

ANNUAL REPORT

OF THE SECRETARY GENERAL

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1. GENERAL ASSEMBLY AND COUNCILS

1.1 GENERAL ASSEMBLY

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

Forty-seventh regular session of the General Assembly

The forty-seventh regular session of the General Assembly was held in Cancun, Mexico, from June 19 to 21, 2017. The GA adopted one declaration and 18 resolutions on topics including: Advancing Hemispheric Security; 2019, International Year of Indigenous Languages; the Key Role of the Organization in the Advancement of Telecommunications/Information and Communication Technologies; Participation of Civil Society and Social Actors in the Activities of the OAS and in the Summits of the Americas Process; Institutional Framework of the Organization of American States: Review and Strengthening; Hemispheric Initiatives on Integral Development; Strengthening Democracy; Advancing Hemispheric Security: A Multidimensional Approach; Promotion and Protection of Human Rights; Migration in the Americas; Progress toward Accountability, Efficiency and Effectiveness, and Results in the OAS General Secretariat; and Plan of Action on the American Declaration on the Rights of Indigenous Peoples (2017-2021).

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

The fifty-second special session of the General Assembly was held at the headquarters of the General Secretariat on October 30, 2017, to consider and adopt resolution AG/RES. 1 (LII-E/17) rev. 2 “Program-Budget of the Organization for 2018.”

1.2 MEETING OF CONSULTATION OF MINISTERS OF FOREIGN AFFAIRS

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

Two Meetings of Consultation of Ministers of Foreign Affairs were held on May 31 and on June 19, 2017, to consider the situation in the Bolivarian Republic of Venezuela,.

1.3 PERMANENT COUNCIL

The Permanent Council (PC) is one of the organs by means of which the Organization accomplishes its purposes (Article 53 of the Charter). It reports directly to the GA and is composed of one representative of each member state, specially appointed by the respective government, with the rank of ambassador. Its functions and powers are defined in Chapter XII of the Charter. The Permanent Council takes cognizance of any matter referred to it by the General Assembly or the Meeting of Consultation of Ministers of Foreign Affairs. It serves provisionally as the organ of consultation in conformity with the provisions of the Inter-American Treaty of Reciprocal Assistance (Rio Treaty). It keeps vigilance over the maintenance of friendly relations among the member states and assists them in the peaceful settlement of their disputes. It also acts as the Preparatory Committee of the General Assembly, unless the General Assembly decides otherwise.

Chairs and Vice Chairs

The office of Chair of the Permanent Council is held by each of the principal representatives in turn, following the Spanish alphabetical order of the names of the respective states. The office of Vice Chair is filled in the same way, in reverse alphabetical order. The Chair and Vice Chair hold office for a term of three months. Listed below are the officers of the Permanent Council in 2017.

January to March:

Chair: Ambassador Patrick Andrews, Belize
Vice Chair: Ambassador Leonidas Rosa Bautista, Honduras

April to June:

Chair: Ambassador Diego Pary Rodríguez, Bolivia
Vice Chair: Ambassador Jean-Victor Harvel Jean-Baptiste, Haiti

July to September:

Chair: Ambassador José Luiz Machado e Costa, Brazil
Vice Chair: Ambassador Dr. Riyad Insanally, Guyana

October to December:

Chair: Ambassador Jennifer M.A. Loten, Canada
Vice Chair: Ambassador Gabriel Edgardo Aguilera Peralta, Guatemala

Topics

Here are some of the topics addressed by the Permanent Council in its sessions during the year:

- Liquidity situation of the Regular Fund of the Organization for fiscal year 2017
- Mission to Support the Peace Process in Colombia (MAPP/OAS)
- Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH)
- Advancing the Sustainable Development Goals (SDGs) in member states
- Situation in the Bolivarian Republic of Venezuela
- Flows of Undocumented Migrants from Africa, Asia, and the Caribbean in the Americas
- The institutions of the Organization of American States
- Administrative and Operational actions to enhance efficiency in National Offices
- The situation of natural disasters that have occurred in the region
- Security implications of climate change
- Declaration of Principles for International Election Observation
- Science, technology, and innovation
- Thirtieth anniversary of the signing of the Esquipulas Accords II
- Fortieth anniversary of the signing of the Torrijos-Carter Treaties
- Integrated management of water resources
- International Day of Remembrance of the Victims of Slavery and the Transatlantic Slave Trade
- Violence against women in the Americas
- Children and adolescents in the Americas
- Celebrating diversity in the Americas
- International Transgender Day of Remembrance
- Conclusions of the Eighth Annual Conference of the Inter-American Government Procurement Network

Presentations

The Secretary General (SG) and the Assistant Secretary General (ASG) addressed the CP on several occasions to report on a variety of matters on the Organization's agenda.

The CP received reports from the electoral observation missions (MOEs) conducted in the United States, Colombia, Ecuador, Haiti, Bahamas, and Nicaragua.

Visits to the Permanent Council

During its regular and special meetings, the PC received the following visits:

Minister of Foreign Affairs of Costa Rica, Manuel A. González Sanz; Minister of the People's Power for Foreign Affairs of Venezuela, Delcy Rodríguez Gómez; Secretary of Foreign Affairs of Mexico, Luis Videgaray; Minister of Foreign Affairs of the Republic of Argentina, Susana Mabel Malcorra; Minister of Foreign Affairs of the Plurinational State of Bolivia, Fernando Huanacuni Mamani; Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs of the UN, Thomas Gass; President of the European Commission for Democracy through Law, Gianni Buquicchio; senior manager in the Office of External Affairs at Smithsonian's National Museum of African American History and Culture (NMAAHC), John W. Franklin; Director General of the Inter-American Institute for Cooperation on Agriculture (IICA), Víctor Villalobos; Chair of the Inter-American Juridical Committee (CJI), Hernán Salinas Burgos; Comptroller General of Ecuador and Chair of the Board of External Auditors of the OAS, Carlos Pólit;

Héctor Enrique Arce Zaconeta, Minister of Justice of the Plurinational State of Bolivia; Luis Gilberto Murillo, Minister of the Environment and Sustainable Development of Colombia; José Alberto Gonzales Samaniego, Lilly Gabriela Montaño Viaña, and Héctor Enrique Arce Zaconeta, President of the Chamber of Senators, President of the Chamber of Deputies, and Minister of Justice and Institutional Transparency of the Plurinational State of Bolivia, respectively; Dale LeClair, Chief of Staff, Métis National Council; Christian Ahlund, Chair of the European Commission against Racism and Intolerance of the Council of Europe; Ana María Choquehuanca, Minister for Women and Vulnerable Populations of Peru and President of the CIM; Commissioner Margarette May Macaulay of the IACtHR; Anselm Hannis, representative of the Pan American Health Organization; General Luis Rodríguez Bucio, Chairman, IADB; Heather Coleman, Director for Climate and Energy, OXFAM America; Yamide Dagnet, Project Director for the World Resources Institute; Lisa Friedman, New York Times; Craig Jennes, Director, Electoral Assistance Division, Department of Political Affairs, United Nations; Alejandro Olaya Dávila, Deputy Director of Colciencias, Colombia; Beatriz Cuartas, U.S. Department of Energy.

Declarations and resolutions

Between January and December 2017, the Council and its subsidiary organs held more than 200 formal and informal meetings.

The Permanent Council adopted one declaration and 19 resolutions, the complete texts of which are available on the website: <http://www.oas.org/en/council/>.

1.4 INTER-AMERICAN COUNCIL FOR INTEGRAL DEVELOPMENT

Officers 2017:

January–June	Chair	Ambassador Vince Henderson, Permanent Representative of Dominica
	Vice Chair	Ambassador Gedeón Santos, Permanent Representative of the Dominican Republic
July–December	Chair	Ambassador Marco Vinicio Albuja Martínez, Permanent Representative of Ecuador
	Vice Chair	Ambassador Ana Rosa Valdivieso, Permanent Representative of Peru.

In January 2017, the Inter-American Council for Integral Development (CIDI) confirmed Ms. Kim Osborne as the Executive Secretary for Integral Development (SEDI), pursuant to Articles 117 and 120 of the OAS Charter; and in a meeting on May 2, 2017, the Board of Directors of the Inter-American Agency for Cooperation and Development (IACD) agreed to accept her appointment as the Director General of the IACD, in accordance with Article 12 of the Statute of the IACD.

In compliance with the mandates to strengthen CIDI and its subsidiary bodies—especially the mandates aimed at simplifying and modernizing sector processes with the goal of enhancing substantive policy dialogue and aligning it with the Strategic Vision of the Organization—one of CIDI’s main tasks during the year was to discuss, adopt, and launch implementation of the triennial ministerial cycle and a series of guidelines for preparing and following the agreements reached in those meetings.

CIDI also launched discussions toward finding solutions to ensuring the sustainability of OAS scholarship and training programs. As part of this process, and in order to lift the pause established toward the end of 2016 in the award of new graduate scholarships, CIDI adopted a series of recommendations to guide implementation of the 2018 scholarship program cycle.

In the framework of CIDI, the member states had an opportunity to exchange experiences and lessons learned from the implementation of areas of intervention 1 and 2 of the Plan of Action of the Social Charter of the Americas (Labor and Social Protection, respectively), as well as from implementation of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs). As a result of this meeting, the SEDI adopted the SDG statistical reporting platform presented by the United States and shared it over CooperaNet with five member states.

Also, as part of its thematic meetings, the CIDI analyzed the links between energy and competitiveness, and between sustainable cities, risk management, and resilience. The objective was for States to share their experiences by strengthening ties through high-level meetings in the CIDI and the work pursued by SEDI.

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

- Ninth Inter-American Meeting of Ministers of Education (Nassau, The Bahamas), where the Declaration of the Bahamas and the Inter-American Educational Agenda (IEA)

(CIDI/RME/DEC. 1/17 and CIDI/RME/doc.6/17) were adopted, with the aim of strengthening cooperation and coordinating with other bodies to guarantee a quality, inclusive, and equitable education, as well as supporting opportunities for ongoing lifelong learning. In support of the IEA, the Development Cooperation Fund (DCF/OAS) approved US\$1.5 million in seed funding that will be used in 2018 to fund projects in 19 member states. The delegation of Antigua and Barbuda offered to host the next meeting in 2019.

- Fifth Meeting of Ministers and High Authorities of Science and Technology (Medellín, Colombia), which adopted the Declaration of Medellín “Science, Technology, and Innovation as Pillars of Transformation in the Americas” (CIDI/REMCYT-V/DEC. 1/17 rev. 1). The declaration recommends incorporating transformative technologies in the development of innovative policies and regional collaboration programs that help to enhance knowledge and the creativity and problem-solving needed for the jobs of the future and Industry 4.0.
- Twentieth Inter-American Conference of Ministers of Labor (IACML) (Bridgetown, Barbados), which adopted the Declaration and Plan of Action of Bridgetown “Building on our Achievements and Advancing towards Social Justice, Decent Work, and Sustainable Development in the Americas” (CIDI/TRABAJO/DEC. 1/17 rev. 1 and CIDI/TRABAJO/doc.7/17 rev. 2), which, among other things, seek to support national and regional efforts to improve coordination between education and labor policies, address the challenges of the future of work, strengthen social dialogue, support sustainable enterprises, and advance toward gender equality and full guarantee of labor rights and opportunities for vulnerable populations.

CIDI made progress in its day-to-day activities through the Committee on Partnership for Development Policies, the Committee on Migration Issues (CAM), the Working Group to Analyze the OAS Scholarship and Training Programs, and the Working Group to Strengthen CIDI, which completed its work in June 2017.

All official CIDI documents—including the reports on meetings and the extensive report to the General Assembly, are available on its web page: www.oas.org/en/cidi

2. GENERAL SECRETARIAT

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

2.1 OFFICE OF THE SECRETARY GENERAL

Summary of the accomplishments of the Office of the Secretary General

Office of the Secretary General

During 2017, Secretary General Luis Almagro redoubled his efforts to defend and promote the principles and values of the Charter of the Organization of American States, of the Inter-American Democratic Charter, and of the inter-American human rights system throughout the region, along with his efforts to implement his vision for securing more rights for more people in the Americas.

In addition to guiding the Organization's thematic and administrative responsibilities, the Secretary General paid particular attention to the various especially difficult situations emerging in several member states. His efforts were directed mainly at restoring democracy in Venezuela, which is in the middle of a political, economic, and humanitarian crisis.

In addition to meetings with political leaders, civil society organizations, and the families of the victims of human rights abuses, the Secretary General did not fail to alert the international community to the worsening of the crisis in Venezuela, where, in addition to a rupture in the constitutional order, 2017 saw a complete breakdown of democracy.

On July 19, 2017, the Secretary General submitted his third report on the situation of Venezuela. In it, he broadly described the government's repeated anti-constitutional attempts to cling to power by denying Venezuelans their civil, political, and human rights, even to the point of attacking their very lives. He called for the suspension of the National Constituent Assembly; the release of all political prisoners; immediate free and fair elections as the crisis' only exit; the opening of a humanitarian channel to alleviate suffering resulting from a lack of food and medicine; and a return to constitutional order with regard to the separation of powers among the various branches of government.

On September 25, 2017, the Secretary General submitted his fourth report on Venezuela. In it, he reviewed how democracy had been totally eliminated in the country with the installation of an illegitimate Constitutional Assembly on July 30, 2017. The Secretary General described how the process that led to the installation of a Constitutional Assembly was a violation of the Constitutional provision on the universality of the vote. He also stated that the process had from the beginning been plagued by multiple irregularities, as well as by violence and attacks on the freedoms of citizens. He described the violation of human rights and basic freedoms in Venezuela, the absence of the rule of law, and the constant attacks on political parties and organizations. He stated that the branches of government were no longer separate or independent, adding that as of July 30, the country had ceased to hold regular, free, and clean elections with a secret and universal ballot as an expression of the People's sovereignty.

The establishment of the Constitutional Assembly represented "a total break with democratic order" in Venezuela.

For the general elections held in Honduras on November 26, 2017, the OAS deployed an Electoral Observation Mission headed by the former president of Bolivia, Jorge Tuto Quiroga. The Mission, which remained in the country from October 30 to December 19, 2017, performed a comprehensive analysis of the electoral process's organization and technology, campaign financing, and electoral justice, as well as the political participation of women. The Mission maintained a presence after the vote, using new tools and working with international experts to conduct the best observation possible. The Commission's Final Report was delivered on December 24, 2017, to the Ambassador of Honduras before the OAS and remitted to the Permanent Council of the Organization, which circulated among the member states. The Secretary General expressed his firm intention to work with Honduras on three levels—executive, legislative, and municipal—in the framework of current cooperation agreements, institution building, and electoral reform to ensure democratic, just, and supportive coexistence.

The General Secretariat deployed an Electoral Observation Mission (EOM/OAS) for the municipal elections in Nicaragua on November 5, 2017. In its final report, the Mission made a series of recommendations regarding the election's organization and technology, voter rolls, electoral institutions, electoral justice, political parties, political/election financing, and political inclusion. The Mission emphasized that Nicaragua would benefit from comprehensive electoral reform and needed a permanent legal administrative framework to gain the trust of political groups and the citizenry and ensure security. The recommendations of the EOM/OAS were recognized and accepted publicly by President Commander Daniel Ortega, which the General Secretariat shall take into account. Likewise, in the framework of the Roundtable and Constructive Exchange, the GS/OAS and the Government of Nicaragua are working on cooperating and monitoring implementation of the mission's recommendations. In this sense, the mechanism of constructive dialogue between the Government of Nicaragua and the General Secretariat of the OAS has initiated conversations toward moving forward in the country's institutional and democratic strengthening, with a program to last through 2020.

In 2017, the General Secretariat continued working to provide political support to resolve the territorial, maritime, and insular dispute between Guatemala and Belize. Regarding the political work, 17 political meetings were held with the most senior government and military officials to move forward in the organization of popular consultations in each country and on coordination on security issues in the area. On March 15 and 16, the Secretary General visited Belize and Guatemala, where he met with the foreign ministers of both countries to discuss the process and the OAS's support for it, as well as to see first-hand the work of the OAS Office in the Adjacency Zone. Based on these meetings, the General Secretariat recommended measures to contribute to facilitating the process and presented specific mechanisms or processes to prevent or resolve specific problems or incidents in the area, as well as to monitor implementation and execution of the confidence-building measures.

In recognition of his work to defend democracy and human rights, the Secretary General received several awards in 2017, including the following:

- The Oswaldo Payá Prize, which he should have accepted from Rosa María Payá, Director of the Red Latinoamericana de Jóvenes por la Democracia on February 22 in Havana, Cuba. However, this was not possible because the Cuban government itself prevented him from traveling to Cuba to accept the award.
- The Rómulo Betancourt Order of Venezuelan Exile, which he accepted in Doral, Florida, on April 13 from the organization Venezolanos Perseguidos Políticos en el Exilio.

- An award during the XIV Latin American Political Consulting and Governance Summit on April 13 on the Wolfson Campus of Miami Dade College in Florida for his work in defense of democracy and liberty on the continent.
- The Freedom Award from Freedom House, which he received on April 27 in recognition of his work on behalf of Venezuelan political prisoners.
- The 2017 Charles T. Manatt Democracy Award, received on October 2 from the International Foundation for Electoral Systems.
- The Francisco de Miranda Award, received on October 27 for his work defending freedom in the region.
- The Press Freedom Grand Prize from the Inter-American Press Association, received on October 28. The president of the IAPA, Matt Sanders, said Mr. Almagro received the Prize “for his invaluable defense and promotion of freedom of expression and of the press as the very essence of democracy, as is recognized by the Inter-American Democratic Charter.”
- The World Peace Prize from the World Jurist Association, received on October 31.
- Mr. Almagro was also awarded an honorary doctorate from the Universidad de San Martín de Porres, Lima, Peru, on December 7, 2017, for his work to revitalize the OAS, his fight for democracy, and his flagship policy: More rights for more people.

2.1.1 Office of Protocol

Results obtained by the Office of Protocol

- The Office of Protocol organized ceremonies and protocolary meetings to mark Pan American Day, the anniversary of the birth of Simón Bolívar, and the Discovery of America - Encounter of Two Worlds. The presentation of the credentials of the Ambassadors of The Bahamas, Belize, Mexico, Spain, and Suriname was coordinated. We also coordinated courtesy visits from several observer countries. Receptions were organized to bid farewell to the Ambassadors from The Bahamas, Belize, Haiti, and Mexico. Ceremonies to change the Chair of the PC and the Chair of the CIDI were coordinated. Letters offering congratulations for their national day were prepared and sent to the permanent representatives and permanent observers, as well as heads of state and government. This practice was discontinued starting in January 2018.
- Under the coordination of the Office of Protocol a program of four “Country Weeks” were held, in which member states and observers are allocated a week in which to stage cultural and/or academic events. Ceremonies to mark the signing, deposit, or ratification of protocols and other agreements and the presentation of busts, awards, or floral arrangements between the Organization and member states or other entities were organized—some 54 ceremonies in all.
- During the General Assembly in Mexico, coordination services were provided for 119 bilateral meetings. Breakfasts were organized with the Caribbean Community (CARICOM) and the Central American Integration System (SICA). Also, a donation ceremony was organized with the Organization of Women of the Americas (OWA)—the women of the OAS—and the Secretary General.
- Use of the Main Building involves drawing up written contracts between the Organization and users, coordinating the logistical support the OAS provides for events, and following up on user payments. Around 350 meeting room reservations in the main building were made through the

Office of Protocol. In 2017, 92 events—receptions, luncheons, dinners, and conferences—were held. The Office of Protocol collaborated closely on organization of the Food Festival of the Americas organized by the OWA, an organization to which it provided support throughout the year. Additionally, a reception in the residence of the Assistant Secretary General was organized and coordinated.

- The Office of Protocol reviewed and keyed some 2,691 applications by the permanent missions and their staff into the “e-gov.” system set up by the Department of State of the United States for submission of applications. These include accreditations and termination of functions, changes to and renewals of visas, extensions of stay, work permits and work permit renewals, import and procurement of tax-exempt items, granting of work permits for dependents, obtaining and renewing tax exemption cards and driver's licenses, and requests regarding the registration, registration renewal, insurance verification, sale, or export of vehicles. Letters were sent to U.S. consuls requesting visas abroad for staff, along with other matters related to the permanent missions. Visas were obtained for diplomats, administrative staff of the missions, domestic staff, and senior OAS staff, and 630 letters were written to obtain driving licenses for OAS staff and the non-diplomatic staff of the permanent missions. The Office processed 27 accreditations for the Secretary General and senior OAS staff to attend United Nations meetings. The Office served as liaison with the State Department Escort Service and with airlines to arrange for the Secretary General’s travel within the United States, submitting 51 petitions.
- The Office of Protocol kept the Directory of Missions, Heads of State/Government and Senior Government Officials, OAS Organs and Affiliated Entities updated and published on the OAS intranet. It also maintained a monthly calendar of activities in the main building and published a diplomatic bulletin every two weeks.
- Verbal messages were sent to the missions and the Department of State to inform them of procedures and requirements related to accreditations, vehicles, use of the building, and congratulations on national days, as well as invitations on behalf of the member countries to official and cultural events.

2.2 OFFICE OF THE ASSISTANT SECRETARY GENERAL (ASG)

Summary of the accomplishments of the Office of the Assistant Secretary General

The Office of the Assistant Secretary General has led several activities toward implementing the Plan of Action for the Decade for Persons of African Descent in the Americas (2016-2025), which provides a framework for the OAS to implement policies, programs, and projects to recognize and promote the rights of persons of African descent in the Americas. These activities were also carried out in recognition of Black History Month in the United States and in partnership with several permanent and observer missions, nongovernmental organizations, and private sector entities.

Results obtained by the Office of the Assistant Secretary General

- We held an event titled "Influencia de la cultura Afro en las Américas" (the influence of African culture on the Americas) on February 23, 2017. The event emphasized the influence of African culture on music, food, art, and religion throughout the Hemisphere. The presentations focused on how African culture contributed to the cultural economy of many countries in the Western Hemisphere. Also, the individuals who had received a DNA test kit the previous year were invited to share their results. The commemorative activities culminated with the inauguration of an art exhibit on African life and culture in the Americas, which remained open to the public in the Marcus Garvey Room from February 20 to February 28. Lastly, at the reception to close the event, a presentation was made of musical art inspired by the African culture, which included dance, Garifuna drummers, and soca music played on steel drums.

Photos:

<https://www.flickr.com/photos/oasoea/albums/72157677219508583>

<https://www.flickr.com/photos/oasoea/32697099430/in/album-72157677219508583/>



Press release: OAS to Honor African Heritage in the Americas with a Celebration of its Cultural Legacy
Available online: http://www.oas.org/en/media_center/press_release.asp?sCodigo=AVI-012/17

- In response to a request made by member states for the OAS website to highlight the significant achievements and contributions of persons of African descent in the Americas, in February 2017 and in cooperation with the OAS Department of Press and Communications, we invited member states to submit a maximum of three profiles per country of individuals of historical note who stood out for their national or regional contribution to art, culture, sport, politics, human rights, and science, or who—through their courage or hard work—contributed to building their nations. A total of 16 profiles were received. They were published on the homepage of the OAS website. Available online, the Decade for People of African Descent: http://www.oas.org/en/media_center/the-decade-for-people-of-african-descent.asp
- On March 2, 2018, we conducted a private visit to the National Museum of African American History and Culture for permanent representatives, permanent observers, and senior officials of the OAS. A total of 41 participants attended, including the ASG, permanent representatives from 18 member states, and representatives from five observer states. Since then, several requests have been received from member states for the Office of the ASG to organize more visits and extend the invitation to more delegates and staff of the general secretary. The Office of the ASG proposes forming a permanent relationship with the National Museum of African American History and Culture and making the visit an annual event on the OAS calendar. Available online (press release) "OAS Assistant Secretary General Leads OAS Visit to National Museum of African-American History and Culture": http://www.oas.org/en/media_center/photonews.asp?sCodigo=FNE-21199. Photos: Assistant Secretary General and representatives of member states, visit the National Museum of African-American History and Culture:
<https://www.flickr.com/photos/oasoea/albums/72157679209962481>
- In compliance with the Resolution of the GA on the International Decade for People of African Descent to observe March 25 as the International Day of Remembrance for the Victims of Slavery and the Transatlantic Slave Trade, we worked with the Secretariat for Access to Rights and Equity (SARE) to organize a special session of the PC. The meeting was held on March 29 on the subject "Remember Slavery: Recognizing the Legacy and Contributions of People of African Descent in the Americas," and it included presentations from four subregions. Available online: http://www.oas.org/en/media_center/press_release.asp?sCodigo=AVI-034/17.
Photos: <https://www.flickr.com/photos/oasoea/sets/72157678682593753>
- In collaboration with the United Nation's Remember Slavery program, we organized the premiere screening of the film "Familiar Faces/Unexpected Places: A Global African Diaspora," which explores the legacy and contributions of people of African descent. The event was held in the Hall of the Americas and was followed by a roundtable on the situation of persons of African descent, moderated by the Secretary for Access to Rights and Equity of the OAS, Mauricio Rands, and comprised of panelists from the National Museum of African American History and Culture, the United Nations, and the Department of Social Inclusion of the OAS. Parallel to this, a companion exhibit produced by the United Nations entitled "Remember Slavery: Recognition, Justice and Development" was presented in the Hall of Heroes of the OAS. Available online: http://www.oas.org/en/media_center/press_release.asp?sCodigo=E-076/17.
Photos: <https://www.flickr.com/photos/oasoea/albums/72157688044959894>

- In September 2016, we collaborated with regional organizations and international financial institutions to hold a meeting in OAS headquarters¹ to look at ways to improve cooperation, find synergies, and complement one another in the work programs with a view to enhancing collaboration, avoiding overlap, and maximizing impact.
- Following the inaugural meeting, on January 23, 2017, the participants agreed on a Declaration of Intent which formalized their commitment and identified five common work areas: (i) social inclusion, (ii) implementation of the Sustainable Development Goals, (iii) empowerment of vulnerable populations, (iv) generation of economic opportunities, and (v) education. During the meeting, the organizations agreed to publish the declaration on their websites and social media platforms. It was also decided to conduct a mapping of the work of each organization on social inclusion in order to identify synergies and complementarity.
- On September 8, 2017, we held a teleconference in which the results of the mapping activity were presented, as compiled by the Office of the ASG. During the meeting, officials from the World Bank made a presentation on its Caribbean Regional Oceanscape Program: Think Blue U, one of its blue economy initiatives that seeks to accelerate access to education on oceans through collaborative methods, strategic partnerships, and innovative approaches (including virtual learning). The initiative, which will be implemented in the Eastern Caribbean, has been supported by the Organization of Eastern Caribbean States (OECS) and has also been shared with the Commonwealth Secretariat.
- We coordinated the activities to commemorate the 70th anniversary of the signing of the OAS Charter, the planning for which began in August 2017. An internal planning committee was established that proposed limiting the main events at headquarters to two or three presentations—due to budgetary limits—photo galleries of historic documents, and images of the achievements of member states, coordinated by the Columbus Memorial Library, as well as exhibitions coordinated with the Art Museum of the Americas.

The committee's other recommendations included the publication of lectures by former presidents and prime ministers from around the region, as well as from former secretary generals and assistant secretary generals of the OAS. They also proposed scheduling a special meeting of the Permanent Council to officially launch the commemorative year, which would include presentations by PAHO, IDB, IICA, and UN officials. It additionally proposed inviting member states to issue commemorative stamps in their countries and hold special events to celebrate the anniversary throughout the Americas. The commemorative year would take place from April 2018 to March 2019 with the theme "OAS: 70 years working for citizens of the Americas - *Peace, democracy, development, and rights for all*"

¹ The group is comprised of the following organizations: The Association of Caribbean States (ACS), the Secretariat for Central American Economic Integration (SIECA), the Central American Integration System (SICA), the Caribbean Community (CARICOM), the Central American Bank for Economic Integration (BCIE), the Inter-American Development Bank (IADB), the Development Bank of Latin America (CAF), the Economic Commission for Latin America and the Caribbean (ECLAC), and the World Bank.

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

In 2017, the Model General Assembly of the OAS (MOAS)—directed toward the youth of the Hemisphere—saw participation from 1,013 students and 148 teachers from both universities and high schools and from the different member countries of the Organization. Specifically, three Model General Assemblies were held:

- Washington Model OAS (WMOAS): This MOAS for English-speaking students from the universities of the hemisphere that took place April 10-14 at OAS headquarters in Washington was successfully organized by the Institute for Diplomatic Dialogue in the Americas (IDDA) and sponsored by the GS/OAS.
Photos: <https://www.flickr.com/photos/modelooea/sets/72157679238407783>
- Seventh MOAS Uninorte: The seventh MOAS for students from the Colombian Caribbean, aimed at high school students, took place in the city of Barranquilla, Colombia, on September 18-20. It was organized by the Universidad del Norte and sponsored by the SG/OAS. News articles: <http://colsanjose.edu.co/nuestra-participacion-en-el-moea-de-uninorte>
Photos: <https://www.flickr.com/photos/modelooea/sets/72157688846537596>
- Thirty-sixth MOAS for high schools: From November 29 to December 1, the thirty-sixth MOAS for high school students from the Hemisphere in English was held at OAS headquarters in Washington.
<https://www.flickr.com/photos/modelooea/38144203414/in/album-72157667128095819/>
Website: <https://moas2017.wixsite.com/moas>
Photos: <https://www.flickr.com/photos/modelooea/albums/72157667128095819>



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

The Secretariats of the General Assembly (GA), the Meeting of Consultation, the Permanent Council (PC), and the Subsidiary Organs (OSAG), answering to the Assistant Secretary General, have principal functions that include advising, orienting, and providing ongoing support to the elected officers of the political bodies in their review of priority matters of interest within their spheres of competence.

2.2.2 Department of Conferences and Meetings Management (DCMM)

Summary of the accomplishments of the DCMM

Through the DCMM, we managed a total of 910 meetings in 2017. The DCMM provided the services needed for 181 meetings of the CP, its committees, and working group; 22 meetings of the CIDI; and for the forty-seventh regular session of the GA, in Mexico, and the fifty-second special session of the GA; the Twenty-ninth Meeting of Consultation of the Ministers of Foreign Affairs; and the other meetings and conferences conducted under the auspices of the four pillars of the Organization.

Results obtained by the DCMM

- We provided assistance to the host countries and offered the conference services needed to hold seven ministerial meetings in 2017: Ninth Inter-American Meeting of Ministers of Education – Bahamas; Seventeenth Regular Session of the Inter-American Committee against Terrorism (CICTE) – Panama; Sixth Meeting of Ministers Responsible for Public Security in the Americas – Honduras; Summit Implementation Review Group (SIRG) – Peru; Fifth Meeting of Ministers and High Authorities of Science and Technology of the CIDI – Colombia; Fourth Meeting of the Inter-American Committee on Social Development (CIDES) – Washington, D.C.; Twentieth Inter-American Conference of Ministers of Labor – Barbados.
- We provided constant technical support to 10 conference and meeting rooms that the DCMM manages at headquarters, and a plan was prepared and coordinated for overhauling the equipment in the Guerrero Room. Also, a training plan was designed for technical staff to optimize and ensure effective technical management of OAS meetings.
- In 2017, we began working with DOITS to create a new system for scheduling meetings to replace the current “Oascal.” This system meets the needs of users and will ensure greater efficiency in the allocation of resources and services for meetings. Likewise, work began on creating a new intelligent document management system for electronic distribution of documents.
- We provided document printing and distribution services for the different meetings held in 2017 and responded to requests from the areas of the General Secretariat for graphic and digital design, which increased by 25% in 2017. We printed a total of 20,500 copies of around 176 publications, as well as 14,500 copies of around 723 documents needed for meetings held both inside and outside headquarters. In March 2017, we launched the DCMM’s quarterly newsletter, the purpose of which is to provide information on the services that the department provides. We also designed manuals for the DCMM and other publications of the Office of the Assistant Secretary General.

