations and resolutions

Between January and December 2020, with the agreement of the member states and in spite of the challenges posed by the crisis generated by the COVID-19 pandemic, the Council and its subsidiary organs held some 116 formal and informal meetings:

The Permanent Council adopted two declarations and 22 resolutions, the full texts of which are available at its website: http://www.oas.org/en/council/CP/documentation/res_decs/

- Topics

During this term, the Permanent Council gave priority to issues related to consolidation of democracy, promotion and defense of human rights, multidimensional hemispheric security, and integral development; matters of a protocolary nature; administrative and budgetary matters; and follow-up on the activities of OAS organs, agencies, and entities, as well as on matters addressed by the committees and working groups of the Permanent Council.

The Permanent Council also included on its agenda parliamentary procedural matters and strengthening of relations with international organizations, permanent observers, civil society, and other social actors.

- Presentations

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 Permanent Council received the following reports:

- Electoral observation missions carried out in Panama, Guyana, Costa Rica, Ecuador, Colombia, Bolivia, Peru, Guatemala and Dominica.
• Implementation of the “Final agreement to end the conflict and establish stable and lasting peace” in Colombia
• Mission to Support the Peace Process in Colombia (MAPP/OAS)

**Visits to the Permanent Council**

During its regular, special, and protocolary meetings, the Permanent Council received ministers of foreign affairs and various distinguished figures from international bodies and organizations as well as members of civil society to address issues of great significance for the region and its member countries. Among others, we can highlight the visits of: Dr. Carissa Etienne, Director of PAHO; Mr. Thomas Garrett, Secretary General, Community of Democracies; Mr. Kevin Casas-Zamora, Secretary-General, International IDEA; Mr. Manuel Otero, Director General, Inter-American Institute for Cooperation on Agriculture (IICA); Mr. Miguel Barreto, Regional Director for Latin America and the Caribbean, United Nations World Food Programme (WFP); Ms. Marta Valiñas, Chair of the Independent International Fact-Finding Mission on the Bolivarian Republic of Venezuela of the United Nations Human Rights Council.

### 1.3 INTER-AMERICAN COUNCIL FOR INTEGRAL DEVELOPMENT (CIDI)

#### 2020 Officers

<table>
<thead>
<tr>
<th>Year</th>
<th>Period</th>
<th>Chair</th>
<th>Vice Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>January–June</td>
<td>Ambassador Riyad Insanally, Permanent Representative of Guyana</td>
<td>Ambassador Audrey P. Marks, Permanent Representative of Jamaica</td>
</tr>
<tr>
<td></td>
<td>July–December</td>
<td>Ambassador Leon Charles, Permanent Representative of Haiti</td>
<td>Ambassador Luis Cordero, Permanent Representative of Honduras</td>
</tr>
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In 2020, OAS member states faced unprecedented challenges. The public health crisis generated by the COVID-19 pandemic exposed and amplified structural weaknesses that have led to complex economic, social, and political difficulties which, in turn, have delayed progress towards the achievement of the Sustainable Development Goals (SDGs). CIDI, as the principal forum for OAS policy dialogue on integral development, held regular meetings that facilitated interaction between member states and experts from civil society, the private sector, and academia to discuss issues and initiatives to address the emerging needs of member states as a result of the challenges caused by the pandemic.
During the period covered by this report, at regular meetings, the member states discussed and exchanged experience on the following topics, with a focus on building resilience:

- Promoting resilient and sustainable energy infrastructure in the Americas and the role of the Energy and Climate Partnership of the Americas (ECPA)
  CIDI/INF.351/20
- Addressing technology gaps in the Americas
  CIDI/INF.353/20
- Work program of the Executive Secretariat for Integral Development (SEDI) in response to COVID-19: Challenges, opportunities, and commitment to member states
- Recommendations for follow-up on building resilience in the wake of the COVID-19 pandemic
- Analysis of the study on tools and entities of the inter-American system to address natural disaster response
  CIDI/CPD/doc.188/19 rev. 1: Español – English – Français – Português
- Social resilience: Readjusting education in a post-COVID-19 environment
- Fighting food and nutrition insecurity in the Americas
  Document CIDI/INF.381/20: Español | English | Français | Português
- Environmental resilience. Building back better: The key to resilient recovery
  Document CIDI/INF.384/20: English | Español | Français | Português
- Innovation and technology for economic diversification and resilience
  Document CIDI/INF.393/20: English | Español | Français | Português
- Multi Stakeholder Partnerships for Building Resilience to External Shocks
  Document CIDI/INF.395/20: English | Español | Français | Português

In June 2020, CIDI held a joint meeting with the Permanent Council to address the issue of building resilience to the COVID-19 pandemic and its devastating consequences for society, health systems, economies, and government systems around the world, exacerbating inequalities in the region due to the disproportionate impact on the poorest and most vulnerable populations, which, coupled with a severe hurricane season in the Atlantic in 2020, is adversely affecting the response and recovery of countries. Against this backdrop, the purpose of the joint meeting of the Permanent Council and CIDI was to facilitate dialogue among member states and receive expert advice on strategies that could be implemented to support post-COVID-19 recovery efforts, while building resilience to deal with future shocks.

Several CIDI ministerial-level meetings had to be postponed in 2020 due to the pandemic. However, February saw the holding of the following event:

- Fourth Ministerial Meeting of the Energy and Climate Partnership of the Americas (ECPA), held in Montego Bay, Jamaica, on February 27 and 28, 2020. The event brought together energy ministers and other high-level officials from 29 countries to discuss "Investment opportunities and energy resilience."

To support the ministerial processes and prepare for ministerial-level meetings, the following sectoral events were held:

**Education**
- Planning Meeting of the Officers of the Inter-American Committee on Education and the Working Groups, on February 10, 2020, which defined the actions, projects and activities to
be carried out in accordance with the mandates adopted at the Tenth Inter-American Meeting of Ministers of Education. The 2019–2022 Work Plan of the Inter-American Committee on Education was adopted. Document CIDI/CIE/RPA/doc.9/20 rev. 3.

**Culture**

- Planning Meeting of the Officers of the Inter-American Committee on Culture (CIC), the main objective of which was to review and agree on the CIC Work Plan for the period 2020–2022.
- Virtual follow-up meeting on the Planning Meeting of the Officers of the CIC, held to finalize the CIC Work Plan and address issues arising from the COVID-19 pandemic and its impact on the culture and creative economy sector.

**Tourism**

- Second Special Meeting of the Inter-American Committee on Tourism (CITUR), which was held in the context of the unprecedented declines in the tourism sector as a result of the COVID-19 pandemic. Ministers and high-level tourism authorities from 31 member states took part.
- The objective of the second regular meeting of CITUR was to review the progress and implementation of the mandates of the ministerial meeting and regional trends, and to discuss the theme of the next ministerial meeting.

**Inter-American Agency for Cooperation and Development (IACD)**

- At its meeting in June 2020, the IACD Management Board adopted the 2020–2021 IACD work plan (IACD/JD/doc-177/20 rev. 2: English - Español). Likewise, in view of the effects of the pandemic and the urgency of adapting the work to the emerging needs of member states, it decided to set March 31, 2020, as the deadline for the presentation of offers and contributions to the Development Cooperation Fund, as well as the deadline for the implementation of programs.

CIDI made progress in its day-to-day activities through virtual meetings of the Committee on Partnership for Development Policies, the Committee on Migration Issues (CAM), and the Committee on Program-Budget and Evaluation. All official CIDI documents, including the reports from its meetings and the extensive report to the General Assembly, are on the CIDI website: [www.oas.org/en/cidi](http://www.oas.org/en/cidi).
2.2. GENERAL SECRETARIAT

2.1 OFFICE OF THE SECRETARY GENERAL

2020 was dominated by the COVID-19 health emergency and the crises it generated. Likewise, in institutional matters, Secretary General Luis Almagro was reelected for a second term at the head of the OAS General Secretariat, precisely at a time when the extent of the new public health event affecting the Americas was beginning to become evident.

As a result, in addition to the intense agenda of activities carried out by the Secretary General, this year efforts, meetings, coordination and events of various types, mostly virtual, were multiplied in order to address the critical situation that has arisen. This, especially since the Hemisphere has experienced the greatest impact from the pandemic. A review of the data on the concentration of cases by country reveals that, despite having only 8 percent of the world’s population, 4 of the 10 countries hardest hit in the world are in our region, where nearly 40 percent of global deaths have been recorded.

In this context, the Secretary General acted in response to situations related to the defense of democracy and human rights in a number of member states, which in some instances were made worse by the pandemic, as in the case of Venezuela, Nicaragua, and Cuba, while at the same time prioritizing the pillars of integral development and multidimensional security. In other urgent and important situations, he attended to the emergency that arose in Central America as a result of natural disasters.

The COVID-19 pandemic crisis in the Americas

In this unprecedented situation in the world, for which no one was prepared, the Secretary General set himself the task of maintaining continuity in the daily work of the Organization, both to deal with the new reality arising from COVID-19 and to attend to the normal day-to-day activities of the OAS. Similarly, as an essential aspect, a technological plan was swiftly prepared and put into operation that made it possible to hold virtually regular and special meetings of the Permanent Council, the Inter-American Council for Integral Development, ministerial meetings, meetings of specialized organizations, and those of committees and subcommittees that report to those bodies.

To address the unexpected challenges brought about by the pandemic, the Secretary General adopted a holistic approach that enabled the Organization to address vulnerabilities and increase resilience in the Americas based around the four pillars of the OAS. Member states, civil society, the private sector, workers, academics, and other key stakeholders have been actively involved in that strategy.

From the outset, in his various statements, the Secretary General drew attention to the need to manage the crisis from a short-, medium-, and long-term perspective, maintaining high levels of coordination between the various internal and external bodies of the Organization. This was done to avoid duplication of efforts and to coalesce the various initiatives within a collaborative framework. The political, economic, and social dimensions of the crisis required a joint effort by all.

Within the Organization, the Secretary General strengthened the management-by-results system through virtual working arrangements whereby the executive secretaries acted on the basis of the cascade effect model, taking their lead in their work from the General Secretariat and the Office of the Assistant Secretary General, and then on to the committee chairs, and all the staff.
A few days after the general lockdown was declared by the authorities in the United States, the General Secretariat, in response to the need to react in a timely and appropriate manner, issued a document entitled "Integrated Response of the General Secretariat to the COVID-19 Crisis" based around the four pillars of the Organization. Its purpose was to harness all the resources and capabilities of the OAS to complement the efforts of the World Health Organization (WHO), the Pan American Health Organization (PAHO), and the United Nations in support of the efforts of member states.

As part of its integrated response, the General Secretariat created four situation rooms: (a) Protection of the Personnel: to support the personnel during the COVID-19 crisis; (b) Communication with Member States and Permanent Observer Delegations: to keep them informed about the management of programs and projects of the OAS/GS and specialized organizations during the COVID-19 pandemic; (c) Financial and Operational Risk Management: to keep the OAS operational so that Secretariats could meet their objectives during the pandemic; and (d) Management of Programs and Activities during the Pandemic.

Concrete proposals were also analyzed and implemented regarding the impact of the crisis on the General Secretariat's projects and the strengths of the Secretariats in dealing with them, as an integrated response by the General Secretariat based around the four pillars and in support of member states.

A document entitled "The Inter-American Democratic Charter: A Guide to Political Action to Address the COVID-19 Pandemic" was published. Its purpose was to promote the functionality and validity of democratic principles as key elements to move forward amid the challenges caused by the pandemic, especially in the new phase of economic recovery and progressive restoration of social normalcy. Among the aspects addressed, and with a view to economic and social recovery and the resumption of productive activity, the importance was reiterated of adopting measures for unemployed persons and persons in the informal sector, protection of groups in vulnerable situations, and adoption of cross-cutting perspectives with differentiating approaches to overcome barriers to rights access.

On this basis, the Secretary General took on an appropriate leadership role in the region, by convening and activating a series of dialogue and coordination forums involving different multilateral organizations in the Hemisphere, including those belong to the inter-American system, especially those linked to the inter-American Summits system.

The Secretary General, in his capacity as Chair of the Joint Summit Working Group (JSWG), and acting jointly with PAHO, coordinated virtual meetings with the high authorities of the international and regional organizations that make up the JSWG. They analyzed efforts to tackle the pandemic and discussed coordinated and joint responses in support of the efforts of member states, as well as for their recovery process. The JSWG comprises the OAS and a dozen other organizations, including multilateral banking institutions and agencies of the inter-American system; its purpose is to promote dialogue and close coordination to guarantee the effectiveness and efficiency of the implementation and follow-up on the mandates of the Summits of the Americas.

In addition, a few weeks after the onset of the crisis, the Virtual Community of the Emergency and Security Systems of the Americas was launched as a mechanism to support the countries of the region in confronting the challenges that COVID-19 represents for the operations of the Emergency and Security Systems (ESS).

The Secretary General has been advocating for equitable access to vaccines for all countries on equal terms.
Situation in Venezuela

The situation in Venezuela continued to deteriorate in all respects throughout 2020. The human rights violations by the dictatorship, considered crimes against humanity, continued throughout the year.

With regard to the Report of the independent international fact-finding mission on the Bolivarian Republic of Venezuela, the General Secretariat expressed its support for the report, especially with regard to the widespread, systematic repression and violations of human rights as State policies, which amount to crimes against humanity, and its recommendation that the International Criminal Court consider the possibility of legal action against those responsible. The foregoing to the extent that those allegations were consistent with the contents of the 2018 Report of the General Secretariat of the Organization of American States and the Panel of Independent International Experts on the Possible Commission of Crimes against Humanity in Venezuela. Based on the aforementioned OAS Report, in September 2018, six States Parties to the Rome Statute referred the case of Venezuela to the Prosecutor of the International Criminal Court and requested an investigation. The General Secretariat presented a new report toward the end of 2020, which detailed human rights violations in Venezuela and the impact of inaction on the part of the international criminal jurisdiction.

With the situation in Venezuela in mind, while also having regard to similar situations that might arise in other countries in the Hemisphere, the Secretary General appointed Mr. Jared Genser as Special Advisor on the Responsibility to Protect (R2P).

With respect to the serious situation generated by the migration of more than five million Venezuelans to neighboring countries, the General Secretariat launched a regional campaign against discrimination and xenophobia toward displaced Venezuelans. Similarly, the General Secretariat published an updated report on the Venezuelan migrant and refugee crisis to end-2020.

Situation in Nicaragua

The Secretary General continued to monitor developments in Nicaragua, especially in light of the worsening of the already worrying human rights situation, the number of political prisoners, and repression of the media and independent journalists. The Secretary General held virtual meetings with mothers and relatives of political prisoners, especially regarding the conditions in which they were being held.

The Secretary General also spoke out to denounce the cruel, inhuman and degrading treatment of political prisoners, particularly in the midst of the COVID-19 pandemic. He also denounced the persistent violations of human rights, the systematic attack on public liberties, and torture of political prisoners. In addition, he denounced the strategy of harassment and persecution of opposition leaders and relatives of political prisoners and victims by the National Police in coordination with paramilitary groups, and he called on the government of Daniel Ortega to act to correct the repeated violations of the rule of law.

Situation in Cuba

The Secretary General continued to denounce the situation in Cuba to the Hemisphere and the world. Since coming to power, the regime has destroyed the basic human rights and civil liberties of its entire population, as well as eroding and politicizing the economic, social, and cultural rights of its citizens. These harmful practices have been exported from Havana to Venezuela, which has allowed them to take
practically absolute control of the country. The General Secretariat has worked hard to put an end to the impunity enjoyed by the Cuban dictatorship.

Its model of oppression and ruling through constant fear is being effectively applied in Venezuela, causing suffering that Venezuelans endure day after day. The Cubans succeeded in changing the intelligence system into a political police force. The medical missions are another tool that the Cuban regime uses to exert social control at the neighborhood and community level in Venezuela.

For all of the above reasons, the Secretary General has insisted that hemispheric dictatorships are the systems with the most social and economic failures, and their production systems close to collapse. This is the main reason for reiterating that democracy is the foremost instrument for defending people’s economic and social rights.

Situation in Peru

The Secretary General has expressed concern at the political situation that arose in Peru towards the end of the year. He expressed the hope that—as indeed occurred—it would be resolved in full compliance with the Constitution and with due respect for the balance of powers. The Secretary General dispatched a political mission to that country to that end. Likewise, in response to an invitation from the National Electoral Board (JNE) to send an OAS electoral observation mission (EOM), the former minister of foreign affairs of Paraguay, Rubén Darío Ramírez Lezcano, was appointed to head the Mission.

Emergency in Central America

In response to the emergency and destruction caused to the region by Hurricane Eta, the General Secretariat activated the Inter-American Emergency Aid Fund for calamities of this nature for the affected countries that requested it.

2.1.1 Office of Protocol

In 2020, the Office of held the following events: protocolary meetings (1), signing/deposit/ratification ceremonies (13), wreath-laying ceremonies (2), presentations of credentials (7), farewells to Ambassadors (4), change-overs of the Chair of the Permanent Council (4) and CIDI (2), and the Summits process (1).

Arrangements were made for the accreditation of OAS authorities to attend meetings.

In terms of the Main Building management, missions, nonprofit organizations, and private individuals made some seven reservations for MNB rooms. There were nine receptions/conferences.

With the Department of State, approximately 615 requests were entered into the E-Gov system for mission personnel and OAS staff (detailed below), including procedures on behalf of diplomatic/administrative/ domestic personnel and senior OAS officials (SG and ASG). Letters were also sent to U.S. consulates requesting visas abroad for mission and OAS personnel. In addition, the Department coordinated and managed escort services for trips by the Secretary General (7 requests).

Finally, notes verbales were sent to the missions about State Department procedures, COVID-19, official OAS events, invitations from member countries to official/cultural events, and Christmas cards from the Secretary General. The Department also kept the "Directory of Missions, Heads of State, Senior Government Officials, OAS Organs and Affiliated Entities" updated on the intranet and published the fortnightly diplomatic gazette (47).
List and specifications of achievements discussed in the previous section *Details of major events

- Protocolary meetings: Michael Pompeo, U.S. Secretary of State
- Visits: Juan Guaidó, Interim President of Venezuela
  - Juan Hernández, President of Honduras
  - Visit of Candidates for the position of OAS Secretary General
- Events: - Dialogue of Candidates for Secretary General with Civil Society
  - Election of the OAS Secretary General – Fifty-fourth special session of the OAS General Assembly

*Dealings with the Department of State on behalf of the personnel of the Missions and the OAS

- Diplomatic staff of Missions: Accreditations, terminations of functions, visa changes/renewals, extensions of stay, work permits/renewals, import/acquisition of duty-free items, obtaining/renewal of tax exemption cards/driver’s licenses, applications related to registration/renewal of records, insurance verification, sale/export of vehicles.
- Non-Diplomatic staff of Missions: letters for driver's licenses.
- OAS Staff: 506 letters for driver's licenses for OAS staff, 9 accreditations to UN meetings

Links to information on services provided by the Office of Protocol:
http://www.oas.org/en/protocol/

Photos of important events:

Secretary of State Mike Pompeo, during the protocolary meeting of the Permanent Council of the Organization of American States (OAS) — 01.17.2020

Visit of the Interim President of Venezuela, Juan Guaidó (OAS) — 02.06.2020
2.2. OFFICE OF THE ASSISTANT SECRETARY GENERAL

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

In 2020, Assistant Secretary General Nestor Mendez continued to exercise his leadership in the planning and holding of meetings, programs, and activities of the General Secretariat. Faced with the COVID-19 pandemic and the need to work remotely, the Office of the Assistant Secretary General embarked on a search for creative solutions to ensure the functioning of the political bodies, the Administration, and the other Secretariats, strengthening their productivity and maintaining the necessary standards. The technologies introduced have contributed to the overall modernization of the OAS and have increased its visibility among peer multilateral institutions.

2.2.2 Department of Conferences and Meetings Management

The Department of Conferences and Meetings Management (DCMM) designed and implemented an action plan that made it possible to restart the meetings of the Organization's political organs and those organized by the technical areas of the General Secretariat virtually in the context of the COVID-19 pandemic.

DCMM organized nearly 350 meetings in 2020, 240 of them in a virtual format.

As a result of the pandemic, the ministerial meetings scheduled for 2020 were postponed. The one exception was the Fourth Meeting of Authorities Responsible for Penitentiary and Prison Policies, which convened in a face-to-face format in Santo Domingo, from February 2 to 4, and for which DCMM provided the necessary services.

DCMM provided conference services for the fifty-fourth special session of the General Assembly, held on March 20, 2020, at which the Secretary General and the Assistant Secretary General were elected for the 2020-2025 term. The event was held in compliance with the guidelines of local authorities in the context of the COVID-19 pandemic.
The fiftieth regular session of the General Assembly was successfully held for the first time in virtual format on October 20 and 21. Conference services were also arranged for the first meeting in hybrid format: The sixty-eighth regular session of CICAD took place in Bogota, Colombia, from December 9 to 11, 2020, with in-person participants in Bogota, Colombia and simultaneous virtual participants.

The Language Section provided simultaneous interpretation services in Spanish, French, English, Portuguese and sign language (Spanish (Mexico) and English (ASL)) for 295 virtual, face-to-face, and hybrid meetings of the various organs, agencies and entities of the Organization, both at Headquarters and away from it. By offering these services with internal resources, the Language Section saved the OAS US$24,200.00.

In 2020, a major change occurred in the provision of simultaneous interpretation services in the Organization. Practically all of these services were requested and provided remotely, using the Kudo and Zoom platforms. The Language Section trained its external interpreters (both those residing in the Washington, D.C. area and away from it) and in-house interpreters in the proper use of those platforms. This training included tutorials, manuals, evaluations of technical resources (computers, headphones, microphones, Internet speed, etc.) and live interpretation sessions. The Language Section was able to coordinate teams of interpreters located in different member states and set up an internal team to support interpreters, monitor interpretation channels, and provide immediate technical assistance to ensure the quality of services.

With regard to document translation, in 2020, the Language Section integrated the machine translation application DeepL as a plug-in to its SDL Trados Studio translation support and translation memory software system. In 2020, nearly 8.5 million words were translated into the Organization’s four official languages. By offering these services with internal resources, the Language Section saved the OAS US$518,871.29.

In addition, the Language Section continued to collaborate with the Department of Information and Technology Services (DOITS) in developing new resources for the EDMS/IDMS document management system and provided support in the use of this system to different areas of the Organization.

In order to expand its list of approved translators, the Language Section organized on-line examinations to select external translators in French and Spanish (57 candidates from different member states).

The Documents Section, for its part, reinvented itself during the pandemic and devised new alternatives that allowed it to continue providing its services. It attended to the distribution of documents for the meetings of the different areas and strengthened its graphic and digital design capabilities. It responded to a high number of requests for digital graphic design services, digital material for meetings, reports, e-books, banners for social media, logos, digital invitations, and calendars, among others. Although the document reproduction was limited because meetings were held virtually, it did reproduce the documents needed for a number of face-to-face meetings of the Permanent Council and its committees, as well as for the special and regular sessions of the General Assembly.

The Documents Section continued to help bolster the institutional image of the OAS by collaborating with the Department of Press and Communications on standardizing and unifying OAS documents and stationery.
Throughout 2020, DCMM continued to research and test other platforms or vendors in order to offer different alternatives for holding virtual meetings. In addition, it produced manuals and designed new processes to attend meetings in virtual format, in compliance with the rules and regulations of the Organization's political bodies, specialized agencies, and technical areas, which were able to maintain the political dialogue in compliance with mandates around the four pillars.

