

II. GENERAL SECRETARIAT

THE 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. The Secretary General has the authority to bring to the attention of the General Assembly or the Permanent Council any matter that, in his judgment, could affect the peace and security of the Hemisphere or the development of the member states. 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, regulate their duties and functions, and fix their remuneration. The Assistant Secretary General, also elected by the General Assembly, is the Secretary of the Permanent Council and an advisory officer to the Secretary General, whose functions he performs during the latter's temporary absence or permanent disability. The Assistant Secretary General also acts as the Secretary General's representative in all matters which the latter entrusts to him.

OFFICE OF THE SECRETARY GENERAL

In keeping with the policy and practice decided by the General Assembly and with the pertinent decisions of the councils, the Office of the Secretary General, under the provisions of Article 111 of the Charter, directs the functions associated with the promotion of economic, social, juridical, educational, scientific, and cultural relations among all the member states of the Organization.

Strengthening of democracy

The commitment and involvement of the General Secretariat in Haiti has increased considerably in the last year, to help resolve the political crisis that ensued as a result of the irregularities in the legislative elections held in May 2000. The Secretary General supported the Assistant Secretary General's efforts to smooth the negotiations and steer the parties in the direction of an agreement. In keeping with resolution AG/RES. 1831, on October 2, 2001, the Secretary General established the Group of Friends on Haiti, which operates in Washington, D.C. and Port-au-Prince. It is an advisory body to aid the Assistant Secretary General's efforts to help find a solution to the political and institutional crisis.

Prevention of conflicts

On July 20, 2000, the governments of Belize and Guatemala agreed to establish a framework for negotiations to enter into and facilitate formal, bilateral negotiations at the ministerial level, with a view to finding a permanent solution to their territorial differendum. Buttressing the framework for negotiations that the parties agreed upon is a Panel of Facilitators --appointed by the two countries-- and a Joint Commission charged with taking confidence-building measures. The Secretary General participates in the meetings as a Witness of Honor. Also, a subfund was set up within the OAS Peace Fund, called "Support for the Negotiations between Belize and Guatemala," specifically to be used to defray the expenses associated with the role that the Panel of Facilitators plays in the dialogue between Belize and Guatemala. The governments of Belize and Guatemala have both made donations to this specific subfund, as have the governments of the Bahamas, Canada, Cyprus, Denmark, Mexico, Spain, the United Kingdom and the United States.

Over the course of the year the parties held six ministerial meetings at OAS headquarters, with the Office of the Secretary General providing technical and logistical support. At the meeting held in May 2001, each party explained to the Panel of Facilitators the grounds for its territorial, maritime and insular claims. This was information that the Facilitators could use to put forward workable proposals for a total, definitive and permanent settlement of the differendum. The negotiation process was extended until August 31, 2002. The Panel of Facilitators said it would present its proposals before the end of the process.

Hemispheric security

The General Secretariat provided the Committee on Hemispheric Security with the administrative and technical support needed to fulfill the mandates entrusted to it at the regular session of the General Assembly in Costa Rica and at the Quebec Summit.

The General Secretariat continues work on the inventory of the confidence- and security-building measures and the register of experts on the subject, which are distributed to the member states every year. With the cooperation of the United States government, the General Secretariat made headway on

developing an automated system that the member states will eventually use to submit their reports on the application of confidence- and security-building measures. This system should be operational in 2002. Expectations are that the member states will be able to use the system in the near future.

The General Secretariat assisted the Committee on Hemispheric Security by providing advisory assistance and technical support. It was particularly helpful to the Committee in the meetings the latter held in preparation for the Special Conference on Security which, by mandate of the Summits of the Americas, is to be held next year. It also helped prepare the documents for those preparatory meetings. These meetings are examining how best the various aspects of international security can be addressed in concert. They are also studying the problems and threats to peace in the Hemisphere, and looking at and evaluating the instruments related to peace and security, the institutions and processes of the inter-American system, and the subregional security agreements, mechanisms, and procedures.

Acting on mandates from the General Assembly, the OAS General Secretariat took a number of measures to respond to the special security concerns of small island states. In that connection, the General Secretariat assisted the proceedings of the Working Group of the Committee on Hemispheric Security, charged with Preparation of the Second High-level Meeting on Special Security Concerns of Small Island States. At that meeting, which will be held prior to the thirty-second regular session of the General Assembly, a Security Management Model for Small States is expected to be adopted.

In compliance with resolution AG/RES. 1800, the General Secretariat provided administrative and secretariat support to the Consultative Committee of the Inter-American Convention against the Illicit Production of and Trafficking in Firearms, Ammunition, Explosives, and Other Related Materials. This Committee held its second regular meeting on May 17 and 18, 2001.

Prevention of violence

The Inter-American Coalition for the Prevention of Violence, established in June 2000, continues to monitor closely the activities undertaken in the Americas to prevent violence. The coalition is made up of the OAS, the Inter-American Development Bank (IDB), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Pan American Health Organization (PAHO), the World Bank (WB) and the Centers for Disease Control (CDC).

Coalition members pledged to work together to aid domestic and hemispheric efforts to prevent and reduce the levels of violence in the Americas. At OAS headquarters on February 22, 2002, the members of the Coalition, convened by the Secretary General, evaluated the results of the activities carried out thus far and examined the Coalition's strategy for the next five years.

Terrorism (support to CICTE)

The terrorist attacks perpetrated in the United States on September 11, 2001 claimed the lives of almost 3,000 people. Among the fatalities were nationals of 28 of the OAS' 34 member countries. Just ten days later, on September 21, the Twenty-third Meeting of Consultation of Ministers of Foreign Affairs was held. The Ministers adopted Resolution RC.23/RES.1/01, "Strengthening Hemispheric Cooperation to Prevent, Combat, and Eliminate Terrorism." There, they called upon all the OAS member states to take effective measures to deny terrorist groups the ability to operate within their territories; to strengthen regional and international cooperation, particularly mutual legal assistance and timely exchange of

information; and to sign or ratify, as appropriate, the International Convention for the Suppression of Financing Terrorism, adopted on December 9, 1999 in New York.

The Ministers also instructed the Permanent Council to convoke a meeting of the Inter-American Committee against Terrorism (CICTE). They also instructed the Secretary General to provide whatever support was needed for CICTE's activities, in keeping with resolution AG/RES. 1650 (XXIX-O/99).

In furtherance of this resolution, the General Secretariat has labored diligently and effectively to support and respond to the needs of the Inter-American Committee against Terrorism. The Committee has since held two special meetings, one on October 15, 2001, and the other on November 29, 2001, as well as its second regular session, held on January 28 and 29, 2002. High-ranking authorities and experts from the member states have participated in these meetings.

During CICTE's second regular session, the OAS member states presented their reports on the measures adopted pursuant to the resolution passed by the Twenty-third Meeting of Consultation. They also adopted a document containing recommendations and findings on measures to be taken to strengthen border and financial controls, and a new work program for the Committee. On the occasion of this meeting, the Secretary General reiterated his own unwavering support of CICTE's activities and of efforts to combat and prevent terrorism in the Americas. In the course of these months, CICTE has built up its staffing, established its offices in the OAS General Services Building, and received donations in cash and equipment from the permanent missions, the permanent observers and the General Secretariat.

The resolution adopted at the Meeting of Consultation of Ministers of Foreign Affairs also entrusted the Permanent Council with preparing a draft Inter-American Convention against Terrorism, with a view to present it to the next regular session of the OAS General Assembly. This mandate was passed to the Committee on Juridical and Political Affairs, which then established a Working Group, chaired by the Permanent Representative of Mexico to the OAS, to prepare the draft convention. This working group plans to hold three meetings, with experts from the member states participating.

Also in response to the terrorist attacks of September 11, the Inter-American Treaty of Reciprocal Assistance (TIAR) was applied by its States party. The Twenty-fourth Meeting of Consultation, serving as Organ of Consultation in application of the Inter-American Treaty of Reciprocal Assistance (TIAR) met on September 21, 2001. This meeting adopted resolution RC.24/RES.1/01, "Terrorist Threat to the Americas." The States party to the TIAR asserted that the terrorist attacks upon the United States were attacks on all American States and pledged to apply all relevant provisions of the Treaty and the principle of continental solidarity, and to provide effective reciprocal assistance to address such attacks and to maintain the peace and security of the continent.

The States parties also agreed to keep the Organ of Consultation duly informed of all measures they take pursuant to this resolution. They resolved that the Meeting of Foreign Ministers would remain open in order to ensure prompt and effective implementation of the resolution. They also decided to appoint a committee, to be made up of the Permanent Representatives to the OAS of the States Parties to the Rio Treaty, for the purpose of engaging in further consultations and taking measures in furtherance of this decision.

Chairing the Committee designated by the Organ of Consultation was the Permanent Representative of Brazil to the OAS. The General Secretariat has provided this committee with all necessary assistance, especially to hold the first meeting, which was on October 16, 2001. During that

meeting, Committee members underscored their individual and collective support for the measures taken by the United States Government in exercise of its inherent right of legitimate individual and collective self-defense, and confirmed their readiness to provide assistance and additional support, taking into consideration all the provisions of the TIAR in relation to the September 11 attacks and to prevent and avoid future terrorist attacks.

DEPARTMENT OF PUBLIC INFORMATION

The Department of Public Information was reorganized under Executive Order 99-2. The Department's purpose is to conduct an information-gathering and reporting program by way of print journalism, radio, television, photography, the Internet, reference services, public relations, and production. All this is done to bring news of the OAS to the public in the member states and thus increase knowledge and understanding of the Organization's purposes, programs, and accomplishments.

The Department of Public Information continued to extend the OAS' reach and to open up and improve its communications, products and services. To that end, it has invested in new technology and has created new products to reach specific audiences. It created *Americas Forum/Foro de las Américas*, an on-line magazine (e-zine) that is a medium for hemispheric dialogue on issues of importance to the region. The magazine features articles on topics of interest, sent in by the readers, as well as news, reports and interviews done by Department staff. The publication reaches 14,000 academics, public officials, journalists, students and members of civil society.

Another new product is *Despejando Dudas / Today in the Americas*, programs produced in Spanish and English for the media and carried regularly over the Internet, radio stations and by the Embassy Television Network of the United States Department of State and its embassies. The Department is also working on creating new ways it can collaborate and partner with other sectors of the OAS, including the offices of the General Secretariat in the member states and the Permanent Missions.

Radio

The Department invested in digital equipment for *The Voice of the OAS*, to update the technology of the equipment and make it possible to be more creative in producing the programs. With the digital studio, the program will be able to broadcast a combination of news, public events and music via the Internet. With the Internet connection, a number of radio stations can link up with *The Voice of the OAS* and local listeners can ask questions of and chat with the panelists on the roundtables the program organizes.

Press

A total of 236 press communiqués were released between January and November 2001. They were sent to international news agencies, correspondents for the media in Latin America and the Caribbean at headquarters, the news outlets in the OAS member countries, and to the permanent missions and the offices of the OAS General Secretariat in the member states.

The Press section worked closely with the permanent missions to make certain that major events were covered, including visits made by political leaders, and to arrange interviews for visitors from the member states with the media here in Washington and abroad.

- *Weekly Report*

Every Monday, the Press area continues to put out the *Weekly Report* for all staff of the General Secretariat. The Report gives them a summary of the Organization's most recent activities. It is also sent

to the permanent missions, the offices of the General Secretariat in the member states, and even to international news agencies. A number of offices in the member states have set up a network for circulating the report, so that it reaches a wide cross-section of government agencies in each country and the local media.

- *Strategic communications*

Strategic communications continues to gain ground for the OAS within the mass media. Coverage of the electoral observation missions is up, both in quality and quantity, as the Department continues to establish and develop personal contacts with leading journalists across the hemisphere.

This section prepares the publication titled "OAS News" which now also appears at the OAS web site. This electronic version complements the print versions published twice monthly in English and Spanish. These printed versions are still being sent to specific audiences throughout the Americas. Some 15,000 copies are printed and sent to the Organization's offices in the member states for distribution to their local contacts.

Strategic Communications is the main nexus with the media in the United States. The recent crises in certain countries (Peru, Ecuador and Haiti) have resulted in increased coverage, and efforts are focused on developing closer contacts with key media and journalists and promoting the Organization's values and activities.

In recent months, the OAS has been mentioned in major newspapers like The New York Times, The Washington Post, The Miami Herald, Chicago Tribune, The Financial Times, Dallas Morning News and Time magazine. One important event this year was the Secretary General's visit to the Kennedy School of Government at Harvard University and his participation on journalism panels with The Boston Globe and The Christian Science Monitor. In the course of the year, the Assistant Secretary General has been interviewed by CNN International on a number of broadcasts, and by other national and international networks.

- *Internet*

The OAS Web site continues to grow. The public's reaction to the quality of its layout and content has been encouraging. This year the Department broadcast, via the Internet, the most important OAS meetings held in Washington and two sessions of the General Assembly—the regular session in San Jose, Costa Rica, and the special session held in Lima.

- *Multimedia*

The Press section is working closely with Multimedia on putting together the panels for *Despejando Dudas/Today in the Americas*. Different prominent journalists host each program, with the result that OAS affairs are receiving better coverage.

Press and Multimedia also collaborate on distribution of *Americas Forum/Foro de las Américas*. On numerous occasions, journalists from various sectors of the media have requested permission to reprint articles that have appeared in the on-line magazine. This has created a new incentive for audience participation, with readers sending in their own articles for publication.

Americas Magazine

In this past year, the General Secretariat published three issues of volume 53 (2001) of *Americas Magazine*—issues 1 (February), 2 (April) and 3 (June) in Spanish and English. In all, 80,000 copies of each issue were printed. The Canadian Government contributed US\$33,250 to help produce the first three issues of the French-language edition. Under the same agreement with the Government of Canada, 25,000 copies of each issue were distributed free of charge throughout Canada. However, the efforts of the Canadian Government and the General Secretariat to raise funds from other sources to continue to publish the French edition were unsuccessful and its publication had to be suspended.

The General Secretariat published three more issues of volume 53 (2001) of *Americas Magazine*—issues 4 (August), 5 (October) and 6 (December) in English and Spanish. In all, 55,000 copies of each issue were printed. At the present time, the magazine has 30,000 paying subscribers worldwide; 18,000 copies of each issue were sold at magazine stands in the United States and Canada. The magazine is sent to the governments and institutions in the member states free of charge, via the OAS offices in the member states and through library exchanges. The proceeds from subscriptions and sales at magazine stands cover approximately 40% of the magazine's cost.

As part of a sales campaign, the General Secretariat sent 500,000 promotional copies to potential subscribers, offering them a 2002 *Americas* agenda book as an incentive. In keeping with resolution AG/RES.1839 (XXXI-0/01), the General Secretariat also prepared “a three-year plan of action towards strengthening the magazine's financial outlook.” The Permanent Council's Committee on Administrative and Budgetary Affairs now has that plan under study.

DEPARTMENT OF LEGAL SERVICES

Under Executive Order 96-4, which spells out the Department's functions, the purpose of the Department of Legal Services is to deal with legal matters that arise in connection with the Organization's activities, its relations with other entities, and application of its internal rules and regulations. The Department accomplishes its objectives by providing advisory legal services and representation in litigation and negotiations. It also helps draft legal documents for the General Secretariat, the political bodies and other organs within the Organization. Given its nature, the work is extensive, varied and intensive.

Legal advisory services

At the regular and special sessions of the General Assembly and in meetings of the Permanent Council, the Department of Legal Services provided legal counsel, both spoken and written, concerning administrative, budgetary and procedural matters. It advised the Committee on Administrative and Budgetary Affairs (CAAP) and prepared a number of working papers. It also assisted the various delegations with preparation of draft resolutions, reports and other policy instruments having to do with staff, the budget, measures to improve management of the Organization, and statutes for administration of specific funds.

The Department cooperated with the Inter-American Council for Integral Development (CIDI) and its organs, including the Management Board of the Inter-American Agency for Cooperation and Development (IACD). It did this through legal opinions, draft resolutions, and preparation of rules of procedure. The Department also advised the Executive Secretariat of the IACD on points of law, drafting and negotiation of agreements, refinement of the model agreements for project execution, including the format for the agreements relating to *Best Practices*, and drafting of agreements for execution of specific projects. Here, specific mention should be made of the agreements with Peru's Consejo Superior de Contrataciones y Adquisiciones [Contracting and Procurement Board], the Central Reserve Bank of El Salvador, Gilat-To-Home Latin America, Winrock International, and other agreements for delivery of technical and administrative services associated with multimillion-dollar projects in Guatemala and El Salvador. The Department of Legal Services has also been instrumental in preparing and negotiating the legal documents associated with those agreements, such as amendments, contracts, and bidding specifications for execution of a multimillion-dollar project to rebuild housing in Honduran communities hit by Hurricane Mitch.

In the case of the Retirement and Pension Committee, the Department of Legal Services suggested changes to its proposed policies and procedures and advised the Committee and the Secretary-Treasurer on various matters. The Department prepared and revised draft resolutions for the Inter-American Telecommunications Commission (CITEL) and its Secretariat, as well as legal opinions and cooperation agreements with various international, regional and national organizations, including agreements to give courses over the Internet. With CITEL's Secretariat, the Department drafted the procedures to follow when presenting inter-American proposals at meetings of the International Telecommunications Union (ITU). It also provided legal advisory services during the Tenth Meeting of the Permanent Executive Committee of CITEL (COM/CITEL), held in Salinas, Ecuador, in December 2001.

The Department also advised the Inter-American Committee on Ports at its second meeting, held in San Jose, Costa Rica, in September 2001, and prepared the executive order that made the Committee's

Office part of the structure of the Executive Secretariat of the IACD. At the request of the Unit for Social Development and Education, the Department provided legal advisory services at the Twelfth Inter-American Conference of Ministers of Labor, held in Ottawa in October 2001. It also advised this Unit on the wording of the agreements with, *inter alia*, the David Rockefeller Center, Harvard University, the Italo-Latin American Institute, the Youth Orchestra of the Americas Foundation, the Rio de Janeiro Chamber Orchestra and the Greater Caribbean Organisation for Monuments and Sites.

At the request of the Executive Secretariat of the Inter-American Commission of Women (CIM), the Department of Legal Services collaborated with the Assembly of Delegates of the CIM and answered the Executive Secretariat's inquiries during the course of the year. It provided advisory services to the Rowe Fund Committee and its Technical Secretariat in connection with the drafting and negotiation of agreements with institutions in the member states aimed at expanding the scope of the Fund's student loans. It also assisted with preparation of the Rowe Fund Committee's contract with the OAS Credit Unit to administer loans from the Fund. The Department of Legal Services also provided legal advice to the Inter-American Defense Board on staff-related matters, and to the Inter-American Defense College on fundraising. The Department also advised the Inter-American Indian Institute on the payment of executive benefits.

In the person of its Director, the Department counseled the Director General of the Inter-American Institute for Cooperation on Agriculture and its Executive Committee on issues of administrative, tax, labor and international law. It played a key role in positioning IICA as a partner organization in the Summit process and in the collection of assessments in arrears prior to the eleventh meeting of the Inter-American Board of Agriculture.

One Department attorney is assigned to work almost fulltime with the Inter-American Drug Abuse Control Commission (CICAD). Through that attorney, the Department was instrumental in preparing and negotiating cooperation agreements for execution of projects on money laundering, firearms, alternative development, and the fight against drug trafficking. The Department represented the Executive Secretariat of the Commission at various forums that had expressed an interest in CICAD's mandates and provided technical assistance to the Permanent Central American Anti-Drug Commission, in the form of recommended amendments to its Bylaws. The Department of Legal Services also advised CICAD on copyright law in the context of the Internet.

In the case of the Secretary General's Office, the Department worked with the Secretary General on preparation of the document on Modernization of the Organization of American States, pursuant to resolution AG/RES. 1836 (XXXI-O/01). It compiled the input from the various areas of the General Secretariat for that document. It also wrote up a series of draft executive orders and proposed the amendments to the statutes, rules of procedure and regulations of various organs that are needed to implement the modernization. The Department also provided legal counsel on other General Secretariat initiatives.

The Department advised the Office of the Assistant Secretary General in connection with the OAS verification missions. It provided its legal services to the Model General Assembly Program and participated in its meetings as a legal advisor. The Department provided legal advisory services to the offices of the OAS General Secretariat in the member states for drafting and reviewing various contracts for the loan or lease of the offices' premises, for tax- and staff-related matters and for preparation of amendments to headquarters agreements.

The Department prepared an executive order on the reorganization of the Publications Board and the Organization's new publications policy. It was a member of and legal advisor to the Board. It also worked with the Department of Public Information to prepare the executive order concerning that Department's reorganization and helped with the language of cooperation agreements concluded with other entities

The Department of Legal Services worked with the Unit for the Promotion of Democracy (UPD) on putting together and reviewing agreements and contracts for the electoral observation mission, mine-clearing operations and the funding for them, projects to automate various stages of the electoral process, projects on modernization of the State and promotion of citizen involvement in electoral processes, and for seminars and training programs in various related areas. The Director of the DSL served as an observer and legal advisor to the UPD's Electoral Observation Mission in the most recent general elections held in Nicaragua.

The Department collaborated with the Unit on Sustainable Development and Environment and with the Inter-Sectoral Unit on Tourism on preparation, review and execution of agreements for projects in different countries. It also advised the Inter-American Committee against Terrorism (CICTE) on the legal consequences of a proposed reform.

The Department of Legal Services advised on the design, negotiation and drafting of the agreements with Canada's Department of Foreign Affairs and International Trade. Under those agreements, that country has awarded generous grants for projects run by the UPD and the Trade Unit, among others. It also assisted the Office of Summit Follow-up with the wording of a letter of understanding to create a permanent mechanism to coordinate the various agencies and organizations associated with the Summit process.

At the request of the Secretariat for Management, the Department of Legal Services reviewed and negotiated the legal papers associated with the loan of upwards of 25 million dollars for renovation of the General Secretariat Building. It also advised the Secretariat for Management on how rules and regulations were to be interpreted in specific cases --such as requests for hearing and reconsideration for reclassification of posts, repatriation benefits and home leave-- and on personnel policies and financial and budgetary matters. It also prepared a series of executive orders and administrative memoranda concerning performance contracts, hiring of temporary support staff and local professionals.

The Department provided legal counsel on corporate and tax matters to non-profit institutions associated with the Organization, such as the MOAS Inter-American Studies Foundation (for the Model OAS Assembly), Soroptimist International of the Americas, the "Young Americas Business Trust" and the Foundation for the Americas.

Department staff worked on various Secretariat committees and working groups, as full members and/or legal advisors. Among these were the Insurance Committee, the Selection Committee and the Sales Committee.

Litigation

The Department of Legal Services defended the Organization's interests in a case that a staff member brought against the Secretary General in the Administrative Tribunal. The staff member was seeking payment of the family allowance and a salary based on the scale used for staff members with dependents. An agreement was finally reached to settle the case through the Tribunal.

The Department reached other settlements with contractors, thus sparing the Organization unnecessary litigation.

Other activities

As in previous years, the Department organized a seminar for the Association of Attorneys of International Organizations. Those present shared experiences with administrative, labor, international and tax law. At the invitation of the Secretariat for Legal Affairs, the Director of the DSL presented a paper titled "The Structure of the Organization of American States: A Description" at the seminar on "The Inter-American System and the New Century," held in Rionegro, Colombia, in March 2001.

Thanks to an invitation from the Graduate Program in Comparative Law of the Law School of the Universidad Central de Venezuela, the Director of the Department of Legal Services lectured the graduate students at that university on U.S. law. The DSL also participated in the meetings of the Inter-American Bar Association. One of the Department's principal attorneys is currently IABA president.

The Department collaborated with the Secretariat for Legal Affairs on the first and second editions of a CD-ROM describing the OAS' legal activities and providing general information.

OFFICE OF THE INSPECTOR GENERAL

The activities of the Office of the Inspector General (OIG) are responsive to the provisions of the General Standards to Govern the Operations of the General Secretariat, Chapter XV of the Budgetary and Financial Rules, and Executive Order No. 95-05. Those provisions establish the internal audit function that helps the Secretary General and the governing bodies monitor to ensure that the various levels of administration are fully discharging their responsibilities with regard to the programs and resources of the General Secretariat. The purpose is to ensure a systematic review of the General Secretariat's operating procedures and financial transactions at headquarters and at its offices in the member states. The Inspector General's Office also checks to ensure that the established policies, rules and practices are being observed and carried out correctly, efficiently and economically.