- We provided simultaneous interpretation in Spanish, French, English, and Portuguese during approximately 405 meetings of the bodies, offices, and entities of the Organization, both at and away from headquarters, through the Language Section. By providing these services internally, we saved approximately US\$15,400 for the OAS. Regarding document translation, we translated close to 7.8 million words in the Organization's four official languages—an increase of around 1.8 million words compared to 2016. We expanded the list of external translators and converted it into a modern database. This will significantly increase the efficiency of the outsourcing process.
- The section's staff received training on the new functions of the SDL Trados computer-assisted translation software, which was updated in September. The update will enable further improvements to productivity and efficiency. Also, the OAS Style Manual was published in French, and an updated guide for test graders was published as well. Three training sessions were also conducted on the IDMS tool, training nine officials from different areas of the General Secretariat.

Web or social media links to publications

- Operational handbook for the organization of meetings and conferences away from headquarters:
<http://www.scm.oas.org/Manual/OperationalHandbook.pdf>
<http://www.scm.oas.org/Manual/ManualOperativo.pdf>
- Executive handbook for member states on conferences and meetings
<http://www.scm.oas.org/Manual/ManualEjecutivo.pdf>
- DCMM Newsletter
<http://www.scm.oas.org/Newsletter/boletin-DGCR-N2pdf>
- Intelligent Document Management System:
http://scm.oas.org/Documentos/IDMS-ENG_08-20-2015.pdf

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

Summary of the accomplishments of the Coordinating Office

We continued proactively with measures to oversee the operations of national offices with the objective of increasing their efficiency. In this regard, we continued working to establish policies covering all budgetary and operational matters and aimed at project facilitation, implementation, and monitoring, as well as at strengthening mechanisms for political dialogue and providing support to technical cooperation programs.

Results obtained by the Coordinating Office

- We work together with national offices to address the recommendations of the Office of the Inspector General and proceed to implement them.
- We make effective use of available technology to facilitate the individualized training of staff at national offices on the Organization's financial tools and on updates to the financial management policies that all the offices must follow.
- In order to continue enriching the skills acquired through the training sessions, we update existing interactive tools and expand their accessibility. Applications like the National Office Collaborative Space (NOCS) facilitate day-to-day communication between the Coordinating Office and the national offices. These types of tools provide a shared space for publishing

budgetary and financial information, while at the same time enabling users to regularly monitor reports, inventories, and other relevant information instantaneously, which reduces the time and cost of sending them.

- We schedule regular virtual meetings to increase interaction between the offices of the General Secretariat and the national offices. In these meetings, the national offices have been regularly updated on the activities and programs being executed in member countries. These types of interaction provide space for dialogue and for exchanging ideas, and they ensure the national offices are consistently providing support to the different areas in headquarters.
- We have compiled relevant information on the cooperation the Organization has provided in the Americas to post it on the OAS website and for answering requests and meeting the needs of member states. This tool will be very useful for disseminating information to the permanent missions, local governments, academic institutions, and civil society in general, while at the same time highlighting the Organization's work in member countries.
- We completed the Procedures Manual for National Offices, which provides easy access to basic institutional information and serves as a practical guide to representatives on executing their roles and responsibilities. The manual is designed to help improve effectiveness and ensure cost savings, serving as a practical and complementary tool for new representatives. The manual will be published electronically and updated regularly to reflect changes to policies and/or its other aspects.
- We participated actively in the planning of activities to commemorate the 70th anniversary of the OAS.
- In order to reduce operating costs in the national offices, we have continued the policy of sharing space among different areas and/or organizations of the inter-American system. These agreements enable cost-sharing, while at the same time strengthening ties between the Organization and other entities.
- We continue to conduct quarterly budgetary reviews with the national offices to ensure the most efficient distribution of funds and better expenditure control.

2.3 SECRETARIAT FOR STRENGTHENING DEMOCRACY (SSD)

Summary of the accomplishments of the SSD

The most significant achievements of the Secretariat for Strengthening Democracy in 2017 were as follows:

We deployed five electoral observation missions in five countries in the region, involving a total of 378 observers (46 percent of them women): The Bahamas, Ecuador, Haiti, Honduras, and Nicaragua. We also sent an expert mission to Bolivia for the judicial elections. We also sent delegations of electoral experts to Honduras and Paraguay for the presidential primary elections. In addition, we sent an international electoral delegation to Curacao. Their analysis covered issues including electoral organization, use of technology, campaign finance, participation of women, the system of electoral justice, electoral security, districting, and voting by overseas citizens.

In the area of technical cooperation on electoral matters, of particular note were the comprehensive auditing of the biometric voter rolls in Bolivia; the international seminar entitled “shared experiences with voter roll management and transparency;” and the activities of the project Quality Management Systems – ISO/TS 17582 (Electoral ISO). Regarding the Electoral ISO, we continued leading the ISO 176 Working Group Committee in charge of reviewing and updating this important instrument for certifying electoral bodies around the world. Under the International Electoral Accreditation Body (IEAB) program, a platform was designed to accredit certification houses and facilitate contact between them and electoral bodies seeking certification. Also, the IEAB was given a presence on social media.

We provided support (to countries that have requested it) for strengthening and preserving democratic institutions and peacefully resolving disputes. The progress made by the Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH) is noteworthy, as is the deployment of the cooperation mission to continue strengthening democratic institutions in Nicaragua. In addition, we helped strengthen the work of the Mission to Support the Peace Process in Colombia (MAPP/OAS), support for democratic governance in Haiti, and the implementation of confidence- and security-building measures between Belize and Guatemala under the auspices of the Fund for Peace and the OAS Office in the Adjacency Zone.

We helped strengthen cooperation on democracy and peace with other international and regional organizations, such as the United Nations and European Union. We also helped strengthen crosscutting efforts toward intra- and inter-institutional coordination on this subject. On electoral matters, we would highlight the organization of the Twelfth Inter-American Electoral Management Meeting, held in Colombia, and the Twelfth Meeting of the Signatory Organizations of the Declaration of Principles for International Election Observation, held at OAS headquarters. As far as the work done with legislatures, we would highlight our interaction with integration parliaments and parliamentary forums such as the Central American Parliament, Andean Parliament, Latin American Parliament, ParlAmericas, and EUROLAT.

1) Results obtained by the SSD

- Electoral observation missions

Electoral Observation Mission	Haiti	Ecuador	The Bahamas	Nicaragua	Honduras
Date	January 29	February 19	April 2	May 10	November 5
Type of election	Legislative / local	Presidential / National Assembly / Referendum /	Second round	General	Municipal
EOM members	77	66	77	11	60
Number of nationalities	21	17	19	8	19
Number of observation methodologies	4	5	5	5	6

- Electoral accompaniment, for a total of three missions of electoral experts and delegations: one to Honduras for the primary elections on March 12, on to Curacao for general elections, one to Bolivia for judicial elections on December 3, and one to Paraguay for primary elections that took place simultaneously for parties, political movements, and electoral coalitions on December 17.
- Technical cooperation on electoral matters through a technical cooperation project to conduct a comprehensive audit of the biometric voter rolls in Bolivia, we audited the voter rolls in Bolivia and provided a series of recommendations for improvements.

We strengthened relationships with authorities in the region and facilitated horizontal cooperation among the region's electoral authorities. The Twelfth Annual Inter-American Electoral Management Meeting was held in Colombia. Representatives of 28 electoral bodies participated from 20 countries in the region. During the meeting, the following challenges and successful practices were discussed: Mechanisms of direct democracy; citizen education and electoral training; the internal democracy of political parties and member registration; and the use of social networks by electoral authorities.

We hosted the Twelfth Meeting of the Signatory Organizations of the Declaration of Principles for International Election Observation, where the organizations signatory to the Declaration—

more than 50—met to discuss the challenges faced by electoral observation, as well as strategies to improve and harmonize the methodologies used. During the meeting, good practices were shared and the new challenges and opportunities facing international electoral observation were analyzed. We strengthened the capacity of participant organizations to observe direct democracy processes, including on aspects such as electoral justice and the impact of the Internet on electoral campaigns. During the meeting, the Permanent Council of the OAS provided information on the efforts of the OAS and other organizations signatory to the Declaration of Principles to strengthen electoral processes.

With the launch of the online registry for electoral observers, we strengthened the process of applying for the MOEs/OAS, increased the transparency of the process to select international observers, and added new observers to the MOEs/OAS.

With the third edition of online course for electoral observers, we were able to train 122 participants from the public sector and civil society from 23 countries (20 member states) on the theory, techniques, and logistics of the electoral observation missions of the OAS.

- We conducted five special missions:

- *Haiti*: The mission maintained close contact with the new Haitian government and all pertinent actors to promote the OAS mandate and mission; learn about the government's priorities; identify ways of collaboration; and design (with support from OAS headquarters) a draft support strategy (2017-2022) to improve democratic governance in Haiti and promote the country's development.

The options for cooperation that are currently the subject of conversations/negotiation include: (a) supporting efforts toward national dialogue and establishment of a culture of dialogue; (b) supporting modernization of the national identification office (ONI); (c) Supporting preparation of a national cyber security plan; (d) Supporting the national e-government plan; and (e) joint OAS/FUPAD initiatives to strengthen municipal capacity and support initiatives to help Haiti's Great South.

- *Honduras - Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH)*: We supported establishment of Honduras' National Anticorruption System, made up of specialized units within the Judicial Branch—the special anticorruption jurisdiction, which will try cases and dismantle corruption networks—and the Public Ministry—the Special Prosecutor Unit against Impunity and Corruption, which is comprised of prosecutors, investigators, and specialists in collecting and analyzing financial and criminal information. Both areas will collaborate directly with the Mission. The objective of this system is to enable effective coordination between the Mission, the Public Ministry, and the judicial branch in order to ensure that those responsible for acts of corruption in Honduras are investigated, brought to trial, convicted, and punished impartially. Under this model, the Mission began investigating nine high-impact cases of corruption.

We actively collaborated with the Public Ministry in the case of the Honduran Social Security Institute (IHSS) by supporting investigations into its director, Mario Zelaya. He was convicted and sentenced to 25 years in prison on the first three counts brought against him. This is the longest prison sentence for corruption handed down against a

former public official in the history of Honduras. Also, two vice ministers who held positions on the IHSS Board of Directors were convicted.

We provided technical assistance and training to strengthen Honduran institutions, including to the following: the Office of the Attorney General of the Nation, to help establish a solid policy for the fight against corruption; the Supreme Audit Tribunal, to establish integrated investigation teams to jointly investigate cases of illicit enrichment; the Institute on Access to Public Information, with training and proposing recommendations for reforms and joint investigations in cases of corruption; and the National Anticorruption Council, to establish integrated investigation teams to provide advisory services, support, and recommendations on joint investigations of corruption cases.

We provided advisory services to advance new laws, including the Financing, Transparency, and Supervision of Political Parties in Honduras Act. A bill was proposed to establish a legal framework for effective collaboration with the Office of the Public Prosecutor ("Effective Collaboration Act"), as was a new Social Security bill, the Public Safety Documents Classification Act, and The National Defense Bill. Also, advisory services were provided for a bill proposing a new Criminal Code Act.

The MACCIH-OAS Criminal Justice Observatory worked with Honduran civil society and academia to design a matrix for conducting ongoing evaluation of Honduras's criminal justice system, including by creating evaluation indicators. The Observatory has also conducted "dialogue forums" for exchanging ideas and information on relevant matters to improve Honduras's criminal justice system.

We worked on a regulatory proposal to comply with the Protection of Human Rights Defenders, Journalists, Social Communicators, and Justice Officials Act, focusing specifically on the latter by providing advisory services on designing an organizational framework of special mechanisms for protecting the justice officials of the Public Ministry and the Judicial Branch.

- *Colombia - Mission to Support the Peace Process in Colombia (MAPP):* Through this mission, we have a presence in 235 municipalities, and we have 16 offices around the country. On December 19, 2017, the mandate of the Mission to support the peace process in Colombia was extended to December 31, 2021, with the signing of the seventh protocol to the agreement between the OAS General Secretariat and the Government of Colombia. The Secretary General reiterated the OAS's commitment to supporting the peace policy of the State of Columbia and to providing support through the MAPP.

We helped strengthen and support the peace building policy in the areas most affected by the internal armed conflict and where the MAPP/OAS has a presence. Thus, we opened a new regional office to expand the coverage of the MAPP/OAS's work. We also supported and monitored the process of implementing the Colombian government's comprehensive reparations policy and participation of victims of the armed conflict, with an emphasis on emblematic cases prioritized in different regions in the country. We also supported and monitored implementation of mechanisms for coordinating indigenous justice, ordinary justice, and transitional justice.

One of the main concerns of the Mission to Support the Peace Process in Colombia is that the territory disputes of illegal actors will directly affect the populations caught in the middle of these conflicts and the challenges involved when the State's peace policies reach the areas most affected by the conflict. These dynamics raise the need to monitor contexts, conditions, and characteristics of these phenomena of violence in order to understand what is taking place in remote areas and take more effective measures to address them through targeted, regular, and progressive monitoring, using criteria of trustworthiness, timeliness, relevance, and geographical pertinence.

- *Belize/Guatemala – Implementation of confidence-building measures:* We worked through the Fund for Peace to provide political support to resolve the territorial, maritime, and insular dispute between Guatemala and Belize, as well as perform technical work through the Office of the SG/OAS in the Adjacency Zone. This leads to improved conditions of coexistence for both countries in this area. Regarding the political work, we conducted 17 political meetings with the most senior government and military officials to move forward in the organization of popular referendums in each country and on coordination on security issues in the area. On March 15 and 16, the Secretary General of the OAS, Luis Almagro, visited Belize and Guatemala, where he met with the foreign ministers of both countries to discuss the process and the OAS's support for it, as well as to see first-hand the work of the OAS Office in the Adjacency Zone. Based on these meetings, the Mission recommended measures to contribute to facilitating the process and presented specific mechanisms or processes to prevent or resolve specific problems or incidents in the area, and to monitor implementation and execution of the confidence-building measures. Meetings were also held with representatives of the international community to provide information on the status of the process and/or receive comments from partners and donors.

Regarding the technical activities on the ground, we conducted 13 binational meetings between the armed forces—at the battalion level—to identify specific problems affecting performance of joint security operations in the adjacency zone. These meetings are held every three months and coordinated by the Office on the Adjacency Zone to assess the security situation there. We also conducted 49 meetings and institutional coordination activities with immigration, customs, police forces, NGOs, and educational institutions (addressing matters of environmental conservation, human rights, and informational presentations on the conflict and the role of the OAS). These included the Belize NGO Friends for Conservation and Development and the Guatemalan NGO Asociación Balam.

We also conducted 248 verification activities, eight training sessions in the framework of the culture of peace program, and supported 17 humanitarian assistance actions for individual families affected by the conflict in the Adjacency Zone.

We continued working on the campaigns to disseminate information on trust-building measures and the "Special Agreement between Guatemala and Belize to submit the territorial claim of Guatemala to the International Court of Justice / Protocol to the Special Agreement Between Belize and Guatemala."

On December 12, 2017, the Secretary General met with the foreign ministers of Belize and Guatemala to identify the Mission's priorities for 2018. Following the recommendation of the Secretary General of the OAS to submit Guatemala's territorial claim before the International Court of Justice, the Government of Guatemala held a referendum on the subject on April 15, 2018. Belize has yet to set the date of its referendum. We reached out to both campaigns and provided them with information prior to the referendums.

We would emphasize that 17 high-level meetings were held, as well as 13 meetings between the Army of Guatemala and the Belize Defence Forces (four meetings of operational commanders and nine meetings of battalion commanders). Also, 248 verification activities were conducted, along with 49 meetings for interagency coordination between counterparts. We distributed 1,000 pamphlets on the "Special Trust-building Measures" and 1,000 pamphlets on the "Special Agreement between Guatemala and Belize to submit the territorial claim of Guatemala to the International Court of Justice / Protocol to the Special Agreement Between Belize and Guatemala" as part of information campaigns carried out in the communities in the Adjacency Zone to build trust. We also conducted eight training sessions (including a workshop on water and peace, English and Spanish courses, and a needlepoint workshop), and 17 humanitarian assistance actions for individual families affected by the conflict in the Adjacency Zone.

- *Nicaragua – Cooperation mission to continue strengthening democratic institutions in Nicaragua.* In light of the concerns expressed by the Secretary General of the OAS to the Government of Nicaragua on October 14, 2016, regarding the Nicaraguan electoral process taking place at the time, regulatory rules and procedures, the participation of political parties, and the identity documents required from voters, both parties agreed to establish a roundtable for conversation and constructive exchange to establish areas of joint work to address these issues. As a result of this dialogue, on February 28, 2017, the SG/OAS and the Government of Nicaragua, signed a Memorandum of Understanding.

In the context of that memorandum, in May 2017, we deployed a cooperation mission whose principal objective is to strengthen Nicaragua's democratic institutions, with emphasis on improving the electoral process.

From the moment the Mission began its operations, forming ties between the Mission, the Government of Nicaragua, and civil society organizations, meetings have been held with multiple political and social actors in Nicaragua to exchange information on the electoral process and, in particular, on the 2017 municipal elections.

Through DECO, we deployed an Electoral Observation Mission (EOM/OAS) for the 2017 municipal elections in Nicaragua. As a result, the EOM/OAS said the legal, technical, procedural, technological, and human aspects of the electoral processes would need to be strengthened.

- We supported legislative branches:

On technical cooperation, we worked with legislatures in Argentina, Chile, Costa Rica, and the state of Puebla, Mexico, by supporting them in their institutional modernization processes. Also, we joined with the Congress of Mexico to reach an agreement with academia and civil society to work together on accountability and access to information. Lastly, in the Congress of Colombia, we held two events to work on issues related to innovation and open parliament.

On knowledge generation, we conducted online courses on issues related to parliamentary innovation and Open Parliaments. We also conducted working tables on the following subjects: (a) sustainable development and parliaments, (b) new technologies and social networks, and (c) document management. The results of the survey on young people and parliaments were published and preparation of the document entitled "Political communication and parliaments" began.

To promote dialogue and interparliamentary cooperation, we worked with the Andean Parliament and the Central American Parliament on issues of youth, inclusion, and the environment. In addition, we continued the Young Parliamentarians Forum.

- We offered the service of political analysis and scenarios for knowledge management toward strengthening democracy and cross-pillar integration:

We organized training sessions, workshops, and research presentations, including the following: presentation of the study "Social Network Communication by Electoral Authorities" during the Twelfth Inter-American Meeting of Electoral Management Bodies on the status of the situation of digital diplomacy and the impact of different models for online communication for improving access to information for more people during elections; the workshop "Effective online research practices" during the Fourteenth Plenary Assembly of ParlAmericas held in Medellín, during which legislators from the Americas discussed online search tools, databases for disaggregated data, and the use of social network; facilitation of workshops on research and digital rights in the University of Pennsylvania's Internet Policy Observatory at Oxford University and at the Universidad de San Andrés in the United Kingdom and Argentina, respectively, workshops in which human rights defenders and academics shared reflections and methods for promoting more rights for more people in the digital age; and lectures for the staff of the General Secretariat and independent committees on thematic monitoring through use of the Americas Digital Information System (ADIS), the automatic media monitoring system managed by the political analysis and scenarios area.

We strengthened institutional relations with other international organizations, particularly the United Nations Department of Political Affairs and the European Commission's European External Action Service, with a view to sharing information on political analysis and scenarios, conflicts, and early warnings.

We conducted the Desk-to-Desk Dialogue and Capstone of the Global Crisis Response Support Programme (GCRSP) with the European Union in Washington, D.C., Trinidad and Tobago, and Brussels. The GCRSP was a cooperation project funded by the European Union aimed at strengthening the capacity of regional organizations in Latin America and the Caribbean with regard to early warnings, interagency cooperation, creation of a virtual crisis room, gender mainstreaming, and thematic monitoring through the Americas Digital Information System of the

OAS. The program, the first phase of which concluded in February 2017, involved the EU, the OAS, and four Caribbean agencies [Caribbean Public Health Agency (CARPHA), Caribbean Disaster and Emergency Management Agency (CDEMA), the Regional Security System (RSS), CARICOM Implementation Agency for Crime and Security (CARICOM IMPACS) and two of its sub-agencies, the Regional Intelligence Fusion Centre (RIFC) and the Joint Regional Communication Centre (JRCC).] Collaboration with them continues as a result of the program.

SSD Mandates

- The Secretariat for Strengthening Democracy carried out its activities in accordance with the mandates to promote and strengthen democracy and resolve conflicts peacefully, as contained in the OAS Charter, the Inter-American Democratic Charter, specific resolutions of the OAS General Assembly and Permanent Council, and relevant inter-American legal instruments (e.g., the Inter-American Convention against Corruption). The specific mandates of the Mission to Support the Peace Process in Colombia (MAPP) and the Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH) are detailed in the agreements signed with the corresponding governments.

Links on activities

Democracy

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

Electoral observation and cooperation

Department of Electoral Cooperation and Observation <http://www.oas.org/en/spa/deco/>

Electoral missions database

<http://www.oas.org/eomdatabase/default.aspx?lang=es>

Electoral cooperation <http://www.oas.org/en/spa/deco/>

Electoral projects <http://www.oas.org/en/spa/deco/proyectos.asp>

Special missions

Department of Sustainable Democracy and Special Missions

<http://www.oas.org/en/spa/dsdsm/default.asp>

Mission to Support the Fight against Corruption and Impunity in Honduras

<http://www.oas.org/en/spa/dsdsm/maccih/new/default.asp>

Mission to Support the Peace Process in Colombia <http://www.mapp-oea.org/>

Fund for Peace

Fund for Peace <http://www.oas.org/sap/peacefund/>

Fund for Peace Virtual Library

<http://www.oas.org/sap/peacefund/VirtualLibrary/index.html>

Political analysis and scenarios

Political analysis and scenarios http://www.oas.org/es/sap/dsdme/analisis_politico.asp

Project with the European Union on Political analysis and scenarios <http://www.gcrsp.eu/>

Links to official photographs

Link to official photographs of the Electoral Observation Mission in the United States, January 2017

<https://www.flickr.com/photos/oasoea/albums/72157679616190625>

Link to official photographs of the Electoral Observation Mission in The Bahamas, May 2017

<https://www.flickr.com/photos/oasoea/albums/72157680928706132>

Link to official photographs of the Electoral Observation Mission of the OAS in Bolivia, December 2017

<https://www.flickr.com/photos/oasoea/albums/72157690673738515>

Link to official photographs of the Twelfth Meeting of the Signatory Organizations of the Declaration of Principles for International Election Observation, December 2017.

<https://www.flickr.com/photos/oasoea/albums/72157688337633192>

* Annex with additional images provided by departments/areas.

LINK TO PUBLICATIONS AND SOCIAL MEDIA

Reports of Electoral Observation Missions

http://www.oas.org/en/spa/deco/moe_informes.asp

Database on electoral observation missions

<http://www.oas.org/eomdatabase/default.aspx?lang=en>

Technical cooperation on electoral matters

http://www.oas.org/es/sap/deco/Coop_Tecnica.asp

Quality management - Electoral ISO

http://www.oas.org/es/sap/deco/normas_Iso.asp

MACCIH Semiannual Report

<http://www.oas.org/documents/eng/press/Second-Semi-Annual-Report-MACCIH-.pdf>

<http://www.oas.org/documents/eng/press/Third-Semi-Annual-Report-MACCIH-Oct2017.pdf>

MACCIH Thematic Reports

<http://www.oas.org/es/sap/dsdme/maccih/new/docs/2017-0531-reporte-maccih-4-recomendaciones-proyecto-ley-carrera-policial.pdf>

http://www.oas.org/en/spa/dsdsm/maccih/new/docs/20170705_MACCIH_5.pdf

<http://www.oas.org/es/sap/dsdme/maccih/new/docs/Reporte-MACCIH6-26-09-FINAL.pdf>

MAPP Semiannual Report

<http://www.mapp-oea.org/informes-semestrales/>

Final Report of the Electoral Observation Mission to municipal elections in Nicaragua:

http://scm.oas.org/doc_public/english/hist_17/CP38536e06.doc

Fund for Peace: OAS mediation process between Guatemala and Belize (2003-2017)

<http://www.oas.org/sap/peacefund/publications/BG-Peace-Process.pdf>

Social networks:

- MACCIH: @OEA_MACCIH
- MAPP: @MAPPOEA
- MAPP: <https://www.facebook.com/MappOea/>
- Parliaments: @OEA_parlamentos
- Fondo de Paz @OASPeaceFund
- Fund for Peace: <https://www.facebook.com/OAS-Peace-Fund-278876203888/>
- Electoral observation and cooperation <https://www.facebook.com/deco.oea/>

Press articles and other links – Electoral missions

EOM Haiti in the press

<http://www.alterpresse.org/spip.php?article21221#.WqABiXmWzcs>

EOM Ecuador in the press

<http://ecuadornews.com.ec/mision-observacion-la-oea-presenta-hallazgos-recomendaciones/>

MOE Bahamas in the press

<http://www.caribbeannewsn.com/topstory-OAS-electoral-observation-mission-to-The-Bahamas-issues-preliminary-recommendations-34419.html>

EOM Nicaragua in the press

<https://www.elnuevodiario.com.ni/politica/445712-elecciones-municipales-2017-oea-presenta-informe-p/>

EOM Honduras in the press

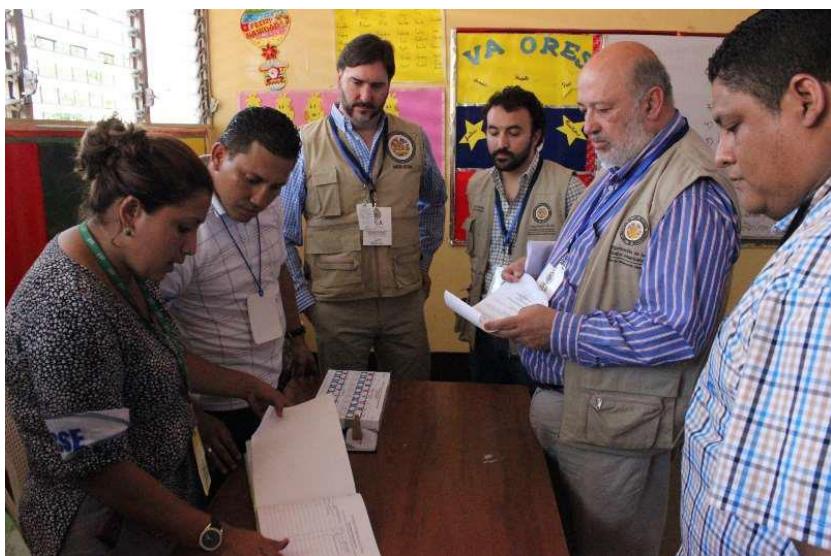
<https://reliefweb.int/report/honduras/preliminary-report-oas-electoral-observation-mission-honduras>

EOM Bolivia in the press

http://www.la-azon.com/nacional/animal_electoral/Judiciales-mision-OEA-expertos-judicatura-vigilar-comicios-Pary-Almagro_0_2825717428.html

Photographs provided by the Department of Electoral Cooperation









2.4 EXECUTIVE SECRETARIAT FOR INTEGRAL DEVELOPMENT (SEDI)

Summary of the accomplishments of the SEDI

In response to the strategic lines and objectives of the Comprehensive Strategic Plan approved by the General Assembly at the end of 2016, and in line with 2030 Agenda for Sustainable Development, we continued consolidating an intersectoral approach to programming based on the consensus and priorities set by the CIDI in its ministerial meetings.

Results obtained by the SEDI

- We promoted education and human development:

We strengthened inter-American cooperation and coordinated with other bodies to guarantee a quality, inclusive, and equitable education, and supported opportunities for ongoing lifelong learning.

We supported the Inter-American Educational Agenda (IEA) approved during the Ninth Inter-American Meeting of Ministers of Education (The Bahamas, February 2017), and in the framework of intersectoral dialogue with the Inter-American Conference of Ministers of Labor (IACML), we created a coalition with the International Labour Organization and the Caribbean Development Bank to find solutions to youth unemployment in the Caribbean, beginning by replicating and sharing Jamaica's apprenticeship program. The Development Cooperation Fund (DCF/OAS) approved US\$1.5 million in seed funding that will be used in 2018 to support projects in 19 member states.

- We strengthened teachers:

[Inter-American Teacher Education Network \(ITEN\)](#): The [Virtual Community of Practice](#) reached more than 27,000 teachers and educators; ministries of education and organizations in 22 member states were strengthened through 12 technical missions; more than 2,500 teachers in urban and rural areas were trained with virtual seminars (www.youtube.com/riediten) and audio programs; the [Co-TEP knowledge bank](#) reached 700 publications and research papers on policies and practices for teachers.

[Educational Portal of the Americas](#): 223 teachers and administrators trained to use technology in the teaching profession.

We launched the Open Educational Resources Hub (OER Hub) for the Caribbean, with a subregional focus that offers educators at all levels a public digital library and the opportunity to collaborate on using, evaluating, and improving open educational resources.

We granted more than 4,000 scholarships through the [OAS scholarship and training program](#) and 90 educational loans through the [Leo Rowe Fund](#), benefiting citizens of all member states.

More than 200 institutional partners made financial and in-kind contributions, including the Grupo Coimbra, from Brazil; CONACYT, from Mexico; the Agencia Chile de Cooperación Internacional para el Desarrollo (AGCI); the University of the West Indies; the Centro del Agua

del Trópico Húmedo para América Latina y el Caribe – CATHALAC; the Fondo Verde; and the Sistema Universitario Ana G. Méndez.

We conducted research in the following areas:

Social development and productive job creation

Education

Diversification and economic integration, trade openness, and market access

Scientific development and technology exchange and transfer

Strengthening democratic institutions

Sustainable development of tourism

Sustainable development and the environment

Culture

- We promote decent, dignified, and productive work:

We facilitate dialogue and intersectoral cooperation to improve the situation of youth employment, facilitate the school-work transition, and respond to the challenges of the future of work in the fourth industrial revolution. Preparation of recommendations and policies, exchange of experiences, launch of the publication “The Coordination between Education and Labor in the Americas: Results of the Inter-Sectoral Workshop on Youth Employment,” and execution of two technical missions to design and implement public policies (Argentina-Paraguay and St. Kitts and Nevis and the United States) through the [Inter-American Network for Labor Administration](#) (RIAL).

We made policy recommendations for all member states aimed at strengthening labor market information systems and policies on migrant workers, in partnership with the ILO and the IOM. Chile strengthened its action plan for migrant workers as a result of the technical cooperation in meeting held in Costa Rica.

We deployed four technical cooperation missions on youth labor, labor migration, and domestic labor, completing 100 missions since the creation of the RIAL.

We supported the drafting of the Declaration and Plan of Action of Bridgetown “Building on our Achievements and Advancing towards Social Justice, Decent Work, and Sustainable Development in the Americas,” adopted in the Twentieth IACML (Barbados, December 2017), to improve coordination between education and labor policies, address the challenges of the future of work, strengthen social dialogue, support sustainable enterprises, and advance toward gender equality and full guarantee of labor rights and opportunities for vulnerable populations.

- We promoted inclusive and competitive economies:

In terms of competitiveness, innovation, and technology, we supported the drafting of the 2017-2019 action plan (approved) for the Inter-American Competitiveness Network (Mexico, September 2017) to promote high value-added services and productive transformation through regional cooperation.