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

In 2020, the Coordinating Office for the Offices and Units of the General Secretariat in the Member States redoubled its efforts to adapt administrative processes to support the work of all the units of the General Secretariat and met all the challenges arising from the impact of the pandemic. Despite the move to teleworking, new and effective measures were implemented for direct communication with the national offices in the 28 member states, and new mechanisms were established for the regular settlement of contractual obligations and routine invoices. In addition, vacancies for representatives at six National Offices were filled, obsolete technological equipment upgraded, personnel protected, and the assets of each office safeguarded. Finally, in accordance with instructions from the ASG, the Technical and Administrative Unit in Argentina was closed. National offices were also kept abreast of all telework-related policies and applicable guidelines.

The Coordination Office describes the following main achievements for the period from January to December 2020:

- Through a process of rotation and appointments from the General Secretariat, vacancies were filled at the national offices in Belize, Honduras, Uruguay, Panama, El Salvador, and Paraguay. The national offices were able to comply with the diplomatic, administrative, and financial procedures to achieve this objective, and support the new representatives in their efforts to meet established national guidelines regarding travel restrictions, closure of government offices, quarantine, and mobility restrictions during the transition periods.

- Based on a review of each office's equipment inventory, the Coordination Office identified a wide range of technology needs. As a result, obsolete equipment was replaced with modern technology that will better serve the needs of the General Secretariat, reduce the cost of communications, allow the use of a broader spectrum of new applications, and safeguard electronic data at offices.

- The design of the work plan was improved to provide continuity to the Organization's administrative and financial processes in the face of the new challenges generated by the pandemic. The Coordination Office worked closely with the respective management areas of the Secretariat for Administration and Finance (SAF) to formulate new, efficient, and realistic mechanisms to ensure that national offices could overcome the challenges of meeting the institutional standards established for financial and operating procedures in virtual format. Working collaboratively, effective solutions were found to generate outstanding payments in member states using a combination of options through innovative mechanisms that met SAF standards.

- Establishment of communication measures with National Offices through available low-cost fixed platforms, including individual and group communication via WhatsApp, Webex, Zoom, and Cisco Jabber to continue the exchange of information under teleworking conditions. Regular meetings were also held to monitor the situation in each office, and to address operational challenges, discuss the evolution of the pandemic in each country, and inquire about the personal and family situation of staff.
• The Coordination Office worked in collaboration with the Department of Press and Communication to establish a direct reporting mechanism on official decrees and measures on COVID-19 in each member state. These were also used in the preparation of reports for Situation Room 1 and for the permanent missions and other situation rooms established by the Secretary and directors.
• The Coordination Office established guidelines for the prevention and control of COVID-19 in the national offices and authorized increased spending on hygiene and biosafety equipment to protect personnel. Measures were also taken to safeguard official vehicles and office assets in the physical absence of office personnel.
• In accordance with the instructions received, the Coordination Office advanced a series of processes for the closure of the Technical and Administrative Unit (UTA) in Argentina (as of December 31, 2020). This required meetings with UTA staff, a law firm in Argentina for advice on national labor laws, and discussions with the SAF and DHR.
  ■ More information can be found at http://www.oas.org/en/about/offices.asp.

2.2.4 Model OAS General Assembly (MOAS)

In 2020, the Model Organization of American States (MOAS) program for young people of the Americas brought together some 400 university and high school students and more than 120 teachers from different OAS member states. Adapting to virtual mode, three model OAS assemblies were held:

• **2020 Washington Model OAS Assembly (WMOAS):** The Model OAS for Universities in the Hemisphere, which took place virtually from April 6 to 9, was organized by the Institute for Democratic Dialogue in the Americas (IDDA) and the GS/OAS.

• **First Virtual Model Meeting of the OAS Permanent Council for Universities of the Hemisphere:** held on August 13 and 14 for the first time virtually. The model meeting managed to adapt to the circumstances impacting the world as a result of the COVID-19 pandemic and succeeded in bringing together students from all over the region, regardless of their geographical location, providing a space for debate and dialogue on how to offer a rapid and effective response to the crisis. The model meeting was very successful; 31 universities took part (14 of them for the first time), as did two educational institutions.


• **39th MOAS for high schools:** The thirty-ninth Hemispheric MOAS for high school students in English was held for the first time in virtual mode. It was attended by 175 students from 19 schools in the hemisphere, including two schools from Jamaica and Colombia that participated for the first time.


In addition:

• The Cooperation Agreement between Universidad Euro Hispanoamericana and the OAS General Secretariat for holding the 35th MOAS for universities of the Hemisphere was amended. Due to the pandemic caused by COVID-19, this Model Assembly, originally scheduled to be held in person in Veracruz, Mexico, in April 2020, was rescheduled to be held virtually in March 2021.
• Ties were strengthened with Howard University for the implementation of a Model for English-speaking Caribbean universities in 2021.

• The MOAS Coordination Office participated in the Eighth University Internationalization Seminar organized by the OAS Department of Human Development and Education on March 2 and 3, in order to promote the MOAS and create new ties with the representatives of the invited universities.

• The MOAS Coordination Office participated virtually in the International Youth Day Forum organized by the Junior Chamber of Colombia, WAYMA chapter, with the theme "Young people in the Americas: Challenges and Opportunities," highlighting the important work of the MOAS in promoting democratic values among the youth of the Hemisphere.

2.3 SECRETARIAT FOR STRENGTHENING DEMOCRACY

Pursuant to the mandates and instruments established under the inter-American system, the Secretariat for Strengthening Democracy (SSD) offered strategic policy guidance to ensure timely handling of all requests received from the member states for strengthening democratic institutions and promote the sustainability of democracy in the Hemisphere. Despite the complex circumstances brought about by the COVID-19 pandemic in 2020, the SSD adapted its working arrangements so that it could continue planning, coordinating, and carrying out different activities in the areas of electoral observation and cooperation, as well as in the framework of special missions, such as the MAPP in Colombia and the Mission in the Belize-Guatemala Adjacency Zone. In addition, several technical cooperation initiatives and projects were proposed and developed in the areas of democratic sustainability and promotion of peace, while work with the region's parliaments was actively pursued.

The main accomplishments of the Secretariat for Strengthening Democracy in 2020 are outlined below.
2.3.1 Executive Office of the SSD

Support to Representative Institutions Unit
In 2020, the First Digital Meeting of Presidents of Legislative Branches was held with the participation of 16 countries, as well as the Inter-Parliamentary Union, the Parliamentarians for Global Action network (PGA) and the Integration Parliaments of the Americas. The CAF, IDB, and CABEI were also present. Within the framework of this meeting, a Plan of Action was devised to strengthen the role of legislative branches in times of pandemic and to address the challenges they face in order to improve their lawmaking performance.

Work was carried out with the Legislative Assembly of Ecuador, the Congress of Mexico, the Congress of Peru, the Chamber of Deputies of the Dominican Republic, the Senate of Paraguay, the Congress of Chile, the Congress of Guatemala and the Legislature of the Province of Entre Ríos (Argentina) in areas related to innovation, digital transformation, cybersecurity, and communication.

IICA collaborated with the Forum of Presidents of Legislative Branches in Central America and the Caribbean (FOPREL) on migration and human rights, and with the PGA on the rule of law and pandemics.

The first dialogue between young leaders from Haiti and the Dominican Republic was organized.

The Digital Transformation and Cybersecurity Laboratory for Legislative Branches of the Americas was created, an initiative implemented in collaboration with the private sector, academia, and civil society. The Laboratory has a "Citizen Cybersecurity" group, in which more than 80 parliamentarians, experts and academics from 15 countries participate.

Also organized were 25 online meetings to raise awareness and inform parliaments about the importance of innovation, digital transformation, and digital democracy; 30 podcasts for dissemination on social networks; and seven webinars: Young leaders and pandemics; Innovation and digital transformation; Cybersecurity and parliamentary activity; Young parliamentarians and the challenges of political representation in digital democracy; Political communication during lockdown; Women's participation in cybersecurity; and Predictions on citizen cybersecurity.

Social networks @OEAParlamentos
First Digital Meeting of Presidents of Legislative Branches: https://youtube.com/playlist?list=PLO1bXdXR3sQJC8N3XE38tYcYCRo-D4Dh9
Initiatives of the Laboratory for Legislative Branches:
Citizen Cybersecurity Webinar: https://vimeo.com/479909239
Citizen Cybersecurity and Technology: https://player.vimeo.com/video/487993261
Citizen Cybersecurity and Digital Transformation: https://player.vimeo.com/video/487908543
Privacy or Compliance: https://vimeo.com/501288482
Online education: https://vimeo.com/502508791
The future of work: https://vimeo.com/502823137
ISO/International Election Accreditation Body

In the ISO/Electoral area, the following activities were carried out during 2020:

- Preparation and submission of technical cooperation proposals to institutions in Mexico and El Salvador.

- Virtual courses on ISO 54001 Fundamentals; Risks; and Internal Auditor. A virtual workshop on ISO 54001 was also held for the Electoral Audit Offices of Colombia.

- In other activities, work was done on the re-accreditation of a Mexican certification agency, the first "Remote Audits Document" was prepared, and the IEAB-OAS web page was translated and updated.

   https://www.oas.org/ext/en/democracy/ieab

Other activities

- In a joint effort by the Executive Office of the SSD and the Department of Democratic Sustainability and Special Missions, a document entitled “The Inter-American Democratic Charter: A Guide to Political Action to Address the COVID-19 Pandemic” was drafted and distributed.

- In response to a request from the Government of Guatemala, a special mission was sent to the country to attend to the demands and concerns of various political and social actors amid the political crisis generated in November 2020. The mission presented a report with its main findings and recommendations in December.

The Inter-American Democratic Charter: A Guide to Political Action to Address the COVID-19 Pandemic:

Social networks: https://www.facebook.com/OEADemocracia

2.3.2 Department of Electoral Cooperation and Observation

The most significant accomplishments of the Department of Electoral Cooperation and Observation (DECO) in 2020 were:

- DECO deployed 11 electoral observation missions (EOMs) in eight countries of the region: Peru (Special Congressional Elections), Costa Rica (Municipal Elections), Dominican Republic (Municipal Elections, Special Municipal Elections and Presidential and Legislative Elections), Guyana (General and Regional Elections), Suriname (General Elections), Bolivia (General Elections), United States (General Elections) and Brazil (Municipal Elections, First and Second Rounds). Of the total, seven EOMs were conducted during the COVID-19 pandemic. A total of 291 international experts and observers were deployed.

- In the area of electoral technical cooperation, DECO audited the automated voting system implemented in the Dominican Republic for the suspended municipal elections of February 16, 2020. The audit team identified the causes that led to malfunctions in the system. In addition, a project for the institutional strengthening of the Supreme Electoral Tribunal of Bolivia (TSE) was implemented in order to address recommendations and findings of the 2019 EOM and of Electoral Integrity Analysis conducted that same year. In that regard, support was provided to technical areas of the TSE in the areas of chain of custody, electoral roll, information security, and electoral technology.

- In connection with the COVID-19 crisis and its impact on electoral processes, DECO developed and published its Guide to Organizing Elections during a Pandemic. Prepared with the collaboration of the Pan American Health Organization (PAHO), the document provides 297 measures for strengthening the capabilities of electoral bodies, protecting electoral officials and other State
institutions, guaranteeing the right of citizens to a secure vote, and ensuring conditions for fair and transparent electoral competition.

Electoral observation
✓ 11 electoral observation missions deployed in eight countries.
✓ 291 election experts and observers deployed.
✓ 11 electoral observation methodologies/topics implemented, including: electoral justice, electoral organization, electoral technology, campaign finance, political participation of women, political participation of indigenous and Afro-descendant peoples, electoral registration, voting abroad, media and freedom of expression, postal voting, and districting.
✓ 9 preliminary reports of EOMs submitted to electoral authorities and the public.
✓ 7 final reports presented to the Permanent Council.

Electoral technical cooperation
✓ DECO conducted an audit of the Dominican Republic's automated voting system used for the suspended municipal elections of February 16, 2020.
✓ Technical cooperation was provided to the Supreme Electoral Tribunal (TSE) of Bolivia in the areas of chain of custody, electoral roll, information security, and electoral technology.
✓ The Guide to Organizing Elections during a Pandemic was published.

Interinstitutional exchange
✓ DECO organized a virtual forum on Elections in times of pandemic, in which five electoral authorities from the region took part. The forum attracted a live audience of more than 1,200 people in 25 countries.
✓ Virtual presentations of the Guide to Organizing Elections during a Pandemic were made to various electoral bodies.
✓ Participation of DECO specialists in nine virtual professional/academic exchanges on electoral issues in the United States, Latin America, Europe, and Asia.
2.3.3 Department of Sustainable Democracy and Special Missions (DSDSM)

Despite the difficulties created by the pandemic in 2020, the Department of Democratic Sustainability and Special Missions continued, when so requested, to provide timely support for countries to strengthen and preserve their democratic institutions.

**Inter-American Program of Judicial Facilitators (IPJF/OAS)**
The IPJF provides technical assistance to the judicial institutions in member states where national judicial facilitator services (NJFS) operate. The assistance provided by NJFS consists of training judicial facilitators in the prevention and resolution of low-intensity disputes and legal guidance.

- In 2020, meetings were held with representatives of the judicial branches of eight national and/or provincial judicial facilitator services in the region and one country interested in implementing such a service: Paraguay, Costa Rica, Formosa (Argentina), Cordoba, (Argentina), Guatemala, Honduras, Nicaragua, Panama, and Puerto Rico. Through those meetings, in conjunction with its other work, the DSDME has taken it upon itself to restore communication and trust with the region’s services.
• The following documents were prepared: *Regional Report: National Judicial Facilitator Services in Central America* and *Practical Guide and Methodology for Implementing a National Judicial Facilitator Service* (in progress).

Social networks: [https://twitter.com/PIFJOEA](https://twitter.com/PIFJOEA); [https://www.facebook.com/FacilitadoresJudicialesOEA/](https://www.facebook.com/FacilitadoresJudicialesOEA/)

**Mission to Support the Peace Process in Colombia (MAPP/OAS)**
The MAPP/OAS continued to advance its lines of work under its annual operating plan. Despite the difficulties associated with the pandemic, activities with institutions, organizations and local communities did not stop, with many continuing remotely. The Twenty-ninth Report was presented in May to the Permanent Council, and the Thirtieth Report, in December.

• The Special Peace Mission Model was presented, which comprises a series of manuals and processes that MAPP has systematized on the basis of 16 years of experience in the field.

• The social discord attention plan was implemented: monitoring, accompaniment, visibility and empowerment (MAVE). More than 20 CEDISCO reports were prepared in which the Mission described the situation of the territories in terms of social discord.

• 495 in-person missions were carried out (357 monitoring missions, 97 support missions, and 42 institutional missions). A total of 81 municipalities and 303 population centers were visited. Using the virtual methodology, 10,859 follow-up telephone calls were made (8,758 monitoring calls, 1,552 meetings with institutional counterparts, and 549 meetings with civil society), covering 164 municipalities and 653 population centers.

[https://www.mapp-oea.org](https://www.mapp-oea.org)
Social networks: [https://twitter.com/MAPPOEA](https://twitter.com/MAPPOEA)
Belize–Guatemala Process
2020 brought great challenges in the adjacency zone as a result of the COVID-19 pandemic. Therefore, mechanisms were created to enable activities to continue remotely, taking advantage of the technology available in the area.

- In 2020, the OAS Office in the Adjacency Zone (AEO/AZ) received a total of 47 verification requests, which marked a significant increase over the annual average since verifications began in 2003.

- During the period covered by this report, 15 verification reports were submitted to the foreign ministries of both countries.

- There were 15 meetings between military officers (4 meetings of senior officers and 9 meetings of mid-level officers) to exchange information on the current state of security in the Adjacency Zone and operate more effectively and efficiently when patrolling the AZ.

- 51 inter-institutional coordination meetings were organized between different authorities/institutions of both countries, as well as international organizations.

- Development of the Juntos por el Agua (Together for Water) project, the objective of which is to generate and implement actions aimed at improving the living conditions for communities in the Adjacency Zone in terms of access to water of sufficient quality and quantity.

- Continuation of the Culture of Peace Program. This program offered virtual classes in painting, music, languages, and entomology to 259 students. Participation by gender was 51.2 percent male and 48.8 percent female.

Social media: @OEABelizeGuate

Institutional strengthening to fight corruption in Haiti
In January 2019, as well as in July of that year, the OAS Secretary General received a formal request from the Haitian Government for technical assistance in the fight against corruption.
In February 2020, in partnership with the Justice Studies Center of the Americas (JSCA), the OAS initiated a diagnostic assessment of the Haitian anti-corruption system, focusing on the institutions that comprise it, the laws that govern it, and the elements that destabilize it.

The diagnostic assessment will be shared in 2021 with local institutional actors, after which, areas of collaboration with each of them will be defined, according to their nature and respective roles within the Haitian anti-corruption system.

Social networks: https://twitter.com/OEAHaiti

International Commission against Impunity in El Salvador (CICIES/OAS)
CICIES aims to actively collaborate with State institutions and non-state actors in El Salvador, in order to work on prevention, investigation and collaboration to punish acts of corruption and other related crimes.

- The project CICIES-GOES: COVID-19 Emergency entered the last phase of preparation of the final report, which involves reviewing the contents with the multidisciplinary team.

- Technical assistance and cooperation continued to be provided in three cases mentioned by the Attorney General of the Republic in the cooperation agreement between the Government of El Salvador and the Secretary General of the OAS.

- Contribution to the attachment of more than US$227 million from the company Astaldi S.P.A., contracted to build a dam that has generated an outcry due to the lack of transparency in how the tender was awarded.

- Formation of a technical team by the Vice President of the Republic for a constitutional reform study.

Social networks: https://twitter.com/oeacies?lang=en

Other activities of the DSDSM

- In the context of the pandemic, the following forums and roundtables were held: **Special Missions: Challenges and perspectives in a post-COVID-19 world. The role of judicial facilitators in times of COVID-19** and **Conference on Gender-Based Violence in the Context of Pandemic.**

- Four lines of work were pursued with the aim of highlighting the validity of the Inter-American Democratic Charter: (1) Project on young people and strengthening democracy in the framework of the Inter-American Democratic Charter; (2) Creation of the Network of Women Peace Builders in the Northern Triangle; (3) Citizen empowerment in Cuba: Working with Cubans to recover the sovereignty of the people; and (4) Proposals for the celebration of the twentieth anniversary of the Inter-American Democratic Charter in 2021.
Department of Sustainable Democracy and Special Missions:  

2.3.4 Department for the Promotion of Peace and Coordination with Subnational Governments (DPPCGS)

During the period covered by this report, the DPPCGS continued its efforts to consolidate this unit of the SSD by establishing strategic partnerships and signing formal cooperation agreements with related organizations and institutions, such as the University of Kent in the United Kingdom, the Forum of Federations in Canada and the Kybernus Network in Mexico. Within the framework of these agreements, the DPPCGS:

- Organized a virtual forum on the role of subnational governments during the pandemic.
- Participated in the meeting of the Kybernus Network in the framework of the Humano Human Rights Film Festival, in Tijuana, where it gave a presentation on peace and democratic values and practices.
- Developed a Practical Guide for an Effective Response to COVID-19 at the Subnational Level
- In order to preserve the institutional memory and the solid experience accumulated in the areas of peacebuilding and dispute settlement, the DPPCGS worked to update its interactive peace mission maps; specialized databases; and the Virtual Library of Inter-American Peace Initiatives, among others.
- In addition, the DPPCGS produced an informative video on the Department’s activities.
In 2020, since the onset of the COVID-19 pandemic, given the unprecedented challenges faced by OAS member states, the Executive Secretariat for Integral Development (SEDI) has focused on redirecting existing programs and initiatives to address the emerging needs of member states.

The programs, projects, and initiatives highlighted in this report briefly describe SEDI’s contribution to the achievement of inclusive and sustainable economic, social and human development in the Americas. Some of SEDI’s primary achievements highlighted in this section are as follows:

- Under the Caribbean Small Business Development Centers (SBDC) Program 5,717 small businesses received assistance; 12,391 jobs supported; US$67.2 million in revenue generated from sales US$7.1 million in profits; and US$1.12 million in capital contributions through loans in six Caribbean member states.

- The OAS MSME Digitalization Program held six roundtables on Facebook to share 25 best practices with over 85,000 viewers to help MSMEs recover from the COVID-19 pandemic.

- First Indigenous Tourism Forum of the Americas, held with the U.S. Bureau of Indian Affairs and George Washington University.
• Technical assistance to 30 governments on clean energy policy and regulation and to seven Central American countries to develop harmonized lighting energy efficiency regulations; 28 virtual sustainable energy dialogues and workshops during the pandemic.

• Development of a proposal for the COVID-19 prevention and containment program for the rural area of the Trifinio Region in Honduras.

• Development of the Project Portfolio of the La Plata Basin, Sub-basins and National Interventions valued at US$98 million.

• Approval of the GEF-UNEP-OAS project “Fostering Water Security in the Trifinio Region: Promoting the formulation of a TDA/SAP for its transboundary Lempa River Basin” for US$4.8 million.

• 117,000 teachers trained in science, technology, engineering, and mathematics.

• 4,009 scholarships in partnership with international institutions.

• 101 interest-free loans and 63 scholarships for US$2,000 to support international students in response to the COVID-19 pandemic.

• 403 scholarships to port officials from 29 member states for master’s degrees; 11 professional development certificate courses; 3,245 port officials exposed to best practices.

• 400 Labor ministry measures in response to the pandemic compiled.

• Development Cooperation Fund (DCF) approved the Area of Action "Inclusive resilience for effective recovery, with an emphasis on science and technology" for the 2021–2024 DCF programming cycle, for US$1.7 million.

• Inter-American Cooperation Network (CooperaNet) received 228 published cooperation offers in the areas of development, as well as 8 cooperation needs on the Cooperation Exchange.

2.5 SECRETARIAT FOR MULTIDIMENSIONAL SECURITY

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

The CICAD held two regular sessions in 2020: the sixty-seventh, held virtually, with the United States as chair; the sixty-eighth, held in Bogota, with Colombia as Chair. The latter adopted the new Hemispheric Drug Strategy and its Plan of Action 2021-2025.

2020 Outcomes

Inter-American Observatory on Drugs (OID)

• The OID launched the Early Warning Systems (EWS) project in response to opioids and new psychoactive substances present in Latin America and the Caribbean and published four articles on emerging drugs.

• It also held six hemispheric webinars on EWS, emerging drugs, and COVID-19, in addition to national training events for Brazil and Mexico.
Multilateral Evaluation Mechanism (MEM)

- The evaluation documents for the eighth round of the MEM were approved, including a new process of annual thematic evaluations.

Supply Reduction

- Training for 853 anti-drug investigators and analysts in the region to strengthen their skills in countering drug trafficking.

Demand Reduction

- The Twenty-first Meeting of the Group of Experts on Demand Reduction was held virtually with the participation of 26 member states.
- The "Survey on psychoactive substance use patterns during the COVID-19 pandemic" was carried out in coordination with Colombia and Paraguay, which occupied the chair and vice chair, respectively.

Institution Building

- Participation by 1,030 professionals from 40 countries (inside/outside the Hemisphere) in 31 virtual training/technical assistance activities in the areas covered by the unit: National strategies/plans of action; local management; socio-labor integration; therapeutic communities alternatives to incarceration (risk measurement, case management/attention systems, M&E; gender in the justice system).