Audits

Between March 1, 2001 and February 28, 2002, the Office of the Inspector General conducted 16 audits to check operations and compliance, for a systematic review of the internal accounting and administrative controls. It also conducted 5 investigations. During the Office's audits of operations, it endeavored to cover as much activity at headquarters as possible. The audits focused on the higher-risk operations and on those with the most potential for greater efficiency, economy and effectiveness. The Office of the Inspector General operated independently, with unrestricted access to all functions, activities, operations, records, properties and staff of the General Secretariat, both at headquarters and in the field.

During this period, the Office performed the functions associated with audits at headquarters, to evaluate the internal and administrative controls and to ensure that OAS directives and procedure were being observed. The Inspector General's Office reviewed the operations of the tax-reimbursement program, performance contracts and SOC contracts; the operations of the Division of Human Development (Fellowships Department) of the IACD; the Secretariat of Conferences and Meetings; travel expenses of the General Secretariat; the ORACLE – NT Server system; applications and security administered by the Secretariat for Management; internal controls within the Inter-American Agency for Cooperation and Development (IACD); and the Leo S. Rowe Pan American Fund. It also reviewed the operations and finances of the Offices of the General Secretariat in Belize, El Salvador, Grenada, Guyana, Honduras, Jamaica and Uruguay, and the Inter-American Children's Institute (IIN), to determine whether they are conducting their activities in accordance with OAS rules and procedure.

The Inspector General's Office also reviewed 21 projects carried out in several member states to make certain that the agreements had been observed and to determine whether the stated objectives had been achieved. The following were among the audited projects: 1) Improvement of credit systems for development of microenterprise in the Caribbean; 2) Transfer of technology to revitalize communities affected by Hurricane Mitch; 3) Support for operation of the Regional Scientific and Technological Management Program; 4) Assistance with election-related data processing and election organization; 5) Technology-based learning project; 6) Farming and ranching on the intermediate savannahs; 7) Data system for development with clean technologies; 8) Housing program; 9) Master plan for tourism development on Tigre Island and the Gulf of Fonseca; 10) Bibliographical training US; 11) IDB-IIN-SIPI

El Salvador; 12) Rural women and agriculture: informal lending project; 13) Cooperation for development and transfer of technologies for sustainable development in the Caribbean; 14) Planning for adaptation to climate change along coastal areas in the Caribbean; 15) Environmental information system for MERCOSUR (IACD); 16) Program in training teachers for educators from the region; 17) Rural family support program; 18) Regional technical cooperation in integration-related issues; 19) Project to improve education and social development for low-income children by creating and increasing the number of children's orchestras in the region; 20) Model project in scientific-technological integration among Argentina, Brazil and Uruguay, Phase II, spatial and temporal expansion of the network; and 21) Model project in scientific and technological integration among Argentina, Brazil and Uruguay.

Other activities

The Office of the Inspector General monitored the status of recommendations it made in earlier reports, to make certain they were being implemented. Through its analyses, evaluations, research and recommendations, the Office provided advice and assistance on the activities reviewed and served as an observer on a number of the General Secretariat's committees.

The Office did targeted research on the internal mechanisms used to control disbursements from the IACD's Trust for the Americas, and arrived at specific findings with regard to the GS/OAS offices in Guyana, El Salvador, Saint Kitts and Nevis, and the Printing Unit that is part of the Office of Conferences and Meetings.

PROTOCOL OFFICE

The Protocol Office plans and coordinates the official ceremonies of the political bodies of the Organization, the Secretary General, the Assistant Secretary General, the Executive Secretaries and Assistant Secretaries. It serves as liaison between the permanent missions to the OAS and the United States Department of State on matters concerning the privileges and immunities of the members of the missions. It also organizes and coordinates the use of the OAS' Main Building for protocolary and social functions.

Protocol and ceremony

The Office organized protocolary meetings for the visits of the presidents of the United States, Bolivia, Guatemala and Mexico, the Prime Ministers of Canada and Saint Vincent and the Grenadines, and the Ministers of Foreign Affairs of Canada and Costa Rica, and the courtesy visits paid by the Ministers of Foreign Affairs of Croatia and Uruguay.

The Protocol Office organized ceremonies and meetings to commemorate Columbus Day, the birth of Simón Bolívar and the Anniversary of the Discovery of America–Encounter of Two Worlds. It also staged some 35 ceremonies for member countries to sign protocols and other Organization agreements and to deposit their instruments of ratification thereto.

The Office coordinated the proceedings where 12 new permanent representatives officially presented their credentials. It also organized farewells for all outgoing ambassadors. During the regular session of the General Assembly in San Jose, Costa Rica, the Office organized the reception that the Secretary General hosted for 600 guests. It also provided protocol-related assistance for the opening of exhibits that the Art Museum of the Americas organized for the year 2001.

Management of the Main Building

The Office managed the use of the Main Building, where over 215 receptions, breakfasts, luncheons, dinners, seminars and technical meetings sponsored by the General Secretariat or by the Permanent Missions were held. Cash proceeds from the use of the building during the year totaled US\$199,000. The Main Building also played host to 19 country weeks. This program, which the Protocol Office coordinates, assigns one week to each Permanent Mission and to a number of observers missions, during which they organize and host cultural and academic events.

A number of the events staged by organizations that leased the building involved considerable protocol as well. Among these was one of the inaugural balls held on the occasion of President Bush's inauguration, a ceremony organized by the Center for Democracy in honor of His Majesty King Juan Carlos I of Spain, and a fundraising event in which Queen Noor of Jordan participated.

Support to the Permanent Missions and liaison with the United States Department of State

Before they were submitted to the Department of State, the Protocol Office reviewed, completed and processed some 3,600 forms sent by the Permanent Missions and their staff. These include credentials, visa renewals and visa changes, work permits and renewals thereof, importation and purchase

of duty-free goods, obtaining and renewing tax-exemption cards and diplomatic driver's licenses, vehicle registration applications, registration renewals, confirmation of insurance and sale or exportation of vehicles. The Protocol Office also offered to serve as liaison between the missions and local and state authorities.

The Directory of Missions, Heads of State/Government and High-ranking Government Officials, OAS Organs and Affiliated Entities was updated, published and distributed. Also, a Handbook was prepared and distributed among the permanent missions, detailing the forms, personal documentation and other information required by the Department of State in order to be able to accredit the diplomats to the OAS and their dependents and to be able to afford them the privileges and services they are due.

OFFICE OF EXTERNAL RELATIONS

The Office of External Relations was established by Executive Order 97-4, of July 23, 1997. Its purpose is to advise the various offices of the General Secretariat and the governing bodies on all activities associated with external relations, while promoting and maintaining communication with the headquarters country of the Organization, nongovernmental organizations, academic institutions, the private sector, nonprofit organizations, and the like.

The Office of External Relations conducted various activities to teach more about the Organization's programs and to increase support for and contributions to its projects and initiatives. Meetings were held with representatives of the permanent observers and with their high-ranking officials to exchange ideas and information about issues of mutual interest, to negotiate cooperation agreements with the General Secretariat and organize events staged in conjunction with it.

In 2001, the Office arranged for close to one million United States dollars in contributions in cash and in kind from various permanent observers. The Office also expanded its page on the Internet about the permanent observers, to include information and documentation pertaining to permanent-observer status, detailed information about each permanent observer country and general data about their contributions to and participation in the Organization's activities. The Office of External Relations also worked closely with the technical areas and prepared a portfolio containing detailed information on a number of technical cooperation programs administered by the General Secretariat that are in need of funding, and then sent the portfolio to the governments of the permanent observers to consider. The Office also organized various ceremonies where observer countries formally presented donations to the Organization. It also coordinated dissemination of the corresponding press releases.

In the case of the visits to the OAS' Main Building by high schools, universities and other institutions of learning, the Office received 4,080 visitors, gave 140 tours and coordinated 69 informative sessions for outside groups interested in the inter-American system. Every week, the Office prepares and distributes some 50 information packets about the Organization's programs and activities.

The Office answered more than 500 requests for information in the course of the year, some of them in the form of e-mail, others in the form of letters and telephone calls. It also helped more than ten publishers of encyclopedias, to update their information about the Organization.

The speakers program put on by the Office featured a series of conferences organized in conjunction with the Center for Latin American Issues of George Washington University, the purpose being to enrich the hemispheric dialogue on priority issues for the member states. Particular mention should be made of the conference on "Hemispheric Trade and the Free Trade Area of the Americas," the conference on "Hemispheric Security and Democracy," the conference on "The Third Summit of the Americas: What Are the Issues," the conference on the "The Third Summit of the Americas: Results and Implications," the conference on "The impact of the events of September 11 on doing business in the Americas" and the conference on "Terrorism, Democracy and Human Rights." This last event featured syndicated columnist and author Georgie Anne Geyer and was widely covered in the media. The C-SPAN television network gave the conference full coverage.

The speakers program also organized two events for delegates from the missions and high-ranking officials of the General Secretariat, one on the documentary “The Americas in the 21st Century” by Charles Krause. Mr. Krause was present to chat with the audience following the presentation. The other event was a roundtable on “Human rights in Latin America and the role of the OAS in the Inter-American Human Rights System,” led by Dr. Klaas Dykman of the University of Hamburg. The Office of External Relations also coordinated a presentation for the Organization’s permanent missions and permanent observers at the American Red Cross on two of its programs with the Pan American Health Organization (PAHO), titled “Comprehensive treatment of children’s diseases and illnesses prevalent in Latin America” and “HIV/AIDS in the Caribbean.” As part of its speakers program, the Office also organized an informative session about the OAS and its activities for members of the United States Congress’ Legislative Staff Association.

The Office also orchestrated the participation of Organization experts in a seminar on leadership sponsored by Southeastern Louisiana University and sent a representative of the Office to give a talk on leadership in the Americas and the OAS’ role. The Office worked with the University of Maryland’s Public Relations Center to devise a comprehensive public relations strategy for the Organization and agreed that it would send representatives from the office to the University of Maryland to speak to different groups of students about public relations in the multilateral realm.

One of the main initiatives that the Office undertook was creation of a centralized, complete database for reference and use by all areas of the General Secretariat. It also continued to develop and expand the “Children’s Corner”, the OAS’ page on the Web designed to serve as a cyber-information and education center for children, students, teachers and the general public. In the case of activities for young people, during the year the Office worked with the non-profit association AVANCE/Head Start to examine possible joint projects, and with the organizers of the International Children’s Conference of the United Nations Environment Programme. Finally, the Office of External Relations supported the efforts of the Department of Public Information to launch the OAS’ on-line magazine and television program *Despejando Dudas*, two initiatives that aim to better acquaint the public with the Organization’s activities.

OFFICE OF SUMMIT FOLLOW-UP

The Office of Summit Follow-up was established by Executive Order 98-3, of July 16, 1998. Its purpose is to coordinate the activities and follow up on the mandates assigned in the Plan of Action of Santiago, from the Second Summit of the Americas. It is the office of the General Secretariat that advises the Secretary General, the Assistant Secretary General, and the political organs of the Organization on matters related to follow-up of this and future summits.

During the period that this report covers, the Office of Summit Follow-up conducted the following activities:

Assisting the work of the Summit Implementation Review Group (SIRG) with the preparation and holding of the Third Summit of the Americas

Coordinating with the authorities of the Ministry of Foreign Affairs and International Trade of Canada and with that country's Sherpa, who is Chair of the Summit Implementation Review Group, the Office of Summit Follow-up (OSC) was present every step of the way, as preparations for the Third Summit of the Americas progressed. The Office assisted by organizing SIRG meetings for negotiations leading up to the Third Summit. With the OSC providing technical assistance, these preparatory meetings were held in Washington, D.C., Barbados and Quebec and prepared the documents that the Presidents would eventually sign at the Quebec Summit. The OSC also made available to the national sherpas of the 34 countries, an information network reserved for the governments, found at the Summit Process web site. All the negotiating papers in the process leading up to the Quebec Summit were published at that site. The OSC also assisted with the translation of these documents.

At those meetings, the Office was in charge of preparing and distributing the documents, the logistics of the meetings and secretariat support in the negotiation of the documents in English and Spanish. The OSC assisted Canada's National Sherpa with presentation of his report as Chair of the Special Committee on Inter-American Summits Management (CEGCI). It also coordinated the involvement of the OAS and the other international organizations in the preparations for the Summit and was the liaison to coordinate, through the Special Committee on Inter-American Summits Management (CEGCI), civil society's participation in that process. The Office assisted with and participated in consultations with civil society involving over 200 organizations in 18 countries of the region.

During the Third Summit of the Americas, the Office of Summit Follow-up presented a hemispheric report covering the activities that the IDB, PAHO, ECLAC, the OAS and the World Bank had carried out in furtherance of the mandates from the Santiago Summit. As Secretariat, the Office also took active part in the Style Committee for the official documents that were approved by the Heads of State and of Government and, finally, coordinated the Secretary General's participation in the holding of the Summit.

Secretariat of the Summit Process

Since the Third Summit of the Americas, and in compliance with resolution AG/RES. 1824 (XXXI-O/01), the Office of Summit Follow-up has been performing the functions of Secretariat of the Summit Process. It provided technical and logistical support to two meetings of SIRG's Executive Committee, held in July and October and to the meeting that the SIRG held on October 25 and 26, 2001.

Here, the Office was in charge of publishing all the documents from these meetings in that section of the Summit of the Americas Information Network that is reserved for the governments; preparing the minutes of the SIRG meeting; providing all the information the countries require on the Summit process, and following up on the mandates approved by the Heads of State and of Government of the Americas.

Support to the Special Committee on Inter-American Summits Management

The Office of Summit Follow-up provides technical support to the Special Committee on Inter-American Summits Management and coordinates civil society's participation in its meetings. During the period of this report, the Committee held two meetings where representatives of civil society could participate and make their contributions to the Quebec Plan of Action. The Office prepared the Chair's report containing the suggestions that the representatives of civil society made. Those suggestions were then presented to the SIRG. The Office coordinated the OAS' activities in implementing the Summit's mandates and prepared the report that the CEGCI is presenting to the Ministers of Foreign Affairs at the General Assembly, on the OAS' activities in furtherance of these mandates.

Support to the Committee on Civil Society's Participation in OAS Activities

The Office of Summit Follow-up orchestrated the participation of civil society organizations in the OAS' activities. It managed the process of accreditation established by the "Guidelines for the Participation of Civil Society Organizations in OAS Activities" and served as the Committee's Technical Secretariat. In the latter capacity, the Office assisted with and advised on preparation of informative documents and basic papers concerning various mandates related to the accreditation process. In the period covered in this report, it arranged for more than 20 accreditation requests filed by civil society organizations to be submitted to the Committee.

The Office held working meetings with the IDB and the World Bank, national and international cooperation agencies (USAID, IACD), and with civil society organizations. The purpose of these meetings was to help the member states increase relations with civil society and identify new forms of cooperation and joint exercises, and to report on the accreditation process at the OAS. The Office of Summit Follow-up has a portal available to civil society and the member states, and a database on best practices for civil society participation in the OAS.

Joint working group of international organizations

In July international organizations like the IDB, PAHO, ECLAC and the OAS signed a letter of understanding for better coordination in assisting the implementation and follow-up of the mandates from the Summits of the Americas. By this letter of understanding, a joint working group was established, consisting of the above-named organizations and the World Bank. The OAS' Office of Summit Follow-up provides the Working Group with secretariat services and coordinates its activities.

The Working Group met to plan joint activities and share information about programs, projects and activities conducted in furtherance of mandates from the Quebec Summit. At the meeting of the SIRG, the Office of Summit Follow-up presented, on behalf of the group's member organizations, a report on the activities that each institution had conducted pursuant to the Quebec Summit mandates.

Follow-up of the ministerials and sector meetings related to the Summit process

As part of the follow-up to the ministerials associated with the Summit process, the Office orchestrated the following meetings with those technical areas of the OAS that are charged with the issue in question. At those meetings the Office gave a presentation about the Summit process in general and implementation of the Summits' mandates:

- Meeting of Ministers or High Level Authorities Responsible for Policies on Decentralization, Local Government and Citizen Participation in Municipal Government in the Hemisphere, La Paz, Bolivia, July 29 to 31, 2001.
- Meeting of Ministers of Labor, Canada, October 17 to 19, 2001.
- Meeting of Ministers of Agriculture, Dominican Republic, November 26, 2001.
- Meeting of the Executive Committee of the Western Hemisphere Transportation Initiative, Washington, D.C., December 4, 2001.

Dissemination of the Summits Process

In an effort to circulate information about implementation of the Summit's mandates, in October the Office of Summit Follow-up published the first issue of the *Summits of the Americas Bulletin*, which was sent to the governments, NGOs, academic institutions, think tanks and newspapers across the region.

The Office also gave presentations at and supported the following events:

- Inter-Parliamentary Forum of the Americas (FIPA), Canada, March 7-9, 2001.
- II Inter-American Conference of Mayors and Local Authorities, Miami, June 2001.
- Preparatory meeting for the Ministerial Meeting on Agriculture and Rural Life, where the Declaration that the Ministers on the Inter-American Board of Agriculture approved at Punta Cana (the OSC provided technical support), Costa Rica, October 29-31, 2001.
- Meeting of the "Partners of the Americas" on Civil Society, Washington D.C., November 30, 2001.
- Meeting of the Inter-American Metrology System, in the Area of Science and Technology, Miami, December 10-14, 2001.
- Inter-American Forum on Political Parties, Miami, December 13 and 14, 2001.

Other activities

The Office of Summit Follow-up runs the virtual office of the Inter-Summit Property Systems Initiative (IPSI), a mechanism created by the Office of Summit Follow-up and the United States Agency for International Development (USAID) to act on the property-registration mandate that came out of the Second Summit of the Americas. This mandate was reiterated at the Third Summit, in the section on Growth with Equity. The activities in 2001 focused on development of the library of documents and the projects database. The Office of Summit Follow-up also manages the Western Hemisphere Transportation Initiative's web site, which the ministers of transportation use to communicate with each other and publish their follow-up reports on this topic.

OFFICE OF SCIENCE AND TECHNOLOGY

Created by Executive Order No. 97-1 of January 29, 1997, the Office of Science and Technology (OCyT) is the advisory office on all matters related to science and technology. Its duties and functions are to: strengthen technical capacity and programs that have some scientific and/or technological component; assist the member states in matters within its area of expertise; cooperate with and support the activities of the Executive Secretariat for Integral Development; foster the sharing and circulation of specialized information, and coordinate the Inter-American Prizes awarded within its areas of specialization.

As Technical Secretariat of the First Hemispheric Meeting of Ministers and Senior Officials in Charge of Science and Technology, the Office of Science and Technology (OCyT) prepared a number of documents on areas that are priorities for the region and helped design the new Plan of Action in Science and Technology.

The Office's Business Plan, prepared in the second half of 2001 and available on Internet, sets out its activities and efforts, the priorities it will have and the resources that the Plan will require.

The OCyT presented a paper at the Inter-American Defense College, titled "Science, technology and innovation within the context of the countries' development and growth." The paper was presented on a panel held with experts from other institutions, to discuss the impact that science and technology has on economic development.

Technical cooperation projects

At the request of the Inter-American Agency for Cooperation and Development (IACD), the Office was instrumental in reviewing and evaluating more than forty project profiles presented by the member states in the science and technology area. As a result of this exercise, the Office prepared a report that the Inter-American Committee on Science and Technology (COMCYT) then used to do its own evaluation and selection of the project proposals presented.

The project proposals were ranked at the COMCYT meeting held in Panama, May 30 and 31, in order to facilitate the work of the IACD in preparing the program presented to the nonpermanent specialized committee (CENPE) on science and technology.

MERCOCYT

During the meeting of the Executive Committee of the Common Market of Scientific and Technological Knowledge (MERCOCYT), held in Bogota, July 26 and 27, the members suggested that the topic "Science and technology and democracy" be added to the agenda of the forthcoming Meeting of Ministers and High-ranking Authorities in Science and Technology. The Committee underscored the importance of science and technology to preserving the democratic system of government in the region, where less advantaged sectors should have access to the techniques and conditions that they need for their own social and democratic advancement.

Inter-American Metrology System

The OCyT served as Executive Secretariat of the Inter-American Metrology System (SIM) and coordinated with the institutions conducting activities to support SIM, such as the meetings of its Council, technical committees and General Assembly. That support is a response to the need to build up the countries' technological infrastructure, a vital part of the process of configuring the Free Trade Area of the Americas (FTAA).

In order to promote trade and standardize measurements within the FTAA, the OCyT –with FEMCIDI funds- provided technical and financial support for exercises to compare standards of measurement for ionizing radiation, length, pressure, mass, photometry and volume, as well as courses in mass and dimensional metrology, with various countries of the region participating.

Special mention must be made of the unfailing support of national metrology institutes (IMI) in the hemisphere, like the National Institute of Standards and Technology (NIST-USA), the National Research Council (NRC-Canada), the Centro Nacional de Metrología (CENAM-Mexico), and the National Institute of Metrology, Standards, and Industrial Quality (INMETRO-Brazil), which make their laboratories, equipment and experts available to the relatively less developed countries of the region.

With the OCyT's assistance, a number of member states prepared the Metrology Project that the United States then presented to IACD, by way of the NIST. In addition to NIST, the executing agencies for that project are CENAM, the NRC and Uruguay's Laboratorio Tecnológico.

The OCyT coordinated preparation and circulation of the SIM Magazine, a biannual publication containing contributions from the national metrology institutes in the region and experts. It also reports SIM activities and publishes papers. The document titled "*Six Specialized Information Systems Supported by the OAS for Latin American and Caribbean Industries based in Biotechnology and Food Technology*", prepared by the OCyT and published at the MERCOCYT portal, will be introduced at an international meeting organized by the United States National Institute of Standards and Technology (NIST) and the OCyT, as part of the forthcoming General Assembly of the Inter-American Metrology System (SIM), scheduled for Miami, Florida, next December. The Inter-American Packaging and Labeling Workshop will be held on that occasion.

Support to microenterprise and small- and medium-sized business

Officials and specialists from the Centro Nacional de Ciencia y Tecnología de Alimentos de Costa Rica (CITA) and OCyT specialists from the areas of Technological Services and Micro-enterprise and Small- and Medium-Sized Business and Clean Technologies provided technical assistance and put together a multilateral proposal on how to use science and technology to build up agri-food microenterprise and small- and medium- sized business in the rural areas of a number of countries of the region. COMCYT reacted favorably to this project profile, which was included in the programming recommended by the CENPE.

In Costa Rica, the OCyT and the Tropical Agricultural Research and Higher Education Center [Centro Agronómico Tropical de Investigación y Enseñanza] (CATIE) explored the idea of creating a Central American sustainable forestation program, with alternatives for expanding into other regions. They also evaluated the CATIE's capabilities and made contacts, leaving the possibility of future cooperation open.

Information and telecommunications

In the area of information and telecommunications infrastructure, coordination and follow-up activities were carried out in connection with the project on the Hemispheric Inter-university Scientific and Technological Information Network (RedHUCyT) and specialized networks, to promote the new generation of Internet applications and technologies within the region. The Science and Technology portal that the OCyT maintains in its server is being reconfigured. In addition to the RedHUCyT, that server also hosts specialized systems like the Multinational Information System Specializing in Biotechnology and Food Technology (SIMBIOSIS), the Science and Technology Information System (INFOCYT), the Ibero-American Network of Science and Technology Indicators Network (RICYT), the Latin American Chemistry Network (RELAQ), as well as the web pages for the SIM, the Inter-American Accreditation Organizations Cooperation (IAAC), and those of COMCYT and Quality Control in Small- and Medium-sized Business.

The OCyT participated in the Internet2 Consortium held in Washington in March 2001. The Consortium coordinates all networks worldwide that are connected via the Internet2 system. Participating were some 180 universities in North America, Europe, Asia and Latin America. The Regional Coordinator of the RedHUCyT was invited to be one of the principal speakers at “SIGCOMM América Latina”, which took place in Costa Rica in April, and concerned data communication in Latin America and the Caribbean. The Association for Computing Machinery organized the event. On that occasion, the Government of Costa Rica praised its contribution to the development of the Internet in Costa Rica and the region as a whole.