More than 300 initiatives and collaborative projects resulted from the visits made by more than 100 leaders from 30 member states to 58 innovation and entrepreneurship centers in two states

of the United States (Texas and Florida) through two Americans Competitiveness Exchanges on Innovation and Entrepreneurship (ACE).

We supported the drafting of the Declaration of Medellín “Science, Technology, and Innovation as Pillars of Transformation in the Americas,” adopted during the Fifth Meeting of Ministers and High Authorities of Science and Technology (Colombia, November 2017) to promote the generation of knowledge, creative skills, and problem-solving capacities needed for the jobs of the future and industry 4.0; more than 30 good practices were exchanged.

Fifty professionals from the public and private sectors were trained on how to take technology from an idea to the market. Promotion of collaboration on innovation in the Caribbean and indicators for innovation and transformative technologies into roundtables; 132 best practices shared among more than 218 participants from 26 member states on issues of innovation, quality national infrastructure, human resource development, and technology development.

For micro, small, and medium-sized enterprises (MSMEs), we supported drafting of the 2017-2019 work plan “Promoting Inclusive and Competitive Economies” adopted during the Fifth Inter-American Dialogue of High-Level MSME Authorities (Mexico, May 2017); 25 good practices were exchanged among 26 countries.

Three more member states (Antigua and Barbuda, St. Kitts and Nevis, and The Bahamas) joined the Caribbean Small Business Development Centers Program (SBDC); five beneficiary countries (Antigua and Barbuda, Dominica, Jamaica, Saint Lucia, and Saint Kitts and Nevis) received assistance on establishing a legal and regulatory framework to strengthen MSME support ecosystems.

In 12 SBDC Program beneficiary countries, 6,000 registered clients (40% of them women and young people) received guidance, 30 organizations were exposed to the SBDC model, and 55 universities and professionals were trained; 132 advisors were trained on use of the global supply chain (220) and the Neo Serra program (22).

- We supported tourism and culture:

We provided technical assistance to the Inter-American Network of Owners and Operators of Small Hotels to strengthen the competitiveness of tourism SMEs.

We provided technical support to the American Committee on Culture for preparing the medium-term strategy to promote culture for development in the Americas.

We established the Caribbean Heritage Network for the exchange of good practices among professionals, communities, and organizations.

- We provided training on port management:

Through seminars, workshops, courses, conferences, and scholarships, we trained and more than 750 port officials from 30 member states and introduce them to best practices. 200 scholarships worth a total of US\$544,000 were granted to port officials from 29 member states.

- We strengthened sustainable development objectives pursuant to the Inter-American Program for Sustainable Development 2016-2021:

We organized or participated in more than 50 events aimed at developing capacity, promoting dialogue, coordinating progress and exchanging information and experiences on sustainable development.

We trained 500 municipal officials in six member states on sustainable management of cities; 600 officials from the executive, legislative, and judicial branches on the status of environmental law and the application of access rights and principles for and approaches to public participation; and we trained 120 GS/OAS officials to incorporate disaster risk management into their work, pursuant to Executive Order No. 16-04.

We supported States in the design of regional instruments: The Declaration of Principles and two-year action plan adopted by energy ministers to consolidate the energy and climate partnership of the Americas (ECPA), fostering shared leadership, promoting dialogue, and supporting technical cooperation on sustainable energy; a strategic vision and action plan for sustainable cross-border management of water resources in the River Plate basin, agreed upon by Argentina, Bolivia, Brazil, Paraguay, and Uruguay; a regional vision and regional development policy for sustainable cross-border management of ecosystems in the Gran Chaco region; and master plans approved for the five Trifinio subregions. The Department's partnerships with key regional and international bodies produced notable results, including its partnership with the Global Judicial Institute on the Environment, which resulted in collaboration with the UN Environment Programme (UNEP) and the International Union for Conservation of Nature (IUCN).

- We furthered collaboration and coordination on disaster risk management:

We reached a new agreement on post-disaster response with the White Helmets Commission of Argentina and deployed a technical mission to help Dominica rebuild its water supply systems following Hurricane Maria.

We enhanced the natural disaster risk management capacity of 120 officials of the General Secretariat through nine training courses.

We received the 2017 Government Marine Environment Protection Award from the American Marine Environment Protection Association (NAMEPA) for promoting initiatives to support green port operations, capacity building, and environmental protection.

- Regarding sustainable management of ecosystems, we enhanced the capacity of officials from the Dominican Republic, Grenada, Jamaica, Saint Lucia, and Saint Vincent and the Grenadines to evaluate and manage ecosystem goods and services.
- On integrated management of water resources:

We trained 14 energy officials in the Caribbean on effective management of the water-energy nexus.

We were able to adopt a strategic vision and action plan for sustainable cross-border management of water resources in the River Plate Basin and Gran Chaco (Argentina, Bolivia, Brazil, Paraguay, and Uruguay).

We developed master plans for the Lempa, Pomola, Quilio, Seseca, and Tulas river regions of the Trifinio, approved by Trifinio member states. We developed an interactive “Tropical Climate Application” platform used by Trifinio member states.

- We contributed to the sustainability of cities and communities:

We trained 500 municipal officials in Central America and the Caribbean on different aspects of sustainable city management.

We developed and shared tools and measures for sustainable city and community development with urban planning officials in Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Saint Lucia, Saint Kitts and Nevis, and Trinidad and Tobago.

We mobilized US\$3 million in additional financial resources through an increase in small grants and direct contributions from countries for giving courses and developing sustainable communities.

We promoted sustainable energy management, prioritizing the promotion of clean, renewable, and environmentally sustainable energies and energy efficiency.

The Action Plan included an agreement to strengthen the role and contribution of the [Energy and Climate Partnership of the Americas](#) as a regional mechanism to promote shared leadership and dialogue and support technical cooperation on sustainable energy between governments, the financial sector, the private sector, academia, and other related organizations.

A regional action plan was adopted by the member states of the Central American Integration System (SICA) to develop unified energy efficiency norms and standards and to develop in their countries the institutional capacity to measure energy efficiency and conduct compliance evaluations.

- We enhanced capacity for efficient, effective, responsible, and inclusive sustainable development institutions.

We developed and initiated implementation of the Inter-American Program for the Development of Judicial Capacity on Environmental Rule of Law, which is in progress.

We published a document assessing trends, challenges, and opportunities in environmental rule of law in the Americas.

We trained 600 officials from the executive, legislative, and judicial branches of Member States on environmental rule of law.

We trained 250 people in the application of the rights and principles of access and approaches to public participation.

With the OAS as a key partner, we launched the Global Judicial Institute on the Environment to facilitate exchange of information and experiences and facilitate access to resources.

- We strengthened development cooperation and established partnerships:

18 member states strengthened their capacities thanks to a contribution of US\$3.2 million from the [Development Cooperation Fund](#) in its Programming Cycle (2014-2017), aimed to promote the creation and strengthening of comprehensive social protection systems and promote the creation of opportunities for productive employment, particularly among vulnerable groups.

The following results stand out:

Honduras strengthened its capacity to provide services to people with disabilities through an identification record and identified 17,285 people with disabilities and 28 municipalities in the Francisco Morazán Department and San Pedro Sula through the Honduras Para Todos program. The program led to a 50% increase in social interventions in 84 municipalities.

The Dominican Republic developed the basic and entrepreneurial skills of 575 vulnerable young people to facilitate their entry into the labor market.

Antigua and Barbuda established a Financial Empowerment Center, where 39 low-income families received personalized advice on how to improve their financial situation so they could exit State assistance programs by achieving self-support. El Salvador implemented a program in which 75 young people acquired knowledge and skills through training and hands-on experience in developing video games in order to meet the needs of the market and reduce youth unemployment. We conducted eight south-south technical cooperation exchange missions in which social protection and inclusion knowledge, good practices, and models were exchanged, along with strategies for creating productive employment.

- Through [Cooperanet](#), we made progress in 18 projects in five countries aimed at adapting the Sustainable Development Goals (SDG) statistical reporting platform presented by the United States during the joint session of the Permanent Council and CIDI (April 2017).

2.5 SECRETARIAT FOR MULTIDIMENSIONAL SECURITY (SMS)

Summary of the accomplishments of the SMS

We designed the Homicide Knowledge Platform and made it available to member states in the framework of the Inter-American Network for the Prevention of Violence and Crime. This platform collects information on interventions conducted to prevent homicide, lessons learned, and homicide rates in the region. Preventing and reducing intentional homicide was ranked a priority issue on the Hemisphere's security agenda, making possible the preparation of a hemispheric plan for homicide reduction in 2018. Lastly, we prepared and launched an information system on crimes affecting undocumented migrants in Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, and Panama. This is a valuable tool for establishing policies to prevent crime against undocumented migrants.

With the work done by the Secretariat for Multidimensional Security (SMS), we were able to strengthen interdepartmental coordination, enabling more integrated and cooperation-oriented action and strengthening the capacities of OAS member states to deal with threats, concerns, and other security challenges in the Americas. To accomplish this, the SMS designed and implemented standardized planning and monitoring tools that provide information annually on the execution of all projects in the Secretariat's departments. The SMS was also able to integrate its administrative and financial processes and train staff on the use of results-based administrative and project management tools.

2.5.1 Inter-American Drug Abuse Control Commission (CICAD)

Summary of CICAD accomplishments

We held two regular sessions of the Commission: The Multilateral Evaluation Mechanism for the Seventh Round was approved. We developed technical assistance and training programs to benefit more than 2,600 people by reducing demand, reducing supply, providing alternatives to prison, improving territorial management, and collecting and analyzing data on drugs.

Results obtained by CICAD

- In the Capacity Building in Drug Control and Technical Assistance Section, we trained 250 anti-drug officials in 14 countries on strategic, operational, and forward-looking antidrug intelligence.

We provided technical assistance by diagnosing the investigative and analytical capacity of the agencies involved in combating illegal drug trafficking in Southern Cone countries.

We set up a website that compiles news on cannabis policies.

http://www.cicad.oas.org/Main/Template.asp?File=/drogas/cannabis/default_eng.asp

We evaluated alternatives to prison for drug addicted offenders (drug treatment tribunals) and reached agreements on them with the executive and judicial branches of six countries (five finalized *in situ*). We also trained 200 professionals.

We strengthened civil society participation in the CICAD regular sessions.

We finalized the first phase of a project to support the Government of Mexico in establishing the therapeutic justice program. Twenty-two pilot programs were established in five states.

We provided training and technical assistance to 337 municipal officials and leaders of National Drug Commissions on territorial management of drug policies.

We disseminated approaches, methodologies, tools, and good practices to strengthen capacities in Latin America's municipalities to address the drug problem.

We made progress toward broader understanding of Comprehensive and Sustainable Alternative Developments in the Americas as a way of complementing and reinforcing the objectives of the 2030 Sustainable Development Agenda.

We developed multi-platform teaching materials for the Universal Treatment Curriculum for health professionals, training 824 professionals in six countries.

In the framework of PROCCER execution, we trained 900 service providers in Panama and the Dominican Republic.

We trained and certified 43 participants in Jamaica and Trinidad and Tobago on conducting interventions with adolescents in the framework of the PROCCER model.

We signed memoranda of understanding with six universities to promote addiction science as a multidisciplinary field and provided incentives to member states to develop research, training, international collaboration, and networks in this field.

We developed two academic certification programs for prevention and treatment service providers, to be added to the course catalog of the University of the West Indies (UWI)

We developed a marijuana module to be added to UWI's adolescent intervention training module.

We benefited more than 80 participants with the following: "Training UPC Trainers," "Adolescent Intervention Training," and regional meeting "Strengthening Healthcare Systems," in the framework of the Third ISSUP Workshop on prevention and treatment certification.

- **Evidence-based Drug Policy Section:**

We conducted 16 virtual and face-to-face meetings of the Inter-Governmental Working Group (IWG) of the Multilateral Evaluation Mechanism (MEM); we prepared four Seventh Round operational documents, which were approved by the CICAD 62 (December 2017).

We provided El Salvador with technical support for its school survey report; conducted technical training in Guatemala on how to develop a drug information network; and provided technical assistance to Panama on developing its national household survey report.

We completed the pilot process for collecting data by using an online data collection system developed at the beginning of 2017. Data from this system will feed the next report on drug use in the Americas 2018.

We conducted a statistical analysis for the Colombian household survey on drug consumption, as well as surveys on drug use in four Andean countries.

We prepared a rapid assessment report on drugs and at-risk youth between the ages of 18 and 25 in the Bahamas; prepared a report to provide a rapid assessment of the situation in Jamaica; and published a manual entitled “Standardized Indicators for National Drug Information Networks in the Caribbean.”

We participated as an institutional member of the scientific advisory committee of the UNODC for the World Drug Report.

CICAD Mandates

- Hemispheric Plan of Action on Drugs 2016-2020
- Hemispheric Drug Strategy (2010)
- Declaration of Antigua Guatemala “For a Comprehensive Policy against the World Drug Problem in the Americas” and Declaration of Asunción on “Development with Social Inclusion” (2013)
- Guatemala Resolution: “Reflections and Guidelines to Formulate and Follow up on Comprehensive Policies to Address the World Drug Problem in the Americas” (2014)
- Second Summits of the Americas, Santiago, Chile, 1998
- http://www.cicad.oas.org/Main/Template.asp?File=/mem/background/default_eng.asp
- http://www.cicad.oas.org/Main/Template.asp?File=/mem/background/default_spa.asp
- <http://www.cicad.oas.org/oid/pubs/StandarizedDINIndicatorsCaribbeanENG.pdf.pdf>

2.5.2 Inter-American Committee Against Terrorism (CICTE)

Summary of the accomplishments of CICTE

In compliance with the 2017-2018 Work Plan, the Secretariat of the CICTE provides support and assistance for designing and implementing policies and programs to strengthen the antiterrorism capacity of member states—including their computer incident response—and for designing and implementing policies and initiatives to prevent, combat, and eliminate terrorism through developments of laws, regulations, and cooperation mechanisms.

Results obtained by CICTE

- On cybersecurity, we contributed to enhancing policy capacity: national cybersecurity strategies were approved in Chile, Costa Rica, Mexico, and Paraguay; national cybersecurity policies were developed for Guatemala and the Dominican Republic; a report on the impact of computer incidents was published in Colombia; and a survey was prepared on the impact of computer incidents on the banking sector in Latin America and the Caribbean.

We strengthened technical capacities: training for 3,000 public and private sector officials included information security management, computer incident response, and measures to enhance gender diversity in the cybersecurity field.

We increased the effectiveness of regional/international cooperation: 66 governments officials from the computer security incident response teams of 16 member states participate in the

CSIRTAmericas.org platform, establishing a work group on measures to increase cooperation and trust in cyberspace.

- We conducted training on tourism security: 100 government officials from five countries were trained on risk management for tourism destinations and basic tourist security; five needs assessments were conducted; and development began on the tourism security plan for Jamaica.
- We conducted training on aviation security: more than 100 officials from six Caribbean countries were trained on access control techniques.
- We conducted training on immigration and document security: 75 customs and migration officials from three countries (Mexico, Guatemala, and Belize) were trained on border control and illegal immigration; 30 participants from the Dominican Republic's Office of Passports and Police, from the migration office, were trained on interview techniques and document review.
- We conducted training on security for containers and cargo ships: more than 150 officials from Mexico, Chile, and Peru were trained, including 12 from Mexico who were certified as instructors on security and inspection techniques for containers and cargo ships.
- We drafted and implemented work plans and conducted training on supply chain security: Work plans were prepared and implemented, and 70 customs officials from three countries were trained on validation techniques and security measures.
- We conducted assessments and training on maritime security issues: Port assessments were conducted in Panama, Mexico, Belize, Costa Rica; national workshops were held in four countries (Guatemala, Panama, Colombia, and Jamaica) to train more than 12 participants on issues including maritime security practices and drills, security for maritime domain information systems and other critical infrastructure, crisis management, supply chain protection, maritime domain awareness, and State control over the port, Guatemala.
- We disseminated knowledge and conducted training on terrorism financing: 107 officials were trained from Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Panama, Paraguay, Peru, and Uruguay on "ML/FT in the Free Trade Zones of Latin America;" the report "Evaluación Técnica-Análisis Comparativo de Tipologías y Patrones de Lavado de Activos y Financiamiento del Terrorismo en Tres Zonas de Libre Comercio de América Latina" was published; a legislative evaluation on implementation of targeted financial sanctions and systems of domestic lists of UNSCRs in Paraguay.
- We contributed to implementing Resolution 1,540 of the United Nations Security Council: We helped prepare national action plans for Panama, Chile, Uruguay, El Salvador, Guatemala; prepare the decree on dual-use materials in Panama; and prepare the bill on nuclear material in Mexico. We also trained more than 100 officials in 26 countries in regional events on measures to implement the resolution, and support was provided for a peer review between Colombia and Chile.

Mandates CICTE

- Inter-American Convention Against Terrorism
- CICTE Work Plan 2017-2018

- CICTE/DEC.1./17: "Strengthening National Financial Systems through International Cooperation and Information Sharing As a Means to Prevent Terrorism and the Proliferation of Weapons of Mass Destruction"
- CICTE/RES.1/17: "Working Group on Cooperation and Confidence-Building Measures in Cyberspace"
- AG/RES. 2907 (XLVII-O/17), "Advancing Hemispheric Security: A Multidimensional Approach"

2.5.3 Department of Public Security (DPS)

Summary of the accomplishments of DPS

In response to resolutions of the General Assembly and meetings of public security ministers, and in close collaboration with member states, we carried out various activities in the areas of information and knowledge, prevention of violence and crime, prevention of crime linked to undocumented immigration, assistance to victims and witnesses, police development and professionalization, rehabilitation and reintegration of juvenile offenders, homicide prevention and reduction, and humanitarian demining, contributing to developing and implementing public policies capable of promoting a safer and more peaceful Hemisphere.

Results obtained by the DPS

- "A New Path: Promoting a Healthy Environment and Productive Alternatives for Juvenile Remandees and Offenders in Jamaica: 497 juvenile offenders received post-release follow-up; 411 young people completed educational and vocational training courses; 60 received apprenticeships and 18 were awarded micro-loans to start their own businesses; 60 corrections personnel received training on implementing rehabilitation programs; implementation of the case management system in penitentiaries (paper version). Publications:
<http://jis.gov.jm/juvenile-wards-state-benefit-new-path/>
<http://jis.gov.jm/young-people-embarking-new-path-economic-independence/>
- Inter-American Network for Police Development and Professionalization (REDPPOL): 58 police officers from 27 member states were trained in REDPPOL's first face-to-face police training course, held in Honduras; implementation of ISO standards in the region's police departments was mapped; 750 Uruguayan police officers received ethics training and training on the provisions of the new code developed in 2016. Publications:
<http://www.presidencia.gob.hn/index.php/seguridad/2886-en-primer-curso-presencial-policial-a-nivel-continental-oea-destaca-compromiso-y-voluntad-de-honduras-para-fortalecer-cuerpos-policiales-de-america>
- Enhanced access to justice for victims of crime in El Salvador, Guatemala, and Honduras: three diagnostics were conducted on free legal aid in each country; five innovative proposals for implementing victim care centers were selected; 115 officials from institutions that provide legal aid to victims were trained on specialized legal aid.
- Program for the Prevention of Crimes related to Undocumented Migration in Meso-America: More than 1,000 people directly benefited from educational and informational campaigns on preventing human trafficking and other crimes linked to undocumented immigration in 10 communities with high emigration rates; eight situational and legislative diagnostics were conducted on crimes related to undocumented immigration; more than 1,600 officials were

trained and migratory border control, identifying fraudulent documents, and protecting the rights of migrants; and four interagency forums were held to establish agreements.

- Program to Strengthening of Specialized Institutions in the Assistance and Protection of Victims of Violence Generated by Organized Crime in Central America – Phase II: five diagnostic reports were prepared on protecting victims and witnesses; a comparative report on all SICA member countries was prepared; the “Manual for the Assistance of Victims of Offenses Related to Organized Crime in Central American Integration System Countries” and “Operational Guide for the Protection of Victims, Witnesses, Experts, and Actors Involved in the Investigations and Prosecutions, Particularly against Organized Crime,” drafted and validated; 205 officials from SICA countries trained to apply the manual and the operational guide; technical horizontal exchange held for officials of the protection institutions and programs in Honduras, Costa Rica, and El Salvador. More information: https://www.oas.org/dsp/english/Anexo%2014%20-%20MarcoGuia_proteccionVictimas_ENG.pdf
https://www.oas.org/dsp/english/Anexo%2013%20-%20Guia_atencionVictimas_ENG.pdf.
- Inter-American Network and Program for the Prevention of Violence and Crime: Two face-to-face forums were held (on preventing and reducing homicides and preventing human trafficking); the first meeting of the Subsidiary Technical Group on the Prevention of Crime, Violence, and Insecurity was held; the rules were established for two work groups related to the network to prevent and reduce homicides and to coordinate cooperation mechanisms on emergency services; a review was conducted of the violence and crime prevention system in Tela, Honduras.
- Program for Comprehensive Action against Antipersonnel Mines: financial, logistical, and technical support was provided to the Government of Colombia for moving forward with the elimination of the threat of landmines; 489 deminers from civilian organizations and 1,995 military deminers were evaluated and accredited. Almost 1 million m² of land were cleared of landmines; 5,800 residents of affected communities were made aware of the risk of landmines; 134 victims benefited from physical and psychological rehabilitation and socioeconomic reintegration; and three Colombian municipalities were declared free of landmines.
- Sixth Meeting of Ministers of Public Security of the Americas; held on October 10 and 11, 2017, in San Pedro Sula, Honduras, where the “Recommendations of San Pedro Sula for Public Security Management” (reflected in document MISPA VI/doc.3/17 Rev. 2 Corr. 1.) was approved.

DPS Mandates

- General Assembly resolution AG/RES. 2845 (XLIV-O/14); Meetings of REMJA-VIII
- MISPA V; Resolution AG/RES. 2880 (XLVI-O/16)
- AG/RES. 2626 (XLI-O/11); AG/RES. 2431 (XXXVIII-O/08).
- AG/RES. 2551 (XL-O/10), AG/DEC. 57 to AG/DEC. 59 (XXXVIII-O/08), AG/RES. 2354 to AG/RES. 2437 (XXXVIII-O/08).
- AG/RES. 2626 (XLI-O/11); AG/DEC.60 (XXXIX-O/09)
- AG/RES. 2907 (XLVII-O/17); Recommendations of San Pedro Sula for Public Security Management, adopted by MISPA VI.
- AG/RES. 2453 (XXXIX-O/09); AG/RES. 2630 (XLI-O/11) - 14, 15; AG/RES. 2631 (XLI-O/11) -10; AG/RES. 2559 (XL-O/10) – 15, 16; AG/RES. 2573 (XL-O/10) – 14.
- AG/doc.5583/17 (XLVII-O/17), AG/RES. 2880 (XLVI-O/16) and CP/RES.1075 (2103/17).

2.5.4 Department against Transnational Organized Crime (DDOT)

Summary of the accomplishments of DDOT

Through its technical assistance programs and support for political and technical forums, the Department contributed to strengthening capacities, dialogue, and cooperation in the Hemisphere, as regards combating organized transnational crime (OTC).

Results obtained by the DDOT

- Anti-Money Laundering (AML) Program: 103 public and private sector officials from Peru trained on combating money laundering. 60 investigators, prosecutors, and judges in the Caribbean trained on investigating, pursuing, and prosecuting money laundering.
- Asset Forfeiture and Recovery Program: The Asset Recovery Inter-Agency Network in the Caribbean (ARIN-CARIB) was established with the participation of 32 jurisdictions. 35 Latin American officials were trained by the Guardia di Finanza in Italy.
- Technical Secretariat of the Group of Experts on Money Laundering Control: Two studies were conducted on managing seized and forfeited assets, delivered with advisory support from the DDOT's Seized and Forfeited Asset Management Project - BIDAL.
- Hemispheric Plan of Action against Transnational Organized Crime: Analysis of the level of implementation of the Action Plan on TOC in member countries, delivered to national points of contact on TOC.

DDOT Mandates

- AG/DEC. 73 (XLIII-O/13), "Declaration of Antigua Guatemala 'For a Comprehensive Policy against the World Drug Problem in the Americas'"
- AG/RES. 1 (XLVI-E/14), "Reflections and Guidelines to Formulate and Follow up on Comprehensive Policies to Address the World Drug Problem in the Americas"
- AG/RES. 2735 (XLII-O/12), "Advancing Hemispheric Security: A Multidimensional Approach"
- AG/RES. 2880 (XLVI-O/16), "Advancing Hemispheric Security: A Multidimensional Approach"
- AG/RES. 2907 (XLVII-O/17), "Advancing Hemispheric Security: A Multidimensional Approach"

2.6 SECRETARIAT FOR ADMINISTRATION AND FINANCE (SAF)

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

Summary of the accomplishments of the Office of the Secretary of the SAF

In 2017, the Office of the Secretary for Administration and Finance continued to support the Organization's policy-making bodies, mainly the Committee on Administrative and Budgetary Affairs (CAAP), serving as the primary link between the CAAP and General Secretariat. We also supported the efforts of the Permanent Council working group to implement the Management Modernization plan.

Results obtained by the Office of the Secretary of the SAF:

- Coordination with all areas of the General Secretariat to facilitate execution of programs from an administrative and financial standpoint. Despite the limitations of the budgetary execution ceiling established for 2017, the SAF—through careful management of expenditures and revenues—was able to accommodate a variety of budgetary needs during this difficult year.
- With improvement of the financial situation thanks to payment of quotas by member states, we were able to repay loans from the Treasury Fund incurred since 2015; it was also possible to fully repay the Capital Fund for Scholarships.
- We continued to review internal controls and procedures to strengthen record keeping on financial information. This is critical to building donor confidence about OAS capacity to properly control execution of contributions to the Specific Fund for OAS projects.
- Although no resources have been located to fund the modernization of our OASES platform—which is essential for daily OAS operations—the General Secretariat is moving forward with the strategic plan on technology and information services, in compliance with the mandate of resolution AG/RES. 2911 (XLVII-O/17).
- We continued to work hard to overcome the challenges presented by the excessive workload while also compensating for the positions left vacant during 2017.
- We reported to member states on progress and challenges with the “Semiannual Resource Management and Performance Report of the OAS.” The report describes SAF activities and responds to the recommendations of the Board of External Auditors of the OAS and the mandates derived from the budget resolution.

2.6.1 Department of Human Resources (DHR)

Summary of the accomplishments of the DHR

In addition to the comprehensive human resources services provided to the General Secretariat, during 2017, the Department of Human Resources (DHR) conducted a number of activities and projects that contributed to the well-being of staff and compliance with mandates assigned. Despite financial challenges, and taking into account their significant impact on the human capital of the General Secretariat, we conducted activities focused on improving the labor environment for staff by strengthening the sense of belonging to the organization and recognizing the efforts made every day by the staff.

Results obtained by the DHR

- Activities to contribute to staff wellbeing:

Six seminars were held, covering prevention issues in physical and mental health.

We offered two workshops on first-aid for new fathers and mothers.

We held the Annual Health Fair, which more than 300 people attended. The fair offered preventative cardiovascular tests (electrocardiograms, echograms, and echocardiograms) and tests of cholesterol and glucose levels.

We did awareness-raising campaigns on cancer and heart disease and held a flu vaccination day. Altogether, more than 2,130 participants attended these activities, including OAS staff, consultants, interns, affiliates, and retirees.

We held a "Staff Awards and Recognition Ceremony" and the "End of Year Celebration with the Secretary General." Both institutional events gathered together the entire staff with the objective of recognizing and awarding efforts and emphasizing the importance of celebrating accomplishments and confronting emerging challenges together.

Competition processes: We managed 49 statutory competition processes of a total of 56 scheduled, completing 34 of them during 2017, which enabled progress toward formalizing the contractual situation of 49 staff members; we administered 37 competitive processes to fill vacancies in the General Secretariat, allowing for new staff to be taken in to complete the projects and fulfill the mandates of the General Secretariat; the competitive process defined in Article 121 of the General Standards for hiring the Inspector General was conducted, and the Inspector General was brought on board in July 2017; we launched a competitive process to hire the director of the Department of Human Resources, in compliance with Judgment 165, issued on December 29, 2016 by the Administrative Tribunal.

- Efficiencies: together with the Department of Information and Technology Services (DOITS), we implemented the first phase of the new automated certificate of employment request system. The system enables staffers to obtain their own employment certifications electronically with the "press of a button," and instantly. This is the first phase of the initiative. In the future, more options for employment certifications will be added for the convenience of staffers.

Internship Program: We received 1,920 applications for the three internship periods in 2017; 261 interns participated in the program at headquarters and in the national offices of member states; through a Memorandum of Understanding with the Government of the Republic of Korea, four Korean students joined the Internship program at headquarters in 2017; in close collaboration with the Department of Press and Communications, the design and content of the Internship Program's webpage was updated: www.oas.org/internships; we prepared an intern handbook providing useful information on the Organization and the Internship Program and helping the new interns travel and settle in to the city of Washington, D.C.

- Internal communication: we began publishing a series of infographics to provide concise and graphical information to eligible staff members on the different benefits (maternity leave,

paternity leave, etc.) and services (explaining how G-4 visa holders can obtain a driver's license, etc.) that the DHR offers.

- Audits of the main human resources processes: in compliance with the directives of member countries found in section III.A.11(c) of resolution AG/RES. 2 (LI-E/16), Program-Budget of the Organization for 2017, the Office of the Inspector General conducted an audit of staff transfer processes, internal and external competitions, and reclassifications. The Office of the Inspector General has presented its report concluding that the Organization's regulations are being fully followed.
- Comprehensive human resources strategy: we have been actively working with the Working Group on Review of OAS Programs of the CAAP with a view toward reviewing and defining a comprehensive human resources strategy to facilitate aligning the General Secretariat workforce to the strategic needs and vision of the Organization.
- New salary and benefits structure implemented: we implemented the new salary structure approved by the United Nations. The DHR provided support to the staff affected by this change by providing personalized and timely information. The implementation was carried out without errors and with total transparency for the affected officials.

DRH Mandates

- Section III.A.11de of resolution AG/RES. 2(LI-E/16) "Program-Budget of the Organization for 2017."

Annual Health Fair



Staff Awards and Recognition Ceremony



Internship Program



2.6.2 Department of Financial Services (DFS)

Summary of the accomplishments of the DFS

In 2017, the DFS completed nine external audits of projects financed with specific funds that were requested by donors. The reports were clean – “Unqualified opinions,” which is the best outcome possible with these types of audits. In addition, we have maintained regular maintenance of accountability of all funds of the Organization, through the OAS website.

Despite this, the DFS lacks added capacity to reassign the functions of frozen positions, and is operating at maximum capacity without the optimal number of staff. To close this gap, the DFS has been forced to increase the number of performance contracts. This situation puts adequate short-, medium-, and long-term functioning of internal financial controls at risk.

Outcomes obtained by the DFS (financial outcomes of the main funds administered by the General Secretariat of the OAS*)

Regular Fund:

- The special General Assembly session on November 16, 2017, adopted the program-budget for January-December 2018, for US\$84,822,831, with an execution ceiling of \$81,575,000, which is higher than the execution ceiling of US\$73,500,100 adopted for the January-December 2017 fiscal period. In order to finance it, a net allocation of quotas for \$84,519,231 and other income of \$303,600 was established.
- By the end of fiscal year 2017, the General Secretariat had executed \$73.4 million, equivalent to 99.9 percent of the approved budget. The under execution of the budget by \$0.1 million represents savings that help increase the Reserve Subfund of the Regular Fund.
- The Reserve Subfund ended 2017 with a positive balance of \$1.7 million, the first positive balance since 2010. However, the balance would be even higher if the balance of quotas owed of US\$12.0 million were included.
- As of December 31, 2017, the cash balance stood at US\$4.0 million. During 2017, the loans from the Treasury Account of the OAS were fully repaid, pursuant to resolutions CP/RES. 1046 (2013/15), CP/RES. 1059 (2016/16), and CP/RES. 1072/17 adopted by the Permanent Council. Also, the final repayment of the loan from the Capital Fund for Scholarships was made, pursuant to resolution CEPCIDI/RES.187/11.