Photos

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

In keeping with the work plan adopted by the OAS member states for the 2020–2021 period, the CICTE Secretariat took a pragmatic and sensitive approach to the global situation generated by the COVID-19 pandemic. This made it possible to continue to support member states through the necessary adjustments for project implementation and the flexibility required to shore up their capacity to respond to current and emerging challenges. The Secretariat also coordinated efforts with other international agencies that specialize in this area to promote synergies and avoid overlap.

The Committee's programs focused on providing support to member states that requested it in the following priority areas: cybersecurity; biosafety and biosecurity; prevention of violent extremism; air, land and maritime border security; security in crowded spaces; and technical assistance against financing
of terrorism. In addition, tools were developed for the exchange of information on the Committee’s areas of competence.

In 2020, the Committee Secretariat began implementation of a three-year program to strengthen biosafety and biosecurity in Latin America, in line with UN Security Council Resolution 1540 (2004). The Secretariat also continued to support OAS member states in their efforts to strengthen mechanisms for responding to cyber incidents, expanding knowledge, and raising awareness of cybersecurity through various initiatives.

It also highlighted a series of virtual dialogues on the importance of preventing violent extremism, as well as promoting initiatives to foster greater hemispheric cooperation and coordination, including the Hemispheric Network of Computer Security Incident Response Teams (CSIRT Americas) and the Inter-American Counterterrorism Network.

2020 Outcomes

Dialogue/cooperation to prevent, combat, and eradicate terrorism

- Holding of the twentieth regular session of CICTE (virtual format).
- Commemoration of the first Inter-American Day against Terrorism.
- Strengthening of cooperation relationship with the UN and other international/regional organizations specialized in this area.
- Participation in policy dialogue forums on combating terrorism at the global, hemispheric, and regional levels, including attending the Third Hemispheric Ministerial Conference to Combat Terrorism as an observer.
- Promotion of hemispheric cooperation mechanisms, such as the Inter-American Counterterrorism Network.
- Support for discussions at the regional level on the importance of preventing and combating violent extremism that can lead to terrorism, with the aim of strengthening hemispheric cooperation and capabilities to address this threat.

Technical and legislative assistance/implementations of international anti-terrorism instruments

- Launch of two projects to strengthen non-proliferation of weapons of mass destruction in the Americas:
  - Project “Strengthening biosafety and biosecurity in Latin America in line with the implementation of United Nations Security Council Resolution 1540 (2004) on non-proliferation of weapons of mass destruction, as well as their means of delivery”
  - Project “Strengthening strategic trade regimes for Latin America and the Caribbean”
- Implementation of the project on targeted financial sanctions and systems for domestic lists in Panama and Paraguay, as well as the project on money laundering and terrorist financing threats and vulnerabilities in the Tri-Border Area.

Cybersecurity capacity building

- Continuity in the operation of the Hemispheric Network of Computer Security Incident Response Teams (CSIRT Americas).
• More than 3,000 people participated in initiatives such as the Cybersecurity Symposium, the Cyber Women Challenge, the Cybersecurity Summer Bootcamp and specialized courses.
• Publication of five reports on cybersecurity in the region. The reports are available on the website of the Committee Secretariat.

**Border security capacity building**
• Virtual dialogues to exchange knowledge and experience on border management and trade facilitation during pandemics.
• Virtual dialogues to exchange experience and knowledge on tourism security in times of pandemics, biosafety protocols for the reactivation of tourism and processes for planning large-scale events.
• Support to member states that so require in the development and implementation of national and regional plans to strengthen maritime security.

**Information Links**
CICTE website - [www.cicte.oas.org](http://www.cicte.oas.org) and social networks @OEA_CICTE and @OEA_Cyber

**Photos**
Images provided by the Department of Press and Communication

**CICTE Annual Meeting (first time in virtual format)**

**New initiatives**

Webinar: Preventing Violent Extremism: Good Practices for Engaging Youth through Sports Programs - CICTE/OAS, UNICRI, UNITAR, Government of Mexico and *Save the Dream*

- With the participation of the Permanent Representatives of Mexico and Canada to the OAS
2.5.3 Department of Public Security (DPS)

Pursuant to General Assembly resolutions and mandates from Meetings of Ministers Responsible for Public Security in the Americas (MISPA) and meetings of national authorities, as well as under the Inter-American Convention against the Illicit Manufacturing of and Trafficking in Firearms, Ammunition, Explosives, and Other Related Materials (CIFTA), the Department engaged in close collaboration with the member states, carried out a variety of activities in the areas of information and knowledge, preventing violence and crime, preventing intentional homicides, assistance and protection for human trafficking victims, police force development and professionalization, rehabilitation and reintegration of youth in conflict with the law, measures to curb proliferation of and illicit trafficking in small arms and light weapons, anti-personnel mine action, and emergency and security services, thereby contributing to the development, implementation and sharing of public policies to promote a more secure Hemisphere.

Also, despite the challenges posed by the COVID-19 pandemic with border closures and the suspension of face-to-face work, the Department rescheduled its activities, many of them in a virtual format, in order to continue the implementation of its projects, programs, and policy forum meetings. It also promoted virtual spaces for dialogue to support member states in the exchange of best practices, data, and experience in the Hemisphere and implemented the development of three virtual communities for
Emergency and Security Services; Crime Observatories, and Illicit Trafficking in Small Arms and Light Weapons.

2020 Outcomes

Prevention of Violence Section

➢ Project: Promoting Access and Better Resources for Assistance and Protection for Victims of Trafficking in Persons in San Pedro Sula, Choloma, Omoa and Puerto Cortés, Honduras
  - 60 professionals from areas related to immediate response to victims and survivors of human trafficking trained;
  - The publication of the catalogue of agencies that provide assistance and protection services for human trafficking victims in San Pedro Sula and the Lines of Action for identification, assistance and protection of victims of human trafficking in Honduras.

➢ Project: Strengthening the Technical Capacity of Front Line Actors in Specific Institutions for Assistance and Protection of LGBTIQ+ Persons and other Victims of Human Trafficking in Guatemala
  - 185 officials from the Public Prosecution Service and civil society trained in the use of the Guide
  - 160 frontline officers trained in in-depth knowledge of assistance and protection for victims and survivors of human trafficking

➢ Project: Strengthening the response of the State and other sectors in Ecuador to human trafficking
  - 18 operational instruments on human trafficking collected and analyzed

Security and Justice Section

➢ Project: "A New Path": Promotion of Productive Alternatives for Juveniles in Conflict with the Law in Jamaica
  - New 2,900 square foot (269 square meter) multi-purpose building at South Camp Juvenile Remand and Correctional Centre
  - 496 young people have received direct and indirect psychosocial support
  - 93.94 percent reduction in self-harm and incidents of suicide attempts among youth housed in juvenile facilities in Jamaica by the end of the project.
  - 36 percent reduction in incidents between staff and detainees and among detainees in juvenile facilities in Jamaica by the end of the project.

➢ Project “Countering Illicit Proliferation and Trafficking of Small Arms, Light Weapons (SALW) and Ammunition and Their Impact in Latin America and the Caribbean”

Marking
  - 24 officials from Bolivia and Peru trained in marking and registration of small arms and light weapons.

Physical Security and Stockpile Management (PSSM)
  - 34 officials from Peru and Ecuador received training in specific areas of PSSM.
  - 107 armed forces and police officers from eleven 11 received training at the Second Regional Seminar on Best Practices in Physical Security and Stockpile Management, held virtually in collaboration with CARICOM/IMPACS

Destruction
  - 35 officials were trained in the destruction of small arms and light weapons.
  - 12,252 small arms and light weapons were destroyed in Peru.
  - 16 officers from 10 member states certified in Level 3 EOD (Explosive Ordnance Disposal)

Legislative Assistance
  - Review of the legal frameworks of Jamaica, Ecuador and Peru.
Prevention of violence
- OASIS teaching methodology for virtual orchestra and choir classes for life skills developed
- 80 young beneficiaries of the OASIS program (Honduras) received tablets and had access to classes facilitated
- 80 families participated in activities to improve family ties, prevent youth violence, domestic violence, and violence committed with the use of firearms

Transfer Mechanism for SALW
- APAL Virtual Community, 14 points of contact registered from 10 member states
- Guidelines for the Firearms Transfer Communication Mechanism developed and submitted to CIFTA states parties for approval

Program for Comprehensive Action against Antipersonnel Mines (AICMA)

Quality Assurance and Quality Control (QA/QC)
- 1.5 million m² of land cleared; 154,000 m² of land inspected

Mine Risk Education (MRE) and Community Liaison
- 290 people impacted in 27 municipalities in ten departments affected by the presence of antipersonnel mines benefited by MRE activities
- 416 CL activities with local authorities and the community in 32 municipalities in 10 departments of the country

Assistance to Mine Victims (AV)
- 22 survivors benefited from physical rehabilitation activities
- 14 victims benefited by psychosocial and socioeconomic assistance activities

POLICY FORUMS
- Fourth Meeting of Officials Responsible for the Penitentiary and Prison Policies of the OAS Member States held in Santo Domingo, Dominican Republic on February 3 and 4, 2020
- Twentieth Regular Meeting of the Consultative Committee of the CIFTA, held virtually on December 17

Information and Knowledge Section
- UNODC UN-CTS collection for the 2020 cycle: Data submitted by 14 member states

Activities in support of member states related to COVID-19
- 4 virtual roundtables on emergency and security services
- 3 virtual roundtables of the Inter-American Community of Crime Observatories
- Virtual roundtable with ministers of public security on "Demands and Challenges of COVID-19"
- Roundtable with police authorities, with the participation of Ecuador, Jamaica, and El Salvador

Information Links
1. Department of Public Security
2. Department of Public Security Twitter account: @OAS_Security
3. Plan of Action to Guide the Design of Public Policies to Prevent and Reduce Intentional Homicide
4. Community of Emergency and Security Services  

Photos
### 2.5.4 Department against Transnational Organized Crime (DTOC)

Pursuant to General Assembly resolutions and mandates from the Meeting of Ministers Responsible for Public Security in the Americas (MISPA) and meetings of national authorities, as well as under the Inter-American Convention against the Illicit Manufacturing of and Trafficking in Firearms, Ammunition, Explosives, and Other Related Materials (CIFTA), the Department engaged in close collaboration with the member states, carried out a variety of activities in the areas of information and knowledge, preventing violence and crime, preventing intentional homicides, assistance and protection for human trafficking victims, police force development and professionalization, rehabilitation and reintegration of youth in conflict with the law, curbing proliferation of and illicit trafficking in small arms and light weapons, anti-personnel mine action, and emergency and security services, thereby contributing to the development, implementation and sharing of public policies to promote a more secure Hemisphere.

Also, despite the challenges posed by the COVID-19 pandemic with border closures and suspension of face-to-face activities, the Department rescheduled its work, many of them in a virtual format, in order to continue the implementation of its projects, programs, and policy forum meetings. It also promoted virtual spaces for dialogue to support member states in the exchange of best practices, data, and experience in the Hemisphere and implemented the development of three virtual communities for Emergency and Security Services; Crime Observatories, and Illicit Trafficking in Small Arms and Light Weapons.

#### 2020 Outcomes

In 2020, in order to prepare a diagnosis on illegal mining and the challenges faced in this area, the Department against Transnational Organized Crime (DTOC) conducted virtual interviews and collected information from five participating States (Colombia, Ecuador, Guyana, Peru, and Suriname).

The DTOC also provided technical assistance for Suriname’s national risk assessment (NRA) on Money Laundering jointly with the Inter-American Development Bank (IDB) and held an average of eight (8) monthly working meetings.

The DTOC conducted 12 virtual seminars and training workshops, in which more than 3,000 public and private sector officials were trained on issues related to the fight against transnational organized crime.

Outputs included the development and dissemination of the document “Money Laundering Typologies” (Tipologías de Lavado de Activos), produced jointly with the Financial Analysis Unit of Ecuador (UAFE).

Similarly, four meetings of policy and technical forums were held with the participation of 450 delegates from OAS member states, permanent observers, and special guests.

Through the Group of Experts on Money Laundering Control (GELAVEX), the DTOC provided technical secretariat services for its two annual meetings. In 2020, GELAVEX presented four new reference documents; a 2021–2023 strategic plan; and a work plan (2020-2021), which were adopted by the member states at the GELAVEX XLVIII and XLIX meetings.

- Training of 800 public officials, compliance officers, and analysts from the UAFE and other financial intelligence units (FIUs) in the region (Guatemala and Bolivia).
• In Peru, 150 officials from public and private sector agencies participated in the Virtual Seminar on Money Laundering and Financing of Terrorism in the Fintech Sector, while 25 experts and prosecutors from the Public Prosecution Service received training in forensic auditing procedures applied to the investigation of money laundering cases.

• More than 150 officials were trained in investigations and procedures related to corruption, tax crimes, and money laundering associated with such offenses at the special meeting of GELAVEX on the occasion of its thirtieth anniversary, which was jointly organized with the Summits Secretariat.

• 115 investigators, prosecutors, and judges from El Salvador and Uruguay were trained in the effective application of special investigative techniques in transnational organized crime cases.

• 60 officials were trained in Suriname in the application of legal frameworks on money laundering.

• 2 virtual seminars to promote the adoption of measures to counter transnational organized crime in times of pandemic, in which a total of 691 people took part online.

Information Links

OAS DTOC - Project on the fight against illegal mining finances
OAS DTOC - Anti-Money Laundering Program
OAS DTOC - Program on technical assistance for the effective application of research instruments to combat transnational organized crime
OAS DTOC - Technical Assistance Program for El Salvador, Guatemala and Honduras against transnational organized crime
Financial and Economic Analysis Unit (UAFE) - OAS DTOC: Document “Money Laundering Typologies” (in Spanish)
GELAVEX: Study on the applicability of precautionary measures to assets forfeited overseas,
GELAVEX: Normative study on politically exposed persons (PEP) in the region
GELAVEX: Study of typologies in cases of money laundering derived from smuggling

Photos
2.6 SECRETARIAT FOR ADMINISTRATION AND FINANCE

The SAF comprises the Executive Office of the Secretary for Administration and Finance (EOSAF) and the following areas: Department of Human Resources; Department of Financial Services; the Department of Information and Technology Services; the Department of Procurement Services; and Department of General Services.

The EOSAF provides leadership, direction, and guidance to all areas on administrative and financial support activities while it directly performs the critical administrative functions of the General Secretariat.

In 2020, the EOSAF continued to support the Organization's regulatory bodies, particularly the Committee on Administrative and Budgetary Affairs (CAAP), serving as the principal link between the CAAP and the General Secretariat. The EOSAF also supported the efforts of the Permanent Council's working group for the implementation of the Management Modernization Plan. It has also provided constant support during the implementation of the Technology Project.

Achievements:

1. Despite the limitations caused by the COVID-19 pandemic, the EOSAF coordinated with all areas of the General Secretariat to facilitate the execution of programs from an administrative and financial standpoint. Through careful expenditure and revenue management, the EOSAF was able to meet various budgetary needs during this year of financial austerity, including the Secretariat-wide implementation of remote access: VPNs, as well as computer and peripherals purchases to facilitate teleworking.

2. It continued its review of internal controls and procedures to strengthen the recording of financial information. This is a critical issue for consolidating donor confidence in the ability of the GS/OAS to adequately control the execution of contributions to Specific Funds directed to OAS projects.

3. In accordance with resolution CP/RES. 1155 (2290/20), the Permanent Council authorized an extraordinary additional appropriation for the continuation and completion of the ERP technology project in continuation and implementation of option three.

4. SAF continues to work diligently to overcome the challenges caused by the excessive workload and, at the same time, to compensate for the tasks of positions left vacant during 2020.

5. At the request of the Secretary General, SAF prepared the program budget for 2021, which was successfully approved at the General Assembly on October 20, 2020.

SAF routinely discloses its progress and challenges to the member states through the OAS Semiannual Resource Management and Performance Report. This covers the activities of SAF and responds to the recommendations of the OAS Board of External Auditors, as well as the mandates emanating from the budget resolution.
2.6.1 Department of Human Resources (DHR)

**DHR Response to COVID-19**

- The DHR met with PAHO and other sister organizations to activate protection protocols for all personnel.
- It also participated in the design of procedures for teleworking, facilitating productivity during the change to virtual work.
- In addition, it developed a comprehensive communication plan to provide continuous information, promote best practices in teleworking, and foster a sense of belonging and care for all personnel and other human resources.
- Likewise, it contributed to the development and communication of protocols and measures for safe post-pandemic return to GS/OAS buildings.
- The Winter-Spring Session Internship Program implemented an assistance plan to support 70 interns from headquarters and national offices in completing their internships remotely. In the face of border closures, the DHR secured a stipend to support 34 interns in Washington, D.C., as well as subsequently assisting them with their return to their home countries, working in collaboration with permanent missions and observers.
- The Internship Program launched its first virtual session in Fall 2020 in Washington, D.C. and the third session at national offices. We received 1,800 applications from people interested in our program, in which 72 interns participated remotely. This new virtual component reduced financial barriers and helped a larger and more diverse group of talented applicants gain access to the OAS Internship Program.

**Modernization and Training**

- Simplified and efficient recruitment and selection processes were developed for different types of personnel hiring, entry and separation, in anticipation of the ERP implementation.
- A review was initiated of the job description of the Administrative Officer, a position that exists in different areas of the Organization. This review reinforces the practice of managing jobs with a focus on duties, not the people who fill them, helping to ensure equality and fairness throughout the Organization.
- The DHR is in a position to promote balanced geographic representation and the gender equity and equality mandates through the new ERP, which will enable the expansion of recruitment sources and the creation of campaigns that reach underrepresented populations and promote geographic diversity and gender equity.
- The DHR launched the E-learning version of Module 1 of the Leadership Academy, with the objective of strengthening the management skills of participants. The module was accessible to all personnel; 629 participants accessed the program.
- In response to the pandemic during 2020, the DHR reviewed and adjusted administrative and customer service processes to accommodate the new working conditions. It successfully ensured the continuity of operations, effective internal controls, and acceptable quality of service, while strictly complying with existing security protocols.
Situation Room on Personnel Protection

The DHR actively participated as a strategic partner in the virtual situation room to manage the pandemic response of the OAS, facilitating the implementation of activities and programs, including:

• The Employee Assistance Program (EAP), a comprehensive assistance resource offered through CIGNA insurance company and available 24 hours a day, 7 days a week, 365 days a year to help staff manage life events. Life events include emotional and psychological health problems, stress, and marital, relationship, and family-related problems. Other examples are anxiety, depression, substance abuse, eating disorders, domestic violence, physical relocation challenges, financial concerns, work/life balance, and workplace problems. All OAS staff, including consultants, fellows, and interns, have access to EAP services, as do members of their households.

• The DHR implemented a comprehensive wellness plan to provide practical and informative tools to all GS staff and their families. More than 30 wellness activities and awareness campaigns were conducted on topics related to heart disease prevention, positive psychology, nutrition and ergonomics, parenting during the pandemic, stress, and meditation, among others.

• The Integration Campaign called "Moving Forward Together" was implemented to promote togetherness and a sense of institutional belonging while teleworking during the pandemic.

• OAS Staff Self-Insured Program (administered by Cigna) expanded its access to telemedicine services for members and relatives residing outside the United States.

Images

E-learning
2.6.2 Department of Financial Services (DFS)

- The DFS was able to maintain immediate continuity of GS/OAS financial services and operations despite the closure of the facilities due to the pandemic, ensuring uninterrupted timely compliance with internal controls and commitments: payroll payments to staff members; tax reimbursements; payments to consultants, suppliers, audits, financial reports and services.
• The DFS provided timely support to the country offices in member states closed due to the pandemic by taking over their disbursement activities and providing, in coordination with the offices, alternative mechanisms for financial operations, as well as issuing procedural instructions.

• DFS completed six external audits of projects financed with specific funds, obtaining "unmodified opinions", which is the maximum result that can be obtained for this type of audit. Two audits have been initiated and are expected to be completed in 2021.

• Accountability on all funds was maintained on a regular basis through the OAS website.

• The transition to electronic documentation began, significantly reducing the use of paper and printers.

Financial results for the principal Funds administered by the OAS General Secretariat:

Regular Fund

• As of the end of 2020, the General Secretariat had executed US$82.3 million, equal to 99.5 percent of the approved budget. The under-execution of the budget by US$0.4 million represented savings in the Reserve Subfund of the Regular Fund.

• The Reserve Subfund ended 2020 with a deficit of US$15.5 million, the lowest balance since 2016. However, the balance of quotas receivable is US$40.8 million. Once the arrears are received, the Reserve Subfund balance will be US$25.3 million (almost 30 percent of the value of the assessed quotas).

• The cash balance of the Regular Fund ended 2020 at zero. The Regular Fund borrowed US$1.7 million from the OAS Treasury Fund, as authorized in resolution AG/RES. 2940 (XLIX-O/19). That loan was repaid in full in February 2021.

• The General Assembly approved the program-budget for 2021, totaling US$84,968,407 with a reduced execution ceiling of US$79,000,000, 4.5 percent lower than the amount approved for 2020. For its financing, a net quota allocation of $84,470,107 and other income of $498,300 was established.

Specific funds

• Specific fund contributions totaled US$57.8 million in 2020 compared to US$61.3 million in 2019, a decrease of 5.7 percent.

• Of the total contributions, member states accounted for 65.7 percent, permanent observers for 27.0 percent, and other donors and institutions for 7.3 percent.

• The three largest contributors in 2020 were the United States (US$25.5 million), Canada (US$6.9 million) and the European Union (US$3.2 million).

• Compared to 2019, member states increased their contributions by 12.4 percent, while contributions from permanent observers and from other donors and institutions declined by 25.8 percent and 34.5 percent, respectively.

• In 2020, total specific fund expenditures amounted to US$50.4 million, a decrease compared to the US$60.8 million disbursed in 2019.

• In 2020, US$25.9 million was spent on performance contracts, US$10.2 million on personnel expenses, and US$2.9 million on travel expenses.
**Indirect Cost Recovery Fund (ICRF)**

- In 2020, revenue to the ICRF was US$7.4 million compared to US$9.5 million in 2019. This represents a decrease of 22%, resulting mostly from lower cash-contribution revenue in 2020 and lower interest income.
- The ICRF had executed US$6.0 million at the close of fiscal year 2020, equal to 95.7 percent of the approved budget. The under-execution of the budget by $270,000 represented a saving that helped increase the ICRF Reserve Subfund.
- In 2020, the Permanent Council approved the programming of $1.7 million from the ICRF reserve for the ERP change project.
- The ICRF Reserve Subfund ended 2020 with a positive balance of US$6.5 million.

* All financial data are preliminary and unaudited.

**2.6.3 Department of Information and Technology Services (DOITS)**

The Department of Information and Technology Services (SAF/DOITS) continued to exert itself to the limits of its capacity to maintain the level of services it provides to the OAS General Secretariat (GS/OAS) in the areas of network infrastructure, communications, analysis and programming, data structuring, software quality, systems administration and computer security, and thus meet the growing demand from the GS/OAS areas for more and better services, technological tools to improve staff productivity and meet all the new requirements from the substantive areas based on the OAS Modernization Plan, the mandates received and to comply as far as possible with the recommendations of the Board of External Auditors.

**Objectives met during the period covered by this report**

**Network and Communications Technology Infrastructure**

- Due to the connectivity needs of users in order to work remotely during the pandemic, more than 500 additional VPN accounts were configured and granted remote access.
- The bandwidth of the primary Internet service was increased by more than 60%.
- The Cisco Webex remote collaboration service was implemented for the entire organization from March to October.
- Two sessions of the General Assembly—a special and a regular session—were successfully held at headquarters.
- HelpDesk activity remained at previous levels with around 7,500 tickets received.
- Work was done to complete the prerequisites necessary to start the migration of the Organization to Exchange Online and Office 365.
- DOITS continued with the technology replacements at more than 550 workstations to avoid computer security risks for the Organization, a process now 70 percent complete.