The OCyT also participated in the “INET2001” Conference organized by the Internet Society and held in Stockholm, Sweden, June 5 through 8. There, the OAS explained its contribution to the growth of the Internet in the region. At the same time, the OCyT attended the “Annual Meeting of the Coordinating Committee for Intercontinental Research Networking – CCIR”, also held in Stockholm. There a “Regional Update” was presented, describing telecommunications and the Internet in the region today. The OCyT took part in the Americas Path Workshop, organized by Florida International University to pinpoint areas of scientific collaboration among the countries connected to the Americas Path and Internet2.

INFOCYT and RICyT

The OCyT supported the INFOCYT and RICyT projects, coordinated, respectively, by Chile’s National Science and Technology Council [Consejo Nacional de Ciencia y Tecnología] (CONICYT) and Argentina’s Universidad de Quilmes. These two projects facilitate access to scientific and technological information and to science and technology from the region. CONICYT developed its own software, already installed in El Salvador and Guatemala and available to the countries upon request.

Ibero-American Program of Science and Technology for Development (CYTED)

At the invitation of the Ibero-American Program of Science and Technology for Development (CYTED), the OCyT prepared a paper on “Inter-American Cooperation in Science and Technology – Multilateral Cooperation Mechanisms and Experiences” and presented it at the Ninth Scientific Conference of the CYTED Program. This meeting, held in Mexico in October, issued a Final Declaration,

which was presented, through its Secretariat *Pro Tempore*, to the XI Ibero-American Summit of Heads of State and Presidents, held in Lima.

The OCyT worked to increase cooperation between the OAS and the CYTED Program. Thanks to those efforts, it will be participating in the Joint Meeting of Ibero-American Workshops, financed jointly by the CYTED and the IACD, to prepare professionals from the region. The program includes: a) evaluation, use and feasibility of wind energy, b) materials, and c) comprehensive approaches to the water problem.

Inter-institutional co-operation

In the second half of 2001, the OCyT, the Tourism Unit and the Unit for Sustainable Development and Environment of the OAS entered into negotiations with the United States' National Aeronautics and Space Administration (NASA) to facilitate the conclusion of a cooperation agreement between NASA and the IACD, to train scientists from the region in the use of cutting-edge remote-sensing techniques. The Office also participated in the signing of a Memorandum of Understanding between the OAS General Secretariat and the Universidad Tecnológica de Pereira, which concerns the support that the OCyT and the Unit for Sustainable Development and Environment will provide to the region with priority activities where they have extensive experience.

TRADE UNIT

The Trade Unit was created by Executive Order No. 95-4, of April 3, 1995. Its basic purpose is to assist the member states in trade-related matters, which includes the functions assigned to the OAS at the Summit of the Americas in connection with the establishment of the Free Trade Area of the Americas (FTAA). Its functions are: to provide technical support to the Special Committee on Trade (CEC); to study the various aspects of trade relations in the Hemisphere; to ensure effective coordination with regional and subregional integration organizations, and to strengthen the trade information systems.

At its thirty-first regular session, held in San Jose, Costa Rica, the OAS General Assembly adopted a resolution on "Trade and Integration in the Americas" [AG/RES. 1813 (XXXI-O/01)] wherein it reaffirmed the OAS' support for the process of free trade and economic integration in the Hemisphere. Accordingly, it instructed "the General Secretariat to continue providing analytical support and technical assistance through the Trade Unit, and conducting related studies as part of the Tripartite Committee or as requested by the respective bodies established in the Ministerial Declarations of San José, Toronto, and Buenos Aires under the Free Trade Area of the Americas (FTAA) process." In that same resolution the General Assembly further instructed the General Secretariat to "continue providing technical assistance related to FTAA issues to member countries that request it, particularly smaller economies, as requested by the Trade Ministers in the Ministerial Declaration of San José, and as reiterated at the ministerial meetings in Toronto and Buenos Aires, and as requested in the Plan of Action of the Third Summit of the Americas."

Free Trade Area of the Americas (FTAA)

The Trade Unit assisted the member states through the three stages of the FTAA process: meetings of the FTAA negotiating groups; the Sixth Meeting of Ministers of Trade, held in Buenos Aires, April 7, 2001; and the meetings of the deputy ministers, held in Argentina in April and Managua in September 2001.

These activities were coordinated with the other institutions serving on the Tripartite Committee (CT), namely the Inter-American Development Bank (IDB), and the United Nations Economic Commission for Latin America and the Caribbean (ECLAC). During the period leading up to the Meeting of Ministers of Trade in Buenos Aires and the Quebec Summit of the Americas, it was the OAS' turn to serve as coordinator of the TC. That term began in January 2001, in keeping with the arrangement whereby coordination is rotated every six months.

In furtherance of the measures approved by the Ministers at the Buenos Aires meeting, the negotiating groups focused on preparing a second draft of the FTAA Agreement, endeavoring to come to an agreement on any differences there might be and to achieve a consensus in order to be able to eliminate bracketed material from the drafts. The Ministers decided that the negotiations on market access should begin by May 15, 2002 at the latest. The assistance that the Trade Unit gave to the negotiating groups revolved around this mandate and involved data and document compilation, studies, analyses, and any technical assistance those groups requested.

In the Ministerial Declaration adopted at Buenos Aires, several specific requests were made of the Tripartite Committee, namely: 1) greater circulation, via the official web page, of information on the FTAA

process, including publication of the second report of the Committee of Government Representatives on the Participation of Civil Society; 2) fundraising for the list of options that the Trade Negotiations Committee (CNC) approved in Managua and fostering of a process of increasing and sustained communication with civil society; 3) continued development of the database on the needs and sources of technical assistance for the smaller economies and added efforts to strengthen the system; 4) support to the Trade Negotiations Committee, provided by the Tripartite Committee and the Consultative Group on Smaller Economies, with formulation of some guidelines or directives on way of applying the treatment of the differences in the levels of development and size of economies; 5) an instruction to the Tripartite Committee to work in coordination with the Negotiating Group on Market Access and the Negotiating Group on Agriculture to ensure that the Hemispheric Data Base is fully operational.

In Nicaragua, the CNC approved the guidelines for handling the differences in the levels of development and size of the economies in the Hemisphere. These are the guidelines or directives that the negotiating groups and other FTAA bodies will have to take into consideration. As supporting measures, the CNC agreed that the Consultative Group on Smaller Economies should prepare a proposal for a Hemispheric Cooperation Program. The Tripartite Committee will put those mandates into practices and the ministers of trade will issue new directives at the next ministerial, slated for Ecuador. Moreover, pursuant to the mandate of the Ministers in Buenos Aires and the CNC's Managua directives, the Trade-Related Technical Assistance Database was published on the FTAA's official web site in December 2001. The OAS will be responsible for keeping the information in the database current.

During this period, the Unit assisted seven of the ten negotiating groups, namely: investment; services; intellectual property rights; subsidies, anti-dumping and countervailing duties; competition policy; and dispute settlement. The Trade Unit also assisted the Group on Market Access with the topic of standards and technical barriers to trade, and assisted the Technical Committee on Institutional Issues, the Consultative Group on Smaller Economies and the Joint Government-Private Sector Committee of Experts on Electronic Commerce and the Ad Hoc Group of Experts on Customs-related Business Facilitation Measures.

Foreign Trade Information System (SICE)

The purpose of the Foreign Trade Information System is to provide up-to-date information on trade in the hemisphere, in the OAS' four official languages. Ever since SICE was transformed into an Internet site (www.sice.oas.org), the number of users has increased steadily and in the year 2001 numbered 463,272. The web site has documents on the FTAA process, trade agreements and bilateral investment agreements concluded between OAS member countries, intellectual property, commercial arbitration, trade-related institutions, general information about the countries, businesses, chambers of commerce and quantitative data, including trade flows, tariffs, and prices. The complete content of the site is now available for purchase on CD-ROM.

With SICE's support, the FTAA's Documents Distribution System was launched in April 1999, as a means of storing and circulating current and filed documents generated in the free trade area process. This service is operated in conjunction with the FTAA's Administrative Secretariat. Security-related activities will be expanded in 2002, as the negotiations move on to the next phase. As part of the mandates received at the ministerial meeting held in Toronto in November 1999, the Trade Unit-SICE kept an updated calendar of the deadlines that the negotiating groups set for receiving papers and suggestions from delegations.

Inter-institutional co-operation

The Trade Unit worked with the IDB and ECLAC to support the various FTAA proceedings and bodies. It also worked on specific projects with international institutions like the World Trade Organization (WTO), the United Nations Conference on Trade and Development (UNCTAD), the World Bank, the Organisation for Economic Co-operation and Development (OECD), the Latin American Integration Association (ALADI), the Permanent Secretariat of the Treaty of Central American Economic Integration (SIECA), the Andean Community, the Regional Negotiation Mechanisms of CARICOM and MERCOSUR.

Technical co-operation

In response to the mandates received, the Unit emphasized technical assistance for the countries of the region, particularly for the smaller economies. That assistance facilitates their active participation in the trade negotiations underway and strengthens their capacity to put findings into action.

The centerpiece of the technical assistance is the CIDI-funded program titled "Trade and Integration in the Americas: an Advanced Training Program for Government Officials." Multilateral and subregional seminars and workshops were staged under this program, namely the following:

- Sponsored by Trinidad and Tobago, in June and July 2001 a training course for government officials was held for the fourth consecutive year, on regional and multilateral trade negotiations, with the emphasis on the smaller economies. It was organized with Georgetown University and the WTO. Attending the course were 59 participants from 32 countries of the hemisphere, the Regional Negotiating Mechanism (RNM) of the Caribbean and 50 speakers from the member states, international agencies, research centers and nongovernmental organizations.
- In April and October 2001, meetings were held to launch the Hemispheric Integration Research Network, which will give researchers access to current information on trade issues.
- Under Jamaican auspices, a training seminar was held in May on the FTAA and WTO, for staff of embassies and permanent missions.
- In September and October 2001, the Unit organized two seminars in the services area, targeted at government officials. The first was held in Bridgetown, Barbados in September at the request of CARICOM and the RNM. The second was held in Lima in October and was organized in conjunction with the Secretariat of the Andean Community. Participating were the Andean countries, MERCOSUR and Chile. The workshops covered five topics relating to the negotiation of the trade agreements: mechanisms to liberalize services; transparency; most-favored nation treatment; the relationship between the services and investment disciplines, and issues relating to regulation of trade in services.
- In October 2001, Bogota was the site of the Regional Workshop on the Andean Community and Investment Agreements in the Americas. Attending this workshop were 32 delegates from the five Andean countries and from the Secretariat of the Andean Community. Its purpose was to give government officials with investment-related

functions, the opportunity to discuss recent developments in this area and to learn more on the subject.

Officials and professionals from the Trade Unit worked with the member states by responding to requests for assistance with specific projects in the area of trade and integration and by taking part in the seminars, workshops and conferences to which they were invited in their capacity as experts on the subject.

Publications

In April 2001, in conjunction with the Brookings Institution Press, a book titled “Toward Free Trade in the Americas” was published, edited by Jose M. Salazar and Maryse Robert. This is the third volume that the Trade Unit has produced to describe and analyze the trends, developments and outlook for integration and the trade agreements between and among the countries of the hemisphere. This book was used as the text in the Training Course for Government Officials.

The following publications were produced under the Trade Unit Studies Series: *Multilateral and Regional Investment Rules: What Comes Next?* Maryse Robert. March 2001. OEA/Ser.D/XXII, SG/TU/TUS-8; *Multilateral and Regional Services Liberalization by Latin America and the Caribbean.* Sherry M. Stephenson. March 2001. OEA/Ser.D/XXII, SG/TU/TUS-9; *Antidumping in the Americas.* José Tavares de Araujo Jr., Carla Macario, and Karsten Steinfatt. March 2001. OEA/SER.D/XXII, SG/TU/TUS-10; *Deepening Disciplines for Trade in Services.* Sherry M. Stephenson. March 2001. OEA/SER. D/XXII, SG/TU/TUS-11; *Business Facilitation: Concrete Progress in the FTAA Process.* Jane Thery. March 2001. OEA/SER.D/XXII, SG/TU/TUS-12; and *Trade and Competition in B2B Markets.* José Tavares de Araujo Jr. May 2001. OEA/ SER.D/XXII, SG/TU/TUS-13.

Special Committee on Trade (SCT) and its Advisory Group

The SCT and its Advisory Group did not meet in 2001. Consequently, the Trade Unit was not called upon to assist these bodies. At its thirtieth regular session, held in Windsor, Ontario, Canada, the General Assembly decided “To accept the recommendation of the Chairman of the SCT, based on his consultations with member states of the SCT, to maintain the *status quo*, that is, to maintain the existence of the SCT without convening the Committee.”

UNIT FOR SOCIAL DEVELOPMENT AND EDUCATION

Created by Executive Order No. 96-5, of June 1996, the Unit for Social Development and Education is responsible for providing technical and operational support to the OAS member states and the deliberative bodies of the OAS in their efforts to strengthen educational systems, promote job opportunities and job training, and formulate public policies and strategies aimed at combating poverty and discrimination. To accomplish this objective, the Unit performs and coordinates studies and research, stages activities where information and experiences can be shared, promotes training activities, supports initiatives to further cooperative action between countries, between international cooperation and development agencies and between governmental and nongovernmental institutions, in order to develop policy in education, employment and social development. By a decision of the General Assembly, effective January 1, 2000, the Office of Cultural Affairs became part of the Unit for Social Development and Education.

The focus of the Unit's priorities was on following up on the mandates of the Summit of the Americas, the OAS General Assembly and CIDI. Accordingly, it worked in close coordination with national agencies, international agencies for cooperation and development and organizations of civil society.

Social development and elimination of poverty

Social Network of Latin America and the Caribbean

The Unit served as Technical Secretariat of the Social Network of Latin America and the Caribbean. The Eighth Annual Conference of the Social Network was held in Santo Domingo, October 23 to 26. Organized by the Social Network, the Dominican Republic's PROCOMUNIDAD, and the OAS, the meeting was attended by the Inter-American Agency for Cooperation and Development (IACD), the Economic Commission for Latin America and the Caribbean (ECLAC), and the World Bank. The Conference approved the Declaration of Santo Domingo and the Network's Work Program for the year 2002.

Under an agreement with the IDB, the OAS serves as executing agency of the Intra-Regional Internships Program for the Social Network's member institutions. A total of 39 internships were served. The "InternshipNews" newsletter was prepared and distributed, and an evaluation of horizontal cooperation in the Social Network was completed. The findings appear in the publication titled '*Red Social de América Latina y el Caribe: lecciones aprendidas y perspectivas de cooperación entre los Fondos de Inversión Social*' [Social Network of Latin America and the Caribbean: lessons learned and prospects for cooperation between the Social Investment Funds], published in November 2001.

The OAS joined with the Social Network and ECLAC to coordinate the Second Workshop on "Evaluation, Monitoring and Preparation of Social Projects," in Santiago, Chile, July 9 to 13. It also worked on preparations for the First Meeting of the Social Network's Coordinating Committee, slated for Colombia in January 2002, and the Seminar on "Ethics and Social Policy" organized by the IDB's INDES and scheduled for April 2002.

Inter-agency cooperation

By invitation of ECLAC, the OAS participated in the “Third Inter-Agency Meeting to Follow up on the Declaration on Unity for Children and Adolescents from the Tenth Ibero-American Summit,” which was held in Santiago, Chile, on March 22. That meeting discussed the first draft of the document “Building equity from childhood and adolescents in Ibero-America.” The OAS also prepared the document “Globalization and the Convention on the Rights of the Child,” which was published in ECLAC’s Series on Social Policy [*Políticas Sociales*], No. 48, May 2001.

PAHO invited the OAS to participate in the Meeting of the Inter-Agency Committee for Follow-up of the World Summit for Children, which UNICEF convened for March 27, 2001, in preparation for the Special Session of the United Nations General Assembly on Children. At the “Meeting of experts on health and integral development of children: a proposal for a regional plan for the Americas,” held on September 6, 2001, the OAS gave a presentation on “An approach to children’s rights and policies.”

Academic cooperation

For the second consecutive year, the OAS was invited to be a member of the faculty at the Second International Conference on Children’s Rights in Education, which Canada’s University of Victoria hosted from August 18 to 22, 2001.

Cooperation with other OAS units

At the request of the General Secretariat’s Unit for the Promotion of Democracy, the Unit for Social Development and Education participated in the Inter-parliamentary Forum of the Americas, March 7 through 9, 2001, where it advised the Working Group assigned the topic on fulfillment of human potential.

Education

In response to the mandate received from the Second and Third Summits of the Americas, and as Technical Secretariat of the Second Meeting of Ministers of Education of the Inter-American Council for Integral Development (CIDI), the UDSE helped identify the educational challenges and best practices in horizontal cooperation. Specifically:

- In coordination with the IACD, the UDSE convoked five subregional meetings in the period between May and August 2001. They were held to examine and propose mechanisms that would ensure implementation of the initiatives contained in the Plan of Action adopted by the Third Summit of the Americas. Experts in education and international cooperation from the member countries introduced educational programs to be offered through horizontal cooperation arrangements and to form a “permanent portfolio of consolidated programs.” Also introduced was the Educational Portal of the Americas www.educoea.org. Participants examined teacher-training needs where the portal could be used to advantage.
- Creation of the Inter-agency Committee on Education to act on the Third Summit’s educational objectives. The Committee met on August 6 and 7, 2001. In attendance were representatives of the Organization of Ibero-American States for Education, Science and

Culture (OEI), the IDB, the World Bank, UNICEF, SECAB and United Nations Population Fund. Each agency singled out its contributions under each of the topics in the Third Summit's Plan of Action and a grid was prepared to show the Ministers of Education the areas of support, by agency. It was also suggested that a regional strategy be devised to further the commitments undertaken at Dakar and the Third Summit of the Americas.

- The UDSE participated in the Preparatory Meeting for the Second Meeting of Ministers of Education of the Americas, convoked by the Secretariat of Public Education of Mexico as coordinator of the education topic and of the follow-up on the agreements reached at the Second Summit. The UDSE was confirmed as Technical Secretariat of the G-11 and in charge of monitoring the education-related agreements reached at the Third Summit of the Americas.
- In September the UDSE took part in the Meeting of Ministers of Education of Central America. The purpose of the meeting was to evaluate the subregion's progress on the commitments undertaken at the Second Summit and to analyze the agreements reached at the Third Summit of the Americas.
- The UDSE took part in the MERCOSUR Meeting of Ministers of Education, held in Montevideo on September 23, 2001. The purpose of the meeting was to analyze the agreements reached prior to Second CIDI Meeting of Ministers of Education.
- The UDSE helped stage the Second CIDI Meeting of Ministers of Education, held in Punta del Este September 24 and 25. There, the UDSE was confirmed as Technical Secretariat in charge of promoting horizontal cooperation mechanisms, facilitating the sharing of experiences, and keeping up contacts among the member countries.

The Ministers of Education and Heads of Delegation approved the education priorities contained in the Plan of Action of the Third Summit of the Americas in 5 substantive focal areas: 1) equity and quality; 2) management, decentralization, social participation and modernization of teachers' professional skills; 3) youth, secondary education and certification of job skills; 4) higher education, science and technology and academic mobility; and 5) new technologies working for education. They also approved the Declaration of Punta del Este and the Declaration against Violence, in response to the terrorist attacks of September 11. The Ministers passed resolutions on project proposals in education and on follow-up mechanisms. The latter of these mentions the possible creation of the Inter-American Committee on Education, entrusted to Mexico as coordinator of the G-11 and the country charged with monitoring the agreements reached at the Second Summit of the Americas.

At the same time, the UDSE was also active in the technical matters listed below:

Permanent portfolio of consolidated programs

Identification of the educational programs that could be made available for purposes of horizontal cooperation, organizing a Permanent Portfolio of 19 programs. Using that portfolio, a hemispheric survey was done to put together a grid of the supply of and demand for educational programs, so that the horizontal cooperation could get underway.

Hemispheric diagnostic study on education and social development

Identification of the key issues, to provoke reflection on the importance of a sustained social policy in the hemisphere, matched by increasing investment. The study is based on the analysis of the human development indicators of the United Nations Development Programme (UNDP), the poverty studies done by ECLAC and the World Bank, the indices on employment and unemployment of the International Labour Organisation (ILO), the educational indices developed by Chile/UNESCO-OREALC (PRIE) and the System of Comparable Labor Market Indices [Sistema de Indicadores Comparables sobre Mercados Laborales] (SISMEL).

Support for the countries' projects in education and early childhood development

The Unit provided El Salvador's Ministry of Education with technical support in developing research on this subject.

Cooperation with other international agencies and organizations

- *OAS/UNESCO Cooperation Program:* support to the States with the Dakar agreement on "Education for All" and the agreements that came out of the Summit of the Americas.
- *OAS/OEI Cooperation Program:* signing of a cooperation agreement with the OEI in February 2001, on quality of education, equality, early childhood development, and training of teachers.
- *OAS/World Bank/UNICEF Cooperation Program on education and child development:* creation of a web page on the "ABCs of Child Development."
- *OAS/PAHO Cooperation Program:* support provided to the countries to achieve quality education, with the accent on the most vulnerable sectors of the population.
- *OAS/Bernard van Leer Foundation/Government of Israel:* advisory services specializing in child education.
- *OAS/University of Maryland Cooperation Program:* funding was obtained for the 2002 phase of the project on "Strengthening Democracy in the Americas: Values, Citizenship and the Role of Education."
- *OAS/Harvard University-Rockefeller Center Cooperation Program:* an agreement with Harvard University's Rockefeller Center for Latin American Studies so that graduate students from schools of education and government might help identify and organize best practices in the UDSE's topic areas.
- *OAS/Harvard Graduate School of Education Cooperation Program:* a seminar on equity and quality in education, in the context of the commitments undertaken at the Third Summit of the Americas.

Employment and labor development

The program on Employment and Labor Development assisted the work of the Conferences of Ministers of Labor held within the CIDI framework. These conferences focused on the labor dimensions of the Summit process and the challenges of modernizing the Ministries of Labor. Accordingly, the following activities were conducted:

Meeting of the Working Group on Modernization of the Ministries of Labor

This Group, established at the XI Conference in Viña del Mar, met from April 4 through 6, 2001. At this third meeting, the Working Group examined the experiences with labor inspection and labor courts in Brazil and Argentina, reviewed execution of horizontal cooperation projects among the Working Group's member countries, and discussed the draft agenda for the XII Conference, to be held in Canada in October 2001.

Meeting of the Working Group on the Globalization of the Economy and Integration and Their Social Dimension

The Group's third meeting was in Santa Cruz de la Sierra, April 25 through 27, 2001. In attendance were representatives of 12 countries, present to discuss the labor aspects of the integration processes of the European Union, MERCOSUR and NAFTA. In the case of the European Union, the Working Group examined the process whereby laws are harmonized and a new body of labor law is crafted for the Community as a whole. In MERCOSUR's case, the Group discussed the development of mechanisms to protect workers, while in NAFTA's case, the discussion focused on harmonization of the labor laws of the signatory countries.

Technical meeting in preparation for the XII Inter-American Conference of Ministers of Labor

This meeting was in Miami, July 12 and 13. A total of 30 countries were represented, as were employers and unions, international organizations and one permanent observer country. Canada made the preparations for the meeting, with assistance from the UDSE as Technical Secretariat of the Conference. The meeting examined the progress made with implementation of the Plan of Action of Viña del Mar, and agreed upon the draft Declaration and Plan of Action of Ottawa.

XII Inter-American Conference of Ministers of Labor

The Conference was in Ottawa, October 17 through 19, 2001. A total of 33 member states of the Organization were represented, 26 of them by their Ministers of Labor. Also attending the meeting were representatives of employers and unions, international organizations, permanent observer countries and special guests. The OAS was instrumental in preparing for and organizing the Meeting, together with the Government of Canada, and with support from Chile as Chair Pro Tempore of the XI Conference, and from Brazil as Chair Pro Tempore of the XIII Conference, slated for 2003.

The Ministers concurred that globalization must generate social and economic development in order to raise the standard of living of all people of the region, without exclusion and with no discrimination. They also recognized the contribution that their ministries had made to creating jobs and establishing social protection mechanisms. They underscored how vital social dialogue is to labor development in the hemisphere and acknowledged the need to modernize labor laws and codes. The

Ministers underscored the vital importance of combating unemployment, of supporting job training and professional education, of instituting safeguards to protect women from discrimination in the workplace, and of supporting the abolition of child labor in this hemisphere. The XII Conference approved the Declaration and Plan of Action of Ottawa, a resolution condemning the September 11 terrorist attacks, and a statement of support for the peace process in Colombia. The Conference will carry on with the Working Group on the Labor Dimension of the Summit Process and the Working Group on Modernizing the Ministries of Labor.