Specific Funds:

- Contributions to the Specific Funds totaled \$57.4 million in 2017, compared to US\$45.8 million in 2016, an increase of US\$11.6 million, equivalent to 25 percent.
- The three largest contributors in 2017 were from the United States, with \$25.1 million, equivalent to 43.7 percent of the total; followed by Canada, with \$7.8 million or 13.6 percent; and the United Kingdom, with \$3.7 million or 6.4 percent. The contributions from member states accounted for 73.8 percent of the total received, while contributions from permanent observers comprised 20.9 percent, with other donors and institutions accounting for 5.3 percent.
- Compared to 2016, the member states increased their contributions by 45 percent. Contributions from permanent observers also increased slightly, by 4 percent. However, contributions from other donors and institutions declined by 35 percent.
- In 2017, Specific Funds execution totaled \$54.7 million, slightly higher compared to 2016. Of that total amount, 33.7 percent were for expenditures related to projects under Chapter 6 - Secretariat for Strengthening Democracy; followed by 28.1 percent, under Chapter 8 - Secretariat for Multidimensional Security; and 12.8 percent under Chapter 3 - Executive Secretariat for Integral Development.
- Regarding total expenditures of US\$56.6 million, US\$19.5 million or 34.3 percent was for expenditures on performance contracts, while US\$10.7 million or 18.9 percent were for expenditures on staff, and US\$9.7 million or 17.1 percent was for travel expenses.

Indirect cost Recovery Fund (ICRF):

- Revenue for the year totaled \$7.3 million compared to 2016, which saw \$6.3 million. This represents an increase of 15 percent. This is due mainly to the seasonality of the programming of funding received in previous years and higher contributions during 2017.

- As of the end of fiscal 2017, the General Secretariat had executed \$4.2 million, equivalent to 94percent of the approved budget. The underexecution of the budget by \$0.3 million represented savings that helped increase the Reserve Fund of the ICR Fund.
- The ICR Reserve Fund closed 2017 with a positive balance of \$5.7 million.
 - * Preliminary, unaudited figures.

2.6.2 Department of Information and Technology Services (DOITS)

Summary of the accomplishments of DOITS

During the period under consideration, the Department of Information and Technology Services (DOITS) stepped up its efforts to keep the Organization's information, communications and services infrastructure operational.

Results obtained by the DOITS

- Technology infrastructure:

We saw an increase in storage of information generated, with a year-on-year increase of 12 percent.

We continued with a project to consolidate the virtual infrastructure of servers (reducing the carbon footprint).

There was a confirmed increase in demand for wireless communications for mobile devices.

Help Desk activity remained at previous levels (around 8,000 tickets received).

A new cloud data backup system was implemented.

Work was completed on the project to replace more than 160 obsolete workstations using the Windows XP operating system that posed a serious information security risk for the Organization.

Full renovation of the GS/OAS computer and communications infrastructure was put to a competitive bidding process and begun.

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

- Information Technology Security: Activity designed to prevent and trigger alerts in the event of cyberattacks was maintained at normal levels (some 100,000 incidents analyzed). However, with the incorporation of new early detection and mitigation techniques, the number of actions taken increased considerably in an attempt to secure the Organization's network as much as possible.
- Application development: Due to the constant reduction in its personnel and the shortage of available Regular Fund financing, this Department has had to stretch its capacity to the utmost. Those budgetary constraints prevented it from implementing new services to increase the

productivity of OAS staff and deal with all the new system requirements that the substantive areas of the Organization needed based on mandates received, and with not being able to comply with Board of External Auditors recommendations, particularly those on the need to update the Organization's internal management systems (OAS ERP).

Despite this, new applications were launched: a new system was set up for authorizing budgetary reinforcements; Department of Human Resources processes were automatized under a "self-service" modality; integration of the scholarship management system with the GS/OAS central control and management system continues; and programming on a new travel management system was completed (currently in the testing phase).

A new platform for collaboration based on Microsoft technology was implemented.

A new content management system based on Microsoft technology was implemented.

2.6.4 Department of Procurement Services (DPS)

Results obtained by the DPS

- In Procurement Management, we continued to collaborate with multilateral organizations (IDB, World Bank, IMF, PAHO, and UN) on issues of common interest and to increase our negotiating power. The 2017 forum, hosted by the World Bank, confirmed that the OAS is falling behind on issues related to procurement, modernization, and best practices.

The workload remained more or less the same. A total of 32,000 transactions were recorded, adding up to approximately US\$80.6 million.

We began 7 formal bidding processes and 7 medium orders. Contract negotiation resulted in savings of more than US\$70,000.

We were effective at reviewing the GS/OAS insurance portfolio to ensure coverage remained stable without increasing risk. In addition, premiums were reduced by almost US\$4,000.

- For travel management, we were able to save more than US\$250,000 by effectively managing the travel agent services contract. The services were particularly important for dealing with weather issues during this year.

Unused fares worth approximately US\$30,000 were recovered.

Tickets for providing the home leave benefit were acquired using corporate program exchanges. The savings exceeded US\$40,000.

- Regarding supplier management, we increased the number of preferential agreements with the Organization's key suppliers. We achieve savings of more than US\$375,000 by reviewing the terms of contracts, setting preferential prices, and conducting other key negotiations with hotel chains, suppliers of office products, and the major airlines.

It is estimated that we saved more than US\$30,000 by renewing the discount negotiated with our main supplier of computers.

- We sought improved efficiencies in several areas through an ongoing process of development and updates. They include a legal review of the CPR system, expansion of the corporate credit card program, acquisition and implementation of a system for handling competitive bidding online, comprehensive review of procurement regulations, a review of policies and procedures, and so on.

2.6.5 Department of General Services (DGS)

Summary of the accomplishments of DGS

In 2017, the goals proposed in the annual operational plan were achieved. They were geared towards managing general services for the operation of the General Secretariat and maintenance of its facilities. Achievements were made in building maintenance, where we developed a strategy for monthly control and analysis of energy consumption; made initial contacts and took the preliminary steps for the use of solar panels; and executed important deferred maintenance projects. Regarding security, progress was made on modernizing equipment, training staff, and strengthening cooperation and communication with federal security agencies. In terms of inventory, we updated property records at headquarters and at the national offices; and in the messaging, mail, transportation, and photocopy section, service continued and improvements were made to equipment to support the Organization's operational work. In terms of space rental fees, we were able to raise the fees on offices and event spaces, thus contributing significant resources toward meeting financial obligations and covering building maintenance.

Results obtained by the DGS

- For building management and maintenance, we executed significant maintenance projects, including deferred maintenance considered critical and high-priority in the mechanical, security, and general repairs areas. These included replacements of the condensation pumps in the Administration Building (ADM), Main Building (MNB), and General Secretariat Building (GSB); replacement of 21 induction units in the MNB (in progress), and the update of the fire alarm system in the Art Museum of the Americas and the Casita, as well as repair of sidewalks in front of the MNB and repaving of the C St. parking lot. Also, steps were taken to begin repairs on the marble joints in the ADM to prevent water leakage and structural decay of the building. Engineering studies were also conducted on updating the heating systems in the ADM, MNB, and Museum (AMA) by replacing the steam system supplied by the district with a system of high-efficiency gas boilers.

We implemented measures for reducing water consumption, achieving a reduction in consumption of 1,068,108 gallons, or 13 percent. We also continued the process of replacing incandescent lightbulbs with LED light bulbs to save electricity.

- In the Security Section, we improved systems by replacing and repairing surveillance and monitoring equipment that was part of the closed-circuit system covering the garages and buildings. A monitoring station for the Museum of the Americas was added to the system.

We strengthened communication and cooperation with the U.S. federal security services and improved the capacity of the OAS security service to provide support during events and diplomatic visits to the Organization's facilities.

In close collaboration with the company that provides security services, we developed and implemented a new structure for staff supervision and a new training program with the aim of increasing efficiency and service performance in the framework of the established contractual requirements.

In the Messaging, Mail, and Transportation Section, we performed the unit's operational activities by providing all services related to messaging, mail, and transportation as requested.

We also took actions aimed at modernizing and/or replacing the machinery and equipment used to deliver mail.

- In terms of inventory, we updated the equipment registry, adding capital goods worth a total of US\$5,428,513.89 and removing 795 items at headquarters and national offices/projects. The mass reassignment of property in the inventory system was set up and automated, thus saving time. Also, supporting documentation was digitalized, thus reducing the amount of physical space it occupied and making it easier to search.
- We increased the GSB office rental and storage space to a total of 53,118.85 square feet, generating US\$2,089,175. Rental of the Hall of the Americas and other spaces increased 18 percent compared to 2016, thanks to new clients and more events being held there.

In coordination with the Conferences Department, we were able to make important progress toward standardizing an events calendar to streamline the processes of managing and coordinating services for the various areas involved in special events.

We improved the efficiency of operations in different areas and reduced the impact on the environment. We acquired new (how many) multifunctional photocopiers. Through an internal awareness campaign, we reduced the number of copies/printings by 200,000 compared to 2016.

2.7 SECRETARIAT FOR LEGAL AFFAIRS (SLA)

Office of the Secretary for Legal Affairs

Summary of the accomplishments of the Office of the Secretary of the SLA

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

Results obtained by the Office of the Secretary of the SLA:

- The Office of the Secretary of the SLA was designated the inter-American point of contact for the Legal Tools for Peace-Making Project network, coordinated by Cambridge University, which is preparing an international juridical database with universal coverage and is the site of one of the meetings.
- We recorded a chapter about the OAS for the Audiovisual Library of International Law of the United Nations, which is permanently and freely available to users, researchers, universities and academic centers.
- We represented the region in a meeting on the protection of democracy by international organizations, organized by the European University of the Council of the European Union.
- We organized the first meeting on the challenges of international legal cooperation in Argentina, held in Buenos Aires. The meeting brought together judges, attorneys, prosecutors, professors, and students to discuss domestic application of inter-American law.

2.7.1 Department of International Law (DIL)

Summary of the accomplishments of DIL

We implemented mandates grouped along two lines of action: (1) supporting member states in the adoption of commitments and inter-American legal standards to strengthen the rule of law, and (2) disseminating international law among the multiple actors of the inter-American system in order to harmonize and strengthen domestic legislation and improve compliance with international commitments.

Results obtained by the DIL

- We supported member states in the adoption of commitments and inter-American legal standards to strengthen the rule of law.

We coordinated the presentation of the annual reports of member states on the implementation of the Inter-American Program on Access to Public Information.

http://www.oas.org/en/sla/dil/newsletter_DDI_CAJP_Focal_Points_Access_to_Public_Information_Feb-2018.html.

We identified the main thematic areas in which to prepare a Model Law 2.0 on Access Public Information.

http://www.oas.org/en/sla/dil/newsletter_DDI_Consultation_Access_to_Information_Day_Oct-2017.html

We organized the fifth special session of the CAJP on public defense in the region.
http://www.oas.org/en/sla/dil/newsletter_Public_Defense_Access_to_Justice_Mar-2017.html

We helped the CJI prepare its reports on human rights and corporations and cultural heritage.
http://www.oas.org/en/sla/dil/newsletter_IAJC_Cultural_Heritage_Assets_Apr-2017.html; and
on the principles on electronic customs receipts for agricultural commodities.
http://www.oas.org/en/sla/dil/newsletter_IAJC_Principles_Electronic_Receipts_Agricultural_Products_Oct-2016.html. We also made the preparations for the CAJP meetings where these issues would be examined.

We supported IAJC in the preparation of reports on protecting personal information, immunity of international organizations, law applicable to international contracts, online arbitration for cross-border consumer transactions, and binding and nonbinding agreements.

- We disseminated international law among the multiple actors of the inter-American system in order to harmonize and strengthen domestic legislation and improve compliance with international commitments. In this regard:

We continued executing the Inter-American Program for the Development of International Law; performed the work of depositing inter-American treaties and cooperation agreements; regularly updated the webpage with the legal agenda; and organized academic activities such as the annual course on international law. In addition to other legal publications, we disseminated information on activities through newsletters, as well as presented the annual report.

http://www.oas.org/en/sla/dil/inter_amERICAN_treaties.asp

http://www.oas.org/en/sla/dil/international_law.asp

http://www.oas.org/en/sla/dil/newsletter_Course_International_Law_Begins_Rio_Aug-2017.html

http://www.oas.org/en/sla/dil/newsletter_DIL_Report_Inter-American_Program_Development_International_Law%20_2016_Apr-2017.html.

We promoted adoption of the Model Law on the Simplified Corporation and the Principles and Guidelines on Public Defense in the Americans, disseminating them broadly.

http://www.oas.org/en/sla/dil/newsletter_Model_Law_Simplified_Corporation_Report_Jul-2017.html

http://www.oas.org/en/sla/dil/newsletter_IAJC_Resolution_Public_Defense_Nov-2016.html

We enhanced dissemination of private international law, including, among others, the Model Law on Secured Transactions. http://www.oas.org/en/sla/dil/private_international_law.asp

2.7.2 Department of Legal Cooperation (DLC)

Summary of the accomplishments of the DLC

We continued to provide advisory and technical secretariat services to the legal cooperation processes.

Results obtained by the DLC:

- We conducted meetings with Ministers of Justice or Other Ministers or Attorneys General of the Americas (REMJA):

Regional Workshop for Judges and Magistrates on Cybercrime, Mexico, DF, Mexico, March 29-31, 2017.

Training workshop on cybercrime for specialized prosecutors from the region, Buenos Aires, Argentina, May 31 to June 2, 2017.

Regional Workshop for Judges and Magistrates on Cybercrime, Santiago, Chile, June 14-16, 2017.

Hemispheric Workshop for Prosecutors and Expert Investigators on Cybercrime, Miami, Florida, August 22-24, 2017.

Regional Workshop for Prosecutors on Cybercrime, Asunción, Paraguay, November 14-16, 2017.

Hemispheric Forum on International Cooperation against Cybercrime, Santo Domingo, Dominican Republic, December 5-7, 2017.

- We made progress on the Inter-American Convention against Corruption and its follow-up mechanism (MESICIC):

Twenty-eighth Meeting of the MESICIC Committee of Experts, March 13-17, 2017. Adoption of reports of Argentina, Panama, Chile, and El Salvador.

On-site visits to Costa Rica, Colombia, the Dominican Republic, and Canada, March-April 2017.

Twenty-ninth Meeting of the MESICIC Committee of Experts, September 11-14, 2017. Adoption of reports on Costa Rica, Colombia, the Dominican Republic, and Canada.

On-site visits to Grenada, Brazil, Guyana, and Jamaica, September-October 2017.

Consideration by the MESICIC Committee of Experts of the following topics of collective interest:

Responsibility of the private sector in preventing and combating corruption

Preventing and combating corruption in public procurement.

- We cooperated with other international organizations:

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

<http://www.oas.org/juridico/english/FightCur.html>

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

http://www.oas.org/juridico/english/cyber_experts.htm

2.7.3 Department of Legal Services (DLS)

Summary of DLS accomplishments

Among the legal services provided by the DLS, the following stand out: We prepared and negotiated contracts and agreements with private entities, government entities, NGOs, multilateral organizations, member states, permanent observers, and/or any other entity, dealing with issues of trade, cooperation, electoral observation, grants, specific projects, scholarships, real estate, and others; we applied, interpreted, and provided counsel on international law and the law of member states, as well as regulations of the GS on a variety of matters (for example, taxes, audits, intellectual property, privileges

and immunities, labor issues, pensions, etc.); we provided representation in extrajudicial disputes, including special investigations; we prepared and provided counsel on internal GS regulations, including executive orders, administrative memos, directives, etc.; and we directed, participated in, and provided legal counsel for internal investigations, supporting (for example) the Office of the Inspector General and the Office of the Ombudsperson.

Results obtained by the DLS

- We provided counsel to the Mission to Support the Fight against Corruption and Impunity in Honduras during meetings and negotiations, and we drafted the contracts for the mission's local staff.
- We collaborated with the Inspector General on various matters and investigations.
- We participated in and supported the electoral observation missions as a legal specialist in Haiti, Nicaragua, and Honduras.
- We provided CITEM with support at the last meeting of its Permanent Executive Committee (COM/CITEM).
- We counseled the SAF and the CAAP and their working groups on administrative, budgetary, and procedural matters.
- We participated in CIM meetings on implementation of the Institutional Policy on Gender Equality, Diversity, and Human Rights of the General Secretariat.

2.8 SECRETARIAT FOR ACCESS TO RIGHTS AND EQUITY (SARE)

Summary of the accomplishments of the SARE

Thanks to work by the Secretariat for Access to Rights and Equity, we are on track to continue strengthening the agenda of access to rights and equity through the Department of Social Inclusion, the Relations with Civil Society section, and the Inter-American Judicial Facilitators Program

Summary of the accomplishments of the Relations with Civil Society Section

During 2017, we collaborated closely with civil society organizations on redesigning the format of these organizations' participation in the General Assemblies. The new modality is based on a format of coalitions self-managed by the civil society organizations themselves. As a result of this change, during the forty-seventh regular session of the General Assembly of the OAS, held in Cancun, Mexico, 15 coalitions of organizations were able to participate, representing more than 300 civil society organizations. Also, under this same format, 28 coalitions of civil society organizations have been established to work on preparations for participating in the Eighth Summit of the Americas in 2018. Likewise, 17 new organizations have been registered, and 32 more organizations have asked to be included.

Results obtained by the Relations with Civil Society Section

- We successfully implemented the new format for civil society organization participation.
- We facilitated participation of 15 coalitions of organizations representing more than 300 civil society organizations in the forty-seventh regular session of the General Assembly of the OAS, held in Cancun, Mexico.
- We facilitated formation of 28 coalitions of civil society organizations under this new arrangement to work on preparations for participating in the Eighth Summit of the Americas in 2018.

Mandates for the Relations with Civil Society Section

- Resolution CP/RES. 759 (1217/99)
- Resolution CP/RES. 840 (1361/043)
- Strategy for Strengthening the Participation of Civil Society and Social Actors in the Activities of the Organization of American States (OAS) adopted through Resolution AG/RES. 2861 (XLIV-O/14) "Strategy for Strengthening the Participation of Civil Society and Social Actors in the Activities of the Organization of American States and the Summits of the Americas Process."
- AG/RES. 2893 (XLVI-O/16)

LINKS: Relations with Civil Society Section

- Twitter: @OEA_SocCivil and @OAS_CivilSoc
<https://www.flickr.com/photos/oasoea/35370125506/in/album-72157683525443340/>
<https://www.flickr.com/photos/oasoea/34567313214/in/album-72157683525443340/>

Summary of the accomplishments of Inter-American Judicial Facilitators Program

The Judicial Facilitators Program has conducted training on a variety of subjects, including human rights, gender-based violence, the right to identity, migration, and the rights of persons with disabilities. These

activities contribute to establishing a culture of legality among the population. The program has also offered specialized courses and technical assistance to judiciaries and police forces of several of the countries in the program. The Board of Governors of Central American Universities has declared the Masters Degree in Access to Justice a “regional-interest degree.”

Results obtained by the Inter-American Judicial Facilitators Program

- 13,122 judicial facilitators, 689 of them new (5.5 percent increase)
- 41.6% of the judicial facilitators are women, maintaining gender parity.
- 6.6 million vulnerable people have access to a facilitator in their communities.
- Close to 512,000 beneficiaries through August 2017
- A total of 27,613 mediations conducted through August 2017
- 213,000 people have attended the talks and received guidance from the facilitators.
- 120 students graduated from the Masters Degree in Access to Justice program in 2017. The Masters program has been declared of regional interest by the Board of Governors of Central American Universities.
- At least 205 students have graduated from the Certificate in National Judicial Facilitators Service program.
- 22 officers of the Public Force of Costa Rica, 26 prosecutors from the Public Ministry in Guatemala, and 43 judiciary officials in Guatemala were trained in special courses.

Links: Inter-American Judicial Facilitators Program

<http://facilitadoresjudiciales.org/noticias/vicepresidente-de-la-csj-y-facilitadores-judiciales-se-reunen-con-presidente-de-corte-idh/>

<http://facilitadoresjudiciales.org/noticias/poder-judicial-y-oea-celebran-el-dia-del-facilitador-judicial-hondureno/>

<https://www.presidencia.gov.py/articulo/24363-presidente-cartes-se-interiorizo-sobre-funcionamiento-del-sistema-nacional-de-facilitadores-judiciales-.html#.WrVZoKZy7cs>

2.8.1 Department of Social Inclusion (DSI)

Summary of the accomplishments of the DSI

In the DSI, we have continued consolidating the Organization’s social inclusion agenda. Toward doing so, we pursued work that continues strengthening Inter-American political dialogue on issues such as social development, migration, consumer rights, and the rights of vulnerable persons. On social development, after a seven-year break, we have reactivated the Inter-American Committee on Social Development (CIDES), which will lead preparations for the next Ministerial Meeting of Social Development, to be held in 2018. In the area of migration, we have continued to provide evidence and prepared responses to improve migration governance in the Americas by supporting and providing technical advisory services to the Committee on Migration Issues (CMI) and promoting the contribution migrants make to sustainable development. The Vulnerable Groups section has furthered actions to promote and disseminate inter-American human rights instruments and nondiscrimination of vulnerable populations. Also, on the ground, four national and subregional projects continue implementation, on issues including reducing infant malnutrition, educational inequality, inclusive education and digital inclusion, and empowerment of vulnerable children and adolescents.

Results obtained by the DSI

- We have trained close to 350 public officials from the region on development and social protection, measuring multidimensional poverty, and inter-American treaties on social, economic, and cultural rights. Also, close to 3,300 people have been trained on Inter-American instruments that protect the human rights of vulnerable groups, particularly the Plan of Action for the Decade for Persons of African Descent in the Americas (2016-2025) and the American Declaration on the Rights of Indigenous Peoples, and the Inter-American Convention on Protecting the Human Rights of Older Persons. Publicity campaigns focused on the issue of migration have succeeded portraying migrants in a positive light in the Americas, identifying them as agents of development for their countries of origin and destination. The campaigns reached an audience of close to 2 million people worldwide.
- We have made the following contributions to the policy discussion on issues within DSI purview:
The Fourth Report of the Continuous Reporting System on International Migration in the Americas (SICREMI 2017 OAS/OECD)
Regional report on the Situation in the Americas of Flows of Undocumented Migrants from Africa, Asia, and the Caribbean, in collaboration with the IOM and the International Red Cross.
Food Security and Emigration: Why people flee and the impact on family members left behind in El Salvador, Guatemala and Honduras (UN World Food Program, the IOM, the IDB, the International Fund for Agricultural Development, and the OAS).
Situation in the Americas of Flows of Undocumented Migrants from Africa, Asia, and the Caribbean with the International Organization for Migration (IOM).
Presentation of the content of the Regional Report on the Situation of Persons with Disabilities in the Americas, which presents a pioneering diagnostic for the region by covering issues by looking at trends and statistics, as well as due to its broad coverage of countries.
- We have reactivated the Inter-American Committee on Social Development (CIDES) following a seven-year break, once again taking up Inter-American leadership on issues of social development by electing its new leaders (2017-2019).
- We presented and analyzed eight reports on 16 states party to the Protocol of San Salvador on their progress at the national level toward complying with their commitments on economic, social, and cultural rights, particularly the rights to social security, health, and education.
- We successfully completed the CIADDIS-PAD² monitoring process, with 100 percent of the national reports from states party to the CEDDIS evaluated with comments and recommendations delivered to the states party by thematic area. A total of 89% of the states party presented their reports, which will provide input for the Regional Observatory on Disability, currently being established.
- We launched the social media campaign "Migrants Count in the Americas," focused on recognizing migrant contributions to sustainable development both in their countries of origin and in their destination countries, and emphasizing the importance of their inclusion in the

² Inter-American Convention on the Elimination of All Forms of Discrimination against Persons with Disabilities and the Plan of Action for the Decade of the Americas for the Rights and Dignity of Persons with Disabilities

communities where they live. The campaign has reached an audience of more than 2 million people worldwide.

- We named renowned professor Dr. Henry Louis Gates, Jr. as the Goodwill Ambassador for the Rights of Persons of African Descent in the Americas.
- We created strategic partnerships with internationally important partners like the World Food Program, the anti-discrimination section of the Office of the United Nations High Commissioner for Human Rights, the Inter-American Development Bank, the World Bank, the European Commission against Racism and Intolerance, the Central American Parliament, the Presidential Commission against Discrimination and Racism in Guatemala, the National Council for the Prevention of Discrimination in Mexico, the National Institution for Human Rights and Ombudsman of Uruguay, American University, and Associated Universities, Inc. (AUI), the Oxford Poverty and Human Development Initiative, the Organización Internacional de Teletones (ORITEL), IREX, the Gender, Equality and Population Program of Parliamentarians for Global Action, the Human Rights Commission of Mexico City, the Ombudsman of Panama, the Universidad de Chile, and the Central American Parliament.

DSI Mandates

Advancing equity

- AG/RES. 2311 (XXXVII-O/07)
- AG/RES. 2472 (XXXIX-O/09)
- AG/RES. 2568 (XL-O/10)
- AG/RES. 2645 (XLI-O/11)
- Additional Protocol to the American Convention on Human Rights in the Area of Economic, Social, and Cultural Rights, "Protocol Of San Salvador," adopted in 1988 (Article 19)
- AG/RES. 2582 (XL-O/10)
- AG/RES.2713 (XLII-O/12)
- AG/RES. 2798 (XLIII-O/13)
- AG/RES. 2823 (XLIV-O/14)
- Declaration of Commitment of Port of Spain, Fifth Summit of the Americas
- AG/RES. 2472 (XXXIX-O/09)
- AG/RES. 2568 (XL-O/10)
- AG/RES. 2645 (XLI-O/11)
- AG/DEC.74 (XLIV-O/14)
- AG/DEC. 81 (XLVI-O/16)
- CP/doc.5363/17 Update of the appendix "Composition and Functioning of the Working Group to Examine the National Reports Envisioned in the Protocol of San Salvador" pursuant to resolution AG/RES. 2908 (XLVII-O/17)

Vulnerable Groups

- AG/RES. 2883 (XLVI-O/16) AG/RES. 2881 (XLVI-O/16)
- AG/DEC. 88 (XLVI-O/16)
- AG/RES. 2816 (XLIV-O/14)
- AG/RES. 2596 (XL-O/10) – CIADDIS
- AG/RES. 2663 (XLI-O/11)- CIADDIS
- AG/RES. 2731 (XLII-O/12)-CIADDIS-CEDDIS

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

Migration

- AG/RES. 2883 (XLVI-O/16)
- AG/RES. 2881 (XLVI-O/16)
- AG/RES. 2816 (XLIV-O/14)
- AG/RES. 2777 (XLIII-O/13)
- AG/RES. 2738 (XLII-O/12)
- AG/RES. 2593 (XL-O/10)
- AG/RES. 2608 (XL-O/10)
- AG/RES. 2485 (XXXIX-O/09)

Relevant links and photos:

- <http://www.oas.org/en/sare/social-inclusion/protocol-ssv/>
http://www.oas.org/documents/spa/press/Final_VersionCorta_ReporteMigracion_ESP_20170814.pdf
<https://www.flickr.com/photos/130890031@N03/albums/72157687795731184>
<https://www.flickr.com/photos/oasoea/24551018828/>
<http://www.oas.org/es/sadye/losmigrantescuentan.asp>
http://www.oas.org/es/sadye/documentos/PA_Afrodesc_ESP.pdf
<http://www.oas.org/es/sadye/documentos/DecAmIND.pdf>
http://www.oas.org/en/media_center/press_release.asp?sCodigo=E-063/17
<http://oritel.org/oea/>
<https://www.sites.oas.org/rcss/en/pages/default.aspx>





2.9 SECRETARIAT FOR HEMISPHERIC AFFAIRS (SHA)

Summary of the SHA's achievements

In 2017, with the Secretariat for Hemispheric Affairs, in fulfillment of the mandate of providing intersectoral coordination for “hemispheric” strategic initiatives, we provided follow-up on the Secretary General’s five strategic initiatives in order to promote their implementation, through the Committee to Analyze Strategic Initiatives (CASIE). In particular, we are making progress in developing the initiative of the School of Governance, which is expected to be launched in 2018. At the same time, we are using the Committee to Analyze Strategic Initiatives to receive suggestions from the General Secretariat, with respect to the subject of the Eighth Summit of the Americas.

Results achieved by the SHA

With the Secretariat for Summits, we are working closely with the Peruvian Government to carry out the work plan that was drawn up and preparations for the Eighth Summit of the Americas. In that respect, in 2017, the volunteer contribution from the host country was received, and four meetings of the Summit Implementation Review Group (SIRG) were held in April, June, September, and November, and a Policy Dialogue was held in September on the theme of the Eighth Summit of the Americas: “Democratic Governance against Corruption.”

We continue to support implementation of the OAS programs on open government, open data, public procurement, and identity registration systems with the Department for Effective Public Management (DGPE). It is worth highlighting that, in 2017, the Lecture Series of the Americas started up again with Sergio Fajardo speaking in Washington, D.C., and the Secretary General speaking in Lima. The SHA has also promoted participation to enrich the discussions at the preparatory meetings for the Eighth Summit of the Americas. At the request of the Secretary General, the Director of DGPE has accepted additional responsibilities as part of the Committee overseeing the activities and administration of the Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH).

Through the sustainability plan that was drawn up with the Art Museum of the Americas (AMA), we published the first Catalogue of the OAS Permanent Collection in over 30 years. We also continued to support and concretize the creation of synergies and endorsements with the private sector, as well as quality exhibitions with the support of the region’s art museums and launching again the Working Group of Ambassadors Friends of the AMA, a key group for the Museums’ sustainability and the promotion of its permanent collection in the principal galleries of the Americas and abroad. The contributions of partners from outside the OAS continue to be important; it is worth underscoring, for example, the first appraisal of the permanent collection in 30 years carried out *pro bono* by Sotheby’s.

Regarding the Columbus Memorial Library (CML), in order to grant the general public greater access to the historical archives of the OAS, thanks to a donation from the former Assistant Secretary General and former Permanent Representative of the United States to the OAS, Ambassador Luigi Einaudi, we have been able to implement with greater speed the creation of a new web page which is scheduled to be launched in 2018. In 2017, as part of the sustainability plan for this historical institution, which is important to the Organization, the position of Chief Librarian which had been vacant since July 2016 was filled.

SHA Mandates

- Democracy (CP/CAJP-3380/16 Rev.4):
Promoting transparent and effective public institutions and supporting citizen participation mechanisms
Strengthening policy dialogue in the framework of the Summits of the Americas process
- Institutional capacity building (CP/CAAP-3426/Rev.1):
Promoting a program coordination approach that reflects the interdependence between the pillars of the Organization
Creating synergies of the OAS with the other institutions of the inter-American system
Modernizing the Organization's internal and external communication strategy



Policy Dialogue – Democratic Governance against Corruption, Hall of the Americas, September 13, 2017



Second Meeting of Latin American Public Policies Students, Hall of the Americas

2.9.1 Department for Effective Public Management (DGPE)

Summary of the DGPE's principal achievements

The Department for Effective Public Management (DGPE) has the mission of contributing to making the region's public institutions more transparent and effective and ensuring they have public participation mechanisms. In 2017, the DGPE's initiatives encompassed three aspects: (1) we developed cooperation projects that contribute to strengthening public management; (2) we provided tools, methodologies, and strategies to civil servants, social leaders, and citizens so they can tackle the challenges of public management; and (3) we facilitated dialogue and the exchange of experiences in public management among representatives of the region, civil society, and political leaders.