**Information Technology Security**

- Prevention and warning activity against possible cyberattacks increased by 45 percent, with around 200,000 events analyzed during the year, compared to some 140,000 events analyzed in 2019.
- A protection solution for mobile devices was implemented to mitigate the risk of phishing attacks.
• Given the incorporation of new detection and early mitigation techniques and the increase in cyber-attacks, the number of actions taken to mitigate potential attacks on the GS/OAS computer network increased from 75,000 to 84,000.

Application development

• New applications were launched, helping different areas of the Organization to facilitate their daily activities, as well as to meet their organizational objectives, most notably the following:
• Post COVID-19: OAS Portal for Consultations, Forums and Repository
• SIMORE Phase 2: Inter-American Recommendations Monitoring System for the IACHR
• EDMS-EXT: External portal for work related to outsourced translations
• OASFiles: Continued migration of the shared file system to a web-based organizational collaboration platform (SharePoint), now 98 percent complete.

2.6.4 Department of Procurement Services

Procurement

• The DP was able to ensure operational continuity during the pandemic. In particular, it:
  - Located and safely returned all stranded travelers
  - Created a protocol for emergency purchases and for facilitating remote work
  - Supported special missions in terms of mobilization, logistics, and security
• The DP collaborated with international organizations to expand benefits and to share information and experience in tackling the challenges posed by the pandemic.
• It recorded approximately 16,000 transactions for an estimated value of US$64 million and five formal tenders were published with savings of more than US$200,000.

Travel

• The DP worked intensively with the travel agency to improve conditions and make the necessary adjustments in response to the pandemic.
• The DP negotiated and contracted for the first time private air charter services for special missions (EOMs in Suriname and the Dominican Republic).
• It also negotiated and acquired COVID-19 coverage.

Suppliers and contracts

• The DP succeeded in renewing commercial insurance, despite increases in the industry. It used creativity to maintain costs and increase coverage without increasing risk.
• It reviewed agreements and contractual terms with key suppliers to expand benefits. Among other things, it secured a review of conditions for the purchase of computers in order to maintain prices and upgrade equipment. More than US$140,000 was saved on equipment alone.

Other activities

• The DP established a schedule of critical contract renewals; updated and published the policy on the use of corporate credit cards; and established changes in various policies and procedural manuals during the pandemic.
• The DP led an effort to establish an internal stock of personal protective equipment (PPE) to support special missions or for activities in OAS buildings.
• The DP significantly expanded the corporate credit card program to allow remote payments to suppliers.
2.6.5 Department of General Services (DGS)

The activities of the DGS in 2020 focused particularly on meeting the requirements of readying the facilities of the General Secretariat to prevent and protect personnel from the effects of the COVID-19 pandemic. All measures were carried in accordance with the protocols established by the U.S. Centers for Disease Control (CDC) and aimed to enable the continuity of the General Secretariat's operations by maintaining appropriate levels of protection and safety in facilities. In addition, important achievements were made in activities to increase efficiency in the use of basic services. Specifically, those achievements were as follows:

- Improved air and ventilation systems to maximize fresh air intake and minimize re-circulation;
- Installation of high-efficiency filters in air handling units;
- Disinfection of work and common areas;
- Provision of personal protective equipment and materials (hand sanitizers, disinfectant wipes, masks, etc.), at building access points and strategic locations;
- Installation of signage and traffic directional signs at building access points and in common areas;
- Programming of elevators with express service to specific floors and the installation of self-cleaning elevator covers (nano-septic buttons), among others.
- Implementation of strategic projects aimed at improving efficiency in the use of basic services (energy, water, steam, waste management), brought savings of 11 percent compared to 2019 expenses. The projects carried out included replacement of the lighting system in the General Secretariat buildings with 100% LED lights, installation of solar panels at the GSB, implementation of a recycling program, and renegotiation of the terms of the waste management contract.
- Adjustments in the operation of air conditioning, heating and other utility equipment during the period of building closures and/or restricted occupancy due to the pandemic resulted in estimated savings of 22 percent.
- Developed and implemented new safety and security procedures for personnel in response to the COVID-19 pandemic.
- Closer collaboration and joint work ties were established with the Foreign Missions Branch of the U.S. Secret Service Uniformed Division, Washington DC Metropolitan Police Department, United States Park Police, and other international organizations, in order to maintain the security levels required for the protection and operation of the General Secretariat in the event of possible protests and disturbances.
- Efforts continued to consolidate available office space and lease an additional 18,374.39 square feet. Currently, the total leased area is 32,613.32 square feet (3,029.87 square meters), which generated income of US$1,725,215.58 in 2020.
2.7 SECRETARIAT FOR LEGAL AFFAIRS

This is the area of the General Secretariat that is responsible for advising on, developing, disseminating, and codifying inter-American international law, for supporting the related follow-up mechanisms, for legal and judicial cooperation in the Americas, and for internal legal counsel.

The Office of the Secretary for Legal Affairs supervised and coordinated the various departments and participated in the activities described in this report.

As of March 2020, most of the activities had to be carried out virtually, particularly those related to advisory services to the organs of the Organization, the General Assembly, the Permanent Council, and its Committees, as did training activities, dissemination of inter-American legal standards, and participation in international meetings.

Thus, in 2020, the Office of the Secretary for Legal Affairs organized 20 forums either directly or through its different areas.


- These forums addressed the most varied aspects of the inter-American legal agenda and the challenges posed by the pandemic: democracy, justice, the fight against corruption, access to information, food security, international trade, and human rights were some of the topics discussed. International judges, presidents of supreme courts, high national and international authorities, and jurists of the highest caliber participated. The forums were attended by more than 1,000 participants on each occasion and their availability on the website has enabled them to be used on law school courses in the region.

- The Secretary for Legal Affairs also participated in meetings, forums, and training courses organized by other areas of the OAS, as well as by universities and academic institutions.
2.7.1 Department of International Law (DIL)

The DIL continued to provide legal support to member states at meetings of OAS bodies, as well as to the Inter-American Juridical Committee (CJI).

The most important achievements in the codification and progressive development of international law included the following:

- Adoption by the General Assembly of Model Inter-American Law 2.0 on Access to Public Information after extensive consultations lasting more than two years.
- Adoption by the CJI of the report on international law and State cyberoperations
- Adoption by the CJI of the Guidelines on Binding and Non-Binding Agreements.
- Preparatory work to update the principles on protection of personal data with a view to preparing the Guidelines on the validity of foreign judicial decisions.

The DIL continued to disseminate public and private international law, among various actors in the system, as detailed in the 2021 Biennial Report on the Inter-American Program for the Development of International Law. The most important actions include:

- Dissemination via virtual platforms of the inter-American system, organization of training courses at diplomatic academies (more than 50 diplomats trained) and universities in the region (more than 3,000 people trained).
- Dissemination via virtual media of legal instruments developed by the CJI, such as the model law on the simplified corporation, the model law on secured transactions, the principles on electronic warehouse receipts for agricultural products, and the Guide to the Law Applicable to International Commercial Contracts in the Americas.

The DIL’s web page (http://www.oas.org/en/sla/dil/international_law.asp), which contains the most recent legal developments and the database of inter-American treaties and cooperation agreements, received 1,070,574 visits in 2020, demonstrating the growing interest on the part of users.
2.7.2 Department of Legal Cooperation (DLC)

Faced with the obstacles imposed by the pandemic, the DLC took advantage of new technologies to continue providing advisory and technical secretariat services to the legal cooperation processes remotely and uninterruptedly.

Among the activities carried out in 2020, in relation to the Inter-American Convention against Corruption and its follow-up mechanism, notable were:

- Preparation and publication of the Hemispheric Report of the Fifth Round of Review of the MESICIC Committee of Experts;
- Adoption of the fifth-round reports on Nicaragua and Saint Lucia;
- Initiation of the sixth-round review process for Paraguay, Peru, Costa Rica, and Mexico;
- On-site visits to Paraguay and Peru in virtual format;
- Distribution of the questionnaire on international cooperation on non-criminal matters in the fight against corruption.

With respect to the REMJA process, worth noting were:

- Virtual training for 70 prosecutors in the region (Latin America and the Caribbean);
- New training format: specific subject matter in response to member states' needs on data encryption and the so-called dark web;
- Modernization and update of the Inter-American Portal on Cybercrime (in Spanish);
- Legislative analysis on cybercrime, the preliminary results of which are available here.

Finally, the DLC held six webinars open to the public as part of the weekly virtual forum "Inter-American law in times of pandemic":

i. Legal and Institutional strengthening to combat corruption
ii. Legal cooperation against cybercrime
iii. Transparency in public procurement
iv. The Role of Civil Society and the Private Sector in Fighting Corruption
v. Adaptation of Legislation to International Standards against Cybercrime
vi. Transparency in the Hiring of Government Officials
For more information, see the DLC 2020 yearbook, available here.

2.7.3 Department of Legal Services (DLS)

The main advisory services provided by the Department of Legal Services included:

- Preparation and negotiation of contracts and agreements with private and government entities, NGOs, multilateral organizations, member states, permanent observers, and other entities on issues of trade, cooperation, electoral observation, grants, specific projects, scholarships, and real estate, among others;
- Application, interpretation, and advice on international law, the laws of member states, and GS/OAS regulations on a variety of matters, such as taxation, audits, intellectual property, privileges and immunities, and labor and pension matters, among others;
- Legal representation in extrajudicial disputes, including negotiations, special investigations, international arbitration, other judicial forums, and before the Administrative Tribunal;
- Preparation and advice on GS/OAS regulations, such as executive orders, administrative memoranda, directives, and others; and
- Direction, participation, and advice in internal investigations supporting, for example, the Office of the Inspector General and the Office of the Ombudsperson.

Examples of achievements:

- Advice on several important and sensitive issues to the International Commission against Impunity in El Salvador, the Administrative Committee of the OAS 401(m) Plan, and the Medical Benefits Trust Fund of the GS/OAS; as well as participation in various committees of the Organization.
- Collaborated with the Inspector General on various matters and investigations.
- Support for electoral observation missions in Bolivia, the United States, and elsewhere; served as of the legal officer of the OAS advance mission to Peru for the 2021 General Elections.
- Drafted documents, participated in evaluations and complex negotiations for special missions and projects, such as the ERP.
- Supported CITEL at the last meeting of the Permanent Executive Committee.
- Advised SAF, CAAP, and the latter’s working groups on administrative, budgetary, and procedural matters.
- Defended a complaint before the Administrative Tribunal.

2.8 SECRETARIAT FOR ACCESS TO RIGHTS AND EQUITY

In 2020, the Secretariat for Access to Rights and Equity continued working towards consolidation of the agenda on social inclusion and access to rights in the region. The main achievements in 2020 included the preparation and presentation of the SARE 2020-2021 Strategic Plan, the strengthening of the work agenda on forced displaced persons, migrants and refugees, an increase in civil society participation in OAS activities, and strengthening of the Judicial Facilitator Service.

Program for promoting and increasing civil society participation in OAS activities
- 23 new civil society organizations (CSOs) registered with the OAS, increasing the roster from 583 to 606.
- 2 dialogues between the candidates for SG, ASG, and CSOs, with 49 representatives of 29 OAS-registered civil society organizations participating in face-to-face events.
- Proposals and recommendations were gathered from more than 773 representatives of civil society and social actors and presented to member states at the fiftieth regular session of the General Assembly.
- 33 ongoing coalitions organized among groups of organizations and actors with similar positions.

Dialogue of the Heads of Delegation and the Secretary General with representatives of civil society and other social actors at the fiftieth regular session of the General Assembly

Links:
http://www.oas.org/en/sare/civil-society/
https://es.surveymonkey.com/r/GVHNGBV
Inter-American Program of Judicial Facilitators

- The Best Practices Handbook for National Judicial Facilitator Services (NJFS) was produced.
- 4 national reports that included recommendations were prepared and approved by the National Facilitator Service in each participating country.
- Virtual forum "The role of Judicial Facilitators in times of COVID-19" was hosted by the SARE and the SFD on July 20, 2020.
- Knowledge of communications strategies for provision of NJFS and continuity policies was imparted to judges, justice operators, and judicial facilitators at the First Inter-American Meeting of the National Judicial Facilitators Service held in San José, Costa Rica, on September 24 and 25.

Links:
https://www.facebook.com/watch/live/?v=207645037288513

2.8.1 Department of Social Inclusion

The Department has continued to strengthen the inter-American policy dialogue and regional cooperation on issues such as social development, migration, consumer rights, and rights of people in situations of vulnerability. In April 2020, the "Practical Guide to Inclusive Rights-Focused Responses to COVID-19 in the Americas" was published to support public policy responses to the pandemic in OAS member countries. The DSI was extremely active during 2020, facilitating over 26 events, including webinars, workshops, and roundtables. More than 117,130 people participated in its activities and increased their knowledge of the issues that the DSI addresses. It also provided technical secretariat services at more than 45 formal and informal meetings of the General Secretariat and of the Organization's political bodies for the effective implementation of regulatory frameworks and plans of action related to its mandates.

Links:
https://www.oas.org/es/sadye/publicaciones/GUIASPA.pdf
http://www.oas.org/es/sadye/publicaciones/GUIDEENG.pdf
Its main achievements by program are outlined below:

**International Migration Program in the Americas**
- Technical advice provided to the Committee on Migration Issues (CAM) during thematic sessions and meetings of the Committee, including the preparation of concept notes, identification of speakers, and facilitation of meetings.
- Technical support for the preparation of the contents of the General Assembly resolution titled "International Migration in the Americas."
- A report titled “Costa Rica: Characterization and Analysis of Policies on International Migration and Refugees" presented to Costa Rican government authorities, which systematizes recommendations to the Costa Rican Government on migration and international protection based on field work and offers guidelines for the Costa Rican Government to address the situation of refugees and asylum seekers in the context of COVID-19.
- Formation of the Group of Experts on migration and international protection in Costa Rica and holding on October 16, 2020, of the first of a proposed three working meetings. During this meeting, the contents were approved of the report “Costa Rica: Characterization and Analysis of Policies on International Migration and Refugees" and of the work plan for the project consistent with the context of the COVID-19 pandemic.

Links:

**OAS-UNHCR Joint Unit**
- Seven bilateral meetings with technical teams and six plenary meetings to support of the Pro Tempore Presidency of the Comprehensive Regional Protection and Solutions Framework (MIRPS) in the implementation of its work plan.
- Creation of a voluntary specific fund for MIRPS activities approved by the Permanent Council.
- Commemoration event in the framework of World Refugee Day, organized on June 23, 2020, with Rotary International, at which MIRPS was presented as a regional initiative to search for solutions for migrants and refugees in Central America and Mexico.
- Virtual high-level event held on June 29, 2020, in which the Government of Spain officially assumed leadership of the MIRPS Support Platform for forced displacement in Central America and Mexico.
- An event titled "The Global Compact on Refugees and forced displacement in Central America: Regional cooperation and MIRPS as a solution" held on September 23, 2020, as a side event to the United Nations General Assembly.
- Eight meetings held with business associations and leaders in the region to involve them in generating solutions for local integration of refugees, asylum seekers and returnees and the development of a culture of hospitality and integration, in cooperation with the OAS Department of External and Institutional Relations of the OAS, and as mandated by the Pro Tempore Presidency of MIRPS.
- “First Course on Protection of Internally Displaced Persons, Refugees, Returnees and Deportees," imparted in collaboration with UNHCR, with the active participation of more than 50 representatives of OAS permanent missions and permanent observers, as well as national officials from OAS member states.
Presentation of the III Annual Report of the MIRPS at the III Annual Meeting held on December 8, 2020

Links:
https://www.refworld.org.es/publisher,MIRPS,,,5fcf9def4,0.html
https://m.youtube.com/watch?v=OpJ99P38T7Y&t=1657s

Program for the Promotion of Equity

- Draft work plan prepared for the implementation of the Plan of Action of Guatemala, which envisages activities on priority issues for countries, such as multidimensional poverty, strengthening of social protection systems, and promotion of regional cooperation.
- Support provided in the preparation of the resolution "The Challenges to Food Security and Nutrition in the Americas in the Context of the COVID-19 Pandemic within the Framework of the Plan of Action of Guatemala 2019," which was adopted by the OAS General Assembly at its fiftieth regular session.
- First Virtual Regional Workshop "Advancing towards the Social Inclusion of Human Trafficking Survivors in the Americas," organized with the International Organization for Migration (IOM).
- "Proposed Regional Guidelines for the Social Inclusion of Human Trafficking Survivors in the Americas" prepared and presented to the member states in conjunction with the IOM.
- A MECIGEP cooperation round held in Paraguay, in collaboration with the OAS Department for Effective Public Management, to support the design and implementation of a social program called "Inclusive Communities," with the participation of experts from the Ministry of Development and Social Inclusion of Peru and the Ministry of Citizenship of Brazil.
- A "Guide to the Operationalization of the Indicators of the Protocol of San Salvador from a Crosscutting LGBTI Perspective" prepared by the Working Group to Examine the National Reports Envisioned in the Protocol of San Salvador (WGPSS) with the support of the DSI of the SARE.
OAS officials and technical experts from Brazil and Peru meeting in Asunción, Paraguay, with the Vice Minister of Social Development of Paraguay and the Director of International Relations and Cooperation of the Ministry of Social Development of Paraguay.

An OAS official and technicians from Brazil and Peru meet representatives of the community association of the Divino Niño settlement (Luque, Paraguay).
Launch of the “Guide to the Operationalization of the Indicators of the Protocol of San Salvador from a Crosscutting LGBTI Perspective.”

Links:
https://www.facebook.com/107130097690231/videos/715829152369147

Program to promote the rights of vulnerable persons

- Facilitation of more than 19 webinars/workshops/roundtables in which approximately 75,680 people participated and increased their knowledge of issues affecting vulnerable groups.
- Technical support provided for more than 21 formal and informal meetings of member countries for the effective implementation of regulatory frameworks and plans of action related to vulnerable groups (CEDDIS, CSHN, PAD, RIAFRO, etc.)
- 2 Strategic partnerships established with the Peruvian Ombudsman's Office and Deutsche Welle Akademie to promote the ratification of the Inter-American Convention on Protecting the Human Rights of Older Persons and to combat racism on social media.
- RIAFRO statement negotiated and published on the impact of COVID-19 on the Afro-descendent population in the region.
- 1 publication on indigenous peoples' rights entitled "Learning and Teaching Our Rights: The American Declaration on the Rights of Indigenous Peoples" prepared and disseminated.
- Webinar "Ethnic and Racial Diversity in Multilateral Organizations" designed and implemented in cooperation with the IDB and World Bank. During this event, recommendations were presented to the OAS General Secretariat to promote ethnic and racial diversity at all levels of the Organization.
- Second Plenary Meeting of RIAFRO organized and held. During the meeting, the representative of Peru transferred the position of Pro Tempore Chair of the forum to the Government of Costa Rica. Within the framework of that meeting three webinars organized: "Economic Empowerment and the Afrodescendent Population", "Health and the Afrodescendant Population," and "Police Violence and the Afrodescendent Population."
- Webinar "Indigenous Peoples in the Post-COVID-19 Context: Challenges and Recommendations" held in collaboration with Amazon Conservation Team.

Links:
https://www.presidencia.go.cr/comunicados/2020/10/costa-rica-assume-la-presidencia-de-la-riafro-dela-oea/
https://fb.watch/2sL1gFGBJa/
https://fb.watch/2sKZjPpGsH/
https://fb.watch/2sKqAECA1m/
https://fb.watch/2sLhXYafo/
2.9 SECRETARIAT FOR HEMISPHERIC AFFAIRS

Summary of main achievements

In 2020 the Secretariat for Hemispheric Affairs (SHA) adapted quickly to unexpected conditions imposed by the COVID-19 pandemic. The SHA embraced virtual work and took advantage of its institutional mechanisms to strengthen the coordination of the inter-American system and to achieve an impact and leadership of the OAS in seeking mechanisms to mitigate the consequences of the pandemic in the Americas. Each department adapted its agenda to the new normal and supported the member states and the General Secretariat in organizing technical dialogues to share best practices and provide cooperation to the countries through their inter-American networks and strategic partners.

Through the Department for Effective Public Management (DEPM), it began implementing the Inter-American Open Data Program (PIDA) to combat corruption with training for public officials from Argentina, Costa Rica, Ecuador, Guatemala, Panama, and the Dominican Republic on the issue of open data. The VI e-Government Ministerial Meeting of Latin America and the Caribbean was held, as was the annual meeting of the Latin American and Caribbean Council for Civil Registration, Identity, and Vital Statistics (CLARCIEV). In addition, the Inter-American Network on Government Procurement supported member states by sharing experiences arising from COVID-19. The School of Governance continued to provide training and increased its virtual presence in different courses and diploma programs. It also produced its first activity report for the five-year period.

Within days of the declaration of the COVID-19 pandemic, the Summits Secretariat (through its Joint Summit Working Group), Secretary General Luis Almagro, and PAHO Director, Dr. Carissa Etienne convened four meetings with the high-level authorities of the JSWG to develop a coordinated response to the impacts of COVID-19 in the Americas. Likewise, the authorities of the JSWG recognized the effects of the pandemic on democratic governance and signed the Joint Declaration: Addressing Corruption, Integrity and Democratic Governance Risks Associated with COVID-19. The Summits Secretariat oversaw the transfer of the occupancy of the Chair of Summits process from the Government of Peru to the Government of the United States, thus initiating the first phase of the preparations for the Ninth Summit.

Despite closing its doors to the public, the Columbus Memorial Library, in keeping with its mandate as the institutional memory of the OAS and the inter-American system, seamlessly continued to respond to inquiries and processed more than 8,000 information and research requests. Under the cooperation agreement with HeinOnline, more than 21,000 pages of OAS historical documents were digitized. In addition, remote advisory and archive services were provided to the IACHR, country offices, different departments of the General Secretariat, and permanent missions.

The Art Museum of the Americas (AMA) closed its doors to the public due to the pandemic, which led it to innovate in its exhibits and activities programmed with the member states, permanent observer missions, and other partners. The #AMAenCasa program was implemented, which generated an increase in the dissemination and visibility of the Museum in the press and social networks in Washington, D.C. and Latin America.
Reference material relating to the work of the SHA

- Democracy (CP/CAJP-3380/16 rev. 4):
  - Promote transparent and effective public institutions and support mechanisms for citizen participation.
  - Strengthen policy dialogue through the Summits of the Americas process.

- Institutional strengthening (CP/CAAP-3426/16 rev. 1):
  - Promote a coordinated programming approach that reflects the interdependence of the pillars of the Organization.
  - Create synergies between the OAS and other institutions of the inter-American system
  - Modernize the Organization's internal and external communication strategy

Roundtable on Challenges of democratic governance in the context of COVID-19, April 27, 2020

Meeting of the High Authorities of the Joint Summit Working Group, which issued the Joint Declaration: Addressing Corruption, Integrity and Democratic Governance Risks Associated with COVID-19,” September 14, 2020
2.9.1 Department for Effective Public Management (DEPM)

**Main Achievements**

In 2020 the DEPM contributed to the implementation of the Inter-American Open Data Program (PIDA) through training for public officials on open data. It also provided assistance to Ecuador and Belize in the development of their National Open Data Policy and Open Government Action Plan, respectively. Also, the creation of the Working Group and the COVID-19 Digital Government Portal enabled the exchange of regional experiences during the pandemic.
The Public Procurement program signed cooperation agreements with international organizations to implement projects on innovation, data analytics, and sustainability with a triple impact on public procurement. Notable among other collaborations was the initiative for strengthening Sustainable Public Procurement in OECS countries. In addition, various studies on sustainable and strategic public procurement and triple impact economics were prepared and published. The Inter-American Network on Government Procurement facilitated the exchange of experiences related to the measures adopted in response to COVID-19.