The UDSE conducted other activities of a technical nature:

- *OAS/ILO Inter-Agency Co-operation:* participation in the Technical Meeting to Evaluate the USA-ILO Project of support to the Inter-American Conference of Ministers of Labor, held in Lima, December 3 through 5, to build up coordination among the agencies that support the commitments resulting from the XII Conference of Ministers of Labor.
- *Horizontal Technical Cooperation*
 - Signing of the Operational Agreement between the Secretariat of Labor and Social Security of Mexico and the Council of Ministers of Labor of Central America, Belize, Panama and the Dominican Republic, to support horizontal cooperation among the nine countries on the issue of standardization and certification of job skills.
 - Support for systematization and evaluation of the system of comparable labor market indices, coordinated by Peru, and its future transfer to the Office of the Chair *pro tempore*, which is Uruguay, as a tool to be used to monitor labor markets across the hemisphere.
 - To further the interests of young entrepreneurs, in 2001 the *Young Americas Business Trust* (YABT) established associations with private and governmental organizations, collaborating with Georgetown University's Caribbean Project, the Office of the Assistant Secretary for Equal Opportunity of Buenos Aires, the Permanent Observer Mission of Israel, the Conference of First Ladies of the Americas, Florida International Volunteer Corps, the Prince of Wales Business Leaders Forum, and Southeastern Louisiana University. Working with Argentina, the YABT produced a television program featuring young entrepreneurs, which for six months was carried on cable television throughout Latin America.

Culture

Participation in Culture Ministerials sponsored by other international organizations

- *Forum of Ministers and Senior Officials in Charge of Cultural Policy in Latin America and the Caribbean*, sponsored by UNESCO/OREALC and the Government of the Dominican Republic. The Forum approved the Declaration of Santo Domingo recognizing the importance of the Americas' cultural diversity, especially its tangible and intangible heritage.

- *V Conference of Ministers of Culture of Ibero-America*, in preparation for the Lima Ibero-American Presidential Summit, organized by the Government of Peru, the Executive Secretariat of Ibero-American Summits and the OEI. The Conference examined the progress on its mandates, planned new activities and approved proposals.
- *Annual Meeting of the “CARIMOS” Organisation (Greater Caribbean Organisation for Monuments and Sites)*, by invitation of that Organization; presentation of the OAS’ work in the field of architectural or immovable heritage.

Technical support to the member states

- Advisory services to the member states of the Permanent Council’s Committee on Juridical and Political Affairs on the issue of the illicit traffic in cultural artifacts.
- Advisory services to the member states in connection with the convocation of the First Meeting of Ministers of Culture within the Framework of CIDI. Participation in CEPCIDI’s *travaux préparatoires*, preparing the various basic and reference documents to be introduced at that meeting. Support to the Government of Canada in preparing and tabulating a questionnaire on the agenda and method to be followed at the Meeting of Ministers, and on the procedure to be followed in preparing for the meeting.

Publications

As part of its work to promote and enrich cultural sharing and collections of the Americas, the Unit and the Instituto Cultural Mexicano produced a book titled *Homenaje a Octavio Paz* [Tribute to Octavio Paz]. Also published was the Cultural Study titled “Cultural Industries in the Latin American Economy: Current Status and Outlook in the Context of Globalization,” in Spanish and English

Relations with other organizations

- Signing of the cooperation agreement with the Instituto Italo-Latinoamericano, to promote cooperation on projects and sources of financing on this organization’s part.
- Preparation of a cooperation agreement with the organization Youth Orchestras of the Americas, of the New England Conservatory of Music in the United States.
- Signing of the cooperation agreement with the CARIMOS Organisation [Greater Caribbean Organisation of Monuments and Sites] and the Chamber Orchestra of Rio de Janeiro.
- Collaboration with the Museum of the Americas to link the museums of the region, and a recommendation for closer ties with the Latin American Institute of Ethnomusicology and Folklore.
- Planning with Southeastern Louisiana University to hold a seminar for Panamanian artisans in January 2002, with the emphasis on training of expert artisans and instruction in marketing techniques.

- Organization of a meeting with leaders of the Confederación de Artesanos Unidos de la Subregión Andina [Confederation of United Artisans of the Andean Region], the Andean and Latin American Council of Handcrafted Articles and Folk Art.

UNIT FOR SUSTAINABLE DEVELOPMENT AND ENVIRONMENT

The Unit for Sustainable Development and Environment was created by Executive Order No. 96-6, of June 28, 1996. It is the General Secretariat's principal unit for matters directly related to sustainable development and environment. Its purpose is to support the activities that the Organization, its organs and entities conduct to craft sustainable development policy and environmental policy in the region. It devises, evaluates, and executes technical cooperation projects in its areas of expertise and provides advisory services and technical support on matters related to sustainable development, including the programs designed to develop environmental legislation, to transfer environmentally sound technologies, and to provide environmental education.

The Unit for Sustainable Development and Environment (USDE) was active in the areas that are focal points of the hemispheric summit process, and in following up the Santa Cruz Plan of Action, adopted by the Summit of the Americas on Sustainable Development (Santa Cruz de la Sierra, December 1996). Its activities in 2001 were in keeping with the resolutions adopted at previous sessions of the General Assembly and with the mandates of the Inter-American Program for Sustainable Development, approved by the General Assembly at its twenty-seventh regular session, held in Lima in June 1997.

Currently, the USDE has underway a portfolio of projects totaling US\$49 million, more than 90 percent of which is financed with funds from sources outside the OAS. (The Unit's Web page is updated continuously, to introduce the major activities in progress and their links. The site can be accessed at the following Web address: <http://www.oas.org/usde>.)

Activities related to the Santa Cruz Summit

The USDE continued to coordinate and follow up on the Santa Cruz Plan of Action and assisted the Working Group of CEPAC's Inter-American Committee on Sustainable Development (CIDS) with the preparations for the Santa Cruz+5 meeting. To evaluate execution of the Plan of Action, the USDE designed a form for each country to fill out. That form will then be used as the basis for the consultations and discussions that will precede the Santa Cruz+5 meeting, which will be held in Washington, D.C. in February 2002.

In compliance with the mandates regarding the Santa Cruz Plan of Action and contained in the Inter-American Program for Sustainable Development, the USDE carried out the following activities:

- Development of a program for implementation of the Inter-American Strategy for Promotion of Public Participation in the Decision-making for Sustainable Development (ISP), pursuant to resolution CIDI/RES. 98 (V-O/00). The Unit prepared a number of proposals seeking financial support from the Global Environment Facility (GEF), the United States Agency for International Development (USAID), UNESCO, the Bill and Melinda Gates Foundation, the Turner Foundation, and the Government of France.
- Support to the Inter-American Biodiversity Information Network (IABIN) and with creation of its web site. The activities to support IABIN in the form of a project financed by the Global Environment Facility are underway and 26 of the 34 focal points have approved the project. IABIN's statute was approved by the Council and the focal points,

and the Executive Committee was elected. In July 2000, Colombia presented a project to OAS/FEMCIDI on a “Prototype Catalogue for the Inter-American Biodiversity Information Network”, which is IABIN’s underlying premise as it will make it easier to share information on biodiversity and will be used as a tool to instruct and make decisions in the Americas.

- Design and structure of the Inter-American Forum on Environmental Law (FIDA); with the support of the Inter-American Water Resources Network (IWRN), USAID, the World Bank and the IDB, roundtables on water policies in Latin America, attended by experts on water resource management policy.
- The Unit provided technical assistance to the Ministry of the Environment and the Secretariat of Water Resources of Brazil, for the IV Inter-American Dialogue on Water Management, which was held September 2 through 6, at Foz de Iguazu. The USDE assisted the Government of Brazil with preparation of a project profile that was to go to the Global Environment Facility (GEF) to build up the Inter-American Water Resources Network. The USDE convoked the International Organizing Committee for the IV Dialogue, helped define its program, formulated project proposals to follow-up the event’s conclusions, and arranged funds to finance it.
- Pursuant to Point II.4 of the Santa Cruz Plan of Action, Point 4.4 of the Inter-American Program for Sustainable Development, and resolution CIDI/CIDS/RES. 3 (II-O/99), the USDE executed special projects that were instrumental in shaping the national and regional policies on integrated management of water resources and coastal areas in a number of countries of the Americas. Those projects form a portfolio of around US\$30 million. The USDE secured funding from the GEF and the World Bank for the Facility’s first multinational project for management of subterranean waters, to protect the Guarani Aquifer System that Argentina, Brazil, Paraguay and Uruguay share. For the project as approved by the countries, it requested a grant of close US\$14 million. By agreement with the World Bank, the project is set to begin in 2002.

Quebec Summit

Pursuant to the mandates of the Third Summit of the Americas, held in Quebec, the USDE took the necessary steps “to organize a meeting at the ministerial level before the end of 2001, to be held in Bolivia on the occasion of the fifth anniversary of the Santa Cruz de la Sierra Summit of 1996, and present contributions to the Rio+10 Summit in 2002, ...” It also complied with the resolutions of the II Regular Meeting of the Inter-American Committee on Sustainable Development (CIDS) (CIDI/CIDS/Res.8 (II-O/99)) which recommended that a ministerial/high level meeting to “further implementation of sustainable development in the Hemisphere be held ...” and requested endorsement of convocation of a High Level Ministerial Meeting for Santa Cruz+5 so that, in combination with the CIDS meeting, it might serve as Preparatory Committee of this meeting. It also suggested that the High Level Ministerial Meeting be in preparation for the Rio+10 hemispheric meeting.

Technical cooperation activities

Water resources and transboundary ecosystems

The Unit continued to strengthen technical cooperation to the member states for integrated and sustainable management of water resources in transboundary watersheds and coastal areas. The USDE serves on the Steering Committee of the GEF Block B project titled "Integrated Management of Hydrographic Basins and Coastal Areas in Small Island Developing States."

The Strategic Plan of Action for the Binational Bermejo River Basin (PEA), prepared with the cooperation of the USDE and approved by the GEF, was launched for the sum of US\$11,400,000. The first meeting of the Steering Committee was held in Washington, D.C., in May, with the UNEP and the Secretariat of the GEF participating.

Brazil's National Water Resources Agency was put in charge of executing the projects for management of the Upper Paraguay and San Francisco river basins in Brazil, with support from the USDE and with financing from the GEF and the UNEP in the form of a grant in the amount of US\$11 million.

The Strategic Plan of Action for the Integrated Water Resources Management and Sustainable Development of the San Juan River Basin and Its Coastal Zone (CRSJ), which Costa Rica and Nicaragua are conducting with a GEF grant of US\$4 million, continued. The Steering Committee for that project held two meetings, further refined the terms of reference, and set in motion the demonstration projects being conducted in collaboration with academic institutions, civil society and national and local governments.

In July, the Unit completed preparation of the project on the Guarani Aquifer System –for which a GEF grant of US\$14 million is anticipated-- and sent the project to Argentina, Brazil, Paraguay and Uruguay for them to consider, approve and submit. The total for the project is US\$26 million and its launch is planned for June 2002. Those countries have selected the USDE as executing agency, along with the World Bank (GEF implementing agency).

With the USDE's technical assistance, the Central American governments executed a project in partnership titled "Strategic Actions to Strengthen the Policy of Integrated Watershed Management in Central America," financed with FEMCIDI 2000 funds.

The management of the San Francisco River Valley Development Company (CODEVASF) invited the USDE to take part in the preparation of a Plan of Action for Integrated Development of the Parnaiba Valley (PLANAP), whose launch is planned for February 2002. The cost of the Plan is US\$1.1 million.

The Unit supported the work conducted to design a framework project for management of the River Plate Basin. A meeting was held in September where representatives of the five countries in the River Plate Basin agreed upon a work program.

Likewise, execution of the project titled *Program of Strategic Actions for Brazilian Amazonia (PRODEAM)*, which was to have been completed on June 28, 2001, was extended to February 2002. The total for the project was increased to US\$5.092 million.

Inter-American Water Resources Network (IWRN)

The USDE served as Technical Secretariat of the Inter-American Water Resources Network (IWRN), which made it possible to share information and experience by way of 30 focal points designated by the member states. During the period, the Network prepared for the IV Inter-American Dialogue on Water Management at Foz de Iguazú. Participating in this event were over 1100 specialists from every country of this hemisphere, as well as Europe and Asia. The IV Dialogue was acknowledged to be part of a global process of preparing for the Third World Water Forum, to be held in Japan in March 2003. Through the USDE, the Japanese Government enabled 30 Network focal points to participate, at a cost of US\$80,000. The Dialogue resulted in the Declaration of Foz de Iguazú and the technical reports prepared in connection with the meeting.

Planning for adaptation to global climate change

The project on "Caribbean Planning for Adaptation to Global Climate Change" (CPACC) entered its fourth year and is scheduled to be completed in December 2001. In response to a request from the region to develop a permanent mechanism to address issues related to climate change, the USDE and the CPACC's Regional Project Implementation Unit are working with the Secretariat of the Caribbean Community (CARICOM) to broaden establishment of a Caribbean Center for Climate Change. Also, given the importance of climate change and its varied effects on the development of small island States, the Unit and the World Bank are jointly executing the project titled "Adaptation of the Major Trend in Climate Change," a GEF Block B project to follow up the CPACC. This project will develop long-range strategies calculated to address the critical needs in the Caribbean's socio-economic sectors, such as tourism, energy, health, agriculture and water.

Caribbean disaster mitigation project

La USDE conducted the "Post-George Disaster Mitigation (PGDM)" project in St. Kitts and Nevis and in Antigua and Barbuda. This project is funded with a grant for cooperation between USAID and the OAS for the sum of US\$1.5 million. To help develop national plans and policies for mitigating dangerous situations, the project completed an assessment of each country's vulnerability and evaluations of the dangers posed by flood tides, storms, dangerous winds, coastal erosion, droughts, island flooding and volcanic threats.

Through the USAID-funded training program in Coastal Design, Construction and Maintenance (CDCM), the USDE worked with the Faculty of Engineering of the University of the West Indies (UWI) to put together a training program for engineers in how to design, build and maintain coastal infrastructure.

Mitigation of natural disasters in Central America

A project on "Small Valley Flood Alert and Vulnerability Reduction in Central America" was launched in January 2001, in coordination with the Federation of Municipalities of the Central American Isthmus, the Coordination Center for Prevention of Natural Disasters in Central America (CEPRENAC) and the Regional Water Resources Commission for the Central American Isthmus.

The USDE was the executing agency for the project on the “Water Level Observation Network for Central America” (RONMAC), with USAID as the funding agency and the US National Oceanic and Atmospheric Agency (NOAA) as administrating agency. This project was part of the response to the devastation that Hurricane Mitch caused in four Central American countries.

Under the program for “Reducing the Vulnerability of School Buildings to Natural Hazards,” a workshop was held on Rebuilding Schools in Central America. Also, the Hemispheric Disaster Mitigation Plan for the Education Sector (hemispheric EDUPLAN) was designed, with institutions functioning at the community, educational, administrative and/or geographic levels participating.

The USDE, the Secretariat for Central American Economic Integration (SIECA), CEPREDENAC and the United States Department of Transportation teamed up to conduct the “Study on the Vulnerability of Central America’s Transportation Infrastructure to Natural Disasters.”

Trade corridors

The Research and Training Program for Trade Corridor Development (PROCORREDOR) has regional training and research projects underway in related topics, in order to advise the governments, confer with the private sector and prepare the next generation of specialists in the development of trade corridors. The centers cooperating in the PROCORREDOR program, which span the hemisphere from Argentina, Brazil, Chile, Costa Rica, Ecuador, Honduras, Peru, Uruguay and the United States, participated in the Hemispheric Conference on Vulnerability Reduction of Trade Corridors to Socio-Natural Disasters (TCC), held in Mendoza, Argentina, in March 2001.

Renewable energy in the Americas

The Technical Secretariat for the ‘Renewable Energy in the Americas’ Initiative (EREA) collaborated with the Government of Saint Lucia on preparation of a Sustainable Energy Plan. The plan sets out the policies that Saint Lucia will use to transform its energy sector, so as to identify domestic renewable energy sources. The Prime Minister presented the Plan to his Cabinet for consideration.

The Unit also conducted activities in Guatemala through the support received from the Ministry of Energy for analysis and formulation of renewable energy legislation. The EREA, which is the lead technical unit in establishing the Energy and Rural Connectivity Initiative, lends support for examination and preparation of renewable energy standards. The EREA works with the Sustainable Energy Initiative for the Islands, teaming with the Climate Institute and Winrock International. This initiative was set in motion with the Inter-American Agency for Cooperation and Development (IACD) and will provide telecommunications, computer and electric-power connections for schools and other community services in rural towns and villages.

INTER-SECTORAL UNIT FOR TOURISM

Established by Executive Order 96-7, the Inter-sectoral Unit for Tourism promotes interdisciplinary tourism development, strengthens and stabilizes practical cooperation with other regional and international organizations, revitalizes the Inter-American Travel Congress (CIT), and directs technical cooperation and training programs to promote sustainable development in the member states.

Education and training

Teaching manuals for schools

In keeping with the mandate of the Inter-American Program for Sustainable Tourism Development, the Inter-Sectoral Unit for Tourism collaborated with the Caribbean Tourism Organisation (CTO) on preparation of teaching manuals for tourism education in elementary and secondary schools. The OAS financed the contracting of two consultants, who completed the publication titled "Training Modules in Tourism for Elementary Schools." A second module, this one for secondary schools, was completed and is now in the printing process.

Training in educating and enhancing awareness of the importance of tourism in Latin America

The purpose of this program is to educate those involved in the tourism industry about the importance of tourism as a product in Central America. It is being implemented in association with Continental Airlines and includes Honduras, Costa Rica, Guatemala, Nicaragua, Panama and Belize.

Tourism development

During the period under analysis, the Unit finalized negotiations and in March 2001 won approval of USAID funding to launch the Small Hotel Assistance Program financed by that agency. The Small Hotel Assistance Program was conceived as a way to respond to the poor performance and low profits of small hotels, since the market demands that environmental concerns be factored into the design and operation of tourism businesses.

The program starts from the premise that small hotels account for a significant portion of the available accommodations and help create jobs in a number of OAS member countries. Small hotels require considerable capital investment, much of which comes from local lending institutions. The following activities were completed under the program during the period under analysis:

- *Development of ratings and standards for hotels and other tourism businesses.* Design of ratings and standards for the hotel subsector, with the small hotels being the primary target group. The idea is to enable hotel accommodation services to identify the type of product offered on the market. Meetings were held with technicians, travel agents, tourism operators and other parts of the tourism industry. In the project's second phase in the year 2002, that information will be shared with the hotel sector, and ratings and standards will be adopted. More hotels will be classified, thereby improving their marketing potential among tourism operators in Europe and North America. Another element of the project will focus on the development of operating

standards for tourist attractions. These standards will be put into practice in cooperation with the ministries and regional institutions in charge of the tourism industry.

- *Development of an environmental management system.* This component focuses on the use of water and energy, sewage treatment and solid-waste disposal by the hotels and other businesses in the sector. Its purpose is to lower operating costs and attract tourists who want to spend their vacations in environmentally responsible places. The pilot project was implemented in the countries of the Organization of Eastern Caribbean States and Barbados. The Inter-Sectoral Unit for Tourism hopes to complete 200 inspections in 2002, which will be done by the Caribbean Alliance for Sustainable Tourism (CAST).

Information technology systems and technology transfer

Development of an Internet-based system

This system is being developed to give hotels and other businesses participating in the Small Hotel Assistance Program greater market exposure. The centerpiece of this project is the www.Caribbeanexperiences.com portal, which will be used to help hotels and other tourism businesses advertise their product on-line.

Technology assistance

More than 400 hotels in thirteen countries have upgraded their computer technology. They have set up web sites and computerized certain business operations, such as accounting and the reservations system. The project has benefited from the involvement of Net Corps America and Net Corps Canada. The hotel training offered by the Canadian Executive Service Organization (CESO) has helped hotel staff.

Launch of the "Caribbeaninnkeeper.com" web page

Under this project, hotel operators and people associated with the tourism industry can access, via the Internet, the information needed to operate tourism businesses. The creation of this page was made possible thanks to the cooperation of the Caribbean Development Bank and the Caribbean Hotel Association. During this phase of the project, the content and interface of the web page were improved.

The virtual resource center is complemented by the creation of physical resource centers in the states participating in the Small Hotel Assistance Program. Six centers will be opened in February 2002, and the remaining six will be opened at the end of the year. The centers offer videos and training materials, computer equipment, televisions and video recorders.

Development of instructive tools

Under this project, best practices are developed as instructive "tools." These best practices include improved accommodations, environmental and financial management, business planning, location, competitive pricing and improved earnings. These best practices can make businesses in the tourism industry more efficient.

Activities in Central America

The Unit assisted tourism development efforts in Central America in three main areas:

- Design, development and preparation of a regional project proposal for assistance to small hotels, similar to the project currently underway in the Caribbean region.
- Support to Central America's promotional campaign, in partnership with Continental Airlines.
- Support to the Government of Panama for preparation and execution of regional development plans within Panama, funded by the Panamanian Tourism Institute.

Regional small hotels assistance project

Because of the success of the Caribbean Small Hotels Assistance Project, the Unit was invited to work with the Central American governments, by way of the Tourism Project Management Office (GEPROTUR), which is in charge of tourism promotion and marketing and is part of the Central American Integration System (SICA). The Unit will be instrumental in designing and implementing the Central American Small Hotels Assistance Project and will help find funding for it.

Through GEPROTUR, the Unit worked with the national tourism offices of Costa Rica, Belize, Nicaragua, Honduras, Guatemala and Panama, on developing a proposal to be submitted to the respective nonpermanent specialized committee (CENPE) of the Inter-American Agency for Cooperation and Development (IACD).

Recently, with the Unit's support, the authorities at the Costa Rican Tourism Institute (ICT) approved the sum of US\$100,000 to implement the Coffee and Tourism Development Project. Among the objectives of the project are diversification of the economic base of Los Santos province, and the introduction of tourism in communities where coffee is grown. Given the decline in coffee prices last year, this initiative is considered a welcome innovation.

Also, by way of the Guatemalan Tourism Institute (INGUAT), the Government of Guatemala submitted a project proposal and the draft of an agreement with the OAS General Secretariat. The proposal includes a diagnostic study and a study to determine what will be needed for the Small Hotel Assistance Program in Guatemala. Nicaragua has indicated that its government would be willing to put up some funding to help get the project's implementation off the ground. Other Central American states have made commitments to participate in the project, but have not yet found funding for it.

Promotional campaign with Continental Airlines

This was the fourth and most successful year in the promotional campaign sponsored by Continental Airlines. In the last three years, the program has staged promotional seminars in the United States, Canada, and the destination countries, to familiarize travel agents with the tourism products offered by the participating countries. During this period, groups of travel agents from North America were taken to El Salvador, Costa Rica, Guatemala, Belize, Honduras and Panama, where they participated in educational seminars to better prepare them to sell these countries' tourism products. The member states were in charge of providing all the facilities, including meals and local transportation; Continental

Airlines took care of the travel, and the Inter-Sectoral Unit for Tourism was in charge of logistics, organization and management. The Ministers of Tourism of the participating countries and SICA also offered their support for the program. Because it was so well received, it will be repeated again in 2002.

Other activities in Latin America

During the period under analysis, the Inter-Sectoral Unit for Tourism had talks with the Maya Organization and supported it in the proposal it submitted to the CENPE, which was favorably received. Talks continue with SICA and the Central American Parliament –PARLACEN- with a view to conducting joint activities.

Involvement of indigenous populations in tourism

A project is being put together that would get the indigenous populations of Dominica, Saint Vincent and the Grenadines and Belize involved in the tourism sector. The research studies done during the period under analysis will likely be used to put together a project proposal.

Sports tourism

Research studies were done to prepare a project that would maximize the economic benefits of sports tourism.

Certification for workers in the hotel industry

The OAS General Secretariat and the American Hotel & Lodging Educational Institute entered into a formal licensing agreement so that the Institute's training and certification materials and standards can be used to train and certify hotel staff. Because those standards are internationally recognized and accepted, hotels can use their staff certification as a marketing tool, thereby helping to raise the standards of the industry in general, but especially in the area of customer service.