Results achieved by the DGPE

In connection with technical cooperation:

We implemented projects involving 15 member states, focusing on civil identity, public procurement, and open data.

As part of the training component, 1,187 civil servants participated in the courses provided through the Virtual Campus of the School of Governance.

The third edition of the OAS fellowship in open government facilitated the training of 23 young leaders from 14 countries of the region.

As part of facilitating the dialogue in public management, opportunities for dialogue were strengthened with annual meetings on the subjects of public procurement, civil identity, open data, cadasters, property registration, and electronic government.

With the Universal Civil Identity Project of the Americas (PUICA):

We issued birth certificates and national identity cards and corrected vital statistics registry information for the population of the municipalities and departments of the border areas of Guatemala, Honduras, and El Salvador.

We conducted 21 awareness-raising and information drives for citizens and community leaders about the importance of civil identity in municipalities and departments of the border areas of Guatemala, Honduras, and El Salvador.

We trained 448 vital statistics officers from border municipalities in Guatemala, Honduras, and El Salvador on the importance of civil identity.

We provided support to the first phase of creating a vital statistics registration cross-checking platform in five countries (Ecuador, Argentina, Costa Rica, Guatemala, and El Salvador).

We made technical recommendations shared with the Government of Haiti to plan a campaign to identify Haitian migrants registered in the National Regularization Plan for Foreigners in the Dominican Republic.

In the Effective Public Management Innovation Program:

We carried out the Fourth Edition of the Inter-American Prize for Innovation in Effective Public Management, with the inclusion of two new categories: Innovation in the Gender Equality and Rights Approach and Innovation in Social Inclusion.

We conducted the study on "Promoting the Integrity of Civil Servants in their Relationship with Citizens" and ensured that the Guidelines for the Management of Policies for Probity in the Public Administrations of the Americas were included as an annex to the General Assembly resolution AG/RES. 2905 (XLVII-0/17) Strengthening Democracy.

We held a Dialogue Round Table on the principles of open government among authorities, civil society representatives, and the private sector in Costa Rica.

We provided support through 15 technical assistance missions carried out in nine countries of the region on subjects such as public procurement, assessment methodology, regulatory and institutional reforms, among others.

We conducted assessments and made recommendations on open data in public procurement containing information on the perspective of public procurement agencies in implementing the open procurement standard.

We developed an online platform for sustainable public procurement in cooperation with the United Nations Environment Programme (UNEP).

Through the Open Government Program:

We provided two technical assistance missions to the Governments of Guatemala and Dominican Republic in order to create national open data policies by organizing dialogue round tables attended by more than 150 persons per country from public institutions, civil society, the academic sector, and the private sector.

We produced a regional open data work plan for 2018.

We implemented the 2016 edition of the OAS Fellowship on Governance in the Americas, thus concluding a three-year cycle, during which the program trained 69 young leaders from public administration, civil society, and the private sector of 20 countries of the region; an active network of OAS Fellows was established, and 20 local open government projects were developed, seven of which were awarded seed funding from the German Government and are currently being implemented.

We improved access to training in the framework of the OAS School of Governance:

We launched a web page for the OAS School of Governance which is comprised of more than 10 training sessions provided by the General Secretariat of the OAS (GS/OAS).

We conducted an inventory of the characteristics, details, and formats of more than 200 training courses provided by the GS/OAS.

We drafted a document “Findings on Training in the GS/OAS” where recommendations are made to improve the provision of training on the four pillars of the GS/OAS.

We trained 1,187 civil servants, on the basis of 31 editions (24 open editions and 7 closed editions) provided through the Virtual Campus of the School of Governance.

We established a new course developed and delivered on Value for Money with the support of the Inter-American Network on Government Procurement (RICG).

We organized two Lecture Series of the Americas, the first held at OAS headquarters on Open Government delivered by Sergio Fajardo, and the second in Peru on Democratic Governance against Corruption delivered by Luis Almagro

We received 1,746 visitors, among which students, servicemen, diplomats, and the general public on the basis of 58 guided tours and 20 information sessions.

We organized the Second Meeting of Students in Public Policies organized jointly with the Latin American Public Policy Association (LAPA).

We held four webinars on open data and property registration attended by 293 persons from 16 countries.

DGPE Mandates:

- Resolution on Strengthening Democracy AG/RES. 2905 (XLVII-O/17)
- Universal Civil Identity Project of the Americas (PUICA): AG/RES. 2362 (XXXVIII-O/08); AG/RES. 2602 (XL-O/10); AG/RES. 2719 (XLII-O/12); AG/RES. 2887 (XLVI-O/16); AG/RES. 2908 (XLVII-O/17)
- Inter-American Network on Government Procurement (RICG): AG. RES 2894 (XLVI-O/16)
- Inter-American Prize for Innovation in Effective Public Management: AG/RES. 2705 (XLII-O/12); AG. RES 2894(XLVI-O/16)
- Open Government: AG/RES. 2705 (XLII-O/12); AG. RES 2894 (XLVI-O/16)
- Training Programs: AG/RES. 2705 (XLII-O/12); AG. RES 2894 (XLVI-O/16)
- Lecture Series of the Americas CP/RES.870 (1446/04)
- Digital Government - RedGealc: AG/RES. 2905 (XLVII-O/17); AG/RES. 2894 (XLVI-O/16); AG/DEC. 46 (XXXVI-O/06)

Links to publications and documents

PUICA: <http://www.oas.org/en/spa/depm/PUICA.asp>

<https://twitter.com/clarciev>, https://twitter.com/DGPE_OAS,

<https://www.youtube.com/watch?v=3wmqAEbTEfs>,

RICG: <http://www.ricg.org/>

Open Government: OAS Open Government Fellowship:

<http://www.oas.org/es/sap/dgpe/OpenGovFellowship/>

Virtual Campus: <http://portal.oas.org/Default.aspx?tabid=1790&language=en-us>

School of Governance: <http://www.oas.org/en/spa/depm/escuelagob/>

Digital Government, Open Data:

<http://portal.oas.org/Portal/Sector/SAP/Departamento para la Gestión Pública Efectiva/NPA/Whatwedo/tabid/1814/Default.aspx>

Cadaster and Property Registry:

<http://portal.oas.org/Portal/Sector/SAP/Departamento para la Gestión Pública Efectiva/NPA/MuNetCatastro/OASCadastreProjects/tabid/1821/Default.aspx>

<https://www.facebook.com/catastrooea>

<https://twitter.com/CatastroOEA>

<https://www.youtube.com/user/CatastroOEA?feature=mhee>

OAS Fellowship: www.oas.org/OpenGovFellowship/informe



First reunion of three graduating classes of OAS Open Government Fellows



Registration drives in the border area between El Salvador and Honduras

2.9.2 Summits of the Americas Secretariat (SAS)

Summary of SAS's achievements

In the Summits of the Americas Secretariat (SAS), we worked with the Peruvian Government to prepare for the Eighth Summit of the Americas.

In 2017, we held four meetings of the Summits Implementation Review Group (SIRG): three regular meetings and one ministerial meeting. In this context, progress achieved by the institutions of the Joint Summit Working Group (JSWG) regarding the mandates of the Seventh Summit of the Americas was presented at the April meeting. In the framework of the Ministerial SIRG meeting held in June, Peru presented the theme of the Eighth Summit, that is, Democratic Governance against Corruption, which was in turn also discussed at the September and November meetings of the SIRG in the light of its three thematic proposals. The thematic areas of the Eighth Summit for which Peru provided conceptual papers include the following: (i) democratic governance and corruption; (ii) corruption and sustainable development; and (iii) aspects of cooperation, international institutionality, and public-private partnerships.

Results achieved by the SAS

With the Summits Implementation Review Group (SIRG) we held meetings at which recommendations were made by various sectors.

On the basis of presentations made by international experts on the Summit's themes, including presentations of results and conclusions of policy workshops and meetings previously held in coordination with the Peruvian Government, institutions belonging to the Joint Summit Working Group (JSWG), and think tanks, among others, we organized the "High-Level Policy Dialogue on the theme of the Eighth Summit," organized jointly with the Peruvian Government and the Inter-American Dialogue, in Washington, D.C., in September and the "Workshop of Experts on Governance and Institutions in the Infrastructure Sector," sponsored and organized by the Development Bank of Latin America (CAF), the Peruvian Government, and the SAS.

Every SIRG meeting was also enriched by recommendations made by civil society and social stakeholders of the region, including the progress made at the Fifth Forum of Young People of the Americas and the Third Entrepreneurial Summit.

With the Joint Summit Working Group (JSWG) we were able to do the following:

We presented the document "Compilation of Institutional Reports 2016 to April 2017" and the publication following up on the Seventh Summit "Cooperating for the Americas – 2017," at the SIRG's ministerial meeting held in June 2017.

We also held a Workshop on Monitoring and Using the Summits of the Americas Follow-up System (SISCA) in Peru, and we provided support to various states in the process of preparing and submitting their annual national reports.

In the context of the SISCA, we received reports from 10 institutions belonging to the JSWG and two member states (Guatemala and Mexico). Two national reports are also in the process of being prepared.

In 2017, the JSWG met with Peru as the host country on three occasions in order to exchange information and present technical contributions to the theme of the Eighth Summit. The JSWG reiterated its commitment to provide its full support to preparing this Summit on the basis of technical assistance and orientation in the relevant areas, actively participating in the three regular meetings of the SIRG and at the ministerial meeting.

With civil society and social stakeholders in the Summits process:

We strengthened the participation of, and contribution from, civil society organizations and social stakeholders in the Summits process, in particular, in order to prepare for the Eighth Summit. In this effort, the Summits Secretariat highlights the cooperation provided by the 32 OAS National Offices and the area of OAS Relations with Civil Society. Activities carried out by the SAS include:

Holding six informative sessions, in March 2017, with 329 participants from civil society and social stakeholders from 18 member states.

Preparing and distributing the Guide on the Participation of Civil Society and Social Stakeholders for the preparatory phase of the Eighth Summit.

Launching the theme of the Eighth Summit among civil society and social stakeholders (in Lima, June 2017) in cooperation with the OAS National Offices in the 32 member states.

Holding a Hemispheric Virtual Forum (in October 2017) for civil society and social stakeholders.

Holding national onsite consultations in 30 member states (in October 2017) with the support of the National Offices of the OAS and the participation of 495 persons.

Establishing 28 coalitions that will be participating in sector activities in the framework of the Eighth Summit to be held next April 2018 in Lima, Peru.

Relevant links to work carried out in 2017 by the Summits Secretariat:

Meetings of the SIRG 2017: [ESP|ENG](#)

National reports received: [ESP|ENG](#)

JSWG reports: [ESP|ENG](#)

Follow-up System for the Summits of the Americas: [ESP | ENG](#)

Civil society and social stakeholders

Recommendations from civil society and social stakeholders during the preparatory phase leading up to the Eighth Summit: National consultations: Virtual consultations: [ESP|ENG](#)

Other sector activities in the framework of the Eighth Summit: [ESP|ENG](#)

Virtual Community of the Summits: [ESP | ENG | FRA | POR](#)

Web page for the Eighth Summit of the Americas: [ESP | ENG](#)



First regular meeting in 2017 of the Summits Implementation Review Group (SIRG), Washington, D.C., April 28, 2017



Third regular meeting in 2017 of the Summits Implementation Review Group (SIRG), Lima, Peru, November 2-3, 2017

2.9.3 Columbus Memorial Library

Summary of the achievements of the Columbus Memorial Library

At the Columbus Memorial Library, we responded to a total of 3,595 requests for information using the Library's references, documents, and access to information and its Archives Management Service.

Results achieved by the Columbus Memorial Library

We responded to a total of 3,595 requests for information using the Library's references, documents, and access to information and its Archives Management Service.

We provide reference, research, and archives management services:

In 2017, the Library responded to 2,044 reference queries and processed 82 inter-library loans. The Current Political Affairs News Service sent 21,038 articles and publications of interest electronically. In 2017, there were 2,116 documents that were digitized. In addition, the Archives Management Services responded to 158 requests for information.

We provide documents control service:

We classify and index all official documents of the OAS.

We responded to 1,393 requests for documents from the OAS and the Pan American Union, including 442 pertaining to the Information Access Service, in line with our current policy.

We provided technical assistance to the units of the General Secretariat, supplying 183 classification codes and allocating 101 International Standard Book Numbers (ISBN) and recording 93 requests for Cataloging in Publication (CIP) for new OAS publications. In addition, there were 345 publications from various units of the General Secretariat that were received.

We organized exhibitions, presentations, and publications:

The exhibitions included the following: Rubén Darío; José Enrique Rodó, Bernard Diederich, Inter-American Children's Institute, Miguel Ángel Asturias, Rigoberta Menchú, Selections from the Rare Books Collection (Chile-Uruguay-Spain), Chile and the OAS, Signing of the Panama Canal Treaties. Furthermore, various book presentations took place in the Library among which *Running in Heels: Women and Politics in Saint Lucia: 1961-2016*, co-written by a staff member of the Inter-American Commission of Women, Yasmine Solitahe Odlum.

We published the "General List of Official OAS Documents" pertaining to the years 2006 and 2007, as well as the "Summary of the decisions taken at the meetings of the Permanent Council and the texts of the resolutions and declarations adopted" pertaining to the years 2006, 2007, and 2008.

We established the Luigi R. Einaudi Collection:

The Columbus Library received the donation of a personal collection of more than 2,000 books, maps, awards and prizes, and the documents from the archives of Ambassador Luigi R. Einaudi, former Assistant Secretary General and Permanent Representative of the United

States of America to the OAS, as well as a monetary contribution to ensure processing of the collection.

Fundraising:

In August 2017, a musical activity was held to promote fund-raising, sponsored by Ambassador Hugo Cayrús, Permanent Representative of Uruguay to the OAS and supported by Ambassador Juan Anibal Barriá, Permanent Representative of Chile to the OAS, and the Observer Mission of Spain.



Fundraising sponsored by the Permanent Mission of Uruguay, with support from the Permanent Mission of Chile and the Observer Mission of Spain.



Presentation of the book *Running in Heels: Women and Politics in Saint Lucia: 1961-2016*

2.9.4 Department of Strategic Initiatives and Public Diplomacy

Art Museum of the Americas (AMA)

Summary of AMA's achievements

We published AMA's first catalogue on the permanent collection in 30 years. It is entitled "Art of the Americas: Collection of the Art Museum of the Americas of the Organization of American States" produced by a select group of experts from everywhere in the world with ties to the AMA. This monumental publication is the most complete of its kind. It is comprised of 100 academic writings on the most widely recognized works of modern and contemporary art from the AMA collection and three academic essays on the collection and its founder, the Cuban critic and curator José Gómez Sicre.

Results achieved by the AMA

We acquired about 160 works for the permanent collection. They include works by the masters Roberto Matta (Chile) and José Clemente Orozco (Mexico). AMA also secured the donation of 150 modern and contemporary works of art from Canadian artists, including many first-nation artists, as part of the events celebrating the 150th anniversary of the Canadian Confederation.

We held 13 exhibitions in the Museum, the Gallery on F Street, and the Main Building of the OAS, and we conducted about 40 guided tours for special groups and 16 other public programs.

We received about 27,000 visitors in 2017, which is the highest annual figure recorded, as a result of an ambitious series of exhibitions and programs, a series of public events, and a rise in space rentals for private events.

We inaugurated "Continental Abstraction: Highlights from the Art Museum of the Americas," a travelling exhibition at the Frost Art Museum in Miami during the important Art Basel season. In addition, the AMA lent five additional works from its permanent collection to three major U.S. museums.

We were able to provide broader national and international coverage for exhibitions and other cultural programs in various media, including: *La Conexión* (USA), *La Vanguardia* (Spain), *El Universal* (Mexico), *Hoy Los Ángeles* (USA), *El Tiempo Latino* (USA), *Cultura de España* (USA), among others, along with publications such as the *Washington Post* and *Washington Diplomat* in Washington, D.C.

We held 22 fundraising events and meetings jointly with the Friends of the Art Museum of the Americas and the Missions of Colombia, Chile, Panama, and Uruguay.

We also increased the number of museum space rentals to 13 private events for dissemination, movie projections, and concerts. The funds raised from these events supported the exhibitions program.

AMA Mandates:

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

Further information can be found at the following links:

<http://museum.oas.org>

<http://museum.oas.org/collection.html>

<http://museum.oas.org/rental.html>

Publications on the Internet or social media:

Washington Post:

https://www.washingtonpost.com/local/going-out-guide-for-the-district-sept-28-oct-4-2017/2017/09/26/bfb23a0e-9f9e-11e7-b2a7-bc70b6f98089_story.html

Washington Diplomat:

http://www.washdiplomat.com/index.php?option=com_content&view=article&id=15682:punctured-landscape-surveys-highs-and-lows-of-150th-anniversary-of-canadian-confederation&catid=1559&Itemid=428

http://www.washdiplomat.com/index.php?option=com_content&view=article&id=16913:palimpsestus-reflects-on-image-and-memory-in-20th-century-latin-american-art&catid=1567&Itemid=428

El Diario:

<http://www.eldiario.com.co/seccion/LAS+ARTES/art-of-the-americas1711.html>



Presentation of the catalogue of the Art Museum of the Americas to Ambassadors Friends of the Museum



Exhibition Palimpsestus: Image and Memory, Art Museum of the Americas

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

Summary of SCODMR's main achievements

In the Strategic Counsel for Organizational Development and Management for Results (SCODMR), we focused our efforts on supporting the implementation of the strategic lines and objectives of the OAS Strategic Plan for 2016-2020 by strengthening the strategic planning and implementation process; the two-year budget; implementation of the Organizational Development Program; strengthening external funding and internal and external communication. Furthermore, through the SCODMR, we provided support to political missions and represented the Secretary General on various occasions.

In 2017, we started the Organizational Development Program, which contributes to the process of transforming and strengthening the Organization on the basis of the following: Integrated Programs that provide a comprehensive response to the member states and mainstream the perspective of the four pillars in the stages of analysis, design, and implementation of this response; the database of competencies; focused training plans for the staff; process optimization and knowledge management.

In fulfillment of resolution CP/RES. 1065, we drew up a two-year budget that supports the transition from an inertial budget to a budget that responds to the policy guidelines of the member states, as set forth in the resolutions of the General Assembly of Cancún, Mexico. We also drew up the Strategic Plan for Strengthening External Funding, in cooperation with the Organization's Secretariats and in consultation with member states and permanent observers.³

It should be stressed that, in 2017, it was possible to halt the progressive decline of contributions to the specific funds that had been taking place over the years, securing a rise in OAS contributions from both member states and permanent observers. Furthermore, we moved forward in the implementation of the internal and external communication strategy aimed at contributing to ensuring that OAS is perceived by external and internal stakeholders as a benchmark in issues relative to democracy, human rights, multidimensional security, and integral development.

The detailed results achieved by the Strategic Counsel are provided below by area of SCODMR:

2.10.1 Department of Planning and Evaluation (DPE)

Summary of the DPE's achievements

We drew up the draft two-year budget that the General Secretariat submitted to the consideration of the member states. The proposal was made on the basis of the policy guidelines of member states contained in resolutions AG/RES. 2908 "Promotion and Protection of Human Rights" and AG/RES. 2904 "Promoting Integral Development Strategies," which provide funding for the pillars of human rights (Inter-American Court of Human Rights, Inter-American Commission on Human Rights, Inter-American Commission of Women, and Inter-American Children's Institute), and integral development (Executive Secretariat of Integral Development).

³ The consultation process with member states and permanent observers is still under way.

We established a relationship for the programs, products, and services of the Secretariats under the four basic pillars of the GS/OAS, aligning them with the Organization's Strategic Vision and the guidelines and objectives of the Strategic Plan.

In order to support the Strategic Planning process, we trained staff from the missions and General Secretariat in results-based management, and we made progress in defining the indicators and goals of the Strategic Plan which were presented to the member states for their validation.

As for Results-based Program and Project Management, we continued to implement results-based program and project management processes (design, monitoring, and evaluation) in the General Secretariat, as well as strengthen human capabilities in those issues. New management tools were created, such as guidelines for fund management, the processes involving the work of the Project Evaluation Commission were improved, and a mechanism was created for following up on the recommendations made in the external evaluations of programs and projects.

Results achieved by the DPE

In the Planning, Budget, and Mandate Follow-up Support Section:

We provided technical assistance to the staff of the General Secretariat and the permanent missions for the strategic planning exercise and the design and drafting of supplementary information (definition of indicators, targets, time-frames, and persons responsible); review of the draft program-budget for 2018; and the draft resolution for the 2018 budget.

We boosted knowledge about results-based management among the staff of the General Secretariat and the delegates of the permanent missions, amounting to a total of 157 trained participants.

We made the following documents available to member states on the OAS web page entitled "Accountability":

Official documents on the Strategic Planning Process published and available at:
<http://www.oas.org/en/saf/accountability/strategic-plan.asp>.

2018 Program-Budget submitted to the General Committee and its Annexes, published:
http://www.oas.org/budget/approved_2018.html

Half-yearly reports with programmatic results by chapter of the GS/OAS published for the periods January to December 2016 (http://www.oas.org/saf/2016-Dec/Spa/Results_2016_SPA.pdf) and January to June 2017 (http://www.oas.org/saf/saf/2017-Jun/Spa/Prog_Results-Jun-17-SPA.pdf)

We drafted and published the Annual Operating Plans of the GS/OAS:
http://www.oas.org/en/saf/accountability/docs/Annual_Operating_Plan_2018_ENG.pdf.

We estimated the costs of the 2017 resolutions:
http://scm.oas.org/doc_public/SPANISH/HIST_17/CP38069T03.doc;
<http://scm.oas.org/pdfs/2017/CP38069TCUADRORESUMEN2017.xls>

We set the scale of quota contributions from member states for the period 2018-2020.

Through the Project Management Support Section:

We supported the drafting of 62 project profiles and the evaluation of 44 project profiles by CEP: <http://services/PFME/Formulation.aspx>

We drafted and published Executive Order 17-03 "Regulations of the Project Evaluation Commission": <http://www.oas.org/legal/english/gensec/EXOR1703.pdf>

We published the Report on the Decisions of the Project Evaluation Commission for 2017: http://oasconnect/Portals/0/Plan-Ctrl-Eval/Project%20Management/Evaluation%20Committee/PEC%20Decisions/Decisiones_CEP_2017.pdf

We supervised the effectiveness and monitoring of 38 projects and programs funded by the Spanish Fund for the OAS, the United States Cooperation Fund for the OAS (USOAS), the OAS/DEMOC Fund, and the Mexico Fund.

We provided technical advisory services to prepare the 18 project documents, 32 implementation progress reports, 32 results verification reports drafted for the donors, and 32 reports prepared for project managers:

<http://services/PFME/Monitoring/MonitoringAll.aspx>

We drafted and disseminated the Guidelines on the Management of Projects funded by the United Cooperation Fund (USOAS) as a management tool.

We published and disseminated the final reports of 5 external evaluations for 11 projects funded by the U.S. Cooperation Fund (USOAS) and the Spanish Fund for the OAS: (<http://www.oas.org/en/saf/accountability/evaluation.asp>)

We implemented two external final evaluations of six projects funded by the U.S. Cooperation Fund (USOAS) and the Spanish Fund for the OAS.

We provided support for the coordination of three external evaluations or final reports requested by other departments of the General Secretariat and funded by IDB, the European Union, and USAID.

We implemented the mechanism for the Follow-up on the Implementation of the Recommendations of the External Evaluations for Programs and Projects.

We trained staff of the OAS and permanent missions (254 persons) in project management and its tools for project drafting, monitoring, and evaluation.

DPE Mandates

- Resolution AG/RES. 2911 (XLVII-O/17) Progress toward accountability, efficiency and effectiveness, and results in the OAS General Secretariat
- Resolution AG/RES. 2912 (XLVII-O/17) Financing of the 2018 Program-Budget of the Organization
- Resolution AG/RES. 1 (XLVII-E/14) rev. 1 Program-Budget of the Organization for 2015-2016
- Resolution AG / RES. 1 (XLVIII-E / 14), Annex, Section 1 of "Programmatic Results by Chapter"

- Resolution AG/RES. 1 (L-E/15) Program-Budget of the Organization for 2016
- Resolution AG/RES. 2889 (XLVI-O/16) Progress toward accountability, efficiency and effectiveness and results in the OAS General Secretariat
- Resolution AG/RES. 2890 (XLVI-O/16) Four-year Strategic Plan of the Organization
- Resolution AG/RES. 2892 (XLVI-O/16) Management modernization
- Resolution AG/RES. 2895 (XLVI-O/16) Financing of the 2017 Program-Budget of the Organization
- Resolution AG/RES. 1 (XLII-E/11) Program-Budget of the Regular Fund of the Organization for 2012
- Resolution AG/RES. 2454 (XXXIX-O/09) Promotion of the women's human rights and gender equity and equality
- Resolution AG/RES. 1 (XL-E/10) Program-Budget of the Regular Fund of the Organization for 2011



Summary of achievements by Organizational Development (OD)

We launched the Organizational Development Program, which envisages, among other elements, the implementation strategy for the OAS Strategic Plan, which is promoting institutional transformation and capacity building. To this end, the necessary tools were identified and adapted, such as the Balanced Score Card (BSC), as well as the database of competencies, the processes to be optimized, and the conceptual framework of the Integrated Programs and their implementation methodologies. We disseminated and promoted the concept of Integrated Programs with the member states as a strategy to implement their policy guidelines and as a transformative element to achieve higher levels of cooperation among the Organization's four pillars and provide comprehensive responses to the mandates of the member countries, as in the case of the first pilot Integrated-Program "Mitigating the causes of forced migration," which was started at the request of a member state and which is beginning an unprecedented action with respect to how programs have been designed and implemented until now.

We presented the OAS Strategic Plan Implementation Strategy to the Permanent Council's Working Group for Institutional Strengthening. The Working Group commended the efforts made by the General Secretariat to modernize management.

Results achieved by the OD

We set up the team for the pilot Integrated Program aimed at addressing the issue of forced migration with an inter-pillar approach. It was comprised of representatives of various secretariats and with the participation of permanent representative ambassadors of the countries of the Northern Triangle of Central America.

We developed the framework of reference for the labor competencies of the OAS in order to support the institutional transformation and capacity building process. In this framework, the structure of the database of competencies was designed, and a pilot program was carried out for its validation and subsequent implementation throughout the Organization.

Along with the Secretariat for Administration and Finance (SAF), we identified and analyzed the administrative processes susceptible to being optimized and we drafted proposals for their improvement.

We supported the incubation of a pilot program for knowledge management spearheaded by the Secretariat for Multidimensional Security, and it is expected that this experience will be reproduced in the rest of the Organization.

We held two workshops on tools to prevent workplace harassment, aimed at improving the working environment of the Organization.

We produced dissemination materials to support the OAS Strategic Plan Implementation Strategy, which shall be disseminated in 2018 and addressed to the entire staff and all member countries.

We signed an agreement with American University's Washington College of Law to grant scholarships to OAS staff and citizens of member states to carry out studies on human rights.

We launched the Mexico Fund for the OAS and the Cooperation Commission for the Mexico Fund for the OAS was coordinated, which approved funding for three projects of the General Secretariat, which are currently in the process of being implemented.

OD Mandates

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



First team of the Integrated Program

2.10.2 Department of External and Institutional Relations (DEIR)

Summary of DEIR's achievements

We were able to stop, in 2017, the progressive decline of contributions to specific funds that had been occurring over the past few years, securing a rise in contributions to the OAS from both member states and permanent observers.

We strengthened ties with strategic partners, coordinating communication with donors and presenting a consolidated image of the OAS and its projects by organizing Donor Round Tables with member states and permanent observers.

We designed a Strategic Plan for Strengthening External Funding in response to the mandate of resolution AG/RES. 2911 (XLVII-O/17) issued by the General Assembly in Cancún, which instructs the Secretary General to submit, in consultation with the Permanent Council, a Strategic Plan to secure the external support and funding needed to implement the mandates of the member states and the Organization's priorities.

We started consultations with member states to receive inputs and recommendations for the Strategic Plan for Strengthening External Funding.

In order to continue building up the fund-raising capacity of the GS/OAS, during the first semester of 2017, we launched the "Annual Report to Permanent Observers 2015-2016" in coordination with OAS Secretariats in order to disseminate the Organization's work and its most impactful projects.

For the purpose of highlighting the projects that require financial support, we organized seven Donor Round Tables to present the programs of the Secretariat for Strengthening Democracy (SSD) and the Secretariat for Multidimensional Security (SMS), as well as the programs of the IACHR, CIM, and PUICA.

Results achieved by the DEIR

We strengthened the strategic partnership of the OAS with the European Union on the basis of high-level dialogues and meetings with the European External Action Service (EEAS) of the European Union for the Heads of the EU Offices in 23 countries of Latin America and the Caribbean and with the 25 member states' ambassadors of the EU Political and Security Committee.

We facilitated bilateral discussions and exchanges between permanent observers and the technical areas of the OAS, and we coordinated exchanges between the Secretary General, the Assistant Secretary General, and the secretaries and directors of departments with the following permanent observers: China, Denmark, Finland, France, Germany, Ireland, Israel, Italy, Japan, Moldavia, the Netherlands, Norway, Serbia, Spain, Sweden, Switzerland, the United Kingdom, and the European Union.

We organized a meeting with the European Commission's Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO), which was attended by member states and permanent observers, for the purpose of informing them about the office's work in natural disaster management and exploring cooperation with the OAS.

We brought together permanent observers to analyze the situations of the countries impacted by Hurricanes Irma and José and the earthquake in Mexico. The permanent observers provided relief and emergency assistance and articles to Antigua and Barbuda, Dominica, Haiti, and Mexico.

We coordinated the Memorandum of Understanding between the General Secretariat and the Israeli Government to build up cooperation on various issues, including cybersecurity, water, and competitiveness.

DEIR Mandates

Resolution AG/RES. 2911 (XLVII-O/17) of the General Assembly held in Cancún on June 21, 2017, instructs the Secretary General to present, in consultation with the Permanent Council, a Strategic Plan to secure the external support and funding needed to implement the mandates of the member states and the Organization's priorities. SCODMR/DEIR helps the Secretary General to fulfill this mandate. On the basis of Executive Order 08-01, rev. 7 and rev. 8, SCODMR/DEIR instructs the DEIR to coordinate ties with permanent observers for the purpose of providing these strategic partners with information about the Organization's mission, priorities, and activities, as well as on the Hemisphere's agenda.

Links:

http://www.oas.org/en/media_center/press_release.asp?sCodigo=E-097/18

Dissemination of the Department's various activities on social media:

https://twitter.com/OEA_oficial/status/950424734566617090

https://twitter.com/oea_oficial/status/951915642566991873



Meeting of the Secretary General with permanent observers



2.10.3 Department of Press and Communications (DPC)

Summary of the DPC's achievements

In the Department of Press and Communication (DPC), we continued to work toward fulfilling the purpose set forth in the Communications Strategy of November 2015: "To get the OAS to be viewed by key stakeholders (external and internal) as a facilitator of solutions in issues of democracy, human rights, security, and integral development."