The School of Governance developed virtual training offerings, such as the Course for Women Electoral Candidates, which was imparted with the CIM in Ecuador and Honduras. It also developed and imparted the Diploma Program on Leadership and Democracy in conjunction with the Kybernus Association, as well as beginning collaboration programs with academic institutions in El Salvador and Argentina. A report on the activities of the School of Governance from 2015 to 2020 was also prepared.

The Universal Civil Identity Program in the Americas organized the annual meeting of the Latin American and Caribbean Council for Civil Registration, Identity, and Vital Statistics (CLARCIEV). It also developed a product on gender identity recognition for the civil registry of Michoacán, Mexico, and served as liaison between different countries in Latin America and the Caribbean to establish dialogues on the situation and response of civil registries and national statistics agencies during COVID-19.

Results

Open and transparent digital government

- National Open Data Policy and Data Guide of Ecuador developed and approved
- Belize's first Open Government Action Plan developed
- 75 civil servants from six countries received scholarships and training in open public data for the prevention and fight against corruption within the PIDA framework
- COVID-19 Digital Government Portal developed within the framework of the Network of e-Government Leaders of Latin America and the Caribbean (GEALC Network)
- Four webinars conducted on open data and its use in corruption prevention and responses to COVID-19

Public Procurement

- Four cooperation agreements with IDB, CAF, IDRC-Canada, and REDICOP signed for the implementation of projects on innovation, data analytics, and sustainability with a triple impact on public procurement.
- Two webinars held to strengthen the capacity of OECS countries in Sustainable Public Procurement
- Ecuador joins SICA's SE-COMISCA Joint Negotiation Mechanism to address COVID-19 thanks to the support of the INGP
- 400 participants in five webinars organized by the OAS within the framework of the INGP on transparency, innovation, economic recovery, public-private partnerships, and sustainability.
- COVID-19 microsite developed on public procurement actions implemented to address pandemic
- Two publications on public procurement in Latin America and the Caribbean

School of Governance

- 100 women electoral candidates trained in Ecuador (50) and Honduras (50).
- 540 public servants trained in public management through 20 editions of courses of the Virtual Campus of the School of Governance.
• 40 full scholarships awarded to staff of permanent missions and the GS/OAS to participate in the virtual courses of the School of Governance.
• 200 young Mexicans trained in the diploma course "Democracy, leadership and freedom: Pillars for inclusive prosperity."
• 20 political leaders trained in Human Rights and Political Communication through the Senior Political Management Program.
• Five virtual dialogues on public management in coordination with Universidad Centroamericana José Simeón Cañas (El Salvador).

Universal Civil Identity Program in the Americas (PUICA)
• Online publication of a compilation of practices, innovative initiatives, and impact of COVID-19 in the civil registry and identification offices of 19 countries in Latin America and the Caribbean.
• 20 countries participating in two series of webinars on the impact, response, and challenges faced by civil registries and national statistical institutes during the pandemic.

Public Management
• Five Innovative Experiences in Public Management from three countries recognized through the Inter-American Award for Innovation in Public Management
• Three MECIGEP Rounds were held with recommendations issued: one in Paraguay on a review of social inclusion programs and policies in collaboration with the Department of Social Inclusion; and two in Mexico on gender identity.

LINKS
Open government: https://www.redgealc.org/ lineas-de-trabajo/coronavirus/;
https://www.redgealc.org/ministerial2020/;
http://portal.oas.org/LinkClick.aspx?fileticket=83BARFG8z6U%3d&tabid=1814
http://portal.oas.org/LinkClick.aspx?fileticket=u2pQICeLXUw%3d&tabid=1814
Diploma Course on Leadership and Democracy in conjunction with Kybernus Association

Inter-American Network on Government Procurement, activities and publications

Call for entries for the 2020 Inter-American Award for Innovation in Public Management
2.9.2 Summits Secretariat

Main achievements

In 2020, the Summits Secretariat supported and strengthened the Summits process, taking into account the context created by the COVID-19 pandemic. In particular, it provided assistance and advice to the Chair and member states in the implementation of the Lima Commitment “Democratic Governance against Corruption,” as well as support for the Chair in the initial phase of the preparations for the Ninth Summit. This included the transfer of the Chair from the Government of Peru to the Government of the United States in July. During the period covered by this report, coordination was also strengthened among the entities of the Joint Summit Working Group (JSWG), including the OAS, in support of national efforts to implement the Lima Commitment and, in the framework of meetings of the High Authorities of the JSWG convened by Secretary General Luis Almagro and PAHO Director Dr. Carissa Etienne, lines of intervention were identified for mitigating the impacts of COVID-19 in the countries of the region and for promoting a coordinated and multilateral response to challenges in the post-pandemic period. Likewise, in 2020, the participation of civil society and social actors in the Summit Process was strengthened through the establishment and implementation of innovative participation mechanisms in response to the COVID-19 pandemic.

Summary of achievements

Assistance and advice to the Chair and Member states in the Summits process

- Transfer ceremony of the Chair of the Summits process
- Regular SIRG through the exchange of concept papers
- Management of the Mechanism for Follow-Up and Implementation of the Lima Commitment
- 152 good state practices available on preventing and combating corruption
- Cooperation initiatives carried out between States, JSWG entities and social actors to advance implementation of the Lima Commitment:
  - 170 public officials from 22 countries in the region with trained in money laundering risk assessment; carried out with DTOC/OAS, World Bank, and FATF.
  - 75 public officials from Argentina, Costa Rica, Ecuador, Guatemala, Panama and Dominican Republic trained in open data to implement PIDA (seven weeks); carried out with the School of Governance, DEPM/OAS, and CAF.
  - Officials from entities responsible for integrity in the civil service of Argentina, Brazil, Colombia, Costa Rica, Chile, Ecuador, and Peru trained at a meeting held with OECD and MESICIC/OAS.
  - 131 officials from 25 countries in the region trained in tax crimes and money laundering; carried out with DTOC/OAS, World Bank, OECD, and CIAT.
- Three virtual open webinars (Integrity in the civil service, open data, and emerging technologies) conducted with DEPM/OAS, IDB, ECLAC, CAF, OECD, WVU.
- Four publications on civil service, gender and corruption, government procurement, and anticorruption produced with the OECD, CIM, RICG, and Espacio Público, respectively.

Coordination of the Joint Summit Working Group (JSWG)

- Four meetings of High Authorities of the JSWG on the impacts of COVID-19 in the Americas
- Joint statement of the JSWG “Addressing Corruption, Integrity, and Democratic Governance Risks Associated with COVID-19.”
- Progress in the implementation of the JSWG Plan of Action (2019–2021).
- Repository of GTCC responses to COVID-19 available.
Participation of civil society and social actors in the Summit Process

- 34 national anticorruption hubs established and developed.
- 72 hub initiatives presented that contribute to the Lima Commitment Mechanism.
- More than 300 representatives from 15 countries, 23 initiatives and five initiatives accelerated through the SAS Program "Adopting a Digital Mindset to Fight Corruption-COVID-19."
- More than 1,000 youth empowered through the “InnovAction Challenge” program developed with YABT and the Inter-American Foundation to respond to COVID-19.

Links
- [Summit Implementation Review Group (SIRG)](#)
- [Joint Summit Working Group (JSWG)](#)
- [Civil Society and Social Actors](#)
- [Follow-up and Implementation](#)
- [COVID-19 and the Summits Process](#)
2.9.3 Department of Strategic Initiatives and Public Diplomacy

Columbus Memorial Library

Summary of achievements of the Columbus Memorial Library

- As the single largest repository for the OAS and the inter-American system, the Library, despite not having access to its physical collections during teleworking, continued to meet information needs electronically, handling a total of 8,650 requests for information and processing 55 inter-library loans through its reference, documents, access to information, and records administration services. The News Alert Service electronically sent out 31,000 articles and publications of interest to more than 350 people.
- As the exclusive institutional provider of the required international standardization, the Library assigned 99 classification codes and 170 international standard book numbers (ISBN) and recorded 85 cataloging in publication (CIP) requests. In addition, 465 publications were acquired from various units of the General Secretariat.
- Processing of the Luigi R. Einaudi Collection continued; and donations of library materials were received from Argentina, Brazil, Dominican Republic, Mexico, Panama, and Peru, among others;
- As part of the digitization project, over 21,000 pages of historical OAS documents were sent to HeinOnline and transferred to electronic format.
- Together with the Knowledge Management area of the MAPP project in Colombia, work continued on the design of an action plan that identifies concrete operations and key tools for the development of an institutional taxonomy system based on the Organization's four pillars.
- As part of its objective to preserve and disseminate the institutional memory of the OAS, the Library provided remote advisory and archive services to the IACHR, country offices, different departments of the General Secretariat, and permanent missions that so requested, even while OAS buildings remained closed due to the pandemic.

Links

[www.oas.org/columbus](http://www.oas.org/columbus)
Art Museum of the Americas

Main achievements

2020 was a year of profound transformation for the Art Museum of the Americas: it went from a fully face-to-face operation to a fully virtual one.

The AMA began the year with the exhibition DIALOG: Landscape and Abstraction | Freya Grand and AMA’s Permanent Collection, which had to close early due to the pandemic, but was later transformed into a virtual exhibit.

In response to the pandemic, the AMA became a fully virtual museum with the #AMAatHome/#AMAenCasa program, which uses the social networks Facebook, Twitter, Instagram and YouTube as a metaphor for the Museum's new walls.

Results

- Under the #AMAatHome program, six virtual exhibits were held, including: Liquid City | 41 Estações, Frank Rodick | Luciano Siqueira, Wendy Nanan, Geandy Pavón, Quarantine: 40 Days and 40 Nights, The Papermakers: Works on Paper from AMA’s Collection, DIALOG: Landscape and Abstraction | Freya Grand and AMA’s Permanent Collection, and Womxn of the Collection of the Art Museum of the Americas.
- To promote the permanent collection, three campaigns were launched on social networks entitled: #AMA100, promoting the one hundred works of the museum's recent publication; #RootsOfPeace, promoting Carlos Páez Vilaró’s mural; #AMAloggia, promoting the history and physical space of the museum; and #AMAfacets promoting different aesthetic aspects of the museum's permanent collection.
- Joining forces with the Permanent Missions of Brazil, Ecuador, and Central America, the AMA developed virtual programs to commemorate the respective independence celebrations, highlighting the Museum's permanent collection.
- Four virtual roundtables were organized, each attended by between 60 and 80 people from the region. They included: Earth Day Panel: Art and Our Environment: An Essential Dialog, A Literary Tour of WENDY NANAN, Geandy Pavón | Quarantine: 40 Days and 40 Nights Panel Program, and Curator's Talk - The Papermakers: Works on Paper from AMA's Collection.
- The AMA established partnerships with: Penn University, the Orchestra of the Americas Academy, and the In Art We Trust Foundation.
- The AMA increased its social media presence with 1,578 followers on Instagram, 6,903 followers on Facebook, 1,246 followers on Twitter, and 108 followers on YouTube.

Mandates:

- Article 52 of the OAS Charter
- Created in 1976 by Permanent Council resolution CP/RES. 178 (241/76)
- Executive Order 15-01

More information can be found at the following links:

- http://museum.oas.org
- http://museum.oas.org/rental.html

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Publications on the web or social media:

Geandy Pavón: Quarantine: 40 Days and 40 Nights: http://inartwetrustmuseum.org/40days40nights/

A Literary Tour of WENDY NANAN: https://www.youtube.com/watch?v=iB1JxGL1Mo&t=22s

Homage to Guayaquil https://www.youtube.com/watch?v=-dwGuYL9PhA

The Papermakers: Works on Paper from AMA’s Collection: 
https://www.facebook.com/media/set/?vanity=AMAmuseum&set=a.4028757250471745

Press


Geandy Pavón: Quarantine: 40 Days and 40 Nights | Washington Post (print) | November 13, 2020
2.10 OFFICE OF THE STRATEGIC COUNSEL FOR ORGANIZATIONAL DEVELOPMENT AND MANAGEMENT FOR RESULTS

2.10.1 Department of Planning and Evaluation

The Department of Planning and Evaluation (DPE) provided the Permanent Council and its permanent committees with technical advice, pursuant to General Assembly mandates and requests from the Permanent Council and its political bodies. The DPE continued to support the Comprehensive Strategic Plan process, presenting the results obtained as of December 2020.
The Project Management section continued to support the formulation and follow-up of projects, as well as the activities of the Project Evaluation Committee. Independent external evaluations and the development of tools for follow-up on the recommendations from external evaluations were coordinated, and the Organization’s oversight and accountability processes were improved, as was the use of results-based management.

The following are some of the data that best express what has been achieved:

**Mandates Planning, Budgeting, and Monitoring Support Section**

- Two strategic planning performance monitoring tools developed by pillar and support areas ([http://services/stps/reports/Dashboard.aspx](http://services/stps/reports/Dashboard.aspx)) and by Secretariat ([http://services/stps/reports/Performance.aspx](http://services/stps/reports/Performance.aspx))
- Strategic Plan implementation results as of December 30, 2020; 95 percent (232 indicators) published; [http://services/stps/results/default.aspx](http://services/stps/results/default.aspx)
- 115 STPS users (GS staff) trained in the collection of inputs associated with the results of the strategic plan.

**Project Management Support Section**

- Six external evaluation reports on ten (10) projects, published and disseminated on the GS/OAS web page, "Accountability" section.
- Reports on the projects evaluated by the Project Evaluation Committee prepared.
- Statistics available and updated to 2020 on projects submitted and evaluated by the Project Evaluation Committee, by secretariat.
- Support for three internal and external audits of project and fund management.
- The Project Evaluation Commission evaluated the relevance and technical feasibility of 38 project proposals and electoral observation missions.
- Technical assistance, review, and analysis planned of 18 project documents: ([http://services/PFME/Monitoring/MonitoringAll.aspx](http://services/PFME/Monitoring/MonitoringAll.aspx))
- Six reports on the status of the execution of projects financed with funding from the Permanent Mission of the United States to the OAS and the Spanish Cooperation Agency prepared.
- Forty-two midterm or final verification reports on projects financed by the Spanish Fund for the OAS, the United States OAS Cooperation Fund, the United States OAS Democracy Fund, and other donors prepared.

- General Secretariat Program and Project Evaluation Policy updated.

- Nine independent external evaluations (formative and final) funded by external donors coordinated and supervised.

- Technical assistance provided to implement recommendations from external evaluations on approximately twenty-five (25) new projects.

- System for Monitoring Implementation of Recommendations from External Evaluations updated.

- Documents on decisions adopted by the Project Evaluation Commission in 2020 and their alignment with the published Strategic Plan.

- Database of lessons learned from programs and projects updated.

- SAF-DPE coordination on spending control for projects financed by specific funds for efficient use of resources, improved.

- Procedures and guidelines for institutional project management (project formulation, monitoring, and evaluation) developed, documented, and published.

2.10.2 Department of External and Institutional Relations (DEIR)

The Department of External and Institutional Relations (DEIR) oversaw the continuation of critical work with strategic OAS partners (permanent observers, foundations, international organizations and regional banks) during the COVID-19 pandemic. Three main lines of work underpinned these efforts throughout 2020: (i) promoting high-level political and cooperative dialogue with members of the international community to increase the visibility of the deteriorating situation in OAS member states due to the pandemic; (ii) exploring coherent partnerships aimed at leveraging and catalyzing the use of resources with permanent observers and organizations; and (iii) strengthening the efficiency, transparency and accountability of the OAS to respond to the growing demands of beneficiary and donor countries.

The DEIR worked on cooperative frameworks to facilitate more comprehensive responses to emerging needs and to ensure better cooperation among the Organization’s pillars. In-depth discussions were held on democracy, human rights, development and security programs and projects between secretariats, departments and committees on the one hand, and permanent observers, corporations, development banks, and foundations on the other. In addition, the donor roundtables enabled the presentation of new initiatives in response to COVID-19, bringing the needs of the member states and the Organization closer to the donors.

The high-level policy dialogues between the permanent observers and member states in the context of the General Assembly and the Permanent Council highlighted the importance of working on a collaborative response to the crisis under the principles of solidarity and cooperation. The permanent observers reaffirmed their commitment to the Americas and to a global response through cooperation among all regions and countries of the world.
Finally, in 2020, the DEIR sought to attract new strategic partners and work more closely with international organizations and regional banks to respond to the challenges posed by the pandemic.

1. Main outcomes

- Strengthened opportunities for cooperation between permanent observers and the OAS, resulting in financing for COVID-19-related programs and projects, and regular exchanges of information at headquarters and in the capitals of permanent observers on the Organization's COVID-19 programming.
- In order to facilitate cooperation with our strategic partners, DEIR worked to promote and secure cooperation agreements with permanent observers and donors.
- Projects in different areas of the General Secretariat gained visibility through several donor roundtables, 22 meetings between high-level representatives of foreign ministries of permanent observers and the Secretary General, and 200 bilateral meetings between permanent observers and the different departments of the Organization.
- Negotiated a contribution from the United Arab Emirates in the form of personal protective equipment for member states and coordinated a partnership with Maersk for distribution at cost to beneficiary capitals.
- The process for the development and implementation of a FAFA agreement with the European Union was initiated.
- Compiled the needs of the member states in response to the COVID-19 pandemic and, together with the Strategic Counsel, prepared the GS/OAS Integrated Response for presentation to the member states and permanent observers.
- The Organization strengthened transparency and accountability to donor and recipient countries and is working with the Office of the Inspector General to strengthen internal procedures and oversight.

2. Links

- Report to Permanent Observers 2020–2021:
- OAS web page dedicated to Permanent Observers:
- Benefits of partnering with the OAS:

3. Photographs
2.10.3 Department of Press and Communication

The Department of Press and Communication adapted its work to the new communications needs established by the General Secretariat in response to the pandemic, as well as to provide the support and back-up that member states and observers requested.

At the same time, the Department continued to pursue the lines of work set out in the General Secretariat's Communication Strategy. In that regard, it continued to promote the Organization's achievements, progress and activities.

In coordination with the Communications Situation Room created by the General Secretariat as part of the response to the COVID-19 crisis, the Press and Communications Department implemented the following products:

- Daily newsletter "Clippings COVID-19": Its opening ratio among the recipients is 25.17 percent (industry average: 18 percent -Campaign Monitor; 21.33 percent -Mailchimp).
- Weekly newsletter "The World during COVID-19": Its opening ratio among recipients is 25.66 percent (industry average: 18 percent -Campaign Monitor; 21.33 percent -Mailchimp)
- "COVID-19" portal on the web: Launched in April 2020, by the end of January 2021 it had registered more than 100 virtual forums and webinars and more than 700 academic reports, studies and analyses. Since its launch, the portal has received more than 43,000 unique visitors.
- Guide with recommendations for videoconferencing and virtual meetings

The virtual context of the OAS work on pandemics made it necessary to adapt some of the communication methods and channels used by the Organization. Those most affected were photographic and video recordings and, especially, webcast transmissions. With a minimal investment in equipment and software, the Department was able to join the efforts made by the entire Organization to smoothly transition meetings to a virtual environment. The webcasts continued to be transmitted as they were before the pandemic on five audio channels (floor and four languages). Several international organizations and foreign ministries consulted on methods used by the OAS to capture the language channels and upload them to online transmission platforms.

Other results obtained by the DPC

The exceptional nature of 2020, which included a major period of reorganization, adaptation, and restructuring of the Organization's working methods to the new context of the COVID-19 pandemic, meant that overall the year saw a decrease in activity: there were fewer events, fewer meetings, fewer agreements signed, and fewer reports, studies and results presented. This decline in activity was also reflected in the area of communications. The decline was significant compared to the exceptional level in 2019, but not drastic: like publications in leading media, the figures recovered to the highly positive levels seen in 2017 and 2018.
### OAS mentions in leading media outlets

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<tbody>
<tr>
<td>New York Times</td>
<td>20</td>
<td>37</td>
<td>41</td>
<td>32</td>
<td>60</td>
<td>19</td>
<td>-68.33%</td>
<td>-40.63%</td>
<td>-53.66%</td>
<td>-48.65%</td>
<td>-5.00%</td>
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<tr>
<td>Washington Post</td>
<td>22</td>
<td>41</td>
<td>67</td>
<td>60</td>
<td>82</td>
<td>36</td>
<td>-56.10%</td>
<td>-40.00%</td>
<td>-46.27%</td>
<td>-12.20%</td>
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<tr>
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<td>54</td>
<td>78</td>
<td>80</td>
<td>86</td>
<td>78</td>
<td>-9.30%</td>
<td>-2.50%</td>
<td>0.00%</td>
<td>44.44%</td>
<td>100.00%</td>
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<td>La Nación, Argentina</td>
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<td>186</td>
<td>300</td>
<td>258</td>
<td>-14.00%</td>
<td>38.71%</td>
<td>30.30%</td>
<td>39.46%</td>
<td>134.55%</td>
</tr>
<tr>
<td>El Universal, Mexico</td>
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<td>120</td>
<td>185</td>
<td>193</td>
<td>300</td>
<td>157</td>
<td>-47.67%</td>
<td>-18.65%</td>
<td>-15.14%</td>
<td>30.83%</td>
<td>12.14%</td>
</tr>
<tr>
<td>El País, Spain</td>
<td>99</td>
<td>170</td>
<td>180</td>
<td>192</td>
<td>295</td>
<td>199</td>
<td>-32.54%</td>
<td>3.65%</td>
<td>10.56%</td>
<td>17.06%</td>
<td>101.01%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>430</strong></td>
<td><strong>607</strong></td>
<td><strong>749</strong></td>
<td><strong>743</strong></td>
<td><strong>1123</strong></td>
<td><strong>747</strong></td>
<td><strong>-33.48%</strong></td>
<td><strong>0.54%</strong></td>
<td><strong>-0.27%</strong></td>
<td><strong>23.06%</strong></td>
<td><strong>73.72%</strong></td>
</tr>
</tbody>
</table>

- Impact on social networks
  - More than 126,000 new followers were registered on @OAS_Official. Growth was slower than in 2019 when more than 223,000 were recorded.
• More than 88,000 "likes" recorded on @OAS_Official, down from 251,000 in 2019.
• 2.73 million impressions were recorded on @OAS_Official, slightly more than half of the 5 million recorded in 2019.

Impact of the website
• It received 3.8 million unique visitors, down 14.23 percent from the 4.5 million in 2019.
• More than 12.8 million page views were recorded, down 13.96 percent from the 14.9 million in 2019.

Output in videos
• 96 video news items were produced in both languages, 18 percent less than in the previous year.
• There were 139 webcasts of OAS events, down 24 percent from the previous year.
• 192 short videos were produced and broadcast, 50 percent less than the previous year

Corporate communication output
• 188 speeches/talking points of the General Secretariat officers produced.
• 14 communication plans were prepared and implemented for OAS events and programs.
• Materials were prepared for 18 interviews of senior officials of the Organization.

Photographic output
• 220 photo galleries were produced on OAS events and programs, 45 percent less than the previous year.