Institutional mechanisms

During the analysis phase, the Inter-Sectoral Unit for Tourism participated in talks with a number of member institutions, such as the Caribbean Tourism Organisation, the Caribbean Hotel Association, the Caribbean Alliance for Sustainable Development, the Natural Resources Management Unit of the Secretariat of the OECS, the SICA, the Caribbean Epidemiological Center (CAREC) and George Washington University. The Unit also started preparations for the First Inter-American Meeting of Ministers of Tourism held within the framework of the Inter-American Council for Integral Development (CIDI) and for the XVIII Inter-American Travel Congress, which will be convoked in early 2002.

Tourism development plans – Panama

For the past eight years, the OAS General Secretariat has helped the Government of Panama, through its Tourism Institute, with development and implementation of the Master Plan for Tourism in Panama and a series of regional development plans. While all this has been very useful, the Unit's consultant indicated that much remains to be done. The Government of Panama is, therefore, studying what more this project can do.

The Government of Panama has funded this effort for the last four years, since the funding needed for the OAS to make a contribution to the project could not be found. At the end of the most recent agreement, in August, it was agreed that the Government of Panama could not contribute more because of the OAS' difficulty in providing it with financial support for the project.

UNIT FOR THE PROMOTION OF DEMOCRACY

Established by Executive Order No. 90-3, of October 15, 1990, pursuant to General Assembly resolution AG/RES. 1063 (XX-O/90), the Unit for the Promotion of Democracy (UPD) was created to put into practice a program of assistance to help preserve and strengthen member states' political institutions and democratic procedures. The Unit carries out its work plan under the Program of Support for the Promotion of Democracy, which the Permanent Council approved in its resolution CP/RES. 572 (882/91).

The functions of the Unit for the Promotion of Democracy (UPD) are: to assist those member states that request its help with their efforts to strengthen the institutions and procedures of democratic government; to support activities that serve to spread and share new knowledge and information about democratic practices and values in the Hemisphere; to foster opportunities for institutions and experts to share their experiences in matters related to the promotion of democracy; to conduct election-observation missions in countries that require them, and to strengthen initiatives for peace and national reconciliation. The UPD's activities respond to the directives, guidelines and mandates established at the Summits of the Americas and the OAS General Assembly. The UPD is organized into the following program areas: democratic institution building; electoral technical assistance; information and dialogue/democratic forum; comprehensive action against antipersonnel landmines, and special programs.

Democratic institution building

The UPD's Legislative Institutions Support Program (Spanish acronym PAFIL) furthered inter-parliamentary dialogue and cooperation and provided support to help strengthen and modernize the legislative branch of government in the hemisphere. It collaborated in establishing the Inter-Parliamentary Forum of the Americas (FIPA) whose inaugural meeting was held in Ottawa, Canada, in March 2001. It also helped organize the first meeting of the Forum of Presidents of the Legislatures of the Andean Region. During this period, the UPD continued to serve as a major source of technical-substantive support to the Forum of Presidents of the Legislative Branches of Government of Central America and the Dominican Republic (FOPREL).

In conjunction with the Andean Parliament, the Unit organized the "Regional Seminar on Communication Strategies in Congress". It provided technical support to the FOPREL Central America strategy-planning meeting, and organized a regional seminar on legislative technique. In November, it provided its assistance with final installation of the Andean Network of Legislative Information (RAIL) at the headquarters of the Andean Parliament, and helped MERCOSUR's Joint Parliamentary Commission (CPC) develop MERCOSUR's Inter-parliamentary Legislative Information Network (RIIL). To generate and spread new knowledge and information on legislative matters and improve parliamentary practices, the Unit supported preparation of a number of comparative studies and, working with academic institutions in the Hemisphere, helped get five books published.

It also held two regional courses on Parliaments, Democracy and Integration, and two high-level seminars: one on legislative modernization and integration for member countries of MERCOSUR, and a second on political reform and parliamentary ethics, held in Honduras. The Unit also supported the efforts at legislative modernization made by the congresses of Guatemala, Honduras, Ecuador, and Cordoba Province in Argentina.

Through its Program of Cooperation in Decentralization and Local Government, the Unit provided the member states with technical assistance for strengthening the regulatory and institutional framework. Accordingly, it assisted the political bodies of the Organization and the Government of Bolivia with the Meeting of Ministers and High-level Authorities Responsible for Policies on Decentralization, Local Government and Citizen Participation in Municipal Government in the Hemisphere,” held in La Paz, March 29 to 31, 2001.

The chief outcome of this event is the “Declaration of La Paz on Decentralization and on Strengthening Regional and Municipal Administrations and Participation of Civil Society,” wherein the participating States agree to the formation of the High-level Inter-American Network on Decentralization, Local Government and Citizen Participation (RIAD). Mexico was designated to host the next meeting and the UPD was asked to serve as the Network’s technical secretariat.

The Unit collaborated with the United States’ Inter-American Foundation to organize the forum titled “Building Democracy from the Grassroots”, which brought together policy makers from central and local governments, civil society, and academia throughout the Hemisphere, along with international agencies and other development practitioners.

In Central America, the Program worked with the Central American Parliament and the Institute of Political Studies (INCEP) to put on a national course in Nicaragua and a subregional course in Guatemala. It examined the decentralization processes in that region. The UPD also provided technical assistance to Costa Rica’s Legislative Assembly, to draft a decentralization bill. It promoted cooperation between the Specialized Meeting of Municipalities and Local Governments of MERCOSUR and the RIAD.

Taking into account the specific mandates spelled out in Section VI of the Inter-American Democratic Charter, “Promotion of a Democratic Culture”, the UPD conducted training activities, advisory services, research work and publications under the Program for Promotion of Democratic Values and Practices, and gave regional courses to train young leaders. In June, San Pedro de Macoris in the Dominican Republic was the site of the IV Regional Course for Young Leaders of Central America and the Dominican Republic on Democratic Institutions, Values and Practices, in collaboration with the Inter-American Organization for Higher Education’s College of the Americas (COLAM/OUI) and various subregional and national institutions.

In August, the Third Andean Course on Analysis and Negotiation of Political Disputes was organized and held in Bogota, in conjunction with the Pontificia Universidad Javeriana, the IACD, and the Government of Colombia. The Third Regional Course for Young MERCOSUR Leaders on Democratic Institutions, Values and Practices was held in November. It was sponsored by the Universidad Alberto Hurtado, the Instituto Nacional de la Juventud of Chile’s Ministry of Planning and (MIDEPLAN) and COLAM.

The First International Seminar on Political Communication Strategies was held in cooperation with George Washington University’s Graduate School of Political Management. Targeted at over 100 communications directors in central government, parliament, regional governments and the mayor’s offices of some of the major cities of Latin America and the Caribbean, it was planned as a means to improve the quality of democratic leadership and government management in the member states.

The Program of Training Courses for Democratic Leaders (CALIDEM) was set up in cooperation with the Inter-American Development Bank. Its goal is to use national training courses to build a corps of democratic leaders. In this first year, the program's theoretical and practical framework was conceived. The process of inviting bids for four national courses for the first quarter of 2002 got underway. The UPD helped the Instituto Luis Carlos Galán para el Desarrollo de la Democracia [Luis Carlos Galán Democracy Development Institute] with a training program in which over 600 of Bogota's young people participated.

The UPD advised on and helped create the network of Youth for Democracy [Jovenes por la Democracia] (JPD), a nonprofit Central American institution with national chapters made up of graduates of the UPD's regional courses. The chapters will promote democracy in their countries. In cooperation with academic institutions, the Unit started research to generate new knowledge about democratic institutions, values and practices and about the roles of the various protagonists in a democratic political system. That research will serve as reference material for the courses offered under the program. It also published the book "Communication Strategies for Governments" [*Estrategias de Comunicación para Gobiernos*] and produced a television program on the Inter-American Democratic Charter and the promotion of the democratic culture.

Electoral technical assistance

In the 2001-2002 period, the Electoral Technical Assistance area focused on strengthening election systems and institutions. It did this through election-related advisory services and assistance, and by doing research papers about strengthening the election systems in the hemisphere.

In 2001, the UPD supported the efforts that Ecuador, Guatemala, Honduras and Paraguay made to improve their election system and helped design measures and strategies that encouraged the use of better election-organization instruments and procedures. In countries in the Andean, Central America and Caribbean regions, it continued the programs undertaken to modernize election mechanisms using cutting-edge technology developed by Unit experts. With this technology, all or part of the various phases of the election process can be automated, which includes voting, ballot counting and checking, transmission of the votes, and tabulation of the final vote totals.

It also worked on developing and implementing programs in the area of vital statistics. The purpose was to modernize the institutions and procedures used to record those statistics. This was to be accomplished by rearranging records, evaluating administrative structures, conducting studies on possible reforms in the legal framework, providing technological support for registration, notification and control procedures, training staff, waging promotional campaigns about the uses of statistical data, and revisiting the system's objectives.

The UPD assisted the first experiment in horizontal cooperation between electoral agencies in the hemisphere (Brazil-Paraguay) in the field of automation, which implemented a pilot plan for electronic voting. The result was that every level of the electoral administration was computerized. The system was used during the most recent municipal elections in Paraguay. A population of some 34,000 used Brazilian electronic ballot boxes to cast their votes.

In the field of citizen participation in the voting process and election-related civic education, workshops and seminars were held in Guatemala and Honduras. A media campaign was mapped out to support development of a democratic political culture and encourage citizen participation in elections.

As for research and studies, the UPD began an inter-American study comparing the procedures used in electoral processes. Working meetings were held with experts on the subject and development of a database and an Internet page for the initiative got underway.

Information and dialogue / Democratic forum

The UPD produced and circulated, electronically and in print, information about its activities and about the general subject of democratic development in the hemisphere. The idea was to make vital, detailed and current data on these subjects more readily available and to get that information to a wider audience. The UPD added to the information available at its Web site, and included there data and documents on the recently approved Democratic Charter of the Organization. It also introduced links to the sites for all the election observation missions conducted by the Organization and many of the UPD's special projects.

The UPD also worked to improve the accessibility of new databases and arrange for them to be interactive with the Unit's web page, as is the case, for example, with a database that lists experts on democracy-related issues. It continues to cooperate with Georgetown University's Center for Latin American Studies on the development of the "Political Database of the Americas," a source of academic resources, primary documents and statistical data on democracy-related topics.

The Unit published reports of the election observation missions and special reports, as well as final reports on the activities and seminars conducted by the UPD. It also designed an electronic newsletter called *UPDate*. The newsletter, circulated in English and Spanish to the permanent missions and observer missions, the OAS General Secretariat and a list of contacts associated with the promotion of democracy, contains the latest news on election observation missions, courses, seminars, forums, publications and other UPD activities.

Under the Unit's Democratic Forum, seminars and meetings were held to further dialogue and exchange more information on issues related to the development of democracy. On February 20 and 21, 2001, a conference was held with the countries behind the Community of Democracies initiative, to discuss "The role of multilateral and regional organizations in the defense and promotion of democracy." The meeting was an opportunity for regional and multilateral organizations from various parts of the world to discuss their role in upholding democracy and to share their experiences.

In October 2001, Tegucigalpa was the venue for the Forum on "Democracy, Governance and Elections in Honduras." On December 13 and 14, within the framework of the Democratic Forum and in response to the principles of the Democratic Charter and the mandate from the most recent Summit of the Americas, the first meeting of the "Inter-American Forum on Political Parties" was held in Miami, Florida. The event brought together representatives of political parties, academics, government representatives and representatives of NGOs, to begin an examination of the status of the political party system in the Americas, and to map out guidelines to strengthen and improve them.

Comprehensive Action against Antipersonnel Mines (AICMA)

As part of its mandate to assist national reconciliation and help strengthen peace, through its program on Comprehensive Action against Antipersonnel Mines (AICMA) the Unit continued to support "anti-mine" activities in the hemisphere and kept up its advocacy of observance of the Ottawa Convention

by the States parties thereto. The AICMA supported de-mining activities in Central America, specifically in Costa Rica, Guatemala, Honduras and Nicaragua, and expanded its activities in Peru and Ecuador. The linchpins of this support continued to be funding and technical advisory assistance; the second of the two was provided by the Inter-American Defense Board.

While much progress has been made in de-mining Central America overall, in Honduras the program is about to enter its final phase, whereupon that country will become the first of the Central American countries to become mine-free, including mine stockpiles. In 2001, the AICMA program supported the Government of Nicaragua with preparations for the Third Meeting of the States parties to the Ottawa Convention, which was held in Managua in September. The meeting focused on strengthening and disseminating the OAS-supported de-mining activities whose purpose is to transform the Hemisphere, as quickly as possible, into an antipersonnel mine-free zone.

The OAS' leadership in supporting the Ottawa Convention (Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction) was reflected in the AICMA program's assistance in destroying the mine stockpiles of several member states. That assistance materialized in the form of the "Managua Challenge" Initiative. Under that initiative, over 500,000 mines were destroyed between January and September 2001. Mine stockpiles in Peru and Ecuador were completely destroyed. Nicaragua will destroy another 46,000 in 2002. The Governments of Canada and Australia played a key role in this initiative, with a program to contribute one US dollar for every mine destroyed.

To fully meet the needs of the affected population, in 2001 the OAS supported the Program for Victims of Mines and Unexploded Devices, which has provided assistance to some 340 victims in Central America, most of them in Nicaragua. Without this program, many of these people would not receive any type of rehabilitation and could never be effectively reintegrated as productive members of their communities.

In Nicaragua, AICMA also implemented the Landmine Activity Information Management System (IMSMA) with United Nations support. IMSMA serves as a primary data bank for ranking activities in mine clearance, preventive education and efforts to assist victims and will be used to do an in-depth study of the socioeconomic impact on the regions where landmines are located.

Special programs

The UPD developed and carried out a number of special programs and missions in various countries of the Hemisphere. These included the Program of Support for the Peace Process in Guatemala; the Program of Technical Cooperation for Peace and Re-assimilation in Nicaragua, and the Specialized Agency for the National Governance Program (PRONAGOB, Bolivia).

Also included under the heading of Special Programs is the Organization's election observation (electoral observation missions – MOEs), which is one of the UPD's most visible functions and with the most immediate impact. Over the course of 2001, the UPD organized and conducted observation missions in Guyana, Honduras, Nicaragua, Peru and Saint Vincent and the Grenadines. These missions made a meaningful contribution to the effort to monitor the respective election processes, using a comprehensive observation method.

The UPD also set up a program to assist member states interested in promoting dialogue and the peaceful resolution of internal conflicts. The program aims to support initiatives on the part of

governments and civil society to promote dialogue, build consensus and settle social conflicts peacefully. It also helps design and facilitate the process of public dialogue, conflict management and institutionalization of systems to negotiate solutions.

In 2001, the Unit also provided the Offices of the Secretary General and the Assistant Secretary General with support in their efforts at political negotiation in Haiti. It also worked on subregional exercises in sharing experiences in the area of political discourse and continues to receive requests from a number of member states for assistance in this field.

OFFICE OF THE ASSISTANT SECRETARY GENERAL

Under Article 115 of the Charter of the OAS and in keeping with the policy and practice decided by the General Assembly and with the respective resolutions of the Councils, the Office of the Assistant Secretary General is the Secretariat of the Permanent Council, provides advisory services to the Secretary General and is in charge of the other activities entrusted to it.

The Office of the Assistant Secretary General provided technical and operational support to the twenty-eighth special session of the General Assembly, held in Lima; to the XXIII and XXIV Meetings of Consultation of Ministers of Foreign Affairs at Organization headquarters, and for the preparations for the thirty-second regular session of the General Assembly, to be held in Barbados in June 2002.

Pursuant to Executive Order 97-02, the Office coordinated and supervised the following areas: the Secretariat of Meetings and Conferences, the Executive Secretariat of the Inter-American Commission of Women (CIM), the Columbus Memorial Library, the Inter-American Children's Institute (IIN), the Art Museum of the Americas, the Inter-American Emergency Aid Committee, and the Offices of the General Secretariat in the Member States. It coordinated cooperative relations with, among others, the United Nations and its specialized bodies, the organs of the inter-American system, the Association of Caribbean States, and the Central American Integration System (SICA). It performed specific coordination functions with the Caribbean Community (CARICOM), the Inter-American Development Bank (IDB) and the World Bank, in connection with the situation in Haiti.

This Office contributed to the Secretary General's efforts to find solutions to the political-institutional conflict in Haiti, in keeping with the express will of the member states of the Organization. It organized and participated in the Group of Friends on Haiti. The Office also coordinated the OAS International Verification Mission for Honduras and Nicaragua and assisted the Secretary General's Office in the negotiations for a peaceful settlement of the territorial dispute between Belize and Guatemala.

As Secretary of the Permanent Council and its subsidiary bodies, the Assistant Secretary General worked with the representatives of the member states and permanent observers to prepare and hold 23 regular Council meetings, 8 special meetings, 6 protocolary meetings and a joint meeting that the Council held with CEPCIDI. That Office also followed the proceedings of the more than 130 meetings held by the Permanent Council's committees and working groups.

Model OAS General Assembly

The Model General Assemblies help build up secondary and university students' knowledge of the Organization, its agenda and decision-making processes. The Office of the Assistant Secretary General, therefore, supported the holding of the Model General Assembly (the Edgar Maya Model General Assembly) in Washington, D.C., April 8 to 13, 2001.

It also assisted with the activities involved in the twenty-first regular session of the Model OAS General Assembly for university students, which was in San Martín de los Andes, Argentina, April 29 through May 4, 2001. In attendance were 350 students and 32 professors from universities in Argentina and a number of member countries of the Organization. In advance of that Model General Assembly,

training activities were conducted for teachers and students from various countries, all in preparation for the event.

At OAS headquarters, the Office of the Assistant Secretary General provided technical and logistical assistance to the 300 students and 35 teachers from 27 high schools in the United States and Mexico who attended the twentieth regular session of the Model OAS General Assembly for secondary schools, which was from November 28 to December 1, 2001.

OFFICES OF THE OAS GENERAL SECRETARIAT IN THE MEMBER STATES

The Offices of the OAS General Secretariat in the Member States assist with the preparation, execution and evaluation of the OAS' technical cooperation programs in their respective countries. They represent the General Secretariat, provide support to the Organization's other activities, and help publicize its purposes.

As mandated by the General Assembly at its thirty-first regular session, a study was done of the OAS Offices. The study was done by the Office of the Assistant Secretary General and the Secretariat for Management, with the cooperation of the directors of the OAS Offices. The report was then presented to the Chairman of the Permanent Council on November 21, 2001 (CP/doc. 3532/01). The following is a summary of some of the main activities of the OAS Offices in the member states:

Administrative and logistical support supplied to the organs of the OAS

The OAS Offices in the member states helped various organs of the OAS execute approved programs and projects in the respective countries. They also played an active role in the support services provided to the OAS Fellowships Program and assisted fellowship recipients. This included publishing fellowship announcements, advising applicants about procedure, receiving and forwarding fellowship applications, providing information about the fellowship awards, and monitoring the progress of the fellowship recipients.

The OAS Offices in the member states promoted technical cooperation between the OAS and its member states, in collaboration with the Inter-American Agency for Cooperation and Development (IACD). A number of the offices offered assistance in readying project proposals for presentation to the IACD. They also maintained periodic contacts with the resident representatives of the donor governments and the regional and multilateral organizations, in order to facilitate implementation of projects already underway and future projects as well.

The Offices performed administrative functions involving, for example, assistance to the Secretariat of Meetings and Conferences and preparations for sessions of the General Assembly, as the Office of the OAS General Secretariat in Costa Rica did. The Offices helped with arrangements for conferences and workshops of the Inter-American Drug Abuse Control Commission (CICAD), the Inter-American Commission of Women (CIM), the IACD and units of the OAS General Secretariat. The offices in the member states also were present at workshops, conferences and symposiums, representing the General Secretariat. They also performed functions associated with institutional representation of the OAS.

Support to cooperation

The OAS Offices in the member states disbursed a substantial amount of resources for a number of areas of the General Secretariat, for projects in the member states. In some cases, the Offices supervised project implementation. The Offices also provided their assistance for the seminars, workshops and training sessions conducted in connection with the Free Trade Area of the Americas.

The specific organs that were assisted by the Offices of the OAS General Secretariat in the member states were: the IACD, the Office of Science and Technology (OCyT), CICAD, CIM, the Inter-

American Telecommunications Commission (CITEL), the Trade Unit, the Unit of Social Development and Education (UDSE), the Unit for Sustainable Development and Environment (USDE), the Inter-Sectoral Unit on Tourism, the Unit for the Promotion of Democracy (UPD), the Inter-American Commission on Human Rights (IACHR), the Inter-American Children's Institute (IIN), and the Executive Secretariat for Integral Development (CIDI).

The Offices were active in the following areas:

- a. Combating drugs by helping CICAD with preparation and/or modernization of the national anti-drug plans.
- b. Promoting women's rights by working with CIM to defend equal treatment for women in the public and private sectors.
- c. Strengthening democracy by working with the UPD to increase citizen participation in the political process through election observation missions, peace processes and strengthening of the institutions of democratic government.
- d. Promoting free trade by providing the Trade Unit with support in connection with the member states' participation in the FTAA negotiations and with the related technical cooperation.
- e. Protecting the environment by providing the USDE with their support in efforts to encourage sustainable development, with emphasis on environmental preservation.
- f. Defending human rights by facilitating the work of the IACHR in its support for citizens who are victims of human rights violations.
- g. Developing tourism by working with the Inter-Sectoral Unit for Tourism on improving the local tourism infrastructure and promoting the local potential, particularly the Project on Tourism Sustainability in the Caribbean region.
- h. Promoting education by assisting various areas of the GS/OAS in their efforts to improve education in the region.

Information sharing

In cooperation with the Department of Public Information/Office of External Relations, the OAS Offices in the member states served as intermediaries in information sharing in the member states. They obtained and disseminated information to and/or from the pertinent government bodies (local, regional and international), the NGOs and the news agencies. They also convened workshops and seminars in their respective countries to publicize the various technical assistance programs the OAS conducts in the countries. The OAS Offices also watched political and economic developments in their respective member states and kept the pertinent areas at headquarters abreast of events.

The information was shared by a formal, official arrangement. Many Offices of the OAS General Secretariat in the member states worked with the local government information services to prepare press communiqués that appeared in the local press and electronic media. The Offices conducted the following information-related activities:

- Periodic meetings with government offices to liaison with the OAS (NGOs) to examine development projects already underway and those slated for the future.
- Distribution of OAS fellowship applications and forms requesting information on the undergraduate, graduate and professional development fellowship programs.

- Distribution of materials produced by the Department of Public Information and Americas Magazine, among the local public, the government, the private sector and NGOs.
- Public reporting of official OAS missions.

Cooperation with other donors

Most of the Offices of the OAS General Secretariat in the member states remained in constant contact with the local offices of the international donors and with other multilateral organizations, for the sake of better coordination within the local donor community. The Offices participated in monthly or quarterly meetings of the local donor community and responded when donor missions and visiting dignitaries of other governments requested information. The more intensive coordination among the agencies of the inter-American system and in areas in which the cooperation programs were active was of considerable importance to some member states of the Organization.

Summit mandates

The Office of Summit Follow-up has acknowledged that the pertinent areas of the Secretariat need more guidance so that they can use the Offices in the member states to better advantage in implementing the mandates from the Summits of the Americas. The Office of Summit Follow-up and the Office of the Assistant Secretary General will, therefore, develop specific activities to use the Offices more efficiently in the implementation of the Summit mandates.

SECRETARIAT FOR CONFERENCES AND MEETINGS

The Secretariat for Conferences and Meetings was created in March 1997 by Executive Order No. 97-2, pursuant to General Assembly resolutions AG/RES. 954 (XVIII-O/88) and AG/RES. 1381 (XXVI-O/96), to unify and improve the General Secretariat's conference services. The SCR is composed of the Office of the Director and three divisions: Conferences, Language Services, and Documents and Information.

The modernization that began in 1997 continued during the period covered in this report, as the Secretariat for Conferences and Meetings continued to broaden its horizons, described below:

Management of conferences and meetings

The Secretariat worked with the Management area to develop conference- and meeting-management services, track budgetary execution, improve facilities and equipment, and make the transition to the OASES 11i system. In the area of systems development and operations, it worked with the Systems Department to put together an integrated computerized platform of services. To do this, it developed a more advanced, simpler and more intuitive version of the documents management system (IDMS – Intelligent Document Management System); new versions of the computerized Resource Scheduler of Meetings and Rooms Reservation systems were developed and can now be accessed via the Internet. The three systems were combined, so that now, when the representatives of the member states check their calendar of meetings, they can also obtain the documents for their meetings over the Internet. A database is being developed that will combine the existing systems so that they can be used as an administrative tool for keeping track of services and expenses.