In that respect, in 2017, the publication of articles mentioning the OAS in the region's leading daily newspapers grew by more than 23 percent, which along with the 41 percent rise last year accounts for a 74 percent growth since 2015 (see details below). Twitter followers in Spanish grew by 32 percent and, in English, by 29 percent. In Facebook, followers in Spanish grew only slightly (by 2 percent), but reach skyrocketed (+129 percent). In English, followers grew by 241 percent whereas reach grew by 35 percent. The OAS website, which is in the process of being renovated, bounced back in terms of single hits by almost 9 percent and recorded an increase in web pages visited by almost 13 percent and the viewing of videos also skyrocketed (full playbacks grew by 278 percent). Email messages grew slightly (from 576 to 637), but the improvement in the opening ratio continued (more than 1.1 percent).

We strengthened the work for corporate management of communications (editing speeches, preparing for interviews, designing and implementing communication plans), and renewal and standardization of the image of the General Secretariat continued with the completion of a new handbook on institutional image (publication is the only step missing).

Results achieved by the DPC

OAS mentioned in the media

Media	2015	2016	Rise in 2015-2016	2017	Rise in 2016-2017	Rise in 2015-2017
<i>The New York Times</i>	20	37	85.00%	41	10.81%	105.00%
<i>The Washington Post</i>	22	41	86.36%	67	63.41%	204.55%
<i>Miami Herald</i>	39	54	38.46%	78	44.44%	100.00%
<i>La Nación (Argentina)</i>	110	185	68.18%	198	7.03%	80.00%
<i>El Universal (Mexico)</i>	140	120	-14.29%	185	54.17%	32.14%
<i>El País (Spain)</i>	99	170	71.72%	180	5.88%	81.82%
Total	430	607	41.16%	749	23.39%	74.19%

- Impact of the website:
Single visitors rose by about 8.96 percent. Web page visits grew by 12.79 percent.
- Impact of email communication:
Ratio of opened emails rose by 1.1 percent.
Ratio of clicks on links fell by 4.6 percent.
- Impact on social media:
Twitter in Spanish: The number of followers grew by 32 percent. The reach (impressions) of published material fell by 9 percent.
Twitter in English: The number of followers grew by 29 percent. The reach fell by 32 percent.
Facebook in Spanish: The number of followers grew by 2 percent. The reach rose by 129 percent.
Facebook in English: The number of followers grew by 241 percent. The reach rose by 35 percent.
The OAS Twitter account's Klout Score (which measures "influence") remained steady at over 70, peaking up to 78.
- Impact of videos
Vimeo playbacks rose by 233.33 percent, and finishes rose by 278.57 percent
- Corporate communication:
103 documents of speeches/talking points and 48 interviews were edited.
26 communication plans for OAS events and programs were prepared and implemented.
Materials were prepared for 30 interviews with senior officials of the Organization.
8 multimedia success stories on issues and programs relevant to the Organization were produced.
- Institutional image:
The Spanish version of the Institutional Image Manual was finalized and various elements of this Manual were implemented with respect to the following:
 - Consolidation of designs for "reserve the date"
 - Standardization and processing of calling cards
 - Renewal of the eight logos for programs/areas

- Standardization of December holiday greeting cards
- Standardization of criteria and contents for publications
- 86 communication products were edited and approved (press releases, books, banners, designs, etc.).

Mandate

Annex H of Executive Order No. 08-01 Rev. 7

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

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

Twitter: https://twitter.com/oea_oficial

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

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

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

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

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

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

3. AUTONOMOUS ENTITIES AND AGENCIES

3.1 INTER-AMERICAN COURT OF HUMAN RIGHTS (I/A Court H.R.)

In 2017, the Court was comprised of the following: Roberto F. Caldas (Brazil), President; Eduardo Ferrer Mac-Gregor Poisot (Mexico), Vice-President; Eduardo Vio Grossi (Chile); Humberto A. Sierra Porto (Colombia); Elizabeth Odio Benito (Costa Rica); Raúl Zaffaroni (Argentina); and Patricio Pazmiño (Ecuador). The Secretary of the Court is Pablo Saavedra Alessandri (Chile) and the Deputy Secretary is Emilia Segares Rodríguez (Costa Rica). On December 31, 2017, the term of office of the Board of Directors concluded. At the 120th regular period of sessions, the plenary Court unanimously elected Judge Ferrer Mac-Gregor Poisot as President and Judge Vio Grossi as Vice-President; they started their term of office on January 1, 2018 and shall end it on December 31, 2019.

Summary of achievements by the Court

The Court held four periods of session at its headquarters in San José, Costa Rica, and two periods outside headquarters in Guatemala City, Guatemala, and Panama City, Panama. There were 15 public hearings held on contentious cases and an evidence-gathering mission was carried out, consisting of a visit to a penitentiary in Brazil to observe implementation of provisional measures. In the framework of monitoring compliance with judgments, seven hearings were held and two court proceedings conducted to check onsite compliance with the reparations that were ordered in five cases, two of them in Guatemala and three in Paraguay.

The Court issued 14 judgments: 10 of them on the merits of contentious cases and four judgments of interpretation. The Court issued two advisory opinions: OC 23/17 on the environment and human rights, and OC 24/17 on gender identity and equality and nondiscrimination for same-sex couples. It also issued 29 resolutions for monitoring compliance with judgments. Twenty-two resolutions were issued for provisional measures, and at present, the Court has 24 provisional measures in force.

The Inter-American Commission referred 18 new contentious cases to the Inter-American Court for hearing. At the end of 2017, the Court has 35 contentious cases to settle and two requests for advisory opinions. The Court increased the number of sessions for 2018, which will amount to 14 weeks.

Results achieved by the Court

Cooperation ties and forms were developed with other inter-American agencies, regional organizations, or international institutions, for the implementation of activities.

In 2017, the member states of the OAS agreed to double the budget for the agencies of the inter-American system of human rights over a three-year period, thereby promoting the institutional capacity of the Inter-American Court to fulfill its mandate. The Court also continued to promote closer institutional ties with the Inter-American Commission by holding joint meetings in April, June, and September. In December 2017, for the first time in history, the Forum of the Inter-American Human Rights System, jointly organized with the Inter-American Commission, was held. It was attended by states, civil society, international organizations, universities, social and trade union movements, and the general public.

The Court has kept fluid and beneficial ties with other regional courts. Regarding the European Court of Human Rights (ECHR), in July, the President of the Inter-American Court met with the President of the ECHR, Judge Guido Raimondi. An exchange program between the attorneys of the secretariats of both courts is also in force. In July 2017, the first meeting between the Court and European Committee of Social Rights was held. The Court also participated in plenary session 112 of the European Commission for Democracy through Law (Venice Commission). As for the African Court on Human and Peoples' Rights, the Inter-American Court has kept a fluid dialogue in the framework of a cooperation agreement. In November 2017, it participated in the workshop to validate the "study on the framework for monitoring compliance with and implementation of the judgments of the African Court" organized by said Court in Arusha, Tanzania.

As for ties with the United Nations, in the framework of the 57th special period of sessions held in Guatemala, the Court met with representatives of the United Nations High Commissioner for Human Rights in order to discuss the willingness of both organizations to consolidate ties and share instruments and experiences to protect human rights. Likewise, in December, the President and Vice-President of the Court met with the Secretary General of the United Nations, António Guterres, to engage in an in-depth dialogue between both organizations, as well as to invite him to participate in the fortieth anniversary celebration of the Inter-American Court's creation, to be held in July 2018.

In 2017, the Inter-American Court also entered into various cooperation agreements with national courts, ministries, offices of human rights ombudsperson, universities, and human rights centers. These agreements are especially significant for the strategic coordination of judicial dialogue aimed at guaranteeing, widely and comprehensively, the defense of human rights of persons in the Americas.

The Court also organized 12 courses and seminars in various places of the region for the purpose of broadening knowledge about the Court's case law, as well as disseminating knowledge about the Inter-American Human Rights Protection System. In addition, the Court has an important program of internships and professional visits, which in 2017, welcomed 81 young people from 16 different countries throughout the world.

3.2 INTER-AMERICAN COMMISSION ON HUMAN RIGHTS (IACMR)

Summary of the IACMR's achievements

In 2017, the Inter-American Commission on Human Rights promoted major institutional changes, with important results. The case backlog fell by 10 per cent, achieving a historical minimum in terms of petitions in the examination stage and a record in terms of admissibility reports in one year, owing to measures such as the review of methodologies and workflows. Thematic and country monitoring was mainstreamed and coverage was broadened with the establishment of three new thematic units.

The Special Rapporteurship on Economic, Social, Cultural and Environmental Rights (REDESCA) was launched, including the conclusion of the selection process to appoint the Rapporteur and the start of her activities. A Coordination Room was implemented to look for timely and coordinated answers to human rights situations in the region, which led to integrated actions for Venezuela, Honduras, Guatemala, and other countries. An onsite visit was made to Guatemala in order to gather information about the human rights situation in the country and to make recommendations. The creation and launch of the IACMR-OHCHR Joint Action Mechanism to Contribute to the Protection of Human Rights Defenders in the Americas, with the Office of the United Nations High Commissioner for Human Rights (OHCHR), is noteworthy. Finally, human rights training and promotion efforts were broadened, in particular with the holding of the First Forum of the Inter-American Human Rights System. This progress has been possible owing to measures aimed at fine-tuning institutional management, in the framework of the IACMR Strategic Plan for 2017-2021.

Results achieved by the IACMR

Case and petition system:

- Case processing backlog declined by 10% compared to the preceding year.
- Processing Unit and the implementation of multiple measures aimed at speeding up the processing of petitions and cases.

Monitoring the human rights situation:

- Creation of the Memory, Truth and Justice Unit, the Older Persons Unit, and the Unit of Persons with Disabilities.
- REDESCA was established with the implementation of the public merit-based bidding for selecting the Special Rapporteur.
- Implementation of the Coordination Room for a timely and rapid response to situations of risk and human rights violations.
- Drawing up and launching, with the OHCHR, the Joint Action Mechanism to contribute to the Protection of Human Rights Defenders in the Americas.
- Onsite visit to Guatemala.

Human rights promotion and training:

- First Forum of the Inter-American Human Rights System held in Washington, D.C., with the participation of 507 persons in its 24 parallel events.
- Advisory services and technical cooperation to Central America for institutional capacity building and consolidation of human rights-based policymaking.
- Implementation of a broader public presence for the IACMR in the region's countries on the basis of travelling periods of sessions and promotional activities.

IACHR Mandates

- Article 106 of the OAS Charter.
- Article 41 of the American Convention on Human Rights.

Links

http://www.oas.org/en/iachr/media_center/PReleases/2017/167.asp

<https://cidhoea.wixsite.com/foro-sidh>

<http://www.oas.org/en/iachr/decisions/precautionary.asp>

http://www.oas.org/en/iachr/media_center/PReleases/2017/090.asp

http://www.oas.org/en/iachr/media_center/PReleases/2017/123.asp

<http://www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=22301&LangID=E>

3.3 ADMINISTRATIVE TRIBUNAL

The Administrative Tribunal of the OAS is an autonomous body established by the General Assembly via resolution AG/RES.35 de 1971, for the purpose of learning about disputes arising between the General Secretariat and its staff for alleged failures to meet the terms of the staff or because of infringement of the General Standards to Govern the Operations of the General Secretariat of the OAS and other applicable provisions. In 2017, the Administrative Tribunal was comprised of the following judges: Homero Bibiloni, President (Argentina); Michel Bastarache, Vice-President (Canada); Héctor Arce (Bolivia); Magali Rojas (Peru); Wilson Vallejo (Ecuador); and T. Michael Peay (United States).

Summary of the Administrative Tribunal's achievements

On January 24, 2017, the Administrative Tribunal celebrated the 45th anniversary of its operations, after having settled more than 300 labor disputes in connection with severance, benefits, appointment and selection, job classifications, retirement, and pensions, institutional parity and performance evaluations, among other issues.

During the period covered in the present report, the Administrative Tribunal undertook a follow-up on the process of implementing Judgment 165 adopted on December 29, 2016 in the framework of Appeal 304 Sergio Pino v. Secretary General. This judgment instructed the implementation of a new competitive bidding process for selecting the Organization's Human Resources Director, for which the Tribunal stayed in contact periodically with the General Secretariat to learn about the activities that were programmed and the deadlines set to carry out this process, and with the Staff Committee to learn about the scope of its participation in it.

The Administrative Tribunal also promoted other activities aimed at: preventing internal conflicts; strengthening its inter-agency cooperation ties; and recognizing its independence as an autonomous body of the Organization, among which the following are noteworthy:

Holding a dialogue with the representatives of the various formal and informal mechanisms to prevent or settle labor disputes in the Organization and the areas that are involved in these cross-cutting proceedings. This pioneer dialogue was ultimately aimed at evaluating options for the efficient consolidation and transmission of recommendations that are made by each one of the bodies convened in order to facilitate their follow-up and, to that end, to identify the factors that could impact the Organization's working environment.

Participating in conferences and cooperation activities with the Administrative Tribunals of other international organizations for the exchange of information about legal issues relative to international administrative law and procedural matters. The synergies created with the Administrative Tribunals of the Inter-American Development Bank, the World Bank, and the International Monetary Fund, with which many bilateral meetings were held, are noteworthy.

Intervention in the political bodies of the Organization to request the regularization of its budget situation, which led to the suspension of the duties under its jurisdiction during the second semester of the year. As a result of the steps promoted by the Tribunal, in 2017, the General Assembly of the OAS, at its fifty-second special session, set a suitable budget allocation for the annual operations of the Tribunal [Resolution AG/RES. 1 (LII-E/17)].

Also in 2017, three was the finalization of the review of the Administrative Tribunal's entire case law and the criteria that shall be nourishing the new search engine for decisions to be implemented.

3.4 INTER-AMERICAN CHILDREN'S INSTITUTE (IIN)

Summary of IIN's achievements

The activities carried out by the IIN in 2017 used the roadmap of the Plan of Action for 2015-2019 adopted at the 90th regular meeting of the Directing Council (Antigua, Guatemala, 2015). The Plan contains the lines of action, targets of each line for the period, and activities pledged for 2017. There were 94, of which 61 materialized, 25 are under way, 6 are being coordinated, and 2 were postponed to 2018.

During the period covering the present report, the 90 years of IIN were celebrated, which was an opportunity to highlight the institution's action and reasserts its validity as an instrument of the inter-American system to promote and protect the rights of children and adolescents in the region. The Permanent Council's adoption of June 9 as Americas Children and Youth Day constitutes a concrete achievement in this direction.

The 92nd regular meeting of the IIN's Directing Council was held in Bridgetown, Barbados, and this was the first time that the Directing Council was meeting in a Caribbean country. As a result a major step was taken for the benefit of regional integration. Because of the work to prepare for this meeting, today the IIN has direct contact with the authorities in charge of childhood in the 14 Caribbean states.

One of the most noteworthy achievements is the repositioning of the IIN as a benchmark institution in terms of policies for children and adolescents in the region. Communication increased with states on the basis of requests for technical assistance and participation in activities proposed by the IIN. Globally, ties were consolidated with the United Nations System through the Committee on the Rights of the Child and the Office of the UN Special Representative of the Secretary General on Violence against Children. At the subregional level, technical assistance was provided to the Commission Niñ@sur with those who have built a permanent tie.

Results achieved by IIN

Elimination of violence in daily environments:

"Best practices" were identified in four subregions (Canada, Costa Rica, El Salvador, Saint Lucia, and Uruguay). Agreements were entered into with strategic partners (SOS Children's Villages and the Marist Federation) in order to ensure further in-depth analysis, systematize experiences, and draw lessons from what is in the process of being implemented.

Agreements were entered into with various civil society organizations, which made it possible to join efforts to work on themes such as: building healthy environments; safe use of Internet; help lines, and banning of corporal punishment by law.

It was agreed, with the organization SOS Children's Villages, to develop the contents for a course on "Violence and the rights of children and adolescents... Building environments of peace," which received 1,300 applicants and for which 78 technical civil servants of the states and civil society organizations were admitted.

Early childhood

Training was provided to 41 civil servants from agencies working for children through the virtual course “Planning and managing comprehensive public policies for early childhood based on a rights perspective.”

Working agreements were drawn up with the National Secretariat for Children and the Family (Republic of Argentina) to train and certify 120 civil servants of the Under-Secretariat for Early Childhood.

Transfer of guidelines and support in Paraguay (COMPI) continued after having completed the development of a workshop on the issue “Healthy development in environments without violence.”

The web and social media dissemination campaign “The Right of Children to a Family” was carried out on the basis of the IACHR document bearing the same name and contributions made by the states.⁴

Criminal liability of adolescents

Work continued on an agreement with UNICEF to promote the wider use of non-custodial measures with adolescents who are criminal law offenders.

A forum of dialogue was established with reference to states to identify progress and obstacles in implementing non-custodial measures.

Inter-American Cooperation Program for the Prevention and Eradication of Sexual Exploitation and Smuggling of and Trafficking in Children and Adolescents

In an agreement with the states of Chile, Colombia, and Uruguay, 98 civil servants were trained using onsite and online methodologies.

The Office of the United Nations Special Representative of the Secretary-General on Violence against Children, UNICEF, and the IIN jointly presented a Note addressed to the states of Barbados, Saint Kitts and Nevis, and Trinidad and Tobago, to promote ratification of the Optional Protocol to the Convention on the Rights of Child on the Sale of Children, Child Prostitution and Child Pornography. The Note was sent via the Permanent Missions to the United Nations (May 2017) and the Permanent Missions to the OAS (June 2017).

IIN’s participation in the Regional Action Group of the Americas (GARA) to Prevent Sexual Exploitation of Children and Adolescents in Travel and Tourism was consolidated.

The network of technical focal points was given impetus. There are designated technical focal points in 15 states: Argentina, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Mexico, Panama, Paraguay, and Saint Vincent and the Grenadines.

⁴ Link: <http://www.oas.org/en/iachr/children/docs/pdf/Report-Right-to-family.pdf>.

The Project for “Guidelines for Empowering and Protecting Child and Adolescent Rights on the Internet in Central America and the Dominican Republic” was implemented jointly with SADYE of the OAS. This included the holding of inter-generational workshops in five countries with the participation of 94 children and adolescents and 84 adults, who made 158 recommendations in three areas: accessibility, capacity building of legal frameworks and institutions, and training for safe browsing.

We continued working on providing technical assistance to the Central Authority of Mexico to develop its guide of procedures and to design, structure, and deliver a specific course aimed at operators working on this issue in Mexico.

We developed the ninth version in Spanish of the Inter-American Course on the International Abduction of Children and Adolescents (SINNA), and at the request of the representatives of the Caribbean, the third edition of the course in English was prepared. There were 42 persons attending from the following countries: Chile, Colombia, Ecuador, El Salvador, Guatemala, Mexico, Panama, Paraguay, Peru, and Uruguay.

Migrant Children and Adolescents

Coordination was established with IOM to develop a virtual course on the rights of children and adolescents in situations of human mobility.

A mapping of positive practices was developed in areas relative to the migration of children and adolescents, especially unaccompanied minors in order to promote horizontal and triangular cooperation.

Coordination was established with the Committee on Migration Issues to promote the Inter-American Program in the matter.

Participation of children and adolescents

A strong positioning of the states was achieved in the matter. This has led to many requests for technical assistance, human resources training, and support in processes for the consolidation of children and adolescent organizations.

Follow-up on processes is currently being carried out in 12 states: Argentina, Brazil, Chile, Colombia, Costa Rica, El Salvador, Ecuador, Mexico, Panama, Paraguay, Peru, and Uruguay.

Activities in the field in 10 states: Costa Rica, El Salvador, Dominican Republic, Panama, Honduras, Brazil, Paraguay, Colombia, Paraguay, and Uruguay.

Technical assistance started up in Peru, Colombia, Mexico, Paraguay, and Uruguay.

IIN/OAS organized seven activities with the participation of children and adolescents in Paraguay, Colombia, Chile, Peru, and Uruguay, involving 421 children from 17 countries of the region and Europe.

At the request of Paraguay, a training proposal was developed with 36 operators from various public institutions.

Participation of children and adolescents in institutional and planning areas of the IIN, as well as support to three states in the process of consultation on public policymaking cycles.

The Network of Child and Adolescent Correspondents (RED CORIA) was established, comprised of 19 children and adolescents in 8 countries (Argentina, Canada, Chile, Colombia, Mexico, Paraguay, Trinidad and Tobago, and Uruguay). Two members of this network shall be representing the adolescents of the Americas at a meeting of the Committee on the Rights of the Child in Geneva.

Communication

The following web page was redesigned: www.nuestravozacoloresiinoea.org

Issues 3 and 4 of the newsletter Boletín IINfancia were published in English and Spanish.

Social media were constantly being informed, awareness raised, and actions promoted for the benefit of the rights of the child. “Likes” on Facebook rose by 59.07 percent, followers on Twitter increased by 27%, and subscribers on our YouTube channel rose by 61%.

In the framework of the commemoration of IIN’s 90th anniversary, there were two invitations launched to promote the participation of children and adolescents in the region: a call for stories “Rights should not be fairy tales” and a call for photographs “An Album of Rights” from which two digital publications emerged.

Along with the National Secretariat for Children and Adolescents of Paraguay, the National Secretariat for Culture, the Organization of Ibero-American States, and the Inter-American Children’s Institute (IIN-OAS), a didactic guide or promotional primer of videos on the rights of children and adolescents was produced and declared by Paraguay as a project of educational interest.

Inter-American Human Resources Training Program (PIC)

There were 14 courses that were provided, 3 of them in English, reaching 507 participants from 38 states.

Mandates of IIN/OAS

- AG/RES. 1 (LI-E/16) Comprehensive Strategic Plan of the Organization
- AG/RES. 2881 (XLVI-O/16) Omnibus Resolution: Advancing Hemispheric Initiatives in Integral Development
- AG/RES. 2883 (XLVI-O/16) Inter-American Program for the Promotion and Protection of the Human Rights of Migrants, Including Migrant Workers and their Families
- AG/RES. 2887 (XLVI-O/16) Human Rights Promotion and Protection
- AG/RES. 2894 (XLVI-O/16) Strengthening Democracy
- AG/RES. 2432 (XXXVIII-O/08) Preventing and Eradicating Commercial Sexual Exploitation and Smuggling of and Trafficking in Children and Adolescents

- AG/RES. 2028 (XXXIV-O/04) Inter-American Program of Cooperation to Prevent and Remedy Cases of Abduction of Children by One of their Parents
- AG/RES. 1951 (XXXIII-O/03) Promotion and Protection of the Human Rights of the Child in the Americas
- CPNNA/RES. 1 (XXI-14) Unified Resolution on the Twenty-first Pan American Child and Adolescent Congress: "Childhood and Adolescence: Building Peaceful Environments"
- IIN Directing Council's Action Plan for 2015-2019

3.5 INTER-AMERICAN COMMISSION OF WOMEN (CIM)

Summary of CIM's achievements

The CIM's work was consolidated with a series of mandates from various bodies, including its Assembly of Delegates, the General Assembly of the OAS, and the Summits of the Americas. In 2016, the CIM's Assembly of Delegates adopted the Strategic Plan of the Inter-American Commission of Women for 2016-2021⁵ which is aimed at strengthening the two primary roles of the Commission: acting as a hemispheric policy forum for women's rights and gender equality, and providing technical advisory services for the institutional mainstreaming of the gender equality approach in the work of the OAS. The Plan steers the Commission's work in its two main strategic areas: (i) promoting gender equality and the elimination of discrimination; and (ii) preventing and punishing violence against women.

Results achieved by the CIM

Promoting gender equality and the elimination of discrimination:

Institutional mainstreaming of the gender equality and human rights approach in the work of the OAS:

Implementation of the Methodological Transfer for the Implementation of Participatory Gender Audits⁶ at the municipal level in Costa Rica, in cooperation with the National Women's Institute (INAMU).

Conclusion of the Participatory Gender Audit in the General Secretariat of the OAS and adoption of the Gender Mainstreaming Action Plan for Implementation of the OAS General Secretariat's Institutional Policy on Gender Equality, Diversity and Human Rights.⁷

Training of 100 staff of the OAS as part of the series of workshops on awareness-raising about workplace sexual harassment, with the staff of the OAS.

Training provided to more than 100 persons at the eleventh and twelfth editions of the virtual course "Gender Equality and Rights-based Approach to Policies, Programs, and Projects."⁸

Training provided to more than 100 persons at the second and third editions of the virtual course on "Strategic Planning with a Gender Approach."⁹

Training provided to 20 persons at the third edition of the Diploma on Communications, Gender, and Human Rights.¹⁰

⁵ CIM (2016). Strategic Plan of the Inter-American Commission of Women for 2016-2021. Available at: <http://www.oas.org/en/cim/docs/CIM-StrategicPlan2016-2021-EN.pdf>.

⁶ CIM (2016). Manual of Methodological Transfer to the National Machineries for the Advancement of Women: Participatory Gender Audit. Available at: <http://www.oas.org/en/cim/gender.asp>.

⁷ OAS (2017). Gender Mainstreaming Action Plan (GMAP): General Secretariat's Institutional Policy on Gender Equality, Diversity, and Human Rights. Available at: <http://www.oas.org/en/cim/gender.asp>

⁸ Virtual course on the Gender Equality and Rights-based Approach to Policies, Programs, and Projects. Available at: <http://portal.portaleducoas.org/es/cursos/enfoque-derechos-igualdad-g-nero-en-pol-ticas-programas-proyectos?lang=en>

⁹ Gender-based Strategic Planning. Available at: <http://portal.portaleducoas.org/es/cursos/planificaci-n-estrat-gica-enfoque-g-nero?lang=en>

¹⁰ Diploma on Communications, Gender, and Human Rights. Available at: <http://www.comunicarigualdad.com.ar/diploma-de-comunicacion-y-genero/>

Adoption of the Inter-American Guidelines on Gender Equality for the Good of Humanity,¹¹ for the purpose of reasserting the gender equality agenda as a central part of the good in the world.

Women's substantive political citizenship for democracy and good governance:

Publication of the study on Democracy and Parity in Latin America: The Cases of Mexico and Nicaragua,¹² in follow-up to CIM's current work on this subject.¹³

Publication of the "Inter-American Model Law on the Prevention, Punishment, and Eradication of Violence against Women in Politics."

Training of more than 100 persons on the subject of violence and political harassment against women, including electoral judges (Mexico) and women members of parliament (Costa Rica).

Preventing and punishing violence against women:

Follow-up Mechanism to the Belém do Pará Convention (MESECVI)

Conclusion of the evaluation phase of the Third Round of Multilateral Evaluation, on the basis of the system of progress indicators for measuring implementation of the Belém do Pará Convention.¹⁴

Holding the Fourteenth Meeting of the Committee of Experts of MESECVI (Panama, November 2017), where the Third Hemispheric Report on the Implementation of the Belém do Pará Convention "Preventing Violence against Women in the Americas: The Road Ahead"¹⁵ was adopted, along with 28 National Reports.

Holding the Seventh Conference of the States Parties to the Belém do Pará Convention (Panama, November 2017).

¹¹ CIM (2017). Inter-American Guidelines on Gender Equality for the Good of Humanity. Available at: <http://www.oas.org/es/cim/docs/CIM-CD-doc10-17-EN.pdf>.

¹² CIM (2017). Democracy and Parity in Latin America: The Cases of Mexico and Nicaragua. Available at <http://www.oas.org/en/cim/docs/DemocraciaParitaria-MexNic-ES.pdf>

¹³ Further information on CIM's work on the subject of parity available at: <http://www.oas.org/en/cim/parity.asp>.

¹⁴. MESECVI. System of progress indicators for measuring implementation of the Belém do Pará Convention. Available at: <http://www.oas.org/en/mesecvi/indicators.asp>.

¹⁵. MESECVI (2017). Third Hemispheric Report on Implementation of the Belém do Pará Convention: "Preventing Violence against Women in the Americas: The Road Ahead." Available at: <http://www.oas.org/es/mesecvi/docs/TercerInformeHemisferico.pdf>

3.6 INTER-AMERICAN TELECOMMUNICATION COMMISSION (CITEL)

Summary of CITEL's main achievements

CITEL continued to boost the efforts to align the Sustainable Development Goals (SDGs) with the Secretary General's Strategic Initiatives and with the priorities identified by the member states of CITEL/OAS. This has been used to draft the new Strategic Plan for 2018-2022 to be approved at the Seventh Regular Meeting of the CITEL Assembly. As for the United Nations International Telecommunication Union (ITU), CITEL upgraded its priorities and viewpoints in terms of the development of telecommunications, for the purpose of ensuring that they are part of the world agenda. The structuring of training and education impacting the member states of CITEL/OAS has multiplied, with the provision of 10 distance learning courses and 3 classroom courses, with the granting of 183 scholarships to citizens of OAS member states, rising from 99 in 2015 to 134 in 2016.

As for the appropriation of technologies, CITEL continued to promote the inclusion and appropriation of telecommunications/ICTs in the Americas, through the 2030 ICT Alliance of the Americas, securing resources and concrete products that contribute to increasing connectivity and improving digital training to upgrade the quality of education in the Americas and to develop talent for the new digital economy.

Results achieved by CITEL

There were 29 inter-American proposals that were incorporated into the World Telecommunication Development Conference (WTDC-17), under the slogan "ICTs for the Sustainable Development Goals" aimed at speeding up the expansion and use of telecommunication and ICT infrastructure, applications, and services to build and continue developing the information society and to bridge the digital divide. Likewise, 5 Regional Initiatives for the Hemisphere were adopted: disaster risk reduction; spectrum management and the switchover to digital broadcasting; rollout of broadband infrastructure; accessibility and affordability for inclusive and sustainable Americas; and development of the digital economy, smart cities and communities, and the Internet of Things, and the promotion of innovation.

Cooperation with ITU:

- Two Regional Frequency Coordination Meetings in the Caribbean (Nicaragua and Guatemala).
- Seventh Green Standards Week, from April 3 to 5, 2017 in Manizales, Colombia, under the central slogan "Circular Economy and Smart Sustainable Cities."
- Letter of intent aimed at "Establishing an Agreement on the Use of ICTs for Emergency and Disaster Situations in the Americas Region" (also with COMTELCA and CTU).
- Secretary General's Strategic Initiatives: Caribbean Interconnectivity and Natural Disaster Response.
- Establishment and start of activities in each Permanent Consultative Committee for Ad Hoc Groups to coordinate projects in telecommunications /ICTs and radiocommunications.
- Gender-based Perspective in Strategic Initiatives: there were 3 winning proposals that were recognized out of the 45 proposals received for the contest "ICTs as a tool for the prevention and elimination of violence against women." The proposals winning the prizes were from Brazil, Colombia, and Mexico.

Sustainable Development Goals:

In the framework of the 2030 ICT Alliance, the Mobile Digital Classrooms program was launched with a budget of about US\$1.7 million, funded by ProFuturo (Telefónica Foundation), about

which requests were received from various countries of the Caribbean and, at present, coordination with focal points is moving forward to start implementing the project in selected schools.

The Mobile Apps Program was launched, and as part of it, the STEM4GoodAmericas contest, which motivated young entrepreneurs to create mobile apps with MIT's App-Inventor. Lego Education supported the initiative, donating robot-building kits to the winners. There were about 4,000 participants, including students between 14 and 18 years of age and teachers coming from the various member states of the OAS, with 3,000 of them taking the training course and who can now create Mobile Apps. The nine winning projects are from Colombia, Ecuador, El Salvador, Guatemala, and Mexico.

Inter-American Agenda

It was agreed to open channels for the rollout of wireless Internet that would make it possible to provide connectivity for remote and/or difficult-to-access areas. Parameters were agreed upon for the management of communications between household appliances and other devices used daily through the Internet, which opens up possibilities for industry and for the improvement of the quality of life.

The Manual against Pay-Television Fraud was presented at the session of the OAS Permanent Council on October 25, 2017.

Co-organization of the seminar on "Connectivity and Freedom of Expression in the Americas: Public and Regulatory Policy Lessons," held on September 28, 2017, in Washington, D.C.