Links
Website: http://www.oas.org/en/default.asp
Twitter: https://twitter.com/oas_official
Facebook: https://www.facebook.com/OEAoficial/
Flickr: https://www.flickr.com/photos/oasoeya/
Vimeo: https://vimeo.com/channels/oasvideonews
YouTube: https://www.youtube.com/user/OASVideos
Speeches: https://www.oas.org/en/media_center/speeches.asp

2.10.4 Organizational Development Section

The Organizational Development Section (OD) focused its actions on supporting the efforts of the General Secretariat to meet the challenges posed by the COVID-19 pandemic, seeking to ensure the well-being of personnel and their families while continuing to respond to the needs of member states. It also made progress in implementing the components of the Organizational Development Program, which supports the transformation and institutional strengthening process in the General Secretariat.

With those objectives in mind, in 2020, the OD helped with the design and implementation of two surveys on COVID-19 to identify the challenges faced by General Secretariat personnel during that period, in order to inform actions for fulfillment of the tasks assigned to the Situation Room on Protection of the Personnel. This information supported the formulation of policies, guidelines, and protocols for effective remote work as well as for a phased and safe return to work in GS buildings. The OD also worked closely with the Office of the Ombudsperson and the Department of Human Resources to provide as much support as possible to all OAS staff, including training to enhance leadership skills. In addition, it promoted the strengthening of a Knowledge Management Network with the participation of the IDB, the World Bank, the International Finance Corporation (IFC), PAHO, and the International Monetary Fund (IMF), coordinating two exchanges of experiences and lessons learned in the context of the COVID-19 pandemic.
In the interests of enhancing the Organization’s flexibility and adaptability, as well as its preparedness for present and future challenges, the OD developed four forward-looking proposals for institutional strengthening in the areas of knowledge management, performance management, leadership, and teamwork competencies, as well as a roadmap for the construction and implementation of a matrix/helix management pilot. These efforts are aimed at improving the GS/OAS’s capacity to offer innovative solutions and better products and services for member states.

Prominent among the outcomes are:

- Participation and technical support to the Situation Room on Protection of the Personnel. Documents prepared for the Situation Room’s consideration and approval:
  - Guidelines for the proper functioning of teleworking during the COVID-19 pandemic, developed with the support of DHR
  - Draft Gradual Return Plan for the GS/OAS, in coordination with DHR;
  - Protocols for a safe return to buildings and measures to ensure the wellbeing of personnel;
  - Personnel announcements;
  - “Effective virtual meetings” protocol for Situation Rooms.
- Manual to assist personnel with a supervisory role in the application of teleworking guidelines during the COVID-19 pandemic developed. The manual includes protocols to improve interpersonal communication; alignment of individual objectives to departmental, secretariat, and organizational priorities; and continuous feedback to ensure expected outcomes.
- Awareness campaign on the "Manual to assist personnel with a supervisory role in the application of teleworking guidelines during the COVID-19 pandemic" jointly developed and implemented within the GS with the Department of Press and Communication.
- Proposed reform of the performance evaluation system to transition towards a performance management system, prepared and submitted to the DHR for consideration.
- Roadmap for the construction and implementation of a matrix/helix management pilot developed.
- Proposal for the institutionalization of Knowledge Management in the GS/OAS developed.
- Two exchanges of experiences and lessons learned with the Knowledge Management network (IMF, WB, IFC, IDB, PAHO) on the following topics:
  - "Lessons learned and experiences in knowledge management during COVID-19"
  - "Digital transformation and how it impacts organizations"
- Strengthening of managerial competencies:
  - Module 1 of the online course on Management with an Emphasis on Leadership developed and implemented jointly with the DHR. The course is aimed at closing management skills gaps, particularly necessary in teleworking circumstances (500 people enrolled in the course).
- Module 2 of the interactive e-learning course on Management with an Emphasis on Leadership, focused on strengthening team capabilities, prepared jointly with a consultant and the DHR for implementation in 2021.
3. AUTONOMOUS ENTITIES AND ORGANIZATIONS

3.1 SECRETARIAT OF THE INTER-AMERICAN COURT OF HUMAN RIGHTS

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

In 2020, its composition was as follows: Elizabeth Odio Benito (Costa Rica), President; Patricio Pazmiño Freire (Ecuador), Vice President; Eduardo Vio Grossi, (Chile); Humberto Antonio Sierra Porto (Colombia); Eduardo Ferrer Mac-Gregor Poisot (Mexico); Eugenio Raúl Zaffaroni (Argentina); and Ricardo Pérez Manrique (Uruguay). The judges are assisted in their functions by the Court Secretariat. The Secretary to the Court is Pablo Saavedra Alessandri (Chile) and the Assistant Secretary is Romina I. Sijniensky (Argentina).

Judge Elizabeth Odio Benito was elected on November 22, 2019, as President, and Judge Patricio Pazmiño Freire as Vice President. Their term commenced on January 1, 2020, and will run until December 31, 2021. In accordance with the Court’s Rules of Procedure and Statute, Secretary Pablo Saavedra Alessandri appointed Ms. Romina I. Sijniensky as the new Assistant Secretary; she began her term of office on February 17.

Principal activities and achievements in 2020

Despite the COVID-19 pandemic, the Court adapted to teleworking and continued its work virtually, which prevented any impact on its adjudicatory output. In 2020, the Court held six regular sessions. The Court held ten public hearings on contentious cases,\(^1\) two hearings on provisional measures,\(^2\) four hearings on advisory opinions,\(^3\) and nine private hearings to monitor compliance with its judgments.\(^4\)

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1. Case of Guzmán Albarracín et al. v. Ecuador; Case of Urrutia Laubreux v. Chile; Case of the Employees of the Fireworks Factory of Santo Antônio de Jesus and their families v. Brazil; Case of Roche Azaña et al. v. Nicaragua; Case of Spolitore v. Argentina; Case of Petro Urrego v. Colombia; Case of Acosta Martínez et al. v. Colombia. Argentina; Case of Fernández Prieto et al. v. Argentina. Argentina; Case of Hernández et al. v. Honduras, and Case of Guachalá Chimbó et al. v. Ecuador.

2. On March 13, the Court held a hearing on provisional measures in the matter of Members of the Miskitu Indigenous Peoples of the North Caribbean Coast regarding Nicaragua, and on July 9, 2020, a hearing on urgent measures ordered in the case of Vélez Loor v. Panama.

3. Hearing on Request for an Advisory Opinion on the Human Rights Obligations of a State that has Denounced the American Convention on Human Rights, presented by Colombia; Hearing on the Request for an Advisory Opinion on the Scope of State Obligations under the Inter-American System with Regard to the Guarantee of Trade Union Freedom, Its Relationship to Other Rights, and Its Application from a Gender Perspective, presented by the Inter-American Commission on Human Rights; Request for an Advisory Opinion on the Scope of State Obligations under the Inter-American System with Regard to the Guarantee of Trade Union Freedom, Its Relationship to Other Rights, and Its Application from a Gender Perspective, presented by the Inter-American Commission on Human Rights; Request for an Advisory Opinion on the Scope of State Obligations under the Inter-American System with Regard to the Guarantee of Trade Union Freedom, Its Relationship to Other Rights, and Its Application from a Gender Perspective, presented by the Inter-American Commission on Human Rights, and a Public Hearing on the Request for Advisory Opinion regarding the Figure of Indefinite Presidential Re-election in the Context of the Inter-American System of Human Rights, presented by the State of Colombia.

4. Joint Cases of Fernández Ortega and Rosendo Cantú v. Mexico; Joint Cases of Acevedo Jaramillo et al. and Acevedo Buendía et al. ("Discharged and Retired Employees of the Office of the Comptroller") v. Peru; Case of the Dismissed
During the year, the Court issued 21 judgments: 19 decisions on preliminary objections and/or merits, reparations, and costs in contentious cases, and 4 interpretations of judgments. It also issued an Advisory Opinion. The Court issued 38 orders on compliance with its judgments, 14 decisions on provisional measures and six rulings on provisional measures and compliance with its judgments. The Court currently has 24 provisional measures in effect under its supervision. Finally, 22 new contentious cases were submitted to the Court. In addition, three requests for Advisory Opinions are currently pending.

Congressional Employees (Aguado-Alfaro et al.) v. Peru; Santa Barbara Campesino Community v. Peru; Case of V.R.P., V.P.C. et al. v. Nicaragua; Case of Almonacid Arellano et al. v. Chile; Case of Mendoza et al. v. Argentina; Case of Bayarri v. Argentina, and Case of De la Cruz Flores v. Peru.


7 Case of Moya Solís v. Peru; Case of Former Employees of the Judiciary v. Guatemala; Case of the Maya Kaqchikel de Sumpango Indigenous Peoples et al. v. Guatemala; Case of Willer and family v. Haiti; Case of Maidanik et al. v. Uruguay; Case of Cortez Espinoza v. Ecuador; Case of Casierra Quiñonez et al. v. Ecuador; Case of Members of José Alvear Restrepo Lawyers’ Collective (CCAJAR) v. Colombia; Case of Benites Cabrera et al. v. Peru; Case of Angulo Lozada v. Bolivia; Case of Moya Chacón et al. v. Costa Rica; Case of the Mayan Q’eqchi’ Indigenous Community of Agua Caliente v. Guatemala; Case of Movilla Galarcio v. Colombia; Case of Baraona Bray v. Chile; Case of the Garifuna Community of San Juan and its Members v. Honduras; Case of Deras García et al. v. Honduras; Case of the Tagaeri and Taronemenan Indigenous Peoples v. Ecuador; Case of the U’wa Indigenous People v. Colombia; Case of Mina Cuero v. Ecuador; Case of Aroca Palma et al. v. Ecuador; Case of Hendrix v. Guatemala, and Case of Sales Pimenta v. Brazil.

8 One request presented by Colombia on October 21, 2019, and two submitted by the Inter-American Commission on July 31 and November 25, 2019.
April 9, 2020, the Court issued Statement 1/20: “COVID-19 AND HUMAN RIGHTS: THE PROBLEMS AND CHALLENGES MUST BE ADDRESSED FROM A HUMAN RIGHTS PERSPECTIVE AND WITH RESPECT FOR INTERNATIONAL OBLIGATIONS.”

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

The Court maintains excellent relationships with regional courts for dialogue concerning protection of international human rights. On the initiative of the Inter-American Court, the first Virtual Dialogue between the three regional human rights courts was held on July 13, 2020. The Inter-American Court of Human Rights, the European Court of Human Rights, and the African Court on Human and Peoples’ Rights discussed the challenges of the pandemic in the three regions. The publication of the first 2019 Joint Jurisprudence Report: the three regional human rights courts also took place during 2020. These activities are framed by the Declarations of San José (2018) and Kampala (2019).

The Court also interacts on an ongoing basis with the Inter-American Commission in the context of their respective spheres of competence and mandates. Further, in cooperation with the Inter-American Commission of Women (CIM/OAS) and the Mechanism to Follow Up on Implementation of the Convention of Belém do Pará (MESECVI), on May 29, 2020, the Court organized the High-Level Meeting on Violence against Women and Girls and the COVID-19 Pandemic.

The Court also maintains fluid relations with the United Nations. The Court and the Human Rights Committee held a virtual meeting on October 26, 2020, where they discussed the impact of COVID-19, as well as various substantive and procedural aspects from a comparative perspective in their respective spheres of human rights protection. On August 7, a virtual meeting was held with the Petitions and Urgent Actions Section of the United Nations High Commissioner to discuss the most relevant case-law developments of the year, as well as substantive and procedural aspects of both bodies.

Likewise, faithful to its spirit of dialogue with all actors, the Court engaged in meetings and communication with the high national courts of the region, the International Committee of the Red Cross, and civil society organizations.

In terms of academic participation and dissemination of its case law, the Court organized an important Inter-American Lecture Series on "The present and future challenges and impacts of COVID-19 for human rights and the rule of law," which covered six different thematic areas with the most prominent actors in the field. It also organized the first edition of the "Diploma Course in Human Rights for Journalists" for 40 journalists from different parts of Latin America and the Caribbean, who were selected from more than 1,300 applicants.

In addition, the Court has an ambitious human rights training and education program for judicial operators, which are not one-off activities but rather of genuine training processes of medium duration. In 2020, the Court conducted 14 training activities at national judicial institutions in Mexico, Guatemala, Honduras, El Salvador, Costa Rica, and Ecuador.

In 2020, the Court participated in more than 50 training and dissemination activities on international human rights law. Likewise, in 2020 the Inter-American Court signed 14 cooperation agreements with different domestic courts, professional associations, ombudspersons, and universities. These agreements
are especially important for strategic coordination of work done at the domestic and inter-American level to guarantee more extensive and comprehensive protection of human rights in the Americas.

3.2 EXECUTIVE SECRETARIAT OF THE INTER-AMERICAN COMMISSION ON HUMAN RIGHTS (IACHR)

In 2020, the IACHR demonstrated its resilience and rapid adaptability to meet the demands of the crisis caused by the COVID-19 pandemic. It achieved unprecedented results in terms of reducing the procedural backlog in its system of individual petitions, cases and precautionary measures. It strengthened its human rights monitoring and positioned itself in a timely manner through 143 press releases and publications on social media. It also advanced its production and enrichment of inter-American standards through the adoption of five thematic reports and one country report. It set up a Rapid and Integrated Response Coordination Unit (SACROI) to respond to the crisis caused by the COVID-19 pandemic, within the framework of which it published two resolutions with recommendations, as well as two practical guides; it also held more than 30 virtual seminars and organized regular spaces for dialogue with States and civil society in the region. It also installed an Interdisciplinary Group of Independent Experts (GIEI) to assist in the investigation of the acts of violence and human rights violations that occurred in Bolivia between September 1 and December 31, 2019, as well as reactivating the GIEI for the Ayotzinapa case in Mexico. In addition, it strengthened follow-up on its recommendations by launching the Inter-American SIMORE and consolidating its special mechanisms. Likewise, it maintained its public presence and relevance in the region with two historic on-site visits to Chile and the Colombian-Venezuelan border, the holding of the 175th session in Haiti and three virtual sessions, as well as two working visits: one to Peru and the other to Mexico (for the first time in virtual format). It consolidated its activities in the areas of promotion and training, as well as in technical cooperation. It strengthened its presence before the political bodies of the OAS, as well as its linkage with other regional systems and with the universal system, and it continued to expand channels for civil society participation. Finally, it continued to increase its efforts in the areas of transparency, accountability, and access to information.

Reducing procedural backlog
- 290 reports on admissibility and 67 reports on merits adopted
- 10 new friendly settlement agreements signed, and 25 agreements approved
- 1,170 requests for precautionary measures evaluated, 49 granted and 9 extended

Integrated monitoring and timely response to human rights crises
- 5 thematic reports and 1 country report adopted
- 2 on-site visits and 2 working visits conducted
- 4 Rapid and Integrated Response Coordination Units set up, one specifically to address the COVID-19 pandemic crisis
- GIEI installed in Bolivia and GIEI reactivated in Mexico (Ayotzinapa case)

Follow-up on recommendations
- Inter-American SIMORE launched and operational, with 4,700 recommendations included
- Special Mechanisms for Follow-up on Recommendations for Nicaragua, Venezuela, Mexico, and Honduras in operation

Institutional development
- 4 sessions held: one in Haiti and three virtually
- Periodic internal meetings of the IACHR held virtually
• 65 public hearings held, with the participation of States and civil society
• 313 press releases issued

Technical cooperation
• 5 new interinstitutional cooperation agreements signed
• 8 presentations made to OAS political bodies

Promotion and training
• 13 campaigns held for the dissemination of standards
• More than 15,000 participants in webinars

Links

For more information, visit: https://www.oas.org/en/iachr/

Colombian-Venezuelan Border Visit
3.3 SECRETARIAT OF THE ADMINISTRATIVE TRIBUNAL

The Administrative Tribunal of the OAS is an autonomous body established by the General Assembly via resolution AG/RES. 35 of 1971, for the purpose of examining disputes arising between the General Secretariat and its staff for alleged violation of the contractual conditions of the latter or because of infringement of the General Standards to Govern the Operations of the General Secretariat of the OAS and other applicable provisions. In 2020, the Administrative Tribunal comprised the following judges: Michel Bastarache (Canada), President; Wilson Vallejo (Ecuador), Vice President; Magali Rojas (Peru), T. Michael Peay (United States), Israel Campero (Bolivia), and Pablo Saldonato de León (Uruguay).

In 2020 the Administrative Tribunal ruled on Complaint 307 "Paola Cardenas v. Secretary General," presented on May 15, 2020, concerning the classification of the post occupied by the complainant. On August 17, 2020, the Tribunal adopted Decision 397, declaring the complaint inadmissible by virtue of its relationship to Judgment 166 by which the Tribunal had previously decided Complaint 305 filed by the same complainant in 2018, and because the investigation requested by the latter in relation to the functions inherent to her position was not a legal remedy that the Tribunal could grant under Article VII.4 of its Statute.

The Administrative Tribunal also participated, together with the Office of the Inspector General and the Office of the Ombudsperson, in preparing a proposal of options for establishing a separate and independent budget for the OAS oversight mechanisms to be considered by the Committee on Administrative and Budgetary Affairs (CAAP) of the Permanent Council through its Working Group on the Technical Review of the Program-Budget. On October 20, 2020, the OAS General Assembly, in its resolution on the Program-Budget of the Organization for 2021, decided to continue its analysis of the topic that year through the CAAP, with the support of the General Secretariat.

The Administrative Tribunal attended two meetings of the CAAP: the first on April 30 to present, through its Vice President, Judge Wilson Vallejo, its annual report for 2019; the second on May 21 to present,
through its President, Judge Michel Bastarache, the options so far advanced by the supervisory bodies for the establishment of a separate, independent budget.

The Administrative Tribunal also promoted various activities for strengthening its cooperation relations, including the exchange of information between international administrative tribunals and internal areas, the contribution to the first newsletter on international administrative tribunals, and its participation in events such as the roundtable "International Court Administration in Pandemic Times" organized by the American Society of International Law (ASIL) on September 29, and the virtual seminar "International Administrative Tribunals, a Comprehensive View" organized by the Law Schools of the Universidad de las Américas, Ecuador, and Universidad Nacional de la Plata, Argentina, together with the journal Revista Derechos en Acción (Redea), on October 22, among others.

In 2020, work also continued on the development of the platform that will host the Court's new decision search engine. A study was also initiated to identify gaps or needs for updating its Rules of Procedure, as was another to identify options for extending the jurisdiction of the Tribunal to other entities of the inter-American system or to make it regional in scope.

3.4 INTER-AMERICAN CHILDREN’S INSTITUTE

In 2020, implementation began of the new 2019-2023 Plan. The Plan was made more flexible to address emerging situations in the context of the pandemic.

- Responses to threats and rights violations associated with the pandemic
  - Development of protocols for risk management in residential institutions
  - Regional roundtables on safe use of the Internet, composed of: Argentina, Brazil, Costa Rica, Ecuador, Mexico, Nicaragua, Panama, Paraguay, and Peru
  - Cycle of Regional Workshops: "Education and rights in the wake of the pandemic"
- Webinars:
  - Violence and Mental Health. Caribbean States
  - Inter-American Dialogues: Protection systems in the COVID-19 Pandemic
  - Promotion, Protection, and Exercise of Human Rights of Children and Adolescents in the context of human mobility
- 36 videos on COVID-19 in coordination with the IACHR
- Technical assistance:
  - Ecuador - Educando en Familia Program. Ministry of Education
  - Central American and Caribbean States: Violence and pandemic
  - Positioning of the IIN as a pacesetter on policies on children and adolescents in the region:
    - CND.
    - OSRSGVAC.
    - AT - Comisión Niñ@Sur.
    - MMI-LAC Secretariat
- Study: Building Protection Systems in the Americas
- June 9 "Americas Children and Youth Day"; participation of children and adolescents in the Permanent Council
• Inter-American Training Program:
  • 979 participants in total, including regular and special courses
  • Paraguay: 125 staff members of public institutions trained
  • Semi-face-to-face course on violence: Chile, Ecuador, Honduras, and Paraguay
  • Semi-face-to-face course on Sexual exploitation of children and adolescents: Bolivia, Chile, Ecuador, Paraguay, Panama, and Uruguay.
  • Protection of the rights of children and adolescents with parents deprived of their liberty: Argentina, Chile, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Paraguay.

• AISOS Agreement and implementation of the Regional Observatory on the Right to Live as a Family: http://observatorioderechoavivirenfamilia.org/

• Sexual exploitation of children and adolescents:
  • Regional Action Group of the Americas
  • Concept note: Impact of the "COVID-19 context" on sexual exploitation of children and adolescents
  • Technical assistance to Panama (COPREDES)

• Participation of children and adolescents:
  • AT: Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Ecuador; Honduras, Mexico, Panama; Paraguay; Peru, and Uruguay.
  • 342 children and adolescents involved in activities.
  • Follow-up Commission for the Third Pan-American Child Forum.

• Juvenile Criminal Justice
  • AT: Argentina, El Salvador, Uruguay.

• Consolidation of work with migrant children
  • Guide on the role of the protection systems for migrant children and adolescents
  • Roundtables with the Technical Liaison Network on Migration
  • Document: Migraciones y primera infancia

• Strong presence of the IIN in social networks.

Links
- IIN-OAS website: http://www.iin.oea.org/
- IINfancia Newsletters: http://www.iin.oea.org/boletines.html
- Inter-American Program of Cooperation to Prevent and Remedy Cases of International Abduction of Children by One of Their Parents: http://sinna.org/
- Inter-American Program of Cooperation to Prevent and Remedy Cases of International Abduction of Children by One of Their Parents: http://sinna.org/
- Our Voice in Colors — space for promoting the participation of children and adolescents http://www.nuestravozacoloresiinoea.org
In 2020, the Inter-American Commission of Women (CIM) played a strategic role in the region by placing the needs and agenda of women at the heart of the debate in the context of COVID-19. From the outset of the pandemic, the CIM made it clear that COVID-19 had a differentiated, disproportionate impact on women, that pre-existing inequalities in all spheres had deepened, that women continued to be underrepresented in decision-making spaces, and that without affirmative action there was a real risk of reversals in the progress achieved in recent decades. All this, through technical assistance, preparation of content and recommendations, building alliances and cooperation mechanisms with different allies, and a powerful communication campaign.

In this regard, the CIM has published a series of reports on the impacts of COVID-19 on women's lives with emphasis on political participation, the right to live free from violence and discrimination, economic empowerment, poverty, the global care emergency, health, work, and education.

The strategic sense of this work sought to draw attention to the needs of women in the context of the pandemic; to place the arguments that would allow the positioning a public response with a gender perspective; to promote affirmative action consistent with the strategy; to warn of the risks of deepening and worsening discrimination and violence against women; and to report on the greatest risk of reversals in women's rights in history.