Conference services

In the conferences area, the Secretariat provided logistical support to organize and hold some 500 meetings. A total of 274 meetings of the political and technical bodies, of the Permanent Council and its subsidiary organs, of CIDI and its subsidiary bodies, and of the other organs and specialized agencies, like the Inter-American Commission on Human Rights (IACHR), the Inter-American Commission of Women (CIM), the Inter-American Telecommunications Commission (CITEL), the Inter-American Drug Abuse Control Commission (CICAD) and the Inter-American Children's Institute (IIN), were held at headquarters. Another 233 meetings—a regular session of the General Assembly, a special session of the General Assembly, the VI Regular Meeting of CIDI, the Thirtieth Meeting of CICAD, the Second Meeting of Ministers of Education, the XII Inter-American Conference of Ministers of Labor, technical meetings of the IACHR, CITEL, CICAD and others- were held in the member states. This meant that human and technological resources had to be mobilized and moved from OAS headquarters to the countries hosting the meetings. During the period, the Secretariat updated the six-month schedule of the Organization's meetings, as a tool to use to rationalize the resources needed for conference services.

Language services

The Secretariat expanded the policy on renewing equipment and programs like TRADOS, which was updated and improved to provide better and faster support to the translation process through combined recognition of terminology. The computerized OAS glossary introduced in the four official languages is constantly updated. An Internet portal for the Secretariat of Conferences and Meetings was established to enable outside translators to access the resources of the Language Services Division via the Internet. This portal gives outside translators, no matter where they are on the globe, access to an electronic library containing the reference materials they will need. The list of outside translators and interpreters has grown significantly, with the addition of a large number of professionals from across the Hemisphere, classified according to their area of specialization. This means that the names of more translators and interpreters living in member states have been added, which represents substantial savings when meetings are held away from headquarters.

Documents and information

The Secretariat replaced outdated documents-reproduction equipment in order to maintain the high-speed and efficiency standards that the Organization requires. During the period covered in this report, a total of 5,700 documents were produced, which taken together represented 5,500,000 printed pages and a significant savings for the Organization. This section also assisted the offices of the General Secretariat and the permanent missions and observer missions that required its services to print documents, informative materials, invitations, catalogues and identifications.

The Secretariat set in motion an electronic distribution service for all the permanent missions and observer missions, and the offices of the General Secretariat away from headquarters. It also expanded the information archive and documents management through the IDMS system. The IDMS program allows tight documents control, from the time a document is started to its final filing. By the end of the period covered in this report, a total of 29,179 documents had been classified and stored. When their versions in two or more of the four official languages are tabulated, the total comes to 85,000 documents.

ART MUSEUM OF THE AMERICAS

The Art Museum of the Americas was created by an OAS Permanent Council resolution in 1976, to stimulate the study of and interest in the art of the Americas, increase inter-American exchange and promote artistic creation in the Hemisphere.

With its exhibits, collections, educational programs and reference services, the Art Museum of the Americas promotes and documents art in the Hemisphere. Some of the activities carried out during the period covered in this report and that best represent the Museum's mission are the following:

Exhibits

A total of 8 exhibits were organized during this period. The exhibits staged at the Museum were the following: *Personal Permanent Records: 17 photographs of South America*; *From the Classic to the Modern: Re-discovering the Body in the Permanent Collection*; *Artistic Imaginings in Clay: Contemporary U.S. Artists in Clay*; and *Interlace*, by Jeannie Thib of Canada.

The exhibits mounted in the Gallery were: *Paintings*, by Marcelo Legrand of Uruguay; *Stereo Portraits* by Paraguay's Bernardo Krasniansky; *Cabinets of Curiosities: Drawings and Etchings* by José Antonio Suárez of Colombia; and *Rumbos Eclécticos* by Elvis López of Aruba. Various exhibits captured the attention of the local press. The exhibit from the permanent collection was written up in *Washington Post Weekend* (8/24/01) and in the *Washington Journal* (8/26/01); the photography exhibit was covered in the *Washington Post* (6/ 8/01); the Bernardo Krasniansky exhibit in *Washington Post Weekend* (8/31/01) and in *Tiempos del Mundo* (8/9/01); the ceramics exhibit was featured in *American Craft Magazine* (2/02). The ceramics exhibit was co-sponsored by the National Tile Heritage Foundation of the United States. Representatives from the Smithsonian Institution and the Corcoran Gallery of Art served on the jury that selected the artists.

Permanent collection

During this period, 21 new works were donated to the permanent collection. Particular mention should be made of the donation made by Mr. Ralph Dimmick, a former staff member of the Organization. He donated a number of drawings and etchings by José Luis Cuevas of Mexico and Raquel Forner of Argentina. The Museum also received works from the artists who participated in the Museum's temporary exhibits program: Marcelo Legrand of Uruguay, Rimer Cardillo of Uruguay, Carolina Mayorga of Colombia and Maricruz Arribas of Peru. The monumental sculpture by John Castles of Colombia, donated in 2000, was placed in the garden on the grounds of the Headquarters building. Works of art from the permanent collection were loaned for exhibits organized by the National Museum of Colombia and the Cultural Center of the Inter-American Development Bank (IDB). The Museum loaned 50 works from the collection to various offices at headquarters and continued to document the permanent collection through "Collection," a special database for museum collections.

Conservation and preservation

Working with the Department of Material Resources, the Museum completed the remodeling of the facility that houses the permanent collection. The walls were waterproofed, the roof was stabilized, asbestos was removed, gutters were replaced and new space, with a larger capacity, was built. This

project was essential for the Museum, given the fact that the permanent collection had grown from 250 works in 1976, when the Museum opened, to more than 1,500 works today. The new facility can house up to 500 paintings, 50 sculptures and has shelves for 1000 works on paper, which is double the space available to house the collection. The Museum continued its preventive conservation work (16 works) and in-depth preservation treatments (12 works) in the permanent collection and provided preservation services for treatment of 20 works received on loan for temporary exhibits.

Art archives and audiovisual materials

Through the art archives, the Museum offered references services to students, researchers and collectors interested in Latin American and Caribbean art. It also added to the archives some 400 art catalogues and other bibliographic materials furnished by artists, galleries and other cultural institutions in the Americas. Through its audiovisuals program, the Museum loaned and sold materials for use in classrooms and for reproduction in books and other educational publications. During this period, the Museum modernized the program by converting 45 videos from the U-matic “master” format to standard VHS format. The result was an increase in sales of videos to buyers like the University of Illinois and Facets Multimedia Distributors. It also moved 19 boxes of 16-mm film footage from the audiovisual program to the archives of the Columbus Memorial Library and produced 300 new slides of works of art from the temporary exhibits, for use in publications, in the press and on the Museum’s web site.

Education

The Museum produced 2 catalogues, 6 instructive brochures and 2 CD-ROMs. It also offered two art workshops for children. In association with the National Tile Heritage Foundation, it conducted a symposium on ceramic art, with art historians and historians of architecture and ceramics participating. Universities, secondary schools and cultural associations were given guided tours of the Museum, among them Fairfax Collegiate High School, Prince George’s County Public Schools, the Association of Concerned Black Men of the DC Public Schools, Wakefield High School, Rotary International Club, Holton Arms High School, the Severn School, Eleanor Roosevelt High School, the Foreign Service Institute, Ocean Lakes High School, Covenant of Life Home School, the Spanish Educational Development Center, Grace Brethren High School, Frostburg State University, Easton High School, Flowers High School, Marymount University, the National Youth Leadership Conference, DCEETA, United States Census Bureau, International Institute of Education, Association for International Development, Manchester High School, the Association of Migrant Farm Workers’ Children, and Gilchrist Tours.

Virtual Museum

A Virtual Museum was created at the Museum’s web page. The reader can find critiques, art works, and biographical and bibliographical information about various masters of twentieth century art, including Joaquin Torres-García, Fernando de Szyszlo, Jesús Soto, Roberto Matta, Pedro Figari, Marisol Escobar, and José Luis Cuevas.

Special activities

As a member of the “Neighbors to the President” Museum Consortium, the Art Museum of the Americas helped organize and stage “Beyond the Monuments Day” for families, and the “Washington Histories” instructive workshop for elementary and secondary school teachers from Maryland, Virginia

and the District of Colombia. The idea was to increase their knowledge about the collections and programs that the members of the Museum Consortium have to offer.

For the Christmas season, the Museum organized a sale of donated art works. The proceeds went to the Museum. By renting the Museum to outside groups, the Museum raised a total of US\$6,000. It filed an application with the Andy Warhol Foundation for the Visual Arts, seeking a grant of US\$30,000 to support the temporary exhibits program.

To increase membership in the Friends of the Museum, three special events were organized, with guided tours of the art collections at the embassies of Colombia, Brazil and Peru. The Museum also provided technical support to the Protocol Office, to help it set up 5 exhibits for its "Art Weeks", and to the Staff Association for its third annual art exhibit. The Director of the Museum was a speaker at a round of lectures on Fernando Botero, given at the Banco de la República de Colombia, and a roundtable on Latin American Art given at the Modern Museum [*Moderna Museet*] in Stockholm.

Attendance

During this period, an estimated 15,300 people visited the Museum. Its web page registered a total of 64,694 "sessions" and 843,944 "hits" during the period from March to November 2001.

COLUMBUS MEMORIAL LIBRARY

The Columbus Memorial Library was established by the First International Conference of American States on April 18, 1890. The Library operates as a modern information and documentation center that makes vital information available to the permanent missions, the General Secretariat, the diplomatic community and the general public. It is also custodian of the institutional history of the Organization of American States, its predecessor the Pan American Union, and the inter-American system over the last two centuries.

The Columbus Memorial Library's Three-Year Plan of Action

At its thirty-first regular session, the General Assembly adopted resolution AG/RES. 1839 (XXXI-O/01), "Program-Budget of the Organization for 2002, Quotas and Contributions to the Voluntary Fund for 2002," wherein it resolved "To instruct the Secretary General to provide to the Committee on Administrative and Budgetary Affairs, through the Permanent Council, by October 31, 2001, a three-year plan of action for strengthening the Columbus Memorial Library, proposing concrete ways in which non-Regular Fund resources can be obtained." That report, the "Three-Year Plan of Action toward Strengthening the Financial Situation of the Columbus Memorial Library," was circulated as document CP/doc.3530/01 and presented to the Permanent Council on November 28, 2001.

Automation

The Library updated its page on the Internet, which has the Online Public Access Catalogue (OPAC). It gives researchers access to more than 30,000 catalogued publications.

Acquisitions

The Library purchased 450 books, reduced subscription renewals from 130 to 58, and subscribed to two new publications. The Library prepared, processed and approved the purchase of 75 books and publications for the General Secretariat and added 2,543 volumes to the Library.

The Library received 2000 donations in various formats, coming from the offices and departments of the General Secretariat and donors outside the Organization. One important donation was the publications from the Ayacucho Library, which the Permanent Mission of Venezuela offered to the Library. The Library selected and added 1,252 volumes and sent them to the Cataloguing Unit.

Among the most important acquisitions was a special collection from the Caribbean, consisting of some 250 works of literature and reference books acquired from a private institution. The Library also processed the books, papers and publications in Dr. Isidoro Zanotti's collection, which it received in 2000.

Cataloguing

The Columbus Memorial Library catalogued 2,000 books and assigned the OAS publications and documents the International Standard Book Number (ISBN) and the Cataloguing in Publication (CIP) data, which assures that the new publications and documents of the OAS will be available immediately on-line. The Library continues to publish the *Selective List of Books Accessioned and New Periodicals* at its web site and is constantly updating it.

Reference services

The requests for reference services increased to over 25,000. The Library used 37,830 photographs to respond to those requests. To support research activities, the Documents Control Unit answered 1,152 requests; the Archives Management Unit answered another 750 requests. The Reference Unit circulated 11,697 books and 2,003 periodicals, requested 1,974 articles on loan from other libraries, and loaned 1,833 articles to other libraries. The number of e-mail requests climbed steadily: 428 in 1998, 572 in 1999, 1,135 in 2000, and 1,470 in 2001.

The reference service capability also increased with the acquisition of more databases. The Library subscribes to First Search and can access information from 70 databases covering a wide array of topics. It has access to thousands of libraries worldwide and to 5.9 million articles and 9,000 periodicals, including electronic periodicals.

The Library has the Internet search version of the Hispanic American Periodicals Index, which offers information on Latin America and the Caribbean, the Mexico-United States border region and Hispanics in the United States. The Library continues to have access to WorldCat, the Database of the United Nations Treaty Series, and Lexis-Nexis.

Documents control

The Library processed a total of 35,140 documents and published a volume of the “*Summary of the decisions taken at the meetings and texts of the resolutions and declarations approved by the Permanent Council*” for 1999; in Spanish and English it published the *List of resolutions and declarations approved by the General Assembly at the regular and special sessions, 1970 – 1999*; it prepared a manual on how to search for data in the *Inter-American Treaties and Conventions*, in the four official languages, and an *Analytical Index of Resolutions and Declarations on Democracy*. It completed the text of the *Index of the Documents of the Inter-American Commission on Human Rights, 1980-2001*. The Unit began putting together a catalogue of inter-American documents and publications since 1989.

OAS documents and publications

During this period, the Library had to contend with the problems caused by the closing of the OAS bookstore. The Library received 985 requests. It submitted a new work program that proposes a new list for managing OAS documents and publications. The library prepared a list of universities and specialized libraries and mounted a promotional campaign to offer Organization documents.

Preservation

The Library completed the microfilming of the OAS Official Archives for 1998 and prepared the documents and publications of the Inter-American Commission on Human Rights and the Inter-American Court of Human Rights for the period 1995-2001 for microfilming.

Archives and records management service

The Library hosted three training sessions on the most efficient way for an office to manage its records and files, including electronic filing. One of these sessions coincided with National Archives and Information Management Month and included instruction in the use of the newly published Records Management Manual

The Library stored a total of 3,470 boxes with an outside contractor, where another 1,000 boxes of obsolete files were destroyed. The Records Management Center received 600 boxes of semi-active records for storage; it sent 708 empty boxes to the Offices of the General Secretariat to be used to transfer records. The Library processed 50 boxes of records having permanent value and stored in the Archives a film collection from the Art Museum of the Americas.

Exhibits

The Columbus Memorial Library staged exhibits, among them the “U.S. Presidents and the OAS” and “Pan American Union Day Celebrations.” The exhibits displayed the originals of declarations, publications, programs, photographs in black and white, and posters from the Library archives. An exhibit of the publications from Ayacucho Library was also put on display.

Guidebooks and bibliographies

The Library produced *Guyana: A Bibliography of Books in the Columbus Memorial Library*, Hipólito Unanue Series, No. 12. During the year, Library staff and members of the OAS internship program prepared other guides and bibliographies. Due to the recent terrorist attacks and their impact on the member states, the Columbus Memorial Library prepared a “Guide to information resources on terrorism and its economic and social impact.”

Donations and gifts

The Columbus Memorial Library received a generous donation of computers from the Permanent Mission of Korea to the OAS, and a donation from the Smithsonian Institution of dual-face shelving, study tables, metallic shelving and metal book separators, all valued at approximately US\$30,000.

Interns and volunteers

The Library was fortunate to be assisted by interns and volunteers, who have been assigned to specific projects and who have helped compensate for the shortage of staff. One volunteer created a database for the project “Maps Cataloguing” to enter data on the collection of historical maps housed in the Library’s storage space.

COORDINATION AND COOPERATION WITH OTHER ORGANIZATIONS

Under Article 112.h of the Charter, one of the functions of the General Secretariat is to establish "relations of cooperation, in accordance with the decisions reached by the General Assembly or the Councils, with the Specialized Organizations as well as other national and international organizations."

In keeping with the mandates given in the resolutions adopted by the General Assembly at its regular session in San José, Costa Rica, and in the resolutions of previous sessions of the Assembly, the General Secretariat continued to coordinate with international and regional organizations and agencies. The most substantial cooperation was with the United Nations (UN), the Inter-American Development Bank (IDB), the Pan American Health Organization (PAHO) and the Secretariat of CARICOM.

One of the most important areas of cooperation in the case of the United Nations and CARICOM was the resolution of the political problems in Haiti. The Organization was constantly sharing information with the United Nations General Secretariat and the Director of the Americas of the Department of Political Affairs. It also engaged in sector-specific cooperative activities with various units and offices of the General Secretariat and the United Nations' departments. Out of that cooperation came projects in various United Nations-related areas, among them a number of environment-related initiatives that are supported by the Unit for Sustainable Development and Environment, and UPD-supported initiatives in the area of mine clearance, good government and democracy.

In May 2001, the Secretariat of CARICOM joined with the OAS to prepare a joint mission to Haiti, headed by both the Secretary General and the former Prime Minister of Dominica, Mrs. Eugenia Charles. In subsequent follow-up missions in June and July, the Secretariat of CARICOM, in the person of the Assistant Secretary-General for Foreign and Community Relations, supported the OAS' resolve in facilitating negotiations among the political parties and civil society and other Haitian sectors. The Secretary General and Assistant Secretary General also attended and participated in the Heads of State Annual Conference, held in Nassau, the Bahamas, June 3 through 6, 2001. The meeting was an opportunity for dialogue with the Heads of State on hemispheric matters and events, including the situation in Haiti. The CARICOM Secretariat continues to concern itself with this issue.

The Secretariats of the OAS and CARICOM worked together on implementation of technical cooperation projects, including the Caribbean Planning for Adaptation to Climate Change (CPACC) and the Program of Support to Governance in Parliamentary Democracies. The two secretariats were mutually supportive during the election observation missions in Guyana and Saint Vincent and the Grenadines, both in March 2001. As a result of those missions and as part of the governance support program, the Secretariats of the OAS and of CARICOM cooperated in the convocation, in January 2002, of a Conference on Constitutional Reform in the member states of CARICOM. The OAS supported and participated in CARICOM's Special Summit on Tourism, held in December 2001.

The Organization of American States continued to be involved in cooperative programs and projects with other regional organizations, with which it concluded formal agreements. These regional organizations are: the Inter-American Institute for Cooperation on Agriculture (IICA), the Association of Caribbean States (ACS) and the Secretariat of the Central American Integration System (SICA). In the case of the ACS, support of and attendance at each organization's annual meeting was reciprocated and initiatives were formulated in areas of mutual interest. The Secretariat had talks with ACS officials at the session of the General Assembly held in Costa Rica, and a high-ranking official from the Secretariat

participated in the ACS Third Summit, in Venezuela. The Organization also intensified cooperation with the inter-American system through the Inter-American Committee on Natural Disaster Reduction, in which PAHO, the IDB, IICA, and the Pan American Development Foundation are actively involved. They have teamed up with the GS/OAS to respond to natural disasters and take measures on issues related to hazard reduction.

EXECUTIVE SECRETARIAT FOR INTEGRAL DEVELOPMENT OF THE INTER-AMERICAN AGENCY FOR COOPERATION AND DEVELOPMENT

Under Article 98 of the Charter of the Organization, the Executive Secretariat for Integral Development (SEDI) is entrusted by the Inter-American Council for Integral Development (CIDI) with programs, projects, and activities in partnership for development. The Inter-American Agency for Cooperation and Development (IACD) is a subsidiary body of the CIDI, which determines the policies and directions of the IACD at its regular and special meetings and its sectoral meetings at the ministerial or comparable level. The IACD was established by the General Assembly in June 1999 and began operations in January 2000. The purpose of the Agency is to promote, coordinate, manage, and facilitate the planning and execution of partnership for development programs, projects, and activities in the OAS, particularly those under CIDI's Strategic Plan for Partnership for Development.

During the course of 2001, its second year in operation, the Inter-American Agency for Cooperation and Development (IACD) continued the process of establishing and consolidating itself to fulfill its basic mandate of enhancing the quality and quantity of hemispheric technical cooperation.

In terms of policies, the most important activities included approval by CIDI of a new Strategic Plan for Partnership for Development, SEDI's support to the political bodies of the Organization, and the organizing of ministerial meetings in the areas of education and labor and promoting the role of IACD in development issues within the OAS, in light of the mandates given to the Organization at the Third Summit of the Americas in April 2001. In the wake of the terrorist attacks of September 11 in the United States, the need to counter the threats of terrorism became a priority, particularly on the social and economic development agenda, with its stress on poverty reduction programs. With respect to this situation, the topic of dialogue at the regular CIDI meeting focused on cooperative mechanisms to counter the impact of those attacks. Moreover, as a further contribution to the dialogue, the IACD and the IDB held a joint seminar on the development impact of those acts the day before the CIDI meeting.

In terms of programs, the IACD made significant progress in defining new human development projects by diversifying existing fellowship and training activities, creating an "Educational Portal" and negotiating agreements to provide distance training courses. The Agency sought mechanisms for making projects more effective in transferring best practices among countries in various priority areas of development, while a start was made at strengthening and reforming the existing multilateral project financing system under FEMCIDI.

As to the Agency's governance, the Management Board of the IACD, which met three times during the year and conducted a great many electronic consultations, is playing an increasing role in guiding the Agency's operations and in fostering the creation of strategic alliances with other development partners, particularly the National Cooperation Agencies, other inter-American development organizations, subregional development banks, private firms and the nongovernmental sector. During the year, the first rotation of the board's membership took place (four of the nine countries) and a new board was elected.

The IACD was reorganized into two program departments—Development Programs and Information Technology for Human Development—and two new functional departments with strong

mandates—Policy Coordination, and Operations and Finance. As well, the responsibility for providing technical secretariat services to the Inter-American Ports Commission was transferred to the IACD by executive order.

Activities of the IACD Management Board during 2001

The Management Board met four times during the period covered by this report. The first of those for meetings was held in St. Kitts and Nevis and addressed issues relating to the statutes of FEMCIDI, the rules of procedure of the Management Board, the Strategic Plan for Partnership and financial and personnel policy. It also examined OAS activities in the Caribbean and the possibilities for enhancing cooperation. The next meeting was held in Washington and discussed the programming process and the use of FEMCIDI funds. The outgoing Chair also presented a report on his term of office.

The third meeting was held in Managua, where the representative of Nicaragua was elected as the new Chairman of the Board and the representative of Belize as the Vice Chairman. A number of reports were considered and presentations were given on the Draft Strategic Plan, the programming of partnership activities, the fellowship program and the Educational Portal of the Americas. Presentations of a financial nature were also made. The final meeting of the Board approved the proposed programming of funds for partnership projects and received a report from the Nonpermanent Specialized Commissions (CENPES). The Management Board also conducted a number of electronic consultations on resource programming.

IACD programs

Programs under FEMCIDI

At the proposal of the IACD, the 2001 programming cycle included a temporary revision to the current FEMCIDI regime, in order to separate programming into an initial stage for presenting project profiles, followed by submission of these profiles in their final form. It was also authorized to propose and allocate funds for multiyear projects. The experience was positive, although it was implemented on an experimental basis. These changes have facilitated the preliminary evaluation of proposals by the Executive Secretariat, by allowing members of the CENPES to participate in the programming and giving staff of the Executive Secretariat an opportunity to provide advice in the final preparation of the proposals.

The proposed program for 2001 included 103 projects, with requested funding of US\$12.6 million. The CENPES examined and evaluated 103 projects submitted by 33 member states. Eighty-nine projects received a favorable recommendation for a total amount of US\$7.15 million. The net contribution of available funds amounted to US\$6.3 million, after deducting contributions to the Regular Fund and the FEMCIDI Reserve Account, although when taken together with the reserve account, interest received by FEMCIDI 2001 and unprogrammed funds, the available amount is US\$7.97 million. Of the eighty-nine projects recommended, 48 are regional and 41 are national.

The following table indicates the number of projects and the corresponding amounts by sectoral account:

Sectoral Account	Number of Projects	Amounts
Trade	5	US\$ 490,352
Social development	20	US\$1,250,301
Education	22	US\$1,961,412
Culture	2	US\$ 103,000
Science and technology	21	US\$1,656,841
Democracy	6	US\$ 484,524
Tourism	6	US\$ 485,000
Environment	7	US\$ 716,419

Technical cooperation programs under the best practices initiative

- Initiatives to encourage transparency in the area of electronic governance: public sector procurement

The objective of this initiative is to foster greater transparency and efficiency in the provision of public services and to promote the use of new technologies in modernizing the State. The first stage of the Electronic Governance program involved identification of various high-quality and cost-effective systems for handling public procurement at the national, provincial and municipal levels.