CITEL Mandates

- Establishment of the Ad Hoc Group for the implementation of information and communication technologies (ICTs) as tools for the empowerment of women (Resolution CCP.I/RES. 283 (XXX-17)) and terms of reference (Resolution CCP.I/RES. 288 (XXXI-17)).
- Holding a workshop on the empowerment of women and girls using ICTs in the framework of the Ad Hoc Group of the 32 Meeting of PCC.I in 2018 (Resolution CCP.I/RES. 289(XXXI-17)).
- Roadmap proposal for follow-up to move forward with the project to support disaster response and mitigation through telecommunications (Resolution CCP.I/RES. 287 (XXXI-17)).
- Creation of ad hoc group to coordinate strategic initiatives of the OAS related to telecommunications / ICTs (Decision CCP.I/DEC. 269 (XXX-17)).
- Creation of ad hoc group to coordinate strategic initiatives of the OAS related to radiocommunications (Decision CCP.II/DEC. 192 (XXIX-17)).
- Creation of a mentoring program preparing Administrations for ITU World Conferences and Assemblies (Decision COM/CITEL/DEC. 98 (XXXIII-17))
- Frequency arrangements for the terrestrial component of IMT in the bands 3300-3400 MHz, 3400-3600 MHz, and 3600-3700 MHz, or combinations thereof (Recommendation CCP.II/REC. 54 (XXIX-17))
- Frequency arrangements for IMT in the band 1 427-1 518 MHz (Recommendation CCP.II/REC. 55 (XXIX-17))
- Frequency arrangements for the implementation of the terrestrial component of IMT in the band 614-698 MHz (Recommendation CCP.II/REC. 56 (XXX-17))
- Spectrum management for MTC/IOT/M2M applications (Recommendation CCP.II/REC. 57 (XXX-17))



PCC.I Mexico



PCC.II Barranquilla



COM/CITEL Santo Domingo

Reference links:

- <https://www.citel.oas.org/en/pages/pccii/wrc.aspx>
- <http://www.fundaciontelefonica.com/2017/02/10/profuturo-firma-acuerdo-oea-america-latina-caribe-educacion-digital/>
- <http://www.jamaicaobserver.com/news/OAS-pledges-cooperation-to-deliver-digital-classrooms-to-C-bean>
- <http://www.paginaciudadana.com/profuturo-y-la-oea-promoveran-la-educacion-digital/>
- <https://www.itu.int/en/ITU-D/Conferences/WTDC/WTDC17/Pages/default.aspx>
- <https://www.itu.int/en/ITU-T/Workshops-and-Seminars/gsw/201704/Pages/default.aspx>
- <https://www.itu.int/en/ITU-R/terrestrial/broadcast/Americas/Pages/default.aspx>

3.7 OFFICE OF THE INSPECTOR GENERAL (OIG)

Summary of OIG's achievements

The Office of the Inspector General (OIG) is the agency responsible for discharging the duties of financial, administrative, and operational auditing, for the purpose of ascertaining the degree of compliance by the General Secretariat (GS).

Results achieved by OIG

- Audits
In 2017, nine audits were conducted, including: travel expenses; corporate credit card program; cultural heritage project, Phase II; staff transfers, competitive recruitment, and reclassifications; project monitoring; La Plata Basin project; supply processes for electoral observation missions; personal data protection, and the Judicial Facilitators Program.
- Recommendations
42% of the audit recommendations from previous years were addressed by the Administration. There were 11 new recommendations added over the year. The CAAP, via its Working Group on the Review of OAS Programs, continued to provide its steady support to the process of monitoring the recommendations made by the OIG and remained actively involved. At the end of the year, there were 66 audit recommendations that remained open, out of the 95 made in 2016.
- Investigations
The OIG completed five investigation cases carried out from previous years and 12 that were received in 2017. This accounted for an increase of 11 cases concluded or +183%, compared to 2016. The distribution of cases was as follows: eight for alleged misconduct; four for workplace harassment; four for ensuring organizational value; and one for protecting whistleblowers against retaliation.
- Other activities
The Organization filled the vacancy of the Inspector General on July 17, 2017. In addition, the OIG continued:
(1) to monitor and assess anomalies that might suggest organizational risk; (2) to carry out its continuing professional education program for OIG staff; (3) to participate as observer on various committees of the General Secretariat; and (4) to meet and submit reports to the executive bodies of the OAS.

3.8 BOARD OF EXTERNAL AUDITORS

According to resolution AG/RES. 123 of the General Assembly (III-O/73), adopted in April 1973, and resolution CP/Res. 124 of the Permanent Council of June 1975, the Board of External Auditors is the body responsible for the external auditing of the accounts of the GS/OAS.

Summary of the achievements of the Board of External Auditors

The Board held its annual meeting on April 10 to 21, 2017, to prepare its report on the external auditing of the accounts and comparative financial statements of the GS/PAS for the years ending on December 31, 2016 and 2015.

Results achieved by the Board of External Auditors

On May 17, 2017, the Board submitted its observations to the Permanent Council (OEA/Ser.S JAE/doc.47/17 of May 9, 2017). The report includes four sections: a) Report of the Board of External Auditors; b) financial statements of the OAS; c) financial statements of OAS-related entities and agencies; and d) OAS Retirement and Pension Fund. On the basis of the unqualified opinions issued by BDO, LLP, the financial statements pertaining to the entities that were audited tally with the books, documents, and receipts of the GS/OAS.

In short, the recommendations were as follows:

1. That financial and other kinds of measures be reviewed.
2. That the General Assembly adopt a Strategic Plan with the targets, activities, indicators, and costs related to the budgets for 2018, 2019, and 2020 and to the administrative and infrastructure needs of the OAS.
3. That a Subfund replenishment plan be drawn up to reach the amounts required in accordance with the General Standards.
4. That consideration should be given to allocating all surpluses from the ICR fund to administrative, maintenance, and infrastructure needs.
5. That the CAAP must finalize the Real Estate Strategy and that the General Assembly should approve it.
6. That a human resources strategy be draw up that would include plans to fill vacant positions and evaluate the optimal mix of permanent staff and contractors.
7. That a “staff management committee” be established, chaired by the Assistant Secretary General and comprised of other senior staff.
8. That the Board recommend that member states should finance a sustainable corporation business system.
9. That a funding strategy be drawn up to support the Strategic Development Plan of SAF/DOITS.
10. That the OIG must use a risk-based approach to select audits that focus specifically on securing the highest benefits from the efforts exerted.
11. That the OIG must review all open auditing recommendations, re-evaluate the criteria used to classify them as high, moderate, or low risk, and immediately bring to a close those that management had decided have been adequately settled or those that are no longer valid.

The Board stressed that the firm of independent auditors, BDO, LLC issued unqualified opinions (“clean opinions”), which constitute the best outcome possible for an audit, with respect to the following financial statements for 2016:

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

The Board stressed that the firm of independent auditors, Mitchell Titus, LLP issued an unqualified opinion (“clean opinion”), which is the best outcome possible for an audit, with respect to the 2016 financial statements of the Retirement and Pension Fund.

4. SPECIALIZED ENTITIES AND AGENCIES

4.1 INTER-AMERICAN DEFENSE BOARD (IADB)

The Inter-American Defense Board (IADB) was founded on March 30, 1942. In 2006, the General Assembly of the Organization of American States (OAS) established the IADB as an “entity” of the Organization and adopted its Statute. The IADB currently has 27 member states and 7 observer states, and its structure is comprised of the Council of Delegates, the Secretariat, and the Inter-American Defense College (IADC). Its purpose is to provide the OAS and its member states with technical, consultative, and education advice on matters related to military and defense issues in the Hemisphere.

Summary of IADB's achievements

It should be highlighted that, on March 30, 2017, the IADB celebrated 75 years. The ceremony celebrating its anniversary was attended by distinguished guests such as the President of the Republic of Honduras, the Assistant Secretary General of the OAS, the Secretaries of Defense and Navy of Mexico, the Commander of the United States Northern Command, and the Secretary General of the Ministry of Defense of Brazil.

As for the Inter-American Defense College, it celebrated its 55th anniversary on October 26 and 27, with the attendance of OAS ambassadors, representatives of the Council of Delegates, and alumni.

Results achieved by the IADB

Linkage with hemispheric, regional, subregional, or service organizations:

Participation in the XXXII Conference of American Armies (CAA), the specialized meetings on Inter-operability (CNIE-I) and Telecommunication (CNI-EC) of the XI Inter-American Naval Conference (CNI), the Conference of American Air Force Chiefs (CONJEFAMER), as well as the conferences sponsored by United States Southern Command: the South American Defense Conference (SOUTHDEC), the Central American Security Conference (CENTSEC), and the Caribbean Nations Security Conference (CANSEC), as well as the Conference of Central American Armed Forces (CFAC) and the Meeting of Public Security Ministers of the Americas (MISPA).

Consolidation of ties with the Strategic Studies Centers on Defense and Security, such as the Perry Center, the National Academy of Political and Strategic Studies (ANEPE) of Chile, Advanced Strategic Studies School (CAEE) of El Salvador, the National Advanced Studies Center (CAEN) of Peru, the Regional Center of Strategic Studies on Security (CREES) of Colombia, the National Defense School (FADENA) of Argentina, among others, which made it possible to support the events and studies conducted by IADB on aspects of interest for security and defense in the Hemisphere.

Humanitarian demining

Support continued to be provided to the OAS Comprehensive Action against Anti-Personnel Mines Program (AICMA) in Colombia through the Group of Inter-American Monitors in Colombia (GMI-CO), which focuses on monitoring and evaluating the humanitarian demining courses in Colombia, as well as on their documentary and operational assessment.

The IADB continues to support the General Command of the Armed Forces of Colombia with the Inter-American Technical Advisory Group in Colombia (GATI-CO), by supporting training activities for the military monitors of humanitarian demining in the country.

Ten representatives from various countries of the continent were sent to the "Course on Demining and Defusing Devices" provided by the Kingdom of Spain.

IADB attended the 20th Annual International Meeting of National Anti-Mine Action Program Directors and United Nations Advisers in Geneva, Switzerland, and the Seminar on Demining War Zones: Opening Space for Building Peace, of the U.S. Institute for Peace in Washington, D.C.

XIII Conference of the Defense Ministers of the Americas (CMDA):

In 2017, support was provided to the Pro tempore Secretariat for the development of the thematic areas relative to the evolution of the armed forces in defense and security issues; humanitarian assistance in emergencies; climate change; and the gender perspective. IADB contributes by participating in events and organizing seminars to draw up proposals that are useful for the coordination, ways, and means to address these thematic areas.

IADB continues to integrate the institutional memory of this Conference, which shall be used as an excellent source of consultation about the achievements made to date by this important hemispheric forum.

Natural disasters:

Natural disasters, climate change, and humanitarian aid in the Hemisphere were monitored.

Advisory services and coordination were provided to address the impacts left by Hurricanes Harvey, Irma, José, and María in the Caribbean, with special attention focused on the request for support from Antigua and Barbuda, as a result of the damage sustained because of Hurricane Irma, helping various member countries to agree to provide assistance to that country in keeping with their capabilities. At the same time, there was a follow-up on the impacts of the earthquakes that hit Mexico.

The seminar "Inter-Agency Coordination for Large-Scale Disasters in the Americas" was organized and, with both the CSH and other international organizations, it attended the seminar to provide advisory services on how to use of defense and security capacities to mitigate the impacts of these phenomena.

Confidence and Security Building Measures in the Americas

IADB contributed actively to developing the Seventh Forum on Confidence- and Security-Building Measures (CSBMs) held at the SMS of the OAS, where the IADB presented subjects relative to the updated CSBM database and the draft electronic form for providing information on this subject.

Two workshops were held on CSBMs to present the platform of the electronic form and how it operates. This tool is considered to be useful to speed up the remittance of data referring to transparency and confidence-building measures.

Furthermore, at the behest of the OAS, the IADB organized the Forum: "Strengthening the Inter-American Convention on Transparency in Conventional Weapons Acquisition," for the purpose of making recommendations that would make it possible to motivate the participation of member states in this Convention. These recommendations were submitted to the CSH.

"The Reference Manual on Small Arms and Light Weapons" was drafted and disseminated in order to contribute to the marking, gathering, storing, and destruction of this type of weapon.

New threats and other military and defense aspects:

The Seminar on the "Armed Forces and their participation in nontraditional tasks and emergency threats" was held in order to examine the coordination and cooperation required to tackle threats such as organized crime, socioeconomic threats, cyber-war, among others.

With the Perry Center, IADB participated in the project on "Prospects of the Armed Forces up to 2030."

In terms of gender equity, the Conference on the participation of women in defense and security affairs was organized in order to invite member states to continue promoting concrete policies and actions in this matter.

Likewise, it participated in the CMDA Ad Hoc Group on the "Progressive Mainstreaming of the Gender Perspective as a Cross-Cutting Issue for Defense and Security Policies" held in Panama and in the seminar on "Women's Participation in the World's Armed Forces," which was held in Mexico.

Education

The Inter-American Defense College (IADC) completed its third year as an institution accredited to award master's degrees. The consolidation of the accreditation meets the key requirements of eligibility for access to funding for scholarships from the OAS, and efforts continue to be made with the OAS to achieve this purpose.

The Master of Science degree on inter-American security and defense is an effort made by the IADC to achieve academic excellence and rigor in teaching, focusing on the framework of multidimensional security and the cross-cutting elements of the four pillars of the OAS. Academic freedom is imperative. The core subjects include international relations and the inter-American system; strategic thinking for hemispheric defense and security; political economics for defense and security, multidimensional security in the Americas, hemispheric policy for defense and security; and dispute analysis and settlement.

The academic achievements in 2017 were as follows:

Graduating class No. 56 had 64 members graduating in June 2017. This graduating class represented 17 countries of the OAS and included 49 servicemen; 10 police officers; and five civilians, among which there were nine women.

Graduating class No. 57 started in August 2017. This group represents 16 countries of the OAS and is comprised of 45 servicemen; 12 police officers; and 11 civilians, among which there are seven women.

Electives in 2017: Theory and practice of relations between civilians and the military; leadership; strategic decision-making; comparative politics of developing countries: Latin America and the Caribbean; and cybersecurity

Links to learn about the activities of the Inter-American Defense Board:

www.jid.org

Link para conocer las actividades del Colegio Interamericano de Defensa: www.iadc.edu



Ceremony of the 75th Anniversary of the IADB



Seminar on the Armed Forces and Their Participation in Nontraditional Tasks and Emergency Threats



Conference on Women's Participation in Defense and Security Affairs



55th Anniversary of the Inter-American Defense College (IADC)

IADB Mandates

- Resolutions AG/DEC. 88 (XLVI-O/16),: Declaration on Climate Change, Food Security, and Migration in the Americas, paragraph 2; AG/RES. 2880 (XLVI-O/16). Advancing Hemispheric Security: A Multidimensional Approach, paragraphs: 2, 17, 18, 25, 30, 32, 34, 35, 36, 37, 48, 51, 58, 59, 60.
- Resolutions AG/RES. 2907 (XLVII-O/17): Advancing Hemispheric Security: A Multidimensional Approach, paragraphs: 5, 116, 117, 118c AND 119.

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

Summary of IICA achievements

The Institute, which is a specialized agency of the inter-American system, is aimed at promoting agricultural development and the rural well-being of the Americas. The year 2017, marked by the celebration of its 75th anniversary, was abundant in terms of harvesting results.

IICA implemented its cooperation agenda on the basis of 54 initiatives in which budgeted quota contributions were invested throughout the year, with the following breakdown: four flagship projects (competitiveness of chains, resilience and climate change, inclusion, and family agriculture); an agricultural and livestock health strategy and food safety; three multinational projects on innovation, bio-inputs, and added value; 12 regional integration mechanisms; and 34 national rapid response actions. This is supplemented with a portfolio of 195 initiatives, whose annual implementation amounts to over US\$140 million coming from many partners: governments, donors, the academic sector, and multilateral banks.

Results achieved by IICA

Modernization of institutional frameworks for the management of agricultural services associated with public policymaking, research, outreach, health, marketing and information for national development was promoted. Regional integration and the exchange of knowledge between countries, for which IICA acted as a bridge for South-South cooperation, were promoted.

More than a dozen agricultural innovations materialized with public institutionality, for the benefit of at least 15 chains of production of interest for Latin America and the Caribbean, such as those for biofuels, bio-inputs, coffee, cocoa, root vegetables and tubers, staple grains, wheat, and soybean.

The 34 member countries of the Institute addressed on a timely basis their plant and animal health situations, owing to their participation in international forums, the development of public-private partnerships and training processes on regulatory frameworks, the *Codex Alimentarius*, pests and diseases, among other issues, for the benefit of more than 5,000 stakeholders.

In eight countries, management capacities were enhanced in 10 chains of farm production, by the application of criteria to increase competitiveness, sustainability, and inclusion and the use of a series of instruments developed by the IICA. This benefited close to 5,000 stakeholders, including civil servants, businesspersons, and producers.

Brazil, Colombia, Costa Rica, Ecuador, Guatemala, Guyana, Honduras, Mexico, Peru, and Suriname, among other countries, implemented institutional and operational frameworks using a participatory approach to promote inclusive development and family agriculture. At least 10 countries benefited from the initiatives to promote women's inclusion and development in the agricultural sector.

With support from IICA, 12 countries enhanced their capacities to plan climate change adaptation processes in the agricultural sector, whereas others, hit by Hurricanes Irma and María, drafted recovery projects and risk management strategies.

In the framework of the program “100 CONACYT-IICA Scholarships,” 327 new scholarship beneficiaries are studying for a master’s degree or doctorate in Mexican universities, which is three times the target number that had been planned.

There were 6,643 persons participating in the IICA’s virtual courses, whereas in the massive courses organized with Mexican institutions, more than 30,000 persons were trained.



The Central American Comprehensive Coffee Leaf Rust Management Program (PROCAGICA), funded by the European Union, applies new technological models for resilient coffee production. IICA cooperation promoted sustainable soil and water use.



The Ecuadorian project replacing diesel by pine oil provides new forms of energy, includes citizen participations, and exerts a positive socioeconomic impact in the Galápagos Islands. It is a sound example of public-private partnerships, donors, and international cooperation.

Further details on IICA’s cooperation results and publications ([publicaciones](#)) are available at www.iica.int.

News: [Cambio Climático-Méjico](#), [Ovejas-Barbados](#), [Coco-Santa Lucía](#), [Mapas de suelo-Costa Rica](#), [Piñón-Ecuador](#), [Declaración Decenio Agricultura Familiar](#), [Programa becas](#) y el [IICA](#).

4.3 INTER-AMERICAN JURIDICAL COMMITTEE (CJI)

Summary of CJI's achievements

In 2017, the Inter-American Juridical Committee held two regular periods of sessions at its headquarters in the city of Rio de Janeiro, in Brazil, where it adopted two reports in fulfillment of the mandates of the OAS General Assembly: one on “Conscious and Effective Regulation of Business in the Area of Human Rights” (CJI/doc.522/17 rev. 2) and the other on “Protection of Cultural Heritage Assets” (CJI/doc.527/17 rev.2).

In the first, the Committee compiles best practices, legislation, and case law to address the subject and proposes alternatives to move forward with the conscious and effective regulation of business. As for the protection of cultural heritage assets, the Committee proposes consolidating domestic laws, urges ratification of the 1970 UNESCO Convention and the 1976 OAS Convention, and invites all states to establish cooperation mechanisms to facilitate the implementation of the above, on the basis of a review of available instruments, both regional and universal. Furthermore, there was a pronouncement by the Committee with respect to the immunity of states and statelessness.

In the period covered by the present report, the Committee approved, in addition, the consideration of two new subjects: “validity of foreign judicial decisions in light of the Inter-American Convention on extraterritorial validity of foreign judgments and arbitral awards” and “binding and non-binding agreements.” The latter arose from an exchange carried out with the legal counsels of foreign affairs ministries in October 2016. Furthermore, the plenary of the Juridical Committee decided to keep dealing with the following subjects on its agenda: immunity of international organizations; law applicable to international contracts; representative democracy; and guide for the application of the principle of conventionality [review for compliance with human rights conventions].

As for the Chair of the Committee, he participated, in April, in a meeting of the Permanent Council and of the Committee on Juridical and Political Affairs, which made it possible for him to meet permanent representatives and delegates at OAS headquarters, where he stressed the importance of dialogue with various political bodies and the feedback that is expected from states in order to follow up on the work that they themselves have proposed to the Committee. He urged the Caribbean to participate more so that they can integrate the common law perspective. He also highlighted the need for the states of that region to take interest in participating in the Committee.

In August 2017, as in previous years, the Committee held its 44th edition of the Course on International Law, with support from the International Law Department. This 44th Course took place between July 31 and August 18, 2017 in Rio de Janeiro, Brazil, and was attended by 42 students, and of these 15 were OAS-funded scholarship beneficiaries from various countries of the Hemisphere.

Finally, it is important to highlight the presence of representatives from various international organizations during the Inter-American Juridical Committee’s period of sessions held in August. On that occasion, the plenary of the Committee welcomed Commissioner Kathleen Quartey Ayensu, who was visiting from the African Union Commission on International Law, as well as Dr. Paulo Abrão from the Executive Secretariat of the Inter-American Commission on Human Rights (IACHR), Ambassador María Teresa Infante on behalf of the Latin American Society of International Law (SLADI), Ambassador Marcelo Vázquez as member of the United Nations International Law Commission, and Dr. Felipe Rotondo and Dr. Edgardo Martínez Rojas, both representing the Ibero-American Network for Personal Data Protection (RIDP).

4.4 PAN AMERICAN DEVELOPMENT FOUNDATION (PADF)

Summary of PADF's achievements

Established in 1962, the Pan American Development Foundation (PADF) is a private, nonprofit, nongovernmental institution that operates under a unique cooperation agreement concluded with the OAS. The PADF's mission is to implement development programs and help victims of natural disasters and humanitarian crises in Latin America and the Caribbean. In 2017, we worked to respond to the Hemisphere's greatest challenges by providing innovative solutions facilitating sustainable progress for the region.

In Colombia, in order to respond to the humanitarian crisis stemming from displacement and to endorse the implementation of the country's Victims Law, the PADF continued to broaden its programs to help the population living in conditions of displacement, Afro-descendants, indigenous peoples, women victims of domestic violence, young people at risk, and other vulnerable groups in the country. The Positive Results Initiatives Program (*Iniciativas con Balance Positivo*) is noteworthy as it consists of its own methodology to develop actions aimed at creating processes of self-management, empowerment, social capital building, and promotion of a culture of legality in the community, on the basis of the contributions from all stakeholders. In 2017, this initiative focused on the Going Back to the Countryside campaign (*Volver al Campo*) in order to invest in peasant communities and the country's farming sector.

In Haiti, where the PADF has been working for decades, the year 2017 witnessed the outcomes of two major economic development initiatives: LEAD and Ann Booste Canaan. PADF worked directly with micro, small, and medium-sized enterprises in key value chains and offered capital and technical assistance. The PADF also provided training to young people so they could build up labor skills and gain access to better jobs.

In 2017, we continued our actions in response to risk and for risk mitigation, whereas in countries like Haiti, Guatemala, and El Salvador, we prepared communities for reducing the harmful impacts of natural events. We also provided responses when these events occurred throughout the region. In Haiti, they continued working in response to Hurricane Matthew which devastated the southern part of the island in 2016. At the end of 2017, however, new fund raising was required to respond to the new hurricanes in Haiti and Puerto Rico, as well as the earthquake in Mexico.

As part of its mandate with civil society in the region, the PADF continued strengthening independent nongovernmental organizations without any political affiliations, as an inter-American instrument to consolidate democratic values and principles on the basis of greater citizen participation in protecting human rights. For example, in 2017, with support from the PADF and the OAS Special Rapporteurship for Freedom of Expression, civil society organizations adopted common standards to monitor the situation of freedom of expression in their countries.

The Foundation also continues to implement corporate social responsibility projects in various countries, which facilitate greater contributions to integral development and the aid given to natural disaster victims. In 2017, we broadened our program for education in science, technology, engineering, and mathematics through our STEM in the Americas initiative, which supports STEM academies in schools throughout the region to increase quality education in these areas and support teachers in charge of teaching these subjects.

Results achieved by the PADF

- PADF was able to reach 10.3 million persons in 16 countries on the basis of development and disaster-response programs.
- PADF raised US\$80 million in funding for development and disaster-response programs in Latin America and the Caribbean.
- Working closely with the Colombian Government, the PADF directly impacted the quality of life of 260,000 victims of the conflict, including 8,270 returnee or relocated families, 20,226 indigenous and Afro-Colombian households, and more than 3,000 displaced persons. With a total of 19 projects, these and other vulnerable groups, such as women victims of violence, children and young people at risk, among others, were provided with services.
- More than 37,000 persons were supported in Guatemala and El Salvador thanks to local risk management actions, the delivery of first-aid kits and stretchers to municipal firemen, the mapping of vulnerabilities, and training in community resilience.
- As a result of our economic development projects in Haiti, 1,810 new jobs were created leading to income earnings amounting to more than US\$12.3 million.
- As part of our response to Hurricane Matthew, 13,500 Haitians managed to gain access to clean water.
- In the Bahamas, 1,113 adults and 903 children and adolescents participated in dialogues, advocacy activities, and campaigns to raise awareness about gender-based violence and the need to reduce all kinds of violence.
- In Suriname, Trinidad and Tobago, and the Bahamas, 1,732 government, security, and justice officials received training on crime prevention strategies, while 11,154 young people participated in court simulations, traineeships, and other events to reduce factors contributing to the risk of criminality.
- On the basis of various STEM education programs, the donation of school supplies, and the empowerment of young entrepreneurs, we brought benefits to almost 1,000 students in Argentina, Brazil, and Chile. At the same time, in our play-and-game centers (*casas lúdicas*) in Colombia we were able to reach another 12,000 young people.

PADF links

Colombia – Publications: <http://www.fupad.org/publicaciones/>

Haiti: <https://www.padf.org/news/lead-entrepreneurs-manufacturing-new-jobs>

Bahamas: <https://www.padf.org/news/across-bahamas-neighbors-gather-to-address-gender-based-violence>

Guatemala: <https://www.padf.org/news/how-guatemalan-hillside-community-became-resilient>



Neighborhood residents, members of the police force, and groups of young people meeting in Long Island, the Bahamas, to discuss solutions to gender-based violence.



Hundreds of young Haitians prepare themselves to gain access to better jobs after graduating from school with new vocational skills.



In Colombia, hundreds of communities are benefiting from the PADF's Positive Balance Initiatives.

4.5 PAN AMERICAN HEALTH ORGANIZATION (PAHO)

Summary of PAHO's achievements

In the period 2013-2017, the Pan American Health Organization, which is the World Health Organization's Regional Office for the Americas, continued its national, subregional, and regional technical cooperation activities, supporting health development in the countries. Technical cooperation from PAHO during this period has mainly been steered by the PAHO Strategic Plan for 2014-2019, which was drafted with the broad participation of member states. It also worked hand in hand with the WHO's General Programme of Work and the Millennium Development Goals in order to ensure PAHO's contribution to complying with these international agreements and frameworks.

In this period, PAHO gave priority to and developed successful actions in a wide range of basic issues, steered by the resolutions approved by its executive bodies. Among those issues, the following are noteworthy: capacity building of health system in terms of coverage and universal access; capacity training in countries to respond to health-related emergencies and disasters and the reduction and elimination, to the extent possible, of communicable diseases; and the prevention and control of non-communicable diseases and their risk factors. The work used an approach encompassing the entire course of life in health interventions, with special emphasis on the health of mothers, children, and adolescents, as well as older persons, taking into consideration the importance of social and environmental determinants for health and the prioritization of the most vulnerable groups. The fruitful partnerships and collaborations with stakeholders of the inter-American system shall continue to play a primary role in the Organization's work and in the progress achieved by member states in ensuring sustainable health development.

Result achieved by PAHO

- Communicable diseases
 - Elimination of the endemics of measles, rubella, and congenital rubella
 - Elimination of onchocerciasis (river blindness) in four of the six countries where it is endemic
 - Seven countries eliminated the vertical transmission of HIV and congenital syphilis
- Non-communicable diseases
 - 30 countries of the region ratified the WHO Framework Convention on Tobacco Control
 - Four countries passed legislation on front-of-package labeling of food
 - Three countries implemented tax policies on sugary drinks
- Life cycle health
 - 41 countries participate in the WHO vaccination Rotary Fund
 - PAHO spearheaded gender-related issues, compared to other regions of the WHO, and published "Strategy and Plan of Action on Strengthening the Health System to Address Violence against Women" (document CD54/9)
 - In 2017, PAHO drafted and approved the new "Policy on Ethnicity and health"
- Health systems
 - 25 countries oriented funding strategies toward ensuring universal health coverage.
 - Access to first-tier health care services using innovative strategies (such as the More Doctors Program in Brazil).

30 countries use the Strategic Fund to improve access to quality medicines and technologies.

- Emergencies and disasters

PAHO responded in less than 48 hours to all emergencies declared in the region. It successfully spearheaded the response to the following epidemics in the region: Zika, Chikungunya, yellow fever, and cholera
Completion of the “Comprehensive Disaster Management Strategy and Results Framework 2014-2024 for CARICOM Member States”

PAHO mandates

- [Strategic Plan 2014-2019](#)
- [Sustainable Health Agenda for the Americas 2018-2030](#)
- [2030 Agenda for Sustainable Development](#)
- [Resolutions and other documents of the governing bodies](#)
- [Strategy for Universal Access to Health and Universal Health Coverage](#)

Relevant links

- [Health topics– several links from PAHO's website](#)



Elimination of diseases – Vaccination drive in Paraguay (2014)



More Doctors Program, state of Pará, Ilha de Marajó, City of Breves, Brazil (2015)

4.6 PAN AMERICAN INSTITUTE OF GEOGRAPHY AND HISTORY (PAIGH)

Summary of PAIGH's achievements

The Pan American Institute of Geography and History (PAIGH) has continued to fulfill its mission through the Technical Assistance and Publications programs. In 2017, it was decided to link more closely the Pan American Agenda for the Advancement of the PAIGH with the Sustainable Development Goals of the United Nations 2030 Agenda.

As for its financial situation, at the 21st General Assembly (Panama, 2017), a resolution was passed so that the General Secretariat would prepare a new quota contribution scale for approval at the 48th Meeting of the Directing Council in 2018.

As for the Technical Assistance Program, in 2017, 23 projects were developed in the amount of US\$573,717, including counterpart funding. The following are noteworthy:

- *CAF-IPGH-GEOSUR Program: Geospatial Network for Latin America*
- *Geocentric Reference System for the Americas (SIRGAS)*
- *Joint Plan of Action for the Development of the Spatial Data Infrastructure of the Americas*
- *Integrated Map of South America*

As for publications, the following were issued:

- *Revista Cartográfica*, issues Nos. 92 to 95
- *Revista Geográfica*, issues Nos. 157 and 158
- *Revista Geofísica*, issue No. 66
- *Revista de Historia de América*, issues Nos. 151 and 152
- *Revista de Arqueología Americana*, issue No. 34
- *Antropología Americana*, issue No. 3

As for cooperation activities its participation in the following is noteworthy:

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

The following statutory meetings were held in 2017:

- 87th and 88th Meetings of Officers (Mexico in June 2017, and Panama in October 2017)
- 21st General Assembly (Panama in October 2017) where 30 resolutions were adopted
http://www.ipgh.org/asamblea-general/21-ag/files/21-AG_Resols_1-33.pdf

5.1 ACTIVITIES OF THE SECRETARY GENERAL AWAY FROM HEADQUARTERS

January

17-18 Tegucigalpa, Honduras

Official visit. Swearing in ceremony for anti-corruption judges and enactment of the law.