In 2020, the CIM succeeded in positioning itself as a key strategic space that raises women's voices to the top of the international agenda. Within the framework of its main lines of work:

a. **Women's political rights for strengthening democracy**
   - Conceptual and political positioning of parity as a measure of justice that incorporates three dimensions: (i) equal participation for women and men (50/50) in decision-making positions in the public and private sectors, from the international to the local level; (ii) exercise of power in conditions of equality, i.e., free of gender- and/or sex-based discrimination and violence; and (iii) incorporation of the women's rights and gender equality agenda.
   - Training of 100 officially registered women electoral candidates in two editions of the Course for Women Candidates of the CIM and the OAS School of Governance, in Ecuador and Honduras;
   - Establishment of the CIM Network of Women Politicians on Facebook to bring together graduates of the Course for Women Candidates (a private group with 151 women registered);
   - Organization of the Webinar "Electoral Guarantees in Times of COVID-19" with more than 20,000 followers;
   - Organization of the workshop "The role of electoral bodies in achieving parity democracy: Debates and trends from a regional perspective" co-organized with the Electoral Institute of the State of Colima and the UIM in the framework of the V Ibero-American Summit of Local Gender Agendas;
   - Publication of the document "Violencia contra las mujeres en política en América Latina: Mapeo legislativo y proyectos parlamentarios" [Violence against women in politics in Latin America: Legislative mapping and parliamentary projects] in collaboration with UN Women and the Latin American Parliament – PARLATINO;
   - Launch of the campaign to disseminate the Model Protocol for Political Parties: Preventing, Addressing, Punishing and Eradicating Violence against Women in Political Life, in collaboration with UN Women;
   - Within the framework of the Inter-American Task Force on Women's Leadership, the campaign #LiderazgodeMujerescontraCOVID19 was launched, which includes an interagency statement, high-level virtual discussions and 13 episodes of a podcast, a social media messaging campaign and a publication highlighting 25 stories of women who are leading the response to COVID-19.

b. **Women's economic rights for integral development**
   - Organization of an event on women's economic rights in terms of removing legal and regulatory barriers to women's participation in productive life and formulating concrete public policies, with a particular emphasis on the role of the private sector;
   - Organization of a series of virtual dialogues with experts from sectors affected by COVID-19: care, domestic work, informal economy, tourism, private sector/SMEs, technology, and rural sector, with a view to formulating concrete recommendations;
   - Organization of a series of technical seminars to make visible the impacts of COVID-19 on the economic empowerment of women in the Caribbean and to formulate recommendations and concrete actions for women's participation and leadership in the reactivation process.
   - Release of two documents on the global care emergency with more than 5,000 reproductions.

c. **Institutionalizing the gender-equality and human-rights perspective in the work of the OAS**
   - Consultation and analysis sessions on the main challenges, progress and needs of the National Mechanisms for the Advancement of Women (MAM) in their guiding role in national gender policy. Identification of best practices and analysis and review of the support program from the CIM;
• Training of more than 75 people during the 22nd, 23rd, and 24th editions of the online course "A Rights and Gender Equality Perspective in Policies, Programs, and Projects."

• Training of more than 60 people during the 8th, 9th, and 10th editions of the virtual course "Strategic Planning with a Gender Perspective."

• Training of 16 persons during the 10th edition of the Diploma Course in Communication, Gender, and Human Rights;

• Expansion of the massive open online course (MOOC) on “Gender, Diversity, and Human Rights at the OAS” for its implementation for staff of the Mission to Support the Peace Process in Colombia (MAPP/OAS), and development of the English version.

d. Mechanism to Follow Up on Implementation of the Convention of Belém do Pará (MESECVI)

• Conclusion of the Third Multilateral Evaluation Round, based on the “System of Progress Indicators for Measuring the Implementation of the Belém do Pará Convention,”\(^\text{10}\) with the approval of the Third Follow-Up Report and 19 national reports.

• Holding of the VIII Conference of States Parties of the MESECVI (virtual), including the election of new officers;

• Holding of the XVII Meeting of the Committee of Experts of the MESECVI (virtual), initiating the Fourth Multilateral Evaluation Round with a focus on access to justice for women victims and survivors of violence and their families;

• Organization of 15 webinars on violence against women and girls, with more than 2,100 participants from different sectors;


• Presentation of: Amicus curiae brief to the CEDAW Committee in the case of A.R.B.M v. Spain, Communication No. 120/2017; Amicus curiae brief to the Inter-American Court of Human Rights in the case of Guzmán Albarracín et al. v. Ecuador; and Advisory Opinion: Women's participation in the trade union sphere from a human rights and gender perspective.

3.6 SECRETARIAT OF THE INTER-AMERICAN TELECOMMUNICATION COMMISSION (CITEL)

2020 has been a challenging year worldwide due to the pandemic. Telecommunications/ICTs have been key and a strategic tool in supporting the day-to-day activities that, within this "new normal," seek to sustain the continuity of the socioeconomic and productive system in all sectors. CITEL has been vital in supporting agreements on digital inclusion, telecommunications infrastructure development, radio spectrum utilization, and the creation of an enabling environment for ICT investment in the Americas during this situation, highlighting the establishment of recommendations on "Important Issues to Be Considered when Making Regulatory Telecommunication Policies During and Following the COVID-19 Pandemic."

Public-private cooperation and collaboration through the 2030 ICT Alliance for the Americas and the Rural Women's Alliance continues to drive regional efforts to contribute to and expand the use of
technologies to reduce the digital divide, promoting the inclusion and take-up of telecommunications/ICTs in the Americas while recognizing new challenges. Continuing its efforts to connect the unconnected, CITEL prepared a compilation of practices for improving coverage and universalizing telecommunications/ICT services through "Initiatives to expand telecommunications/ICTs in rural and unserved and underserved areas," which will help member states to develop their projects in this sector.

At CITEL, we continued to join forces through capacity building by awarding 2,666 telecommunications/ICT courses/scholarships that benefited students/participants from 31 member states, strengthening strategic partnerships and establishing agreements that allow us to continue working towards the full integration of the member states into the global information society and the digital economy, in order to close the gaps that still divide us under principles of universality, equity, and affordability.

RESULTS OBTAINED THROUGH PARTNERSHIPS

- The CITEL-SEDI-ProFuturo Program in the Caribbean provided 36 primary schools in The Bahamas and Saint Lucia with technological equipment, laptops, tablets, projectors and routers, as well as digital academic content on innovation and the integration of ICTs in education. The Program has equipped 92 schools in the five participating countries. In addition, in response to the COVID-19 pandemic, the teacher training component of the Program was expanded to all OAS member states, allowing more than 11,700 teachers from 26 countries to access 40 online courses to deliver quality virtual education. More than 3,530 teachers in the region have completed at least 1 hour of training. In addition, the "Conecta Empleo" program was launched, attracting more than 498,000 participants in 9 countries, who have benefited from face-to-face and online training on topics such as social entrepreneurship, programming, technical skills, and so-called soft skills.

- Telefónica helped with various initiatives in Latin America by providing free access to educational platforms and content through ProFuturo, as well as promoting training for educators and access to Zero Rating, educational content pages, and other solutions for students. The 10th edition of the "ConectaRSE para crecer" awards were held, with more than 5,000 rural entrepreneurs trained and 1,100 potential ventures identified in the areas of education, health, environment, and women's entrepreneurship, among other areas.

- MILICOM, through "Conectate Segur@," has reached more than 340,000 beneficiaries through the training for children, adolescents, teachers, parents and mentors, as well as more than 1,400 connected educational institutions.

- VIASAT has deployed more than 2,500 community WiFi sites in Mexico, with an estimated coverage of 1.8 million people, while in Brazil it has connected more than 12,000 schools reaching approximately 3 million students.
• **ISOC** has deployed 15 community networks, in addition to its efforts in Mexico, Colombia, Argentina, and Brazil, where policies have been adopted to promote Internet access through community-based networks, innovative licensing processes, and spectrum access.

• **FACEBOOK**, through *Internet para Todos*, 1.5 million users in rural areas of Peru receive services through its wholesale network. Also, the Express Wi-Fi program has already deployed 3,700 access points in rural areas of Brazil, Colombia, Mexico, and Peru.

• **AT&T**, through ESCUELA + Academy, annually provides face-to-face training for between 15,000 and 20,000 teachers from rural and vulnerable schools, as well as supporting over 60,000 teachers online.

• **CITIC** provides digital training, awarding 1,037 scholarships through webinars. Also, the CITIC-Oracle Academy program offers free training for 500 teachers and 10,000 students from 20 higher-education institutions and 50 primary and secondary education institutions, including the creation of local content.

**LINKS**

- [https://twitter.com/OEACITEL/status/1336726679079825408](https://twitter.com/OEACITEL/status/1336726679079825408)
- [https://twitter.com/minmujerpy/status/1311351721231351809](https://twitter.com/minmujerpy/status/1311351721231351809)
- [https://twitter.com/OEACITEL/status/1296485355877814276](https://twitter.com/OEACITEL/status/1296485355877814276)
- [https://www.youtube.com/watch?v=7UFtuJrpRRC](https://www.youtube.com/watch?v=7UFtuJrpRRC)

### 3.7 OFFICE OF THE INSPECTOR GENERAL

The main activities of the OIG in 2020 were:

• **Audits**
  The following audits were conducted in 2020:

  Personnel transfers, competitions, and reclassifications (complete review of 2019 and first half of 2020); Audit of the GS/OAS Medical Benefits Fund; Operations audit of five national offices; Audit of the implementation of the ERP/OASCORE project; Disbursements to the Mission to Support the Peace Process in Colombia (MAPP); Disbursements to the Program for Comprehensive Action against Antipersonnel Mines (AICMA); and Disbursements and hiring of IACHR personnel.

• **Recommendations**
  Quarterly monitoring and reporting to the CAAP of the recommendations to the General Secretariat arising from the OIG’s audits continued.
Over the course of the year, the General Secretariat took appropriate steps to fulfill 20 of the open recommendations. As of December 31, 2020, there were 17 recommendations remaining to be implemented, five of which depended on the completion of the new Information System (OAS/CORE Project) for their proper implementation.

• **Investigations**
  The OIG processed 13 matters for investigation and completed six investigations in the course of the year. Of those, three concerned allegations of workplace harassment, while 10 had to do with alleged misconduct unrelated to workplace harassment (improper hiring, violation of privacy, and misconduct, among others).

• **ERP/OASCORE Project**
  In accordance with resolution CP/doc.5576/19 of the Permanent Council, the OIG retained the services of an external firm (Baker-Tilly) to audit the implementation of the OAS/CORE technology project. The completed audit and its presentation were distributed to the GS and the CAAP in April 2020. Seven recommendations were issued for this project.

### 3.8 Office of the Ombudsperson

The Office of the Ombudsperson (OMB) was created in 2015 by the Permanent Council as one of the Organization’s oversight and monitoring bodies and is the only dispute settlement mechanism outside the formal channels of the OAS. The OMB follows the mandate, principles and standards of practice, is independent and autonomous in its structure and operations, and collaborates with the different stakeholders in the Organization to prevent, resolve, manage, or mitigate workplace situations and potential organizational risks.

During 2020, despite the challenges caused by COVID-19, the OMB adapted its way of working to continue supporting OAS human capital with its individual, team, and organizational needs, according to specific circumstances and priorities.

**Achievements of the Ombudsperson’s Office in 2020**

- The OMB provided services to 160 users, who identified 875 situations, problems or concerns related to the work environment and were able to count on the support of OMB during the most difficult days and months of the pandemic.
- The number of users increased by **21.2 percent** in 2020 compared to 2019.
- Follow-up on three of the systemic cases identified during 2019, one of which was resolved. The second is still in the follow-up and periodic dialogue phase with the area concerned and the Office of the Secretary General, and the third is in the active phase. Systemic problems are situations that affect several people in terms of their work environment or the Organization based on one or more common elements. Due to their repercussions, they are handled as a priority.
- Outreach to more than **70 percent** of human capital at headquarters, special missions, and country offices through virtual presentations and assessment of impact and priority needs of teams.
- Presentation of the first Annual Report on Workplace Harassment Cases, in conjunction with the Office of the Inspector General (OIG).
- Presentations to member states.
- Preparation and joint presentation with the Administrative Tribunal (TRIBAD) and the OIG of an independent budget proposal.
• Strengthening relations with country office staff via virtual platforms.
• Strengthening of the OMB and representation of the OAS on local and international ombuds networks, including IOA, ABA and UNARIO.
• OMB support, participation and assistance in the Situation Room on Protection of the Personnel during the pandemic.
• Recommendations to different areas and the OSG regarding pandemic challenges and active or follow-up cases.

Links

https://www.oas.org/en/ombuds/
https://www.oas.org/en/ombuds/resources.asp
https://www.oas.org/en/ombuds/work.asp
https://www.oas.org/en/ombuds/when.asp
https://www.oas.org/en/ombuds/contact.asp

3.9 BOARD OF EXTERNAL AUDITORS

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

The Board held its annual meeting virtually to prepare its report on the external audit of the accounts and financial statements of the GS/OAS for the years ended December 31, 2019, and 2018.

On October 13, 2019, the Board submitted its observations (OEA/Ser.G CP/doc.5642/20 dated October 13, 2019). The report has four sections: (a) Report of the Board of External Auditors; (b) Financial Statements of the GS/OAS; (c) Financial Statements of Agencies and Entities related to the OAS; and (d) OAS Retirement and Pension Fund.

Based on the unmodified opinions of BDO, LLP, the financial statements corresponding to the audited entities tally with the books, documents, and vouchers of the General Secretariat.

The recommendations can be summarized as follows:

1. That the Comprehensive Strategic Plan to be adopted by the General Assembly contemplate all programmatic and operational expenses associated with the execution of the plan, including administrative expenses.
2. That the OAS evaluate the impact that the COVID-19 pandemic has had on its operations and consider incorporating realistic changes that will ensure continued institutional strengthening, opportunities for reorganization of work processes, and sound financial management.
3. That the OAS continue its efforts to replenish the reserves of the sub-fund with the aim of reaching the amounts required under the General Standards. To that end, the OAS should consider the effect of the COVID-19 pandemic that we are currently experiencing, including the challenges this may entail.
4. That the purpose of the ICR surplus be formalized, reinforcing the nature of the administrative expenses for which it is used. This includes using funds for important long-term administrative projects.

5. The Board supports the development of a new Comprehensive Human Resource Strategy and recommends that the strategy consider the human resource requirements necessary to achieve the Comprehensive Strategic Plan of the OAS.

The Board highlighted the fact that in the case of the following 2019 financial statements, the firm of independent auditors –BDO, LLC– had issued unqualified or “clean” opinions, which is the best possible outcome of an audit:

- OAS Regular Fund, Development Cooperation Fund, and specific and service funds
- Leo S. Rowe Pan American Fund and Rowe Memorial Benefit Fund
- Trust for the Americas
- Medical Benefits Trust Fund
- Inter-American Defense Board

The Board highlighted the fact that in the case of the 2019 financial statements of the Retirement and Pension Fund, the firm of independent auditors Mitchell Titus, LLP had issued unmodified or “clean” opinions, which is the best possible outcome of an audit.
4. SPECIALIZED ENTITIES AND ORGANIZATIONS

4.1 INTER-AMERICAN DEFENSE BOARD

The Inter-American Defense Board (IADB), in order to comply with the mandates of the Organization of American States (OAS) and its statutory functions, adopted a dynamic, proactive approach and made greater use of digital platforms to adapt to the new challenges that arose as a result of the COVID-19 pandemic, organizing and participating in various activities that helped to strengthen collaboration, cooperation, and security in the Hemisphere. In this way, it undertook activities in the areas of security and defense; gender perspective; humanitarian assistance in natural disasters; comprehensive mine action; management, securing, and destruction of arsenals; confidence- and security-building measures; development of defense doctrine and policy studies; cyberdefense and emerging threats; and three technical cooperation agreements signed with military universities in Ecuador, Colombia, and Peru.

The Inter-American Defense College once again provided a tuition-free, accredited MSc degree program for security and defense officials from OAS member states. Particularly notable in 2020 was the response of the IADC to the COVID-19 pandemic. Despite serious challenges, the College implemented the necessary changes to complete the academic requirements using a synchronized, hybrid-flexible (HyFlex) arrangement. Another important focus of the IADC in 2020 was the publication of the results of its key events of interest to OAS member states.

In October 2020, the OAS General Assembly approved the creation of a voluntary inter-American fund to support the IADC in its educational activities for the position of an educational extension professor (AG/RES. 2950, par. 177.)

I. Key outcomes in 2020

A. Technical assistance in humanitarian demining for a “Mine-Free Americas”
   - Training for 16 officers and noncommissioned officers from eight countries of the Americas through the Tenth Course on Demining and Deactivation of Explosives Devices at the International Demining Centre of the Kingdom of Spain was coordinated during 2019.
   - The XI Virtual Seminar on Humanitarian Demining Doctrine was held. Fourteen organizations and 1,427 people from 19 countries participated in the event.
   - The Group of Inter-American Monitors in Colombia evaluated 287 persons from the humanitarian demining organizations and verified 84 documents from those organizations.
   - The Inter-American Technical Advisors Group graduated five national humanitarian demining (HD) monitors and 12 instructors on the course for the HD Instructor and Advisor Mission.

   - Draft rules of procedure were prepared for the Conference of the States Parties to CITAAC and for the CITAAC Consultative Committee.
   - The Conference on Processes for the Management and Destruction of Weapons, Ammunition and Explosives was held virtually with 832 participants from 21 countries in the Hemisphere.

C. Advice and monitoring of confidence- and security-building measures (CSBMs) among the States of the Hemisphere.
   - The UN global CSBM repository study was completed, resulting in a new list of OAS CSBMs, which increased from 27 to 41 measures in 2020.
• Support was provided to the CSH for updating the OAS Guide for the preparation of Defense White Papers.
• The IADB took over management and registration of Sectoral Administrators of member states in the OAS CSBM Electronic Spreadsheet system.
• The "Workshop on Confidence- and Security-Building Measures" was held, with 69 participants from 17 countries in the Hemisphere receiving virtual training.

D. **Humanitarian assistance in natural disasters**
• The Conference on Protection of Critical Infrastructure in the Event of Natural Disasters was held. A total of 878 people from 22 countries took part.

E. **XIV Conference of Defense Ministers of the Americas (CDMA)**
• The IADB participated in the XIV CDMA and took up the duties of Permanent Secretariat of the Disaster Cooperation Mechanism for (MECODE).

F. **Advice on emerging threats and other relevant issues**
• A report was presented to the member states on the COVID-19 pandemic and how the armed forces could apply their capabilities.
• A seminar on Gender Perspective in the Armed Forces was held with the participation of 4,085 people from 45 different organizations in 16 countries of the Hemisphere.

G. **Advice on cyber defense and related issues**
• The II Cyber Defense Conference of the Western Hemisphere was held virtually, bringing together more than 800 people from the public, academic, and private sectors in 29 countries.
• Training in cyber defense was provided to 544 military personnel in member states and a crisis simulation exercise was carried out with Argentina, Colombia, and Mexico.

H. **Linkages among different organizations**
• The IADB participated virtually in three Conferences of American Armies (CAA) events, one Inter-American Naval Conference (IANC) event, one Conference of Chiefs of the Air Forces of the Americas (CONJEFAMER), and two Conference of Central American Armed Forces (CFAC) events. Three technical cooperation agreements were signed with University of the Armed Forces of Ecuador, the War College of Colombia, and the Army War College of Peru.

I. **Education**
• Graduation of Class 59 on June 26, 2020; 55 students earned master's degrees, while three received diplomas; 13 OAS countries were represented in the Class 59, including 44 armed forces personnel, 7 police officers, and 7 civilians, among them 7 women.
• In July 2020, IADC Class 60 began, with 53 students from 16 countries, including 41 armed forces personnel, 6 police officers, and 6 civilians, among them 2 women.
• We moved further towards accreditation with the Middle States Commission on Higher Education (MSCHE).
• We responded to increased extension requests from OAS member states for academic support on inter-American defense and security issues. IADC faculty members provided 600 hours of academic extension to 15 countries at 44 events.
• We received funds to renovate building 60 at Ft. McNair and to expand the future capacity of the IADC.
• Academic procedures and/or E-books were published on the following activities: OCONUS Virtual Field Study, Western Hemisphere Situation Conference, World Situation Conference, Complex Emergencies Seminar and Human Rights and International Humanitarian Law Workshop.
II. Links

A. Activities of the Inter-American Defense Board: https://www.jid.org
B. Activities of the Inter-American Defense College: https://iadc.edu/, https://publications.iadc.edu/

Technical assistance in humanitarian demining

![Operator evaluation by the Group of Inter-American Monitors in Colombia](image1)

![Visit to the International Demining Center in Spain](image2)
Virtual Conference on Processes for the Management and Destruction of Weapons, Ammunition and Explosives

Conference on Protection of Critical Infrastructure in the Event of Natural Disasters
Signing of the Agreement with War College of the Peruvian Army

IADC Class 59 COVID-19 virtual classroom photo, June 2020

Inter-American Defense College Class 59
The origins of the Inter-American Institute for Cooperation on Agriculture (IICA) date back to an era in which the world was facing one of its greatest crises and agriculture was playing a pivotal role in ensuring the well-being of millions of people. In 2020—a year of crisis due to a pandemic resulting from the Coronavirus 2019 (COVID-19) disease—the capacity of food systems to contribute to weathering crises and the importance of the sector as an engine for agricultural development and rural well-being was once again brought to light. This, of course, has been the guiding principle that has shaped the mission of IICA over the last 79 years.
The Institute focused its excellence in the area of technical cooperation on strengthening institutional capabilities, knowledge management, and providing innovative solutions to meet new challenges, under the motto “IICA listens, proposes and acts.”

In this year, in particular, urgent actions on the institutional agenda were aimed at addressing the needs of the agriculture sector amidst the pandemic. To this end, the Institute organized more than 30 subregional meetings, fostered inter-ministerial dialogue, collaborated in the preparation of response plans and sanitary protocols, provided inputs and supported information dissemination campaigns about the impact of COVID-19 on agriculture.

In accordance with its 2018-2022 Medium-term Plan, IICA continued to implement its bioeconomy, territorial development, international trade, climate change, agricultural health, gender and youth, and innovation and technology actions with no disruption. It executed 272 initiatives, 223 of which were externally funded, representing a value of close to US$130 million, with the support of more than 200 partners.

The main results of the technical cooperation actions—both those that were scheduled and those that were implemented to address short-term emergencies—were as follows:

- Latin American and Caribbean (LAC) leadership was strengthened to capitalize on the potential of the bioeconomy, with approximately 3,500 public sector authorities and technical officers increasing their capacities in this field. Moreover, LAC was equipped with tools to build bioeconomy-based businesses using products such as coffee, cocoa, potato, tomato, vegetables, sheep, and honey.
- Various discussion forums among national authorities ensured a continued trade flow and food supply, which had come under threat during the pandemic. The Institute continuously monitored data about agrifood trade, international prices and agricultural policies introduced to deal with the COVID-19 pandemic, even as it coordinated virtual business roundtables.
- Scores of projects and cooperation activities sought to improve the situation in family farming and the food supply, particularly in areas such as cooperativism, associativity, technological innovation and market access. In this vein, IICA introduced a digital agriculture advisory program, in collaboration with Michael Kremer, 2019 recipient of the Nobel Prize for Economics, using mobile phone text messaging to benefit millions of farmers in the Americas.
- In partnership with Ohio State University, the Institute launched the Living Soils of the Americas initiative to promote soil restoration in the Hemisphere. At the regional level, the Caribbean Community (CARICOM) and the Andean Region will benefit from proposals submitted to the Green Climate Fund (GCF) to strengthen capacities aimed at creating an innovative, resilient, productive and low-emission agriculture sector.
- IICA supported its member countries through a wide range of initiatives in phytosanitary and zoosanitary protection, including the implementation of maximum residue limits, pest and disease control (for snails, flies, locusts, caterpillars, brucellosis, sigatoka and Fusarium), antimicrobial resistance programs and international sanitary regulations, among others.