With the support of the United States Specific Funds, the IACD undertook to prepare a program to encourage participation by small business in electronic procurement procedures and in electronic trade transactions in general, in cooperation with CONUPIA of Chile, the North-South Center of the University of Miami and the IDB Multilateral Investment Fund. The Agency also began work on systematic identification of best practices in electronic governance at the subnational sphere of government, including procurement and licensing, property ownership registration and tax administration. Of particular interest in this area is the effort to enhance revenues and make more effective use of municipal resources.

- Electronic governance academies

At the IDB Annual Meeting in Santiago on March 19, the General Director of the IACD, with the support of Microsoft and participation by the OAS General Secretariat, proposed an initiative on Electronic Governance Academies, in a presentation to high-level government representatives. Subsequently, the Agency negotiated an agreement with the North-South Center of the University of Miami, Microsoft, Compaq and KPMG to study and develop that initiative in depth.

The first stage included a number of high-level national and subregional workshops, financed by the private sector partners, to make institutions aware of best practices and to help them design electronic governance strategies in their countries. The first of these workshops was held in Brazil last October, and further workshops are now being designed in consultation with interested governments, beginning with Chile and Mexico, Argentina, Costa Rica and Peru.

- Rural electrification and telecommunications initiative

Pursuant to the connectivity mandate from the Third Summit of the Americas, the Agency is exploring a major initiative for rural electrification and telecommunications in the neediest areas. This

initiative would be based on the successful outcome of the CIDI project in Honduras ("solar villages"), as part of the Best Practices Program. The goal is to provide low-cost and sustainable electrification and telecommunications systems using renewable energy sources. These systems will offer access to telephone, computer and Internet services and will be installed in community service facilities (for example in schools, health centers and churches) in rural towns that have no electricity or telecommunication connections.

The design stage of this project is already underway. This first stage will focus on five countries (Guatemala, Honduras, Bolivia, Colombia and Belize). Data compiled from these five countries will be used as a model for encouraging other OAS member states to participate in this initiative.

- Municipal development program

The objective of this program is to provide technical assistance and training to promote the development of local government in member states. The project and the planned activities will help institutions to enhance their managerial capacities from the development viewpoint. A network of contacts has been established with public and private sector institutions involved in municipal development. Strategic partnerships have been formed with Empresas Públicas de Medellín (EEPPM) and with the Brazilian Institute of Public Administration (IBAM) and the Curitiba Institute of Urban Research and Planning (IPPUC) for the supply of best-practice municipal services.

The agreement between the IACD and EEPPM, signed during the last OAS General Assembly, establishes a framework for technical cooperation and training for municipal services in the areas of telecommunications, energy, water supply and sanitation, and strategic planning. An agreement was also signed with IBAM to provide technical assistance and training in the areas of fiscal and financial management, municipal human resource development, provision of services, environmental policies, urban development and citizen participation. A similar agreement is under negotiation with IPPUC to take advantage of its specialized technical know-how.

- Program for strengthening labor institutions

The objective of this program is to improve the capacity of ministries of labor to develop and implement effective employment policies in close collaboration with employers and workers. The program is also intended to draw the attention of businesspeople in member states to the need to adopt principles of social responsibility in their business practices, with particular emphasis on workplace health and safety.

In terms of workplace health and safety, negotiations are underway with the Ministries of Labor of Chile and Peru to prepare a technical cooperation program for services in the area of best practices, which could be financed by the Multilateral Investment Fund of the Inter-American Development Bank. There is a similar initiative for strengthening the ministries of labor, but in this case the services will be provided by DIESE of Brazil, and the counterpart interested in providing cooperation is the Ministry of Labor of Argentina.

- Housing, disaster mitigation and financing in the Caribbean and El Salvador

The objective of this cooperation is to structure a financial package with the support of the Overseas Private Investment Corporation, with a focus on the issue of guarantees and the placing of

bonds on the United States financial market. A further objective is to allocate various kinds of technical assistance for institutional strengthening of the Eastern Caribbean Housing and Mortgage Bank (ECHMB) to enhance its growth capacity and thereby take advantage of opportunities opened by the liberalization of financial markets. As well, ECHMB is seeking technical assistance to help offset the risks facing the Eastern Caribbean region, and in particular its housing stock, through the constant threat of hurricanes.

A similar IACD effort is underway in El Salvador. The two recent earthquakes in that country had a devastating impact on the rural population, compounding an already serious housing situation in El Salvador. The government has therefore been giving thought to how to deal with some of the basic causes of the housing shortage. Agency personnel are working with the Central Reserve Bank of El Salvador and other governmental agencies to incorporate the technical assistance needed for creation of a proper legal, regulatory, legislative and operational framework within which financial assets originating in El Salvador could be securitized and sold on domestic and international markets.

In the area of transparency, preparations were begun for a conference on corruption, which, with the support of the Government of Mexico, will be held in that country in the first half of 2002. Special emphasis has been placed on promoting the freedom of expression and access to information, and on the training of investigative reporters.

Other programs administered by the IACD with specific funds

During 2001, the IACD had under its administration several specific funds relating to initiatives for horizontal cooperation and socioeconomic development:

- United States specific funds

In recent years the United States has been supporting CIDI and IACD with specifically earmarked funds, in addition to its annual contributions to FEMCIDI. The value of these funds varied during the year between \$5.4 million and \$6.1 million, as a function of expenses incurred and as new decisions were taken to supplement existing balances.

Generally speaking, these funds have been the major source of assistance for the Agency's new programs under the Best Practices program. A portion of these funds has been earmarked for strengthening the Agency's human development programs, in activities that are yet to be decided.

- Other specific funds

Horizontal Cooperation Fund of Argentina	(US \$2.26 million at 1/1/2001)
Specific and Horizontal Cooperation Funds of Mexico	(US\$1.78 million at 1/1/2001)
IDB-OAS-White Helmets Commission Program	(contract value US\$1.5 million)
IACD-SOPTRAVI Honduras Housing Project	(contract value US\$6 million)
IACD-MINEDUC Guatemala Literacy Project	(contract value US\$4.8 million)
IACD-CONACYT Regional Weather Project	(contract value US\$2.5 million)
IACD-Panama Privatization Program	(US\$0.280 million at 1/1/2001)

As well, the IACD administers other specific funds or horizontal cooperation funds from Uruguay, Peru, Brazil, Colombia, Honduras, Israel and Spain, for total of approximately US\$200,000.

Human Development and Information Technology Programs

- Graduate fellowships

Six hundred and eighty applications under the Regular Training Program (PRE) were processed during the year and 167 new graduate fellowships (master's and doctorate degrees) and research fellowships were awarded in universities throughout the region. Most of the recipients are studying in the United States (54.0 percent), with a considerable number in Brazil (8.0 percent), Canada (5.5 percent), Chile (12.9 percent), Costa Rica (8.0 percent) and Mexico (8.0 percent). In addition to the new fellowships, the fellowships office also approved extensions for 115 fellowships, which were originally awarded in 2000 and extended for a further year. The approximate cost of new fellowships and extensions in 2001 is US\$5.4 million.

- Undergraduate fellowships

The Special Fellowships Program for the Caribbean (SPECAF) provides funding for university studies in development areas of priority to the Caribbean region, with a particular focus on fields that have an impact on integral and sustainable development. Twenty-eight new fellowships were awarded and 22 extensions to previous fellowships (awarded in 2000) were granted for a further academic year. The approximate cost of these new fellowships and extensions is US\$900,000.

- Short-term specialized training courses

Short-term specialized training courses under the Fellowships Program include those offered by member states and observers and the technical units of the SG/OAS: Horizontal Cooperation Training Fellowships (CHBA): 65 courses were held and 593 fellowships were awarded; Special Training Program (PEC): 18 courses were held and 99 fellowships awarded; and Specialized Training in Technical Areas (CEAT): the Agency selected and granted 152 fellowships for the three courses announced during the year.

A detailed listing of the fellowships granted during 2001 is found in Annex F to this report.

New human development and education programs

The Educational Portal of the Americas

The Educational Portal is a broad network providing information on distance education and training opportunities in the Americas. It provides access to more than 4,500 distance education courses offered by accredited universities in all academic disciplines, information on available fellowships, teacher training courses, news about events and other links of interest. The portal was implemented with financial support from the United States government.

The Educational Portal was designed and developed in consultation and coordination with Microsoft Corp. and the Technology Institute of Monterrey, Mexico. Strategic alliances have also been negotiated with public and private institutions such as the Inter-American Development Bank, the Organization of Ibero-American States, the Connectivity Institute of Canada, UNED of Spain and other

universities and institutions of higher education in Latin America and Spain, to obtain equipment, systems, contents and other services necessary for development of the Portal.

The beta version of the Educational Portal was launched in Spanish and English during the meeting of education ministers on Sept. 24 and 25, 2001. The Portuguese and French versions are now available as well. During the period covered by this report, the portal received more than 11 million hits.

The Alberto Lleras Leadership Fellowships Program

This new program commemorates Dr. Alberto Lleras, the first Secretary General of the OAS and a man of vision who promoted education and interchange among the citizens of the Americas. The objective of the program is to establish a broad-based consortium of universities for joint financing of research fellowships and studies, in order to leverage the funds available in university budgets and from member states and to supplement the limited resources of the OAS.

The IACD has signed 16 agreements and is currently negotiating with over 50 other universities that have received preliminary approval from their authorities to enter into a cofinancing agreement. The universities have agreed to share the tuition cost for OAS fellowship holders, something that has reduced the costs to the OAS considerably.

E-fellowships

E-fellowships are a new concept under which recipients participate in higher education programs without leaving their own country during the term of the fellowship. The Fellowships Program will offer electronic fellowships (E-fellowships) as a cost-effective alternative for expanding education opportunities in remote communities.

The Technology Institute of Monterrey (ITESM) has awarded 340 fellowships for distance education courses to be offered through the Educational Portal of the Americas. A similar process is underway with the National University of Distance Education of Spain (UNED), under a cooperation agreement signed by the Agency and UNED to offer distance education opportunities to students from the Americas. As well, negotiations have begun with other leading academic institutions to secure new offers of E-fellowships. The Agency is currently negotiating 100 fellowships with Project Zero of the Harvard University School of Education.

Opportunities for interinstitutional financing and education loans

The Fellowships Program continues to seek out new forms of cooperation with agencies involved in granting and financing fellowships in general. This implies the joint financing of fellowships with universities and the development of loan programs as an alternative for assisting applicants who do not qualify for financing in the form of grants. In this respect, the Agency signed an agreement with LASPAU of Harvard University and the Fulbright Program for joint financing of 20 fellowships for Ecuadorian students in the area of conservation and environmental management.

The Agency also signed an agreement with the Pan American Association of Education Credit Institutions (APICE) for joint financing or mutual guarantees of fellowships. With this program, the Leo Rowe Fund will grant loans to students for undergraduate and postgraduate programs. This agreement will provide greater opportunities for students who apply for a fellowship but who are not selected

because of the limited number of fellowships available, or who have received a partial fellowship and require additional funding to cover their financial needs.

As well, the Rowe Fund administered by the IACD is continuing to provide interest-free education loans to 103 undergraduate and postgraduate students in Latin America and the Caribbean, for a total of US\$626,300. The Secretariat has considered and reached agreements with a number of applicants who, unable to provide conventional guarantors, have presented institutions of their countries as guarantors.

Operations and finances

Mobilization of alternative sources of funding

During the year, three agreements, amounting to US\$115 million, were signed with financial institutions for funding technical cooperation projects, involving two U.S. banks, Bank of America and Riggs National Bank, and the Bank of Nova Scotia (Canada), which has a wide network of branches and offices in Latin America and the Caribbean. The IACD also signed agreements with the Export Development Corp. of Canada (EDC), the official Canadian agency responsible for promoting exports, and the Official Credit Institute of Spain (SICO) whereby the Institute will finance the transfer of specialized technical knowledge.

Accounting system/financial controls

In April 2001, EF Kearney was selected to conduct a study of the IACD accounting system and recommend alternatives. This report was submitted in June and was distributed to members of the Management Board. It concluded that the IACD should use the Oracle Financials system, and that it should switch over to the system in January 2002 when the rest of the General Secretariat will be switching to Oracle 11i. The Agency also proposed corrective measures to deal with certain operational shortcomings detected by the external auditors in its internal control systems.

The Agency's website

The IACD website was launched in April 2001, in English and Spanish. Thanks to cooperation with other departments of the Agency, the services offered now include: general information on the IACD (who we are, a message from the Director General, frequently asked questions, etc.), information on programs offered through the Agency (FEMCIDI, horizontal cooperation, the new best practices fund, etc.), information on the OAS fellowships program and educational loans, a digital online library, news about the development and cooperation area, and links to other related sites.

Trust for the Americas

The Trust is a nongovernmental organization affiliated with the IACD, the mandate of which is to mobilize funds in association with the private sector and other nonprofit entities. In 2001, the Trust expanded its existing major programs and its cooperation agreements in two areas: transparency and connectivity.

In the area of connectivity, the Trust continued to apply the Net Corps volunteers model and mobilized funding for the application of information and communication technologies to the training of

persons with disabilities, street children and women's organizations that provide leadership training. In the area of transparency, a start was made on programming an anticorruption conference for the first half of 2002. The government of Mexico has expressed its support for holding this event in that country. In this field, special stresses been placed on promoting freedom of expression and access to information, and on training investigative journalists.

In order to strengthen this important instrument for carrying out the mandates of the OAS for hemispheric development, the management of the IACD and the Board of Directors of the Trust held a number of meetings during the year.

SECRETARIAT FOR LEGAL AFFAIRS

The Secretariat for Legal Affairs assists the Organization's organs by preparing studies, documents and legal opinions and by providing legal advisory and technical secretariat services. It collaborates in the preparation of treaties, agreements, and other international instruments and is in charge of legal procedures related to the signing of those agreements and deposit of the instruments of ratification when the General Secretariat is depository. It also provides technical and secretariat services to the Inter-American Juridical Committee and to the Administrative Tribunal. The Secretariat was reorganized under Executive Order No. 96-4 of May 13, 1996. It now focuses on three areas: development of public and private international law, cooperation activities on law-related matters, and information and dissemination in matters of law. The Secretariat is composed of the Office of the Assistant Secretary, the Department of International Law, the Department of Legal Cooperation and Information, and the Secretariat of the Administrative Tribunal.

Office of the Assistant Secretary for Legal Affairs

In pursuit of its functions of directing, planning, and coordinating legal matters, the Office contributed to the codification and development of international law, to the planning and development of activities in legal cooperation and information, and continued its support for the Administrative Tribunal (TRIBAD) and administrative supervision for the Secretariat of the Tribunal.

Consistent with these objectives and responsibilities, the Office took part in the 53rd Regular Meeting of the Inter-American Juridical Committee (CJI) in Ottawa, Canada, from March 12 to 23, 2001, and also attended the 59th Regular Meeting of that body held in Rio de Janeiro in August 2001. At that meeting it provided advisory services primarily on issues relating to the proposed Inter-American Democratic Charter.

At both of these meetings, the Office provided legal support for preparation of a report on the future of the Inter-American Specialized Conference on Private International Law and approval of draft legislative guidelines on assisted fertility. The Office also provided assistance in preparing the Sixth Inter-American Specialized Conference on International Private Law (CIDIP-VI), which is scheduled for February 2002.

The Office also participated in the International Law Workshops held in Mexico City, December 11 to 14, 2001. That meeting examined a number of issues of concern in contemporary international law, with a view to improving the teaching of this branch of law and developing international links between the hemisphere's various law faculties, in order to update programs of study in this discipline and improve its teaching. On this occasion, the Office gave a presentation on the principal issues on the OAS legal agenda and on the status of international law in general.

In March 2001, the Office met in Ottawa with senior authorities of the Canadian Department of Justice to discuss possible cooperation in the Organization's legal activities as they affect the Secretariat for Legal Affairs. Subsequently, the Assistant Secretary for Legal Affairs participated as a speaker at the Montreal conference, as a member of the panel on "harmonizing the existing juridical systems in the Americas".

The Office attended and provided legal advisory services to the 31st regular session of the General Assembly, held in San Jose, Costa Rica, from June 3 to 5, 2001. It also provided legal support during the eighth special session of the General Assembly held in Lima, Peru, September 10 to 12, 2001, on which occasion the Inter-American Democratic Charter was adopted.

The Assistant Secretary for Legal Affairs attended the Course on International Law organized by the University of Panama and the OAS General Secretariat, through the Secretariat for Legal Affairs, in June 2001. On that occasion he gave a presentation on the Organization's political and legal agenda and conducted discussions on the evolution of the inter-American system and on the peaceful settlement of disputes.

As part of its functions to contribute to the progressive development and codification of international law, the Office attended and participated in a number of international conferences and meetings where it discussed the work of the OAS in these fields and reported on OAS activities relating to international legal cooperation.

The Office was an observer at the conference held in Saltsjobaden, Sweden, organized by the International Consortium on Legal Cooperation. This conference was sponsored by the International Bar Association, the Swedish International Development Agency and the Swedish College of Lawyers. This Consortium of institutions is dedicated to promoting and evaluating justice systems from an international perspective, with a view to improving the administration of justice. The Office also attended the meeting on the "Third Summit of the Americas: Results and Impressions", organized by the Center for Latin American Affairs at George Washington University and the OAS Office of External Relations. In April 2001, it participated in a roundtable sponsored by the North-South Center, on "The Quebec City Summit of the Americas: an Updated Report", which was held in Washington D.C.

The Office also participated in April 2001 in the Annual Meeting of the American Society of International Law. This conference of lawyers specialized in international law focused on such issues as the history and future of international law and other aspects of this discipline, such as improving mechanisms for promoting human rights; the democratization of international institutions; universal jurisdiction; border disputes between states and the role played by legal advisers of international organizations and international tribunals.

In a similar vein, the Office also participated in the annual meeting of the American Bar Association and took part in the work of the international law and practice section, which dealt with issues such as the global financial system and external public debt; regional trading agreements and anticorruption efforts. As well, conversations were held on the possibility of establishing cooperative relations to promote the Office's program on the coexistence of different juridical systems in the Americas.

Other meetings in which the Office participated included that organized by the American Society for International Law, entitled "To War, to Court, to Both", which discussed various legal problems arising from the use of force against terrorists, with respect to states that are not players in those acts, as well as the advantages and disadvantages of putting terrorists on trial. In October, the Office also attended a roundtable on "The Andean Region: Migration Consequences of Political Instability and Economic Crisis", organized by the North-South Center in Washington D.C. In November it participated in another roundtable on "Terrorism, Porous Borders and Homeland Security", also sponsored by the Center.

In July 2001, the Office of the Assistant Secretary prepared and published a paper entitled "The Organization of American States (OAS)", as a chapter in the section on international organizations for the International Encyclopedia of Laws Series, Supplement 9, Kluwer Law International. In October, the Office prepared and published an article on "The Third Summit of the Americas and the 31st Regular Session of the OAS General Assembly: current developments regarding the democracy clause adopted by the Quebec City Summit and the proposed Inter-American Democratic Charter", in the American Journal of International Law.

The Office provided legal advisory services on specific issues at different levels within the Permanent Council of the Organization. For example, it provided technical services for the revisions to the Rules of Procedure of the Permanent Council; consideration of the issue on Modernizing the OAS and Renewing the Inter-American System; consideration of the draft Convention for the Prevention and Elimination of Terrorism and follow-up to the discussion and approval of the draft Inter-American Democratic Charter; preparation and technical support for the Fourth Meeting of Ministers of Justice of the Americas; preparation of four volumes relating to meetings of Ministers of Justice; legal advisory services to the 23rd and 24th Meetings of Consultation of Ministers of Foreign Relations; support for the Model Assemblies held by the General Secretariat; planning and direction of the CD-ROM on legal activities of the OAS General Secretariat and various other matters.

OAS/SAJ-CIDA Project

Under a general agreement signed between the OAS General Secretariat and the Canadian International Development Agency (CIDA), the Assistant Secretary for Legal Affairs undertook a project on international trade in the Americas: Harmonization of Laws and Bijuralism (July 24, 2001). The purpose of this project is to evaluate opportunities to encourage greater legal harmonization and uniformity in relation to hemispheric trade, taking into account the difficulties that stem from the existence of different juridical systems in the Americas. Academic experts and private practitioners were enlisted to provide assistance on issues of legal harmonization in the energy sector, financing, establishment of corporations abroad and legal harmonization in the area of contracts. As part of this project, the Office of the Assistant Secretary will be publishing the studies and papers mentioned above, to keep member states of the OAS informed on these matters and to provide greater information on the various fields and legal problems encountered in international legal transactions.

Management and budgetary matters

Pursuant to Executive Order No. 96-4, the Office of the Assistant Secretary continued its functions of planning, directing and coordinating all activities of the Legal Secretariat through the preparation, control and execution of the budget for this area as well as the projects for which is responsible. It also conducted administrative and budgetary supervision activities and provided support to the Inter-American Juridical Committee and the Administrative Tribunal.

These activities included: a meeting of the Administrative Tribunal, two meetings of the Inter-American Juridical Committee, the International Law Course (Rio de Janeiro) and the International Law Workshops (Mexico City). In an effort to raise external funding, it assisted the Foundation Center in investigating the various sources and procedures for securing such funds. The Office of the Assistant Secretary also received a donation from the Canadian International Development Agency in support of a project on legal harmonization and bijuralism, involving studies of the legal systems based on civil law and common law. That project is to be completed by the beginning of March 2002.

Department of International Law

The functions that the Department of International Law performed were as follow: advisory services in the field of international law, provided to the organs, agencies, and entities of the Organization; Secretariat of the Inter-American Juridical Committee; preparation or coordination of studies and research within its area of competence; dissemination of international law through courses, workshops and publications, and serving as depository of the inter-American treaties and cooperation agreements that the Organization concludes. Details are provided in Annex C to this report.

Advisory services to the organs, agencies and entities of the OAS

The Department provided legal advice and assistance to the General Assembly, the Permanent Council and its Committees and Working Groups. This work included advisory services provided throughout the preparation of the Inter-American Democratic Charter, in particular the paper GT/CDI-1/01, with a table comparing the texts of the Inter-American Democratic Charter–Draft Resolution rev. 7, the OAS Charter and Resolution AG/RES 1080 (XXI-O/01) on representative democracy. The Department also provided advisory services to the Working Group on Probity and Public Ethics of the Committee on Juridical and Political Affairs, including assistance in preparing the follow-up mechanism for the Inter-American Convention against Corruption, which was adopted on May 6, 2001, in Buenos Aires.

With respect to the Committee on Hemispheric Security, the Department of International Law completed compilation and publication of documents on the 20th Meeting of Consultation pursuant to the Inter-American Treaty of Reciprocal Assistance. The Department also provided assistance as requested by the Working Group on Representative Democracy, including advisory services with respect to participation by civil society organizations in the activities of the Organization of American States.

The Department supported the work of the Expert Groups responsible for preparing documents on the three issues to be considered by the next Inter-American Specialized Conference on Private International Law (CIDIP-VI) to be held in Washington D.C., February 4 to 8, 2002. These issues relate to international transport, secured transactions, and international liability for transboundary pollution. The Department also prepared studies and background papers on the development of private international law in the Americas, as a contribution to the work of the Inter-American Juridical Committee and for presentation to CIDIP-VI. Finally, the Department of International Law prepared draft rules of procedure and a schedule for this conference, which were duly considered by the Permanent Council.

The Department of International Law assisted the Committee on Juridical and Political Affairs of the Permanent Council in evaluating the functioning of the inter-American system for the promotion and protection of human rights, with a view to improving and strengthening it, and cooperated with the chair of the committee in preparing a document summarizing all activities during 2000-2001 with respect to universalizing the inter-American system, including contributions from the Inter-American Court of Human Rights, the Inter-American Human Rights Commission, the Inter-American Institute of Human Rights, nongovernmental organizations and national institutions involved in promoting human rights. This report summarizes the mandates from the Third Summit of the Americas and includes proposals from various delegations for strengthening the system.

The Department of International Law also assisted the Chair of the CAJP in preparing reports on observations and recommendations to the annual reports of the Inter-American Court and the Inter-

American Human Rights Commission, and the report submitted by that Committee to the Committee on Summits prior to the Summit of the Americas. The Department provided assistance and legal advice on the promotion and respect of international humanitarian law, human rights for all migrant workers and their families, human rights defenders in the Americas, and support for inter-American human rights instruments.

The Department also provided advisory services to the working group established by the Committee on Juridical and Political Affairs to prepare a draft inter-American convention against terrorism, with a view to presenting it to the General Assembly at its next regular session, as decided by the 23rd Meeting of Consultation of Ministers of Foreign Relations. This work was based on the various proposals that have been submitted by delegations and on the draft that the Department prepared on this matter in 1995.

The Department of International Law continued to provide advisory services and assistance to the Working Group to study the Draft American Declaration on Indigenous Peoples, and took part in preparing comparative documents, in drafting a proposal to be submitted by the Chair of the Working Group in January 2002, and in organizing the next special session of the working group, which will take place in the last week of February 2002 in Washington D.C.. During the first half of 2001, the Department cooperated closely with the working group, whose efforts culminated in the special session held April 2 to 6, 2001, where progress was made in considering the draft declaration.

As part of its duties to provide advisory services to the Committee on Juridical and Political Affairs of the Permanent Council, the Department of International Law prepared a document entitled "Preparation of a Draft Inter-American Convention against Racism and All Forms of Discrimination and Intolerance (study of the issue in the inter-American system)", in response to a request by the General Assembly to prepare a draft convention. The Department also compiled a report on activities and standards within the Inter-American system and in other international bodies related to this issue.

Secretariat of the Inter-American Juridical Committee

The Department of International Law, as Secretariat of the Inter-American Juridical Committee, provided technical and administrative support during the two regular sessions of that body, held in March and August 2002. For these purposes it prepared the annotated agendas for each meeting, summarizing developments on each of the points included on the Committee's agenda. It also prepared documents summarizing the mandates to the body from the General Assembly; prepared draft resolutions; edited reports presented by Committee members; prepared summary minutes of the meetings of the Juridical Committee, and prepared the Annual Report of the Committee to the General Assembly of the Organization. During the recess between sessions of the Inter-American Juridical Committee, the Department assisted the rapporteurs with work on their respective topics. It made arrangements for Committee members to participate as observers in various forums, and complied with the mandates contained in the Committee's resolutions and decisions. The Department of International Law also assisted the Committee on Juridical and Political Affairs of the Permanent Council in preparing its observations and recommendations on the annual report of the CJI covering activities during 2000.

With respect to the dissemination and study of international law, and in particular inter-American law, the Department of International Law, under the Inter-American Program for the Development of International Law, organized the International Law Course and the International Law Workshops,

supported the Model Assemblies and published documentation related to the REMJAS, the International Law Course and the International Law Workshops.

Courses and workshops on international law

The Department of International Law, together with the Inter-American Juridical Committee, organized the 28th Course on International Law, which took place in the Rio Business Center in Rio de Janeiro between July 30 and August 24, 2001, with the participation of 26 professors, 30 OAS fellows selected from among more than 100 candidates, and 6 students who paid their own expenses. The central topic of the course was "The Individual in Contemporary International Law". The Department prepared the program for the course, contacted the respective professors and made arrangements for their travel to Rio and their accommodations there. It also selected the fellows for the course, and provided them with needed information and with academic and personal support during their stay in Rio. It also evaluated their participation for purposes of issuance of the document certifying that they had passed the course.

The Department also organized the International Law Workshops for the third consecutive year. They were hosted by the National Autonomous University of Mexico, between December 11 and 14, 2001. The International Law Workshops brought together professors of international law, both public and private, from universities of the Americas to examine current legal issues, exchange ideas and proposals for improving the teaching of international law, strengthening the links between academic institutions in the hemisphere and promoting the study of international law and its systematic incorporation into the programs offered by university law faculties.

The Department provided assistance to the Model Assemblies held during the year: the 21st Model Assembly for Universities, April 29 to May 4, 2001, in San Martin de Los Andes, Argentina and the 20th Model Assembly for Secondary Schools, from November 28 to December 1, 2001, held in Washington D.C. It also participated in the Regional Course on International Law in Panama, June 2001, and hosted a discussion on the Inter-American System in the introductory course for delegates and observers to the Organization.

Publications

In April 2001, the Department published four volumes on the three Meetings of Ministers of Justice or Attorneys General of the Americas (REMJAS) that have been held to date under OAS auspices. These works include the principal documents submitted by member states and other participants, as well as the final report from each of the meetings.

In June 2001, the Department published a report on the International Law Workshops held in December 2000 in the city of Cordoba, Argentina, containing papers presented by professors, a record of discussions, conclusions and recommendations from the meeting, as well as the working documents prepared by the Department of International Law.

In August 2001, the Department published volume 19 relating to the 27th Course on International Law, containing the lectures given during the course, which was held in August 2000 in Rio de Janeiro. Twenty lectures are included, published in the original language, as well as a complete list of professors and students participating.

The Department of International Law, together with the Department of Legal Services, directed production of a CD-ROM on legal activities of the General Secretariat. Information was taken from the OAS web page in five areas: Office of the Secretary for Legal Affairs, Department of International Law, Administrative Tribunal, Department of Legal Cooperation and Department of Legal Services. The CD-ROM was available in mid-December, 2001.

Inter-American treaties and bilateral cooperation agreements

Under Article 112.f of the Charter of the Organization, the General Secretariat is depository of the inter-American treaties and agreements and of their instruments of ratification. Also, under Article 112.h, the General Secretariat is to establish relations of cooperation, whenever the General Assembly or councils so decide, with international and national specialized agencies and entities.

Under Executive Order No. 96-04 of May 1996, concerning the reorganization of the Secretariat for Legal Affairs, one of the functions of the Department of International Law is to be the depository of the inter-American multilateral treaties, which is one of the General Secretariat's responsibilities under the Charter of the Organization.

The Department of International Law is also depository of the bilateral agreements that the organs of the OAS conclude with the member states or with other inter-American agencies or national entities in the member countries or observers, as well as agreements signed between member states where the General Secretariat has been designated as depository.

In the case of inter-American multilateral treaties, in the year 2001 the Department made certain that the formalities and procedures required for signature, deposit of instruments and/or accession, formulation of reservations and other statements, denunciation and other legal actions such as designation of the central authority vis-à-vis inter-American multilateral treaties, were observed. The procedures carried out involved taking requests from the member states, reviewing the documents presented (full powers, instruments of ratification and/or accession), coordinating with the Protocol Office, the Secretary General's Office, the Office of the Assistant Secretary General, and the Public Information Office for purposes of the respective ceremony, preparation of minutes and speeches, making a record of the act, and notifying the member states and interested organs and agencies.

In this connection, it provided legal advisory services to representatives of the member states and to the organs, agencies, and entities of the Organization with respect to those formalities and procedures. To November 30, 2001, the Department took part in 15 signings (13 more than in 2000) and 37 deposits of instruments of ratification and accession (24 more than in 2000), as well one procedure whereby a reservation was withdrawn, another whereby a declaration was withdrawn, and 5 procedures for designation of a central authority (4 more than in 2000). Three new legal instruments were registered: the Declaration of States Parties to the Inter-American Convention against Corruption, the Declaration of Lima on the Inter-American Democratic Charter, and the Agreement on Mutual Cooperation and Assistance between the Inter-American Port Authorities.

The Department also prepared certifications and supplied up-to-date and complete information on those treaties (their texts, current status of signature and ratification, and so on), at the request of the governments of the member states, the permanent missions and observers to the OAS, organs, agencies, and entities of the Organizations, Offices of the OAS General Secretariat in the member states, other governmental and nongovernmental international organizations and private individuals.

To November 30, 2001, the Department had recorded for the year a total of 73 bilateral cooperation agreements (22 more than in 2000) in a variety of areas and concluded either in 2001 or 2000. In most cases, the final review of the bilateral cooperation agreement was done before it was signed.

Department of Legal Cooperation and Information

During the year covered by this report the Department continued to provide advisory services related to juridical and judicial cooperation and in the development and strengthening of technical cooperation in this area.

With respect to technical cooperation, the Department of Legal Cooperation and Information worked closely with many institutions, foundations, universities, research institutions, international organizations and government institutions in the pursuit of joint initiatives. Strategic alliances were formed with such institutions, including the Ministry of Justice of Bolivia, the Comptroller General of Ecuador and the Comptroller General of Paraguay, the National Council for Sustainable Development of El Salvador, the National Commission for Improving the Administration of Justice of Costa Rica, as well as a number of law faculties such as those of the Pontificia Universidad Javeriana of Colombia, the Universidad Rafael Landívar of Guatemala, the Universidad Centroamericana of Nicaragua and the Universidad Nacional Autónoma of Honduras.

Cooperative activities were also conducted with other international organizations such as the International Committee of the Red Cross, the United Nations, the Organization for Economic Cooperation and Development (OECD) and the Inter-American Development Bank. Some of these activities are described below

Pursuant to the mandate received from Heads of State and Government, the OAS and the IDB pooled their efforts to support member states in the process of ratifying the Inter-American Convention against Corruption, and in updating their criminal legislation to bring them into line with the provisions of that Convention.

The final phase of this project involved Argentina, Bolivia, Chile, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Paraguay and Peru. For each of these countries a working document was compared for a technical workshop attended by national authorities and experts. Some of these workshops involved participation by the Secretary General of the OAS, the President of the IDB and presidents and vice presidents of anticipating governments. Based on the recommendations and conclusions from those workshops, specific proposals were prepared for bringing national legislation into line with the Convention.

In each of the participating countries, this initiative helped to launch or consolidate moves to adapt criminal legislation to the Convention and thereby facilitate its application in concrete cases. In fact, in several of these, the proposals contributed to enriching the debate on criminal legislation reforms that are being considered by legislatures or that are in the process of preparation by governments. As part of this effort, 11 books were published, one for each participating country, summarizing the activities under way. The results of this initiative also represented a very important contribution to the mechanisms for follow-up to implementation of the Inter-American Convention against Corruption, which has been adopted by the states parties.

With respect to that Convention, a project was designed to develop instruments for combating corruption in Central America. Preventive measures were updated in light of Article 3 of the Convention (development of the public right of access to information for the prevention of corruption); promotion of citizen participation in public affairs; protection of witnesses in corruption proceedings; and rules of conduct for the proper, honorable and appropriate performance of public duties, as well as rules governing the declaration of incomes, assets and liabilities by public officials.

Again on this issue, a forum was held on December 5 and 6 on Responsibility and Transparency in the Public Sector in Brazil. This event was organized jointly with the OECD and involved participation by the Commission of Public Ethics and the Ministry of Planning, Budget and Administration, the United Nations, the Financial Administration School (ESAF) and the National School of Public Administration (ENAP) of Brazil. It provided an excellent opportunity for dialogue on the development and implementation of best practices and policies for preventing corruption, reflecting experience in member states of the OECD and the OAS. The Inter-American Network of Institutions and Experts in the Fight against Corruption was expanded and strengthened in its efforts to promote the exchange of information and experience for hemispheric cooperation and coordination in this area.

In the area of international humanitarian law, the Department participated in a regional initiative sponsored by the Government of Canada, the Costa Rican Ministry of Foreign Relations and Worship and the National Commission for Improving the Administration of Justice of the Republic of Costa Rica, and International Committee of the Red Cross. As part of that initiative, a conference of government experts on national application of international humanitarian law and the related inter-American conventions was held on March 6, 7 and 8, 2001, in San Jose, Costa Rica. The main purpose was to promote application of international humanitarian law treaties and the related inter-American conventions, in particular those referring to personal protection and security.

The Department also provided legal support and advisory services to working groups and committees of the Permanent Council. It participated in the working group of the Permanent Council responsible for organizing the next Meeting of Ministers of Justice or of Ministers or Attorneys General of the Americas. This support included preparing working documents on cyber crime, mutual legal assistance, extradition and alternative means of dispute settlement and other mechanisms, as well as the preparation of proposed agendas and possible activities that could result from those meetings.

Similar support was provided to the Advisory Committee of the Inter-American Convention against the Illicit Manufacture of and Trafficking in Firearms, Ammunition, Explosives and Other Related Materials (CIFTA). In this connection, the Department prepared directories of national entities or points of contact with a view to promoting cooperation and the exchange of information between the states parties, as well as a directory of central authorities for facilitating mutual legal assistance. It also prepared an inventory of measures already adopted by states to apply the Convention, on the basis of a questionnaire prepared by the OAS General Secretariat, and it produced a paper identifying measures to facilitate the exchange of information, with due regard to any confidentiality concerns of the interested state.

The Department is also providing services as Technical Secretariat Pro Tempore for the follow-up mechanism of the Inter-American Convention against Corruption. This mechanism was adopted by states parties on June 4, during the OAS General Assembly. This work has included preparation of draft agendas, concrete proposals on operation of the mechanism and its regulations, and the identification of

government experts. For the first meeting of experts, an introductory seminar is being organized to consider how other, similar mechanisms operate in the Americas and elsewhere.

In terms of juridical publications, in addition to the 12 publications produced as part of its technical cooperation projects, the Department continued to provide support for the dissemination of OAS legal issues through publications. A pocket version of the OAS Charter was published in the 4 official languages of the Organization, as were the texts of the Inter-American Convention against Corruption, the Inter-American Convention on the Elimination of All Forms of Discrimination against Persons with Disabilities, the Inter-American Convention on Transparency in Conventional Weapons Acquisitions and the Inter-American Convention against the Illicit Manufacture of and Trafficking in Firearms, Ammunition, Explosives and Other Related Materials, and a comparative document on the status of signatures and ratifications of judicial cooperation conventions adopted in the framework of the OAS.

As part of these dissemination efforts, networks have been created and expanded for exchanging information in the field of judicial cooperation; cyber crime and inter-American treaties, work in which the governments of member states have participated actively.

The technical cooperation activities and publications mentioned here are widely available through the web site, the usefulness of which is clear in the growing number of visits recorded.

SECRETARIAT FOR MANAGEMENT

The Secretariat for Management is in charge of the planning, organization, coordination and general oversight of the administrative activities associated with the program-budget, financial management, personnel management, procurement of goods and services, data processing, buildings and properties, communications, security, assets and management of the General Secretariat's systems and procedures. These services are provided by way of the Department of Program and Budget, the Department of Financial Services, the Department of Human Resources, the Department of Material Resources and the Department of Management Systems and Information Technology.

The activities of the Secretariat for Management are explained in detail under each of the reports on its four departments and one office. In summary, however, the two principal activities of the Secretariat involved coordinating the complete renovation of the General Services Building and the General Secretariat's move to Oracle 11i from Oracle 10.7.

The preliminary phase of renovation of what will be the new General Services Building was completed in 2001, with the collaboration of the Procurement Management Office (contracting of services), the Department of Financial Services (financing), and the Department of Technical Services and Facilities (logistics planning). Physical renovation is scheduled to begin in early 2002.

By the end of 2001 preparations were fully underway in the administrative departments to ensure the move to the new database, Oracle 11i, at the beginning of 2002. This system will be implemented throughout the Secretariat, as well as in the Inter-American Agency for Cooperation and Development (IACD).

The Office of the Assistant Secretary for Management continued its efforts to ensure that all member states are up to date in their quota payments to the Regular Fund. For the first time in recent memory, the Reserve Subfund was completely funded this year and additional resources are available.

Department of Financial Services

The financial situation of the OAS is shown in the financial statements attached at the end of this report, in Appendix E. In the Operating and Reserve Subfunds of the Regular Fund, whose budget is approved by the General Assembly, the combined statement of assets, liabilities and balance of funds presents the financial situation of the Organization at the end of the year (table 1); the combined statements of changes in fund balances reflect the outcome of financial activity during the year (table 2); and the statement of supplementary appropriations at the end of the year (table 3). In the Specific Funds financed by unilateral or multinational contributions for extra-budgetary activities: the combined statement of assets, liabilities and balance of funds at the end of the year (table 4).

The commitment of member states to reduce arrears to the Regular Fund has produced a level of financial liquidity that has allowed the Organization for the first time in memory to meet its budgetary obligations, finance the Reserve Subfund, and maintain an additional reserve.

The Regular Fund's financial situation improved from a deficit of US\$8.7 million at the end of 2000, to a surplus of US\$23.1 million by the end of 2001. This amount is composed of the reserve

balance of \$11.1 million (15 percent of quotas), \$3.3 million in supplementary appropriations and \$80.7 million in additional, uncommitted funds.

The following analysis contrasts budget authorization (appropriations) by the General Assembly and the Permanent Council, the financing supplied by the member states, and the levels of execution during the year.

Appropriations: At the twenty-seventh special session of the General Assembly, the General Secretariat was authorized to execute US\$76.0 from the regular budget, using US\$73.7 million in quotas from the member states and US\$2.5 million in other income. In addition, member states approved approximately \$3.3 million in supplementary appropriations in previous years that have not been executed, in light of the financial situation of the Regular Fund (Table 3).

Financing and execution: As of December 31, 2001, the Regular Fund collected a total of US\$90.3 million: US\$85.4 million in member states' assessments and US\$4.9 million from other income. This was US\$14.4 million more than what had been budgeted. By the end of the period, the General Secretariat executed activities for a total of US\$75.9 million, US\$0.1 million below the budgeted amount. The final result was a surplus of US\$14.4 million.

Financial impact: At the start of the period, the Regular Fund had a total of US\$43.3 million in quotas in arrears from previous years. That figure, combined with the 2001 authorized quotas of US\$73.7 million, represented total receivables of US\$117 million. After collecting US\$85.6 million in quotas, US\$45.0 million in quotas for the present year and US\$40.6 in quotas from previous years, the member states' debt dropped from US\$43.3 million to US\$31.5 million. Of the latter figure, US\$28.7 million are amounts owed for 2001, and US\$2.8 million for previous years.

Contributions to the Specific Funds amounted to approximately \$43.4 million during the year.

The General Secretariat is pleased to report that the financial soundness of the Regular Fund was reaffirmed with establishment of the Reserve Subfund at \$11.1 million, equivalent to 15.0 percent of quotas, and \$3.3 million in supplementary appropriations and an additional figure \$8.7 million to fulfill its mandates.

Department of Management Analysis, Planning and Support Services (MAPSS)

Budgetary activities

The Department provided support services to program heads in analysis, coordination and formulation of the draft program-budget, and served as technical secretariat to the Committee on Administrative and Budgetary Affairs (CAAP) of the Permanent Council and the Preparatory Committee of the General Assembly. During the analysis and discussion of the program-budget, it produced follow-up reports on the process leading to the draft budget resolution for the year 2002. With regard to execution of the budget of the Regular Fund for the year 2000, the Department used rigorous controls to comply with the budgetary austerity plan ordered by the Assistant Secretary for Management at the beginning of the calendar year. The purpose of these controls was to prevent expenditures from exceeding quota collections that finance the budget approved, the amount of which was US\$78 million. In this respect, it produced semi-annual and quarterly reports to keep the CAAP informed. The year ended with obligations of US\$74.3 million and expenditures of US\$69.8 million. The program-budget for 2001,

which totals US\$76 million, has been subjected to similar but less rigorous controls. The pace of quota collections has improved and preliminary figures indicate that the total of obligations will reach US\$74.8 million (98 percent).

The Department provided technical and administrative support on budgetary matters to the National Offices, the Inter-American Children's Institute (IACI), the Inter-American Court of Human Rights, the Inter-American Juridical Committee, the Executive Secretariat for Integral Development and the Inter-American Defense Board.

Further progress was made with the budget formulation system. This system had to be reviewed to ensure that the application could be maintained and operated by a user without technical assistance from programmers. The system is able to validate data automatically, and the screens were improved to make the system more user-friendly.

With respect to the Prototype Formats for Presentation of the Program-Budget, the Secretariat undertook research and analysis that led to the presentation of the prototypes for a mandate-based budget and a results-based budget. Those prototypes were presented to the Permanent Council in document CP/doc. 3526/01.

The Department also coordinated the efforts of Secretariat personnel through a working group responsible for the migration to the new version of the system. That group has representatives from all areas of the Secretariat for Management. It held 42 sessions between January and November 2001, with a view to organizing the efforts of the participating areas and keeping open channels of communication between the representatives. As well, the Department initiated a work plan to expand the historic information systems, and this is expected to be in operation by the end of 2002.

Management analysis

Implementation of a new information system has gone hand-in-hand with a review of current budgetary practices and procedures relating to the new business-based financial system. The Department continued its revision and updating of the manuals that serve as guidance and reference to program managers and users of the information system. They include the Manuals on Budget Execution, Budget Formulation, Procurement Regulations, Contracting, Security Policies and Standards, Budgetary and Financial Regulations and the Financial Field Manual. This is in fact an ongoing effort, since these manuals will have to be updated whenever there are changes to the system's tools and procedures.

Department of Human Resources Services

The Department of Human Resources Services has experienced a substantial increase in requests for support throughout the General Secretariat, which it has had to meet without any increase in available resources. This has been the case with contracts, job classifications, benefits and insurance, and competitions for vacancies. In addition to the enhanced efficiency with which permanent tasks are conducted, as explained above, a number of special initiatives have been recently undertaken, and these are described below.

The General Secretariat's Student Internship Program continues to grow, and this year received approximately 360 applications from candidates, of whom 161 were selected for various offices of the SG/OAS. In addition to the regular internship program, the General Secretariat received another four

young professionals by way of the Canadian Government's "Young Professionals Program", coordinated by the Canadian Foundation for the Americas (FOCAL). Three of them served their internships at headquarters; the fourth served at the Inter-American Children's Institute (IACI) in Uruguay.

This year saw completion of the second round of performance evaluations in the General Secretariat. During this round, much time was spent in assisting supervisors, directors and employees in many aspects of the system. Thanks to this assistance, evaluations were more detailed and the system was better understood. Given the training needs detected during the year, a total of 3700 hours of training was provided to supervisors in personnel management, communications, planning and similar areas. As well, the General Secretariat reimbursed up to \$400 a year to staff members to help cover the cost of courses taken outside working hours. In 2001, more than 70 training reimbursement applications were processed for a total of US\$22,390. Under the same program, training assistance was provided for various employees at offices away from headquarters for courses in computing, languages, personnel management and supervision, project management and adult education.

As part of personnel services, the Health Services Unit performed 4100 consultations during 2001 and the physician contracted through Johns Hopkins University conducted 123 medical checkups. The Health Fairs have seen a significant growth in the number of participants, which attracted 275 staff members this year.

In May 2001, preliminary studies were begun on updating the Oracle module for human resources. During this time improvements were incorporated into the personnel system and the migration from 10.7 to 11i was successfully achieved. A study was also undertaken of the "self-service" modality that will allow employees to access certain fields. This is to begin operation in the first quarter of 2002.

Department of Technology Services and Facilities

Activities related to general services

Activities related to renovation of the General Secretariat's office building are well underway. After contracting a project management company to represent the General Secretariat in technical running of the project, tasks during this period focused on selecting and contracting architects and engineers for the project, finalizing the selection of bids for hiring a General Contractor, and obtaining a mortgage to finance the works, as approved by the General Assembly and the Permanent Council.

In consultation with all areas that will use this building, a preliminary plan was drawn up for its design and architectural programming. The new design updates the principal facilities of the building to new mechanical and engineering standards in order to enhance operational efficiency and comply with new building codes and regulations. It also includes services and facilities such as modern conference rooms, advanced technology infrastructure, updated security components and an attractive architectural design in keeping with the importance and character of the Organization. The new design includes two vacant floors that will be leased in order to finance the cost of the mortgage.

Other improvements to the building's physical facilities include modern security installations, review and updating of security procedures and mail handling systems following the terrorist acts of September 11. As well, as a result of severe flooding in the metropolitan area of Washington D.C., substantial and urgent repairs were required to the electrical, mechanical and engineering facilities to prevent disruption of several important meetings scheduled by the political parties. The cost of these

repairs was covered by the General Secretariat's insurance policy. In addition to regular maintenance activities, several upgrades and repairs were undertaken to the exterior of the buildings of the General Secretariat, their roofs, environmental installations and systems, in order to keep buildings and facilities in proper and safe operating order and to maintain the value of the Organization's properties.

Technology activities

The organization continued to expand and modernize its technological infrastructure to meet requests for support of new activities and the growing institutional agenda.

As a priority, the security components of the information networks and systems were substantially upgraded and modernized in order to meet higher security standards and the constant threat of external attacks