23-25 Brussels, Belgium

Official visit

23-25 Madrid, Spain

Official visit

February

8-9 Nassau, Bahamas

Ministry of Education

13-15 Mexico City, Mexico

XXV General Ministerial Conference of OPANAL

50th anniversary of the signing of the Treaty of Tlatelolco

19-22 Paris, France

International Ministerial Conference on the Protection of Children in Armed Conflicts

March

14-16 Guatemala City, Guatemala

Official visit. Meetings with senior government authorities

16-17 Belize City, Belize

Official visit. Meetings with senior government authorities.

29-30 Mexico City, Mexico

Forum 2000-Democratic Solidarity 2017.

4-4 Boston, Massachusetts

Official visit

April

4-4 Boston, Massachusetts

OAS/Hutchins Center Cooperation Agreement, Harvard University

6-7 Syracuse, New York

University of Syracuse, Conference on the Challenges of Democracy and Human Rights

9-10 Brasilia, Brazil

Official visit. Meetings with senior government authorities

12-13 Miami, Florida
Latin American Summit on Political Marketing and Governance

17-18 Santo Domingo, Dominican Republic
Official visit. Meetings with senior government authorities

18-19 Miami, Florida
World Strategic Forum

19-22 Asunción, Paraguay
70th Anniversary of the Inter-American Masonic Confederation

May

20-25 Oslo, Norway
Oslo Freedom Forum

29-30 Miami, Florida
Ibero-American Telecommunications Organization (OTI 2017)

June

18-20 Cancún, Mexico
Forty-seventh regular session of the General Assembly of the OAS

July

18-19 Atlanta, Georgia
Carter Center, official meeting with President Jimmy Carter.

August

07-10 Tel Aviv, Israel
Official meeting with the Prime Minister of Israel

10-10 San José, Costa Rica
Official meeting with the Prime Minister of Costa Rica and with senior government authorities. Signing of the Central America Peace Accords-FUNDAPEM

20-22 Paramaribo, Suriname
Official visit. Meetings with senior government authorities

September

5-8 Santiago de Chile, Chile
III Ministerial Meeting of the Energy and Climate Partnership of the Americas. Meetings with senior government authorities

11-12 San José, Costa Rica
Forum on Migration Flows

12-14 Mexico City, Mexico
Americas Competitiveness Forum

18-19 Bridgetown, Barbados
92nd Meeting of IIN-OAS

19-21 Grenada
Official visit. Meetings with senior government authorities

October

1-2 Miami, Florida
2017 Latin American Summit

4-7 Venice, Italy
Presentation of the Report on Venezuela

7-10 Prague, Czech Republic
Forum 2000 Conference

24-27 Miami, Florida
American Bar Association Section of International Law: Fall Conference

27-29 Salt Lake City, Utah
General Assembly of SIPIAPA

31-01 Nov. Aruba
World Jurist Association Congress, World Peace Prize

November

1-4 Buenos Aires, Argentina
XVIII Ibero-American Forum

7-8 Los Angeles, California
USC School of International Affairs

12-13 New York, New York
Official visits at the United Nations

23-24 Guatemala City, Guatemala
Official visit. Meetings with senior government authorities

27-27 Montego Bay, Jamaica
United Nations Conference on Jobs and Inclusive Growth

28-30 Lima, Peru
62nd Lecture Series of the Americas*

December

06-08 Bridgetown, Barbados
XX Inter-American Conference of Ministers of Labor

13-14 Panama City, Panama
Official visit. Meetings with senior government authorities

5.2 ACTIVITIES OF THE ASSISTANT SECRETARY GENERAL AWAY FROM HEADQUARTERS

January

01/09/2017

Managua, Nicaragua

Inauguration of President Daniel Ortega

The Assistant Secretary General represented the General Secretariat at this event and held conversations with the Minister of Foreign Affairs, Denis Moncada, on the reach of OAS activities in Nicaragua. He also paid a courtesy call to the Minister of Finance, Iván Acosta. The Assistant Secretary General visited the OAS Office in Nicaragua and met with its staff. He also visited the office of judicial facilitators in Nicaragua where he attended a presentation and met with the main persons in charge of the program. The Assistant Secretary General delivered a lecture at the Bluefields Indian & Caribbean University (BICU) on “The Role of the OAS in the Hemisphere.”

The host government provided courtesy accommodations.

01/16/2017

Mexico City, Mexico

Preparatory meetings for the General Assembly of the OAS

Visit scheduled to prepare for the 47th General Assembly and to assess the arrangements being made for this event. The Assistant Secretary General was supported by a technical team from the OAS, which met with their counterparts from the Foreign Affairs Secretariat of Mexico to examine all aspects relative to preparations for the General Assembly.

Expenses for this visit were included in the budget for the General Assembly and were covered by the host government.

February

02/07/2017

Roseau, Dominica

Official visit to Dominica

The Assistant Secretary General met with Ms. Francine Baron, Minister of Foreign Affairs and CARICOM Affairs, to examine programs and initiatives being carried out by the OAS in Dominica and potential areas for further cooperation. He also met with Ms. Roselyn V. Pablo, Minister for Commerce, Enterprise, and Small Business Development, to talk about OAS cooperation in the areas of entrepreneurship and the development of SMEs. Finally, the Assistant Secretary General met with the Minister of Education to talk about teacher training and opportunities for training and scholarships from the OAS.

02/09/2017

Nassau, Bahamas

Ninth Inter-American Meeting of Ministers of Education

The Assistant Secretary General attended this meeting at which he was the speaker for the closing ceremony. He also met with various ministers of education. The Inter-American Education Agenda, which is a milestone for improving the quality of education in the Americas, was approved at this meeting.

March

03/13/2017

San Salvador, El Salvador

Official visit to El Salvador

The Assistant Secretary General met with Mr. Óscar Ortiz, Vice-President of El Salvador, to receive a report and talk about the principal security initiative known as “Safe El Salvador” (*El Salvador seguro*). He also met with Mr. Hugo Martínez, Minister of Foreign Affairs, to talk about the bilateral agenda between the OAS and El Salvador, including potential areas for expanding cooperation. Among other activities, there was a visit to the National Council for Micro, Small, and Medium-Sized Enterprises and a meeting with the Secretary General of the Central American Integration System (SICA), at the headquarters of this regional institution. Finally, the Assistant Secretary General delivered a lecture at the University of El Salvador on “The OAS and its impact on the Hemisphere.”

03/15/2017

Panama City, Panama

First International Congress on Global Threats and their Regional Impact

The Assistant Secretary General was invited as the keynote speaker for this event organized by the *International Studies Association* of Panama. At this event, he was awarded the Medal of Merit in recognition for his work promoting democracy, strengthening human rights, and promoting peace, security, and integral development. The Assistant Secretary General paid a visit to the National Assembly of Panama, where he attended a meeting about capacity building of legislative bodies, with the participation of the Assembly's leaders, committee chairs and members, and representatives of civil society.

The cost of this visit was covered by the event's organizers.

03/27/2017

Saint George's, Grenada

Official visit to Grenada

The Assistant Secretary General met with the Prime Minister of Grenada, Keith Mitchell, with whom he examined the principal elements of the bilateral relationship between the OAS and Grenada. He also met with the Minister of Foreign Affairs, Mr. Elvin Nimrod, and with the Minister of Education and Humanitarian Services, Mr. Anthony Boatswain, with whom he talked about the opportunities for cooperation in their respective areas. The officials of the Small Business Development Center also welcome the Assistant Secretary General, with whom they talked about the OAS initiative for small enterprises and the measures to improve their future prospects, including access to opportunities for innovative young people and potential entrepreneurs through Compete Caribbean and ICTs Americas, as well as coordination with YABT.

The Assistant Secretary General delivered a lecture at the T.A. Marry Show Community College on “The role of the OAS in the Hemisphere,” and participated in a live morning television show to talk about his visit and the work of the OAS in the Caribbean, especially in Grenada.

April

04/09/2017

Castries, Saint Lucia

Official visit to Saint Lucia

The Assistant Secretary General met with the Prime Minister and the Minister Responsible for Foreign Affairs, Allen Chastanet, as well as with Ms. Flood, Minister in the Ministry Responsible for External Affairs, with whom he talked about OAS activities in Saint Lucia and potential areas for further cooperation. He held conversations as well with senior staff of the ministry in charge of developing small enterprises and with the Minister of Education on training opportunities offered by the OAS to teachers.

The Assistant Secretary General visited the headquarters of the Organization of Eastern Caribbean States (OECS), where he met with the Director General, Didacus Jules, to explore areas of cooperation and talk about the need to update the Memorandum of Understanding between the OAS and OECS, which has been in force since the 1980s. (After this meeting, on October 16, 2017, the Secretary General of the OAS, Luis Almagro, and the Director General of the OECS signed an updated versions of said memorandum of understanding at OAS headquarters.) The Assistant Secretary General also delivered a lecture at the Sir Arthur Lewis College on the OAS and its relevance in the Hemisphere.

May

05/08/2017

Mexico City-Cancún, Mexico

Preview visit to prepare for the 47th regular period of sessions of the OAS General Assembly

After the decision was taken to hold the OAS General Assembly in Cancún instead of Mexico City, as had originally been planned, the Assistant Secretary General travelled to Mexico City to meet with the Secretary of Foreign Affairs of Mexico, Luis Videgaray, and his team in order to continue planning the General Assembly. Afterwards, he travelled to Cancún where he was supported by a technical team from the OAS to inspect the venue that was selected and undertake the preparations needed for the General Assembly.

05/11/2017

Belize City, Belize

Official visit to Belize

The Assistant Secretary General made a working visit to Belize, where he met with the Prime Minister, Dean Barrow, to examine the bilateral ties between the country and the OAS. He also met with the Deputy Prime Minister and the Minister of Education, Patrick Faber. He also interviewed the Attorney General and the Minister of Foreign Affairs, Wilfred Elrington, to talk about potential areas for expanding cooperation. The Assistant Secretary General visited the University of Belize where he was welcomed by its President, with whom he talked about opportunities for educational exchange offered by the OAS. Finally, the Assistant Secretary General participated in a live morning television show, where he talked about the work and impact of the OAS in Belize.

05/23/2017

Quito, Ecuador

Inauguration of President Lenin Moreno

The Assistant Secretary General traveled to Quito, Ecuador, to attend the inaugural ceremony of President Lenin Moreno. During his visit, he met with the staff of the OAS office in Ecuador, where he received information about the Organization's work in the country.

June

06/16/2017

Cancún, Mexico

47th regular period of sessions of the General Assembly of the OAS

The Assistant Secretary General travelled to Cancún, Mexico, as part of the OAS delegation attending the 47th General Assembly of the Organization. In addition to all of the events that were part of the General Assembly and other activities, he also met with various ministers of foreign affairs and other government authorities attending the General Assembly.

July

The Assistant Secretary General did not travel in July.

August

The Assistant Secretary General did not travel in August.

September

09/17/2017

Barranquilla, Colombia

Model OAS General Assembly for students in Colombia's Caribbean region

The Assistant Secretary General was invited by the University of Norte de Barranquilla, Colombia, to be the keynote speaker at the Seventh Model OAS General Assembly (MOAS) for university students in Colombia's Caribbean region. During this visit, the Assistant Secretary General met with the university's President and senior professors. He also paid a courtesy call to Mr. Eduardo Verano de la Rosa, Governor of Colombia's Atlantic region, and Mr. Alex Chalub, Mayor of Barranquilla. At his meetings with local authorities, the Assistant Secretary General talked about the work of the OAS in the region, especially those initiatives and projects focusing on the sustainability of municipalities and urban areas.

The cost for this visit was covered by the event's organizers.

09/21/2017

New York, N.Y., USA

72nd Regular Session of the General Assembly of the United Nations

The Assistant Secretary General traveled to New York City to attend meetings of the United Nations General Assembly and also to meet with authorities of the region who were attending the Assembly. During his stay, he met with Mr. Vinicio Cerezo, new Secretary General of the Central American Integration System (SICA), and with representatives of the Secretariat for Central American Economic Integration (SIECA) to start outlining areas of mutual interest in order to renew cooperation between the OAS and SICA in the Central American region. At these meetings, special attention was paid to issues promoting resilience and the natural disaster response capacity, combating poverty, promoting entrepreneurship, educational opportunities,

and the empowerment of women and young people. The Assistant Secretary General also met with Ambassador Colin Granderson, Assistant Secretary-General of CARICOM, with whom he exchanged views about building up cooperation for initiatives under way, such as those on climate change, natural disasters, combating poverty, promoting education, young people, and entrepreneurship.

October

10/03/2017

Santiago, Chile

XIII Annual Conference of the Inter-American Network on Government Procurement: Value for Money in Public Procurement

The Assistant Secretary General traveled to Chile to attend the XIII Annual Conference of the Inter-American Network on Government Procurement in the Americas, where he spoke at the official opening session. While he was in Santiago, the Assistant Secretary General paid a courtesy call to the Under-Secretary of Foreign Affairs, Edgardo Riveros, with whom he talked about initiatives undertaken by the OAS in Chile and potential areas for expanding cooperation. The Assistant Secretary General also met with Ambassador Juan Pablo Lira, Director of the Chilean Agency for International Development Cooperation (AGCID), and made a presentation on the many areas in which the OAS participates, beyond the coverage usually provided by the media.

10/09/2017

San Pedro Sula, Honduras

Sixth Meeting of Ministers Responsible for Public Security in the Americas (MISPA-VI)

The Assistant Secretary General traveled to San Pedro Sula, Honduras, to attend the Sixth Meeting of Ministers Responsible for Public Security in the Americas, where he attended the official opening. During this visit, he paid a brief courtesy call to President Juan Orlando Hernández and to the Minister of Public Security. He visited a modern forensic laboratory and talked to the President of the Chamber of Commerce of San Pedro Sula. The Assistant Secretary General also participated in a morning television show where he spoke about security in Central America. Finally, the Assistant Secretary General attended the graduation ceremony for the first onsite training session of the Inter-American Network for Police Development and Professionalization, in which a large number of police officers from various member states of the OAS participated.

10/22/2017

Belize City, Belize

Official visit to Belize

The Assistant Secretary General made an official visit to Belize, where he attended the opening session of the CARICOM-Mexico Summit. He also delivered an opening address for a workshop on competitiveness organized by the OAS. During his stay in Belize, the Assistant Secretary General met with the Deputy Prime Minister, Patrick Faber. He also had an interview with the Minister of Foreign Affairs, Wilfred Elrington, and paid a courtesy call to the Speaker of the Senate. He participated in the Love FM morning television show and talked about the work of the OAS at the University of Belize and St. John's Junior College.

Finally, the Assistant Secretary General met with the staff of the OAS Office in Belize.

November

11/02/2017

Medellín, Colombia

Fifth Meeting of Ministers and High Authorities of Science and Technology

The Assistant Secretary General attended the Fifth Meeting of Ministers and High Authorities of Science and Technology in Medellín, where he participated in the official opening ceremony. During his visit, he met with Dr. César Ocampo, Director General of the Administrative Department of Science, Technology, and Innovation (COLCIENCIAS) of Colombia. He also met with Mr. Federico Gutiérrez, Mayor of Medellín.

11/28/2017

Panama City, Panama

Seventh meeting of the States Parties to the Belém do Pará Convention and its follow-up mechanism

The Assistant Secretary General travelled to Panama to attend the seventh meeting of the States Parties to the Belém do Pará Convention, where he delivered an address at the event's official opening ceremony. He also met with the staff of the OAS Office in Panama.

December

12/11/2017

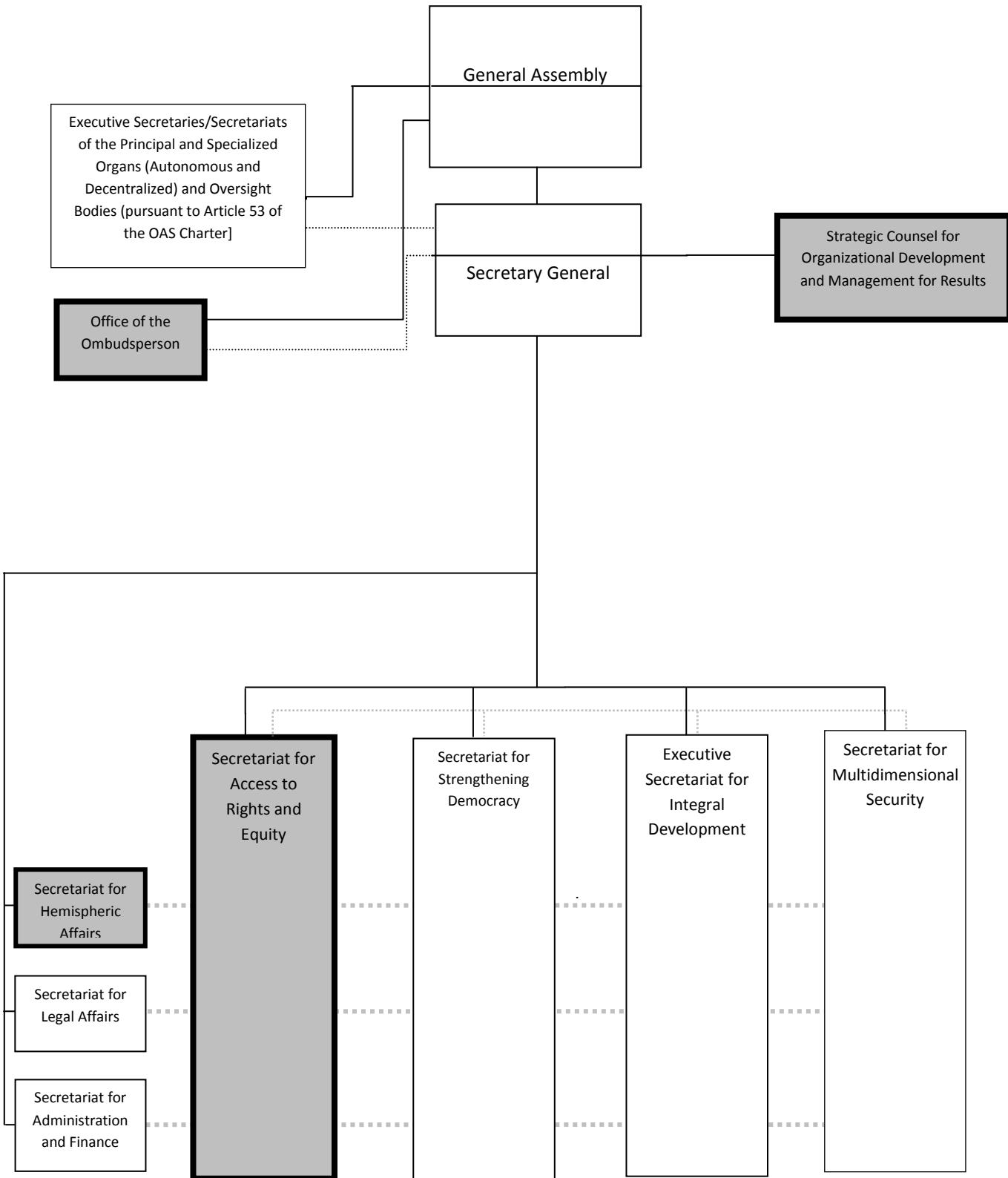
Quito, Ecuador

Regional Forum: Universal Health in the Twenty-First Century: 40 Years after Alma-Ata

The Assistant Secretary General traveled to Ecuador at the invitation of the Director of the Pan American Health Organization to participate in the opening of a regional forum on universal health in the twenty-first century. During his visit, the Assistant Secretary General met with the Deputy Minister of Foreign Affairs, Lourdes Puma, to talk about activities carried out by the OAS in Ecuador and expanding cooperation arrangements between subregions. He also met with the staff of the OAS Office in Ecuador.

ANNEXES

ANNEX A: ORGANIZATIONAL CHART



ANNEX B: FINANCIAL STATEMENTS

TABLE 1

CONSOLIDATED FINANCIAL STATEMENTS OF THE ORGANIZATION OF AMERICAN STATES

Estado Combinado de Activos, Pasivos y Saldos del Fondo

Al 31 de diciembre de 2017 con totales comparativos para 2016

Preliminar y no auditado

(en miles de USD)

	Combinado						
	Fondo Regular	Fondo de Cooperación para el Desarrollo	Fondos Específicos	Fondos de Servicio	(A) Eliminación de transacciones entre fondos	2017	2016
Activos							
Efectivo y depósitos en custodia en el Fondo de Tesorería de la OEA	4,026	6,168	73,272	12,710	-	96,176	77,255
Cargos diferidos relacionados a apropiaciones de años futuros ^(B)	8,403	-	-	-	-	8,403	8,702
Otros activos	135	-	-	54	-	189	323
Inversión en fondo de activos fijos	48,748	-	-	-	-	48,748	47,765
Total Activos	61,312	6,168	73,272	12,764	-	153,516	134,045
Pasivos y saldos de fondos							
Obligaciones sin liquidar	1,702	380	10,156	3,385	-	15,623	18,368
Cuotas / ofrecimientos recaudados por adelantado	5	-	-	-	-	5	10
Apropiaciones a cargar en años futuros ^(B)	8,403	-	-	-	-	8,403	8,702
Cuentas por pagar y otros pasivos	552	25	4,015	1,152	-	5,744	2,740
Reserva para pago de terminaciones	196	-	-	3,691	-	3,887	4,786
Notas pagaderas a la vista	18,325	-	-	-	-	18,325	19,000
Total Pasivos	29,183	405	14,171	8,228	-	51,987	53,606
Saldos de Fondos							
Subfondo de reserva no restringido	1,706	-	-	-	-	1,706	(11,233)
Saldo de Fondo	-	5,763	59,101	4,536	-	69,400	62,907
Total saldo de fondo	1,706	5,763	59,101	4,536	-	71,106	51,674
Patrimonio en activos fijos restringido	30,423	-	-	-	-	30,423	28,765
Total Pasivos y saldos de fondos	61,312	6,168	73,272	12,764	-	153,516	134,045

^(A) Incluye la cuenta de reembolso de impuestos

^(B) Valor presente de las anualidades de la OEA (pagos vitalicios a los ex Secretarios Generales y ex Secretarios Generales Adjuntos).

TABLE 2

CONSOLIDATED FINANCIAL STATEMENTS OF THE ORGANIZATION OF AMERICAN STATES

Estado Combinado de Variaciones en los Saldos del Fondo

Por el periodo terminado el 31 de diciembre de 2017, con totales comparativos para 2016

Preliminar y no auditado

(en miles de USD)

	Fondo Regular	Fondo de Cooperación para el Desarrollo	Fondos Específicos	Fondos de Servicios	(A)	Eliminación de transacciones entre fondos	Combinado	
							2017	2016
Aumentos								
Recaudación de cuotas / ofrecimientos	87,839	298	-	-	-	(15)	88,122	87,555
Menos: Créditos por pronto pago	(444)	-	-	-	-	-	(444)	(338)
Contribuciones	-	-	57,357	-	-	-	57,357	45,844
Reembolso de impuestos	-	-	-	6,200	-	-	6,200	1,559
Transferencias	-	-	1,506	94	(1,600)	-	-	12
Intereses	103	58	617	12	-	-	790	571
Contribuciones para apoyo administrativo y técnico	-	-	-	7,484	(7,484)	-	(0)	-
Arrendamientos	-	-	-	2,575	-	-	2,575	2,430
Reaprovisionamiento del Fondo de Reserva	-	-	-	-	-	-	-	-
Otros ingresos y reembolsos	415	61	489	2,976	(2,123)	-	1,818	2,755
Total Aumentos	87,913	417	59,969	19,341	(11,222)	-	156,418	140,388
Disminuciones								
Gastos y obligaciones	73,394	500	54,746 ^(B)	9,755 ^(B)	(8,982)	-	129,413	138,121
Reembolso de impuestos	-	-	-	4,414	-	-	4,414	5,026
Transferencias	1,480	-	811	186	(2,240)	-	237	504
Reembolsos a los donantes	-	-	2,822	-	-	-	2,822	1,227
Apropaciones FONDEM	100	-	-	-	-	-	100	75
Total Disminuciones	74,974	500	58,379	14,355	(11,222)	-	136,986	144,953
Aumento (disminución) neto durante el periodo	12,939	(83)	1,590	4,986	-	-	19,432	(4,565)
Saldo de Fondo al Inicio del periodo	(11,233)	5,846	57,511	(450)	-	-	51,674	56,239
Saldo de Fondo al Término del periodo	1,706	5,763	59,101	4,536	-	-	71,106	51,674

^(A) Incluye la cuenta de reembolso de impuestos

^(B) La ejecución neta comprende gastos de 2017 más obligaciones de 2017 menos obligaciones con balance provenientes de años anteriores.

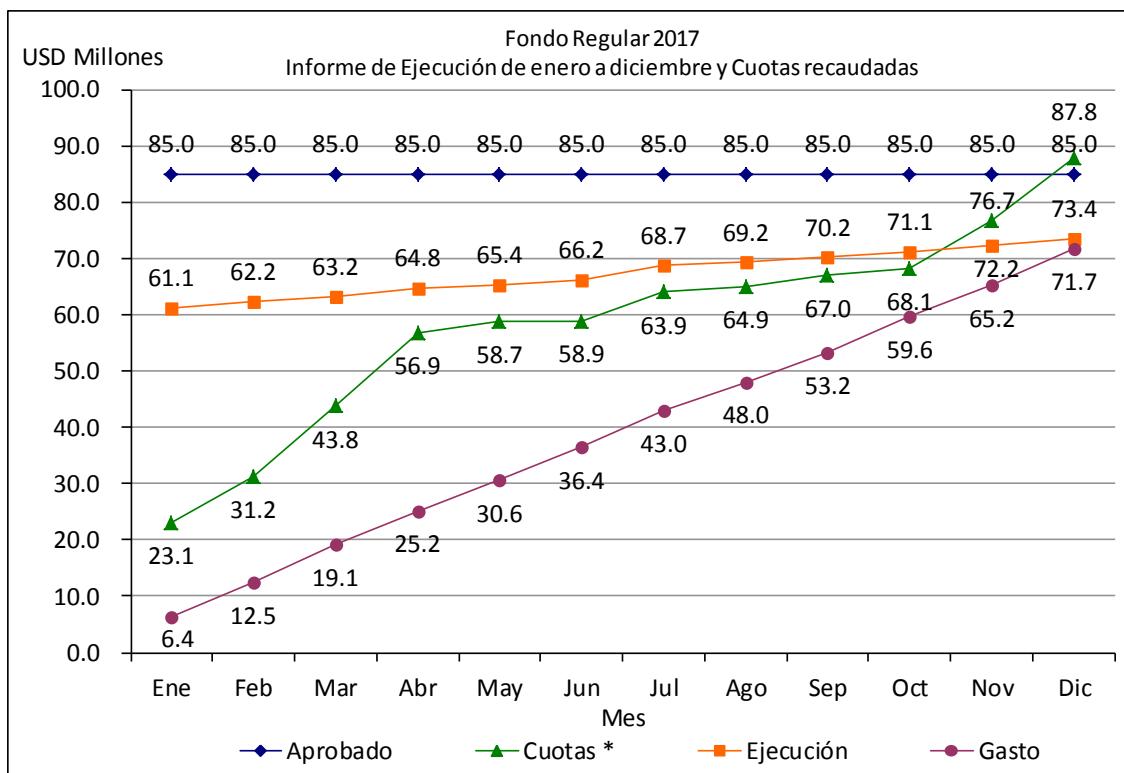
TABLE 3

DETAILED REGULAR FUND EXPENSES AND OBLIGATIONS BY CHAPTER
For the year ended December 31, 2017
(US\$ thousands)

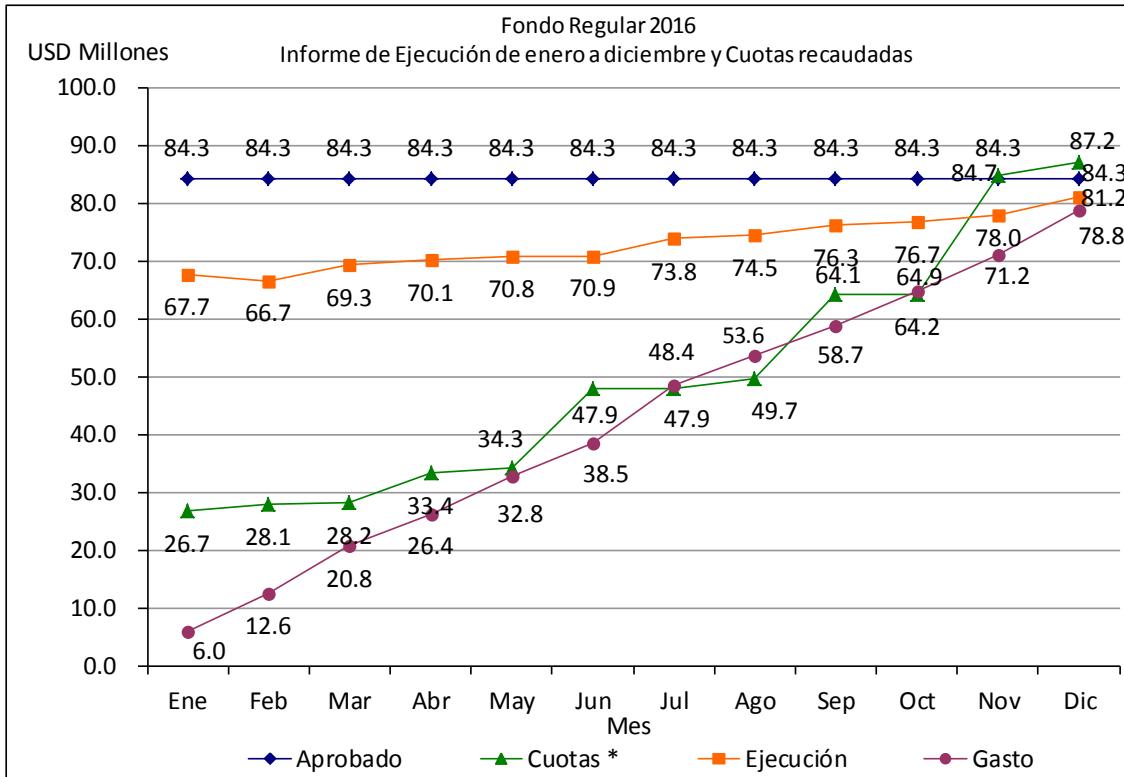
	2017	2016
Office of the Secretary General	\$ 2,672.6	\$ 2,949.5
Office of the Assistant Secretary	12,565.6	12,747.1
Principal organs and specialized organizations	11,794.8	12,015.2
Strategic Counsel for Organizational Development and Management Results	2,656.5	3,170.2
Secretariat for Access to Rights and Equity	1,595.2	1,808.0
Secretariat for Strengthening Democracy	3,657.3	3,677.3
Executive Secretariat for Integral Development	5,638.5	7,601.9
Secretariat for Multidimensional Security	3,958.3	3,228.5
Secretariat for Hemispheric Affairs	2,591.8	2,617.5
Secretariat for Legal Affairs	3,474.7	3,467.9
Secretariat for Administration and Finance	8,978.8	9,127.2
Basic infrastructure and common costs	12,563.8	16,787.4
Compliance oversight management bodies - total	1,246.3	1,218.0
Additional positions of trust costs	-	776.2
TOTAL *	\$ 73,394.2	\$ 81,191.9

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

PROGRAM-BUDGET: IMPLEMENTATION LEVELS



* Incluye cuotas corrientes y cuotas de años anteriores



* Incluye cuotas corrientes y cuotas de años anteriores