11 More than 60,000 persons benefitted from the Institute’s virtual campus, which offers 75 courses on topics related to IICA’s cooperation issues.
At least a dozen forums, commemorative events and applied research studies were carried out to recognize the historic value of women and young people in the development of rural territories and to capitalize on opportunities offered by digital agriculture 4.0. Furthermore, the Interpretive Center for Tomorrow’s Agriculture (CIMAG), which operates out of the Institute’s headquarters in Costa Rica, provides a space in which agriculture and state of the art knowledge come together.

IICA has been a key partner of the Government of Honduras in the implementation of the Bono Solidaridad, Bono Cafetalero and Cosecha Segura programs.

77 million people living in rural areas in the LAC region lack good-quality connectivity, according to a study by Microsoft, IDB, and IICA that covered 24 countries.

The Institute acted decisively to address the effects of the COVID-19 pandemic, prioritizing the protection of the cooperation dynamic, the health of its staff and the cash flow, streamlining its annual budget by close to US$7 million. It also enhanced the institutional modernization process, devising a roadmap to implement a new business model that will result in an Institute with an increased capacity for anticipation and one that is more pertinent, productive, relevant, and financially sound.

The close relationship that the Institute maintained with its member countries in 2020, despite the social distancing measures applied in light of the COVID-19 pandemic, was reflected in a broader international collaboration agenda with academic institutions, international research centers, multilateral banking agencies, private sector entities, producer organizations and cooperation agencies in countries such as the United States, Canada, Australia, New Zealand, Korea, and Spain, in addition to the European Union. In collaboration with all of these strategic partners, IICA has established a vast community of open doors.

More information about the Institute’s projects is available at www.iica.int/en.

4.3 INTER-AMERICAN JURIDICAL COMMITTEE (CJI)

In 2020, the Inter-American Juridical Committee held two meetings: the first from March 2 to 6 at its headquarters in Rio de Janeiro, Brazil; the second was held virtually from August 3 to 7 due to the COVID-19 pandemic.

In the period covered by this report, the Committee adopted a “Proposed Inter-American Model Law 2.0” on Access to Public Information that updated the document developed by the CJI in 2010 and is expected to provide greater guarantees to the citizens of the Hemisphere, in light of the best practices of the States.
In addition, the CJI adopted “Guidelines on Binding and Non-Binding Agreements” which offer a concrete and detailed set of definitions, points of understanding, and best practices that States might consider using in the negotiation, adoption, or implementation of different types of international agreements, as well as in their interaction with the various actors involved (States, government entities, and territorial units).

In the area of cybersecurity, the Committee adopted a report titled International Law and State Cyber Operations, which offers parameters on the application of international law in cyberspace, as well as illustrating the positions of OAS member states as to that law. The Committee's resolution served as the basis for a pronouncement by the OAS General Assembly in October 2020, reaffirming the importance of implementing voluntary non-binding standards to encourage responsible behavior among States, (resolution AG/RES. 2959 (L-O/20), “International Law,” paragraph i.).

On its own initiative, the Committee decided to include two new items on its agenda: “Guide to the Law Applicable to Foreign Investment" and "Incorporation of the United Nations Guiding Principles on Business and Human Rights," leaving the agenda comprising 13 items.

The traditional International Law Course did not take place due to the COVID-19 pandemic and was postponed to 2021.

Finally, on August 7, 2020, the CJI elected its new officers: Dr. Luis García-Corrochano (Peru) was elected Chair, and Dr. José Moreno Rodríguez (Paraguay), as Vice Chair.

4.4 PAN AMERICAN HEALTH ORGANIZATION (PAHO)

In 2020, the Pan American Health Organization, the regional office of the World Health Organization for the Americas, continued its technical cooperation activities at the national, subregional, and regional levels, supporting health development in the countries, with the main focus on addressing the multiple challenges arising from the COVID-19 pandemic.

In response to this global emergency, PAHO supported its member states in the design of mechanisms for monitoring the pandemic and its associated social and economic fallout. In addition, it activated all regional and national teams of the incident management system, as well as deploying trained staff to strengthen national health systems, supporting the design and activation of national emergency plans.

PAHO has been instrumental in the design and implementation of the COVAX fund to guide vaccine procurement and has also strengthened and made available various technical databases, creating exclusive information spaces on COVID-19 to improve decision-making. In that regard, it collaborated strongly with national regulatory agencies to share recommendations and evaluations on approved products and protocols.

Technical cooperation activities, which encountered challenges to their normal execution and had to adapt to the difficulties imposed by the pandemic, were guided by the intersection between the Sustainable Health Agenda for the Americas 2018-2030 (SHAA2030), the PAHO Strategic Plan 2020-2025, and the intervention plans arising from the COVID-19 pandemic. PAHO prioritized and carried out successful actions on fundamental issues, guided by resolutions adopted by its member states in its Governing Bodies. In that regard, PAHO has been able to respond swiftly to the challenges posed by the
outbreak of this virus in the Americas. The PAHO Governing Bodies discussed and adopted a variety of resolutions that will be central in the scenario of the COVID-19 pandemic and in advancing towards the strengthening of health systems, universal coverage and access, elimination of diseases, response to emergencies and disasters, closing health gaps, and care for the most vulnerable population groups, among others.

The following are some of the activities and goals achieved by PAHO, which will continue to provide an effective response to the region’s multiple health challenges, in close coordination with its member states, its partners, other actors of the inter-American system and international agencies.

Some of the results achieved in 2020

**Response to COVID-19 (key figures of the Americas region's response in 2020)**

- 111 recommendations and technical guidelines developed internally or adapted from WHO materials.
- 21.4 million PCR tests sent to 36 countries and territories.
- Over 226 virtual and face-to-face training sessions at country and regional level on testing, tracing, and care, among others.
- 107 shipments of personal protective equipment (PPE) to 34 countries and territories: 6.38 million gloves; 1.94 million gowns; 36.8 million surgical and N95 masks; 365,000 goggles.

**Preparation at regional level**

- 32/35 countries with national preparedness and response plans for COVID-19.
- 38/51 countries and territories with the capacity to perform molecular testing for COVID-19 diagnosis.
- 21/35 countries using severe acute respiratory infection and pseudoinfluenza surveillance systems for COVID-19.
- 17/22 countries where at least 50% of health centers have triage capacity.
- 33/35 reporting countries that have national PCI and water and sanitation plans for health facilities.

**Non-communicable diseases and mental health**

- Development of a modeling tool to estimate population at increased risk for severe COVID-19 disease due to underlying health conditions.
- PAHO provided ongoing and updated information and guidance to the public and established a web page dedicated to NCDs and COVID-19.
- 2,500 health professionals completed introductory social marketing courses addressing COVID-19 and NCD risk factors.
- Expansion of technical cooperation to seven countries to improve the health sector response to the increase in domestic violence during COVID-19.
- Bolivia, Saint Lucia, and Paraguay adopted smoke-free regulations aligned with the WHO Framework Convention on Tobacco Control.
- Mexico banned the importation of electronic cigarettes. Peru adopted an automatic indexation of its excise tax on tobacco products. Trinidad and Tobago introduced steeper excise taxes on tobacco products.
- Mexico implemented a strategy adopting front-of-package labeling to discourage consumption of processed and ultra-processed products.
Communicable diseases and environmental health determinants

- Through its Strategic Fund, PAHO purchased and distributed antiretroviral drugs for Venezuela, with US$6 million in financial support from the Global Fund.
- The countries of the region held monthly virtual meetings on TB and COVID-19, as well as on the updated WHO TB guidelines.
- 9 countries and territories strengthened access to water, sanitation and hygiene (WASH) services at health facilities.
- 12 countries and territories in the English-speaking Caribbean received support from the European Union and the Green Climate Fund to prepare and launch health chapters as part of their Climate Change National Adaptation Plans.

Health Systems and Services

- More than 632,000 health professionals from 35 countries and territories in the Region have attended COVID-19 courses on PAHO's Virtual Campus for Public Health.
- PAHO and ECLAC issued a joint report on the need to both control the pandemic and reopen the economy in the context of COVID-19 (link below).
- The Core Functions of Public Health renewal process was launched to strengthen critical capabilities, with critical inputs received from 10 countries and more than 20 National Institutes of Public Health and universities across the region.
- A total of 124 quality assurance evaluations were conducted to procure 78 products on behalf of the member states.
- Support was provided for the quality assurance processes for regional procurement of drugs and medical devices, including PPE and biomedical equipment.

Family, Health Promotion, and Life Course

- 10 countries vaccinated more than 250,000 children and adults against measles, while several countries and territories improved their polio and HPV vaccination campaigns.
- 13 countries and territories in the region successfully stopped measles transmission, including the Bolivarian Republic of Venezuela.
- 20 countries and territories received support in the assessment of their cold chain capabilities and updated their cold chain transportation and equipment inventories.
- A perinatal information system was developed for surveillance of women and newborns with COVID-19 and maternal mortality due to COVID-19.

Evidence and Intelligence for Health Action

- Predictive models for COVID-19 were developed and made available to member states.
- Rapid reviews of emerging studies on the results of clinical trials for potential COVID-19 treatments were conducted.
- Information systems for health (IS4H) were evaluated in 49 countries and territories.
- 16 IS4H fact sheets were produced, along with 6 tools, 10 webinars, 35 podcasts, and other technical materials.
- The Virtual Health Library developed a "knowledge window" on COVID-19.

Primary mandates

- [Strategic Plan 2020–2025](#)
- [2018–2030 Agenda for Sustainable Health in the Americas](#)
- [2030 Agenda for Sustainable Development](#)
• Resolutions and other documents of the governing bodies
• Strategy for Universal Access to Health and Universal health Coverage

Links
• Health topics – A number of links from the PAHO website
• Pan American Health Organization Response to COVID-19 in the Americas
• Official Information – COVID-19
• Annual Report of the Director of the Pan American Sanitary Bureau 2020, Saving Lives and Improving Health and Well-Being
• Health and the economy: A convergence needed to address COVID-19 and retake the path of sustainable development in Latin America and the Caribbean

Images

Execution of vaccination plans for priority groups

Strengthening coordination and effectiveness of public health programs
4.5 PAN AMERICAN INSTITUTE OF GEOGRAPHY AND HISTORY (PAIGH)

In 2020, the Pan American Institute of Geography and History promoted and disseminated knowledge and technology through the Technical Assistance Program and Dissemination Program, both of which are part of its scientific area.

In the Technical Assistance Program, 22 projects were approved, as were scholarships for the four Commissions. In addition, two awards were given to researchers in the Hemisphere in the Cartography Commission, as were two in the History Commission. As regards the Dissemination Program, 10 issues of the Institute’s journals were published, two of which are already in the "Latindex" academic information system.

In relation to financial matters, measures were taken that brought operational and administrative savings, as were steps to reduce arrears in contributions from member states.

In the administrative area, the 93rd and 94th Meetings of Authorities and the 50th Meeting of the Directing Council were held virtually. Efforts to reach consensus on amending the Organic Statutes continues.

Despite the situation resulting from the pandemic, the activities carried out in 2020 gave the Institute the opportunity to adapt to the new normal. Some of those activities are as follows:

**Scientific Area**

- Technical support continues in the area of Geographic Information for the Adjacency Zone between Belize and Guatemala.
- Twenty-eight scholarships were awarded for the "XLVI International Course on Applied Geography, on Capacity Building in Climate Change Modeling at the local and regional level," a virtual course offered by the Pan-American Center for Geographic Studies and Research of Ecuador (CEPEIGE).

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12 PAIGH website: [https://ipgh.org/](https://ipgh.org/)
• A diploma course on the History of the Americas was arranged at the Centro de Investigaciones de América Latina y el Caribe (CIALC) of Universidad Nacional Autónoma de México (UNAM). PAIGH awarded 10 scholarships for that diploma course (taught in virtual format).

• Due to the pandemic, the 21 scholarships for training in “Geographical Names” awarded by the Republic of Korea for one participant from each member state were postponed.

• Scientific journals: A total of 10 issues were published in print and digital format using open access platforms for the submission of articles and their inclusion in academic indexes.13

• PAIGH has around 115,000 followers on all social networks and 530 members of the Pan American Professional Network.

Financial Area

• Income from member state quotas represented 80 percent of the budget in 2020.
• The quotas paid in 2020 accounted for 56 percent of the total quotas in arrears.
• For the 2021 Technical Assistance Program, the budget was divided into two priorities. The second was subject to developments in the payment of arrears at the end of 2020.
• The salaries of the Secretary General and those of the highest-paid staff were frozen.

Administrative Area

• The 50th (virtual) Meeting of the Directing Council adopted 10 resolutions,14 which will enable the Institute to operate in 2021.
• With the support of the National Sections, or efforts continued to seek consensus to amend the draft of the new Organic Statutes of the PAIGH.

50th Meeting of the Directing Council

93rd Meeting of Authorities

13 PAIGH Scientific Journals, OJS platform: https://www.revistasipgh.org/
5. ACTIVITIES OF THE SECRETARY GENERAL AND ASSISTANT SECRETARY GENERAL AWAY FROM HEADQUARTERS

5.1 ACTIVITIES OF THE SECRETARY GENERAL AWAY FROM HEADQUARTERS

January

17–21 Port-au-Prince, Haiti
Official Visit

8–10 Santiago, Chile
Official Visit

15–16 Guatemala City, Guatemala
Official Visit

30–31 Belize City, Belize
Official Visit

February

2–3 Santo Domingo, Dominican Republic
Official Visit. Meetings with Prison Authorities

17–18 Panama City, Panama
Official Visit

26–27 Montego Bay, Jamaica
IV ECPA Ministerial Meeting

28–29 Bogotá, Colombia
Official Visit

March

11–12 Quito, Ecuador
Official Visit

There was no further travel during the remainder of 2020 because of the pandemic.

5.2 ACTIVITIES OF THE ASSISTANT SECRETARY GENERAL AWAY FROM HEADQUARTERS

The Assistant Secretary General did not undertake any official travel away from headquarters in 2020.
ANNEX A: ORGANIZATIONAL CHART

General Assembly

Permanent Council

Secretary General

Assistant Secretary General

Office Strategic Counsel for Organizational Development and Management for Results

Executive Secretariats/
Secretariats of the principal and specialized organs (autonomous and decentralized) and oversight bodies (per Article 53 of the Charter of the Organization)

Office of the Ombudsperson

Secretariat for Access to Rights and Equity

Secretariat for Strengthening Democracy

Executive Secretariat for Integral Development

Secretariat for Multidimensional Security

Secretariat for Hemispheric Affairs

Secretariat for Legal Affairs

Secretariat for Administration and Finance
## Table 1

### Combined Financial Statements of the Organization of American States

#### Combined Statement of Assets, Liabilities, and Fund Balances

As of December 31, 2020 with comparative totals for 2019
Preliminary, unaudited.
(As thousands of U.S. dollars)

<table>
<thead>
<tr>
<th>Assets</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and deposits in escrow in the OAS Treasury fund</td>
<td>5,281</td>
<td>63,807</td>
</tr>
<tr>
<td>Deferred charges related to future years’ appropriations</td>
<td>7,954</td>
<td>7,954</td>
</tr>
<tr>
<td>Accounts receivable for temporary loan from the Treasury Fund</td>
<td>1,333</td>
<td>1,333</td>
</tr>
<tr>
<td>Other Assets</td>
<td>3,563</td>
<td>3,563</td>
</tr>
<tr>
<td>Investment in fixed assets funds</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Assets</td>
<td>64,013</td>
<td>5,381</td>
</tr>
<tr>
<td>Liabilities and fund balances</td>
<td>2020</td>
<td>2019</td>
</tr>
<tr>
<td>Unliquidated obligations</td>
<td>2,295</td>
<td>426</td>
</tr>
<tr>
<td>Advance quota collections/pledges</td>
<td>9,027</td>
<td>-</td>
</tr>
<tr>
<td>Appropriations to be charged in future years</td>
<td>7,058</td>
<td>-</td>
</tr>
<tr>
<td>Accounts payable for temporary loan from the Treasury Fund</td>
<td>1,697</td>
<td>-</td>
</tr>
<tr>
<td>Accounts payable and other liabilities</td>
<td>1,970</td>
<td>17</td>
</tr>
<tr>
<td>Reserve for payroll terminations</td>
<td>1,551</td>
<td>-</td>
</tr>
<tr>
<td>Notes payable on demand</td>
<td>40,011</td>
<td>443</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>40,011</td>
<td>443</td>
</tr>
<tr>
<td>Notes payable on demand</td>
<td>40,011</td>
<td>443</td>
</tr>
<tr>
<td>Fund Balances</td>
<td>2020</td>
<td>2019</td>
</tr>
<tr>
<td>Unrestricted reserve sub fund</td>
<td>(15,527)</td>
<td>-</td>
</tr>
<tr>
<td>Fund balance</td>
<td>5,818</td>
<td>49,063</td>
</tr>
<tr>
<td>Total fund balance</td>
<td>(15,527)</td>
<td>5,818</td>
</tr>
<tr>
<td>Equity in restricted fixed assets</td>
<td>29,548</td>
<td>-</td>
</tr>
<tr>
<td>Total liabilities and fund balances</td>
<td>54,032</td>
<td>6,281</td>
</tr>
</tbody>
</table>

1. Includes tax reimbursement account
2. Present value of OAS annuities (life payments to former Secretaries General and former Assistant Secretaries General)
3. Temporary loan from the Treasury Fund as approved by AG/RES. 2940 (XXVII-10).

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## COMBINED FINANCIAL STATEMENTS OF THE ORGANIZATION OF AMERICAN STATES

### Combined Statement of Changes in Fund Balances

For the period ended December 31, 2020 with comparative totals for 2019

**Preliminary, unaudited.**

(in thousands of US$)

<table>
<thead>
<tr>
<th></th>
<th>Regular Fund</th>
<th>Development Cooperation Fund</th>
<th>Specific Funds</th>
<th>Service Funds</th>
<th>(A) Elimination of interfund transactions</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increases</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quota collector/pledges</td>
<td>76,180</td>
<td>157</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>76,137</td>
<td>64,842</td>
</tr>
<tr>
<td>Less: Credits for early payment</td>
<td>(100)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(310)</td>
<td>(175)</td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>-</td>
<td>-</td>
<td>57,848</td>
<td>-</td>
<td>-</td>
<td>57,848</td>
<td>61,313</td>
</tr>
<tr>
<td>Tax reimbursements</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4,120</td>
<td>-</td>
<td>4,120</td>
<td>1,025</td>
</tr>
<tr>
<td>Transfers</td>
<td>-</td>
<td>-</td>
<td>66</td>
<td>279</td>
<td>(345)</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Interest</td>
<td>15</td>
<td>70</td>
<td>757</td>
<td>42</td>
<td>184</td>
<td>1,777</td>
<td></td>
</tr>
<tr>
<td>Contributions for administrative and technical support</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7,265</td>
<td>(7,265)</td>
<td>D</td>
<td>-</td>
</tr>
<tr>
<td>Leases</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,802</td>
<td>-</td>
<td>1,802</td>
<td>2,379</td>
</tr>
<tr>
<td>Other income and reimbursements</td>
<td>531</td>
<td>47</td>
<td>540</td>
<td>2,782</td>
<td>(2,332)</td>
<td>1,569</td>
<td>1,719</td>
</tr>
<tr>
<td>Total Increases</td>
<td>76,426</td>
<td>274</td>
<td>59,211</td>
<td>16,290</td>
<td>(9,942)</td>
<td>142,259</td>
<td>132,883</td>
</tr>
<tr>
<td>Decreases</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditures and obligations</td>
<td>81,250</td>
<td>169</td>
<td>50,393</td>
<td>6,388</td>
<td>(8,896)</td>
<td>130,304</td>
<td>143,767</td>
</tr>
<tr>
<td>Tax reimbursements</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4,525</td>
<td>4,535</td>
<td>4,101</td>
<td></td>
</tr>
<tr>
<td>Transfers</td>
<td>-</td>
<td>-</td>
<td>978</td>
<td>167</td>
<td>(1,046)</td>
<td>99</td>
<td>286</td>
</tr>
<tr>
<td>Returns to donors</td>
<td>-</td>
<td>-</td>
<td>2,413</td>
<td>-</td>
<td>2,413</td>
<td>2,244</td>
<td></td>
</tr>
<tr>
<td>Supplementary appropriations</td>
<td>200</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Total Decreases</td>
<td>81,450</td>
<td>169</td>
<td>53,784</td>
<td>11,090</td>
<td>(9,942)</td>
<td>137,551</td>
<td>150,513</td>
</tr>
<tr>
<td>Net increase (decrease) during the period</td>
<td>(6,024)</td>
<td>105</td>
<td>5,427</td>
<td>5,200</td>
<td>-</td>
<td>4,708</td>
<td>(17,630)</td>
</tr>
<tr>
<td>Fund Balance, beginning of period</td>
<td>3,051</td>
<td>5,696</td>
<td>45,084</td>
<td>3,022</td>
<td>-</td>
<td>48,365</td>
<td>50,083</td>
</tr>
<tr>
<td>Fund Balance, end of period</td>
<td>1,027</td>
<td>5,801</td>
<td>50,511</td>
<td>8,222</td>
<td>-</td>
<td>47,331</td>
<td>43,223</td>
</tr>
</tbody>
</table>

(A) Includes tax reimbursement account

(B) Net execution comprising 2020 expenditures plus 2020 obligations less carryover obligations.
## DETAILED REGULAR FUND EXPENSES AND OBLIGATIONS BY CHAPTER

For the year ended December 31
(in thousands of US$)

<table>
<thead>
<tr>
<th>Department/Program</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the Secretary General</td>
<td>$2,532.0</td>
<td>$2,618.1</td>
</tr>
<tr>
<td>Office of the Assistant Secretary General</td>
<td>$12,492.5</td>
<td>$12,610.5</td>
</tr>
<tr>
<td>Principal organs and specialized organizations</td>
<td>$18,607.3</td>
<td>$17,806.1</td>
</tr>
<tr>
<td>Strategic Counsel for Organizational Development and Management for Results</td>
<td>$2,524.9</td>
<td>$2,754.1</td>
</tr>
<tr>
<td>Secretariat for Access to Rights and Equity</td>
<td>$1,769.9</td>
<td>$1,698.8</td>
</tr>
<tr>
<td>Secretariat for Strengthening Democracy</td>
<td>$3,641.7</td>
<td>$3,937.8</td>
</tr>
<tr>
<td>Executive Secretariat for Integral Development</td>
<td>$7,488.0</td>
<td>$7,113.3</td>
</tr>
<tr>
<td>Secretariat for Multidimensional Security</td>
<td>$3,816.7</td>
<td>$4,245.1</td>
</tr>
<tr>
<td>Secretariat for Hemispheric Affairs</td>
<td>$2,318.6</td>
<td>$2,449.7</td>
</tr>
<tr>
<td>Secretariat for Legal Affairs</td>
<td>$3,875.7</td>
<td>$3,961.6</td>
</tr>
<tr>
<td>Secretariat for Administration and Finance</td>
<td>$9,935.3</td>
<td>$9,684.9</td>
</tr>
<tr>
<td>Basic infrastructure and common costs</td>
<td>$11,930.0</td>
<td>$11,319.3</td>
</tr>
<tr>
<td>Compliance oversight management bodies</td>
<td>$1,317.5</td>
<td>$1,408.5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$82,250.1</strong></td>
<td><strong>$81,607.8</strong></td>
</tr>
</tbody>
</table>

* The sums of the individual amounts may include differences due to rounding.
PROGRAM-BUDGET: EXECUTION

ANNEX H

* Includes current quotas and quotas from previous years

Regular Fund 2020
Budget Execution and Quotas Collected, January to December

Regular Fund 2019
Budget Execution and Quotas Collected, January to December

* Includes current quotas and quotas from previous years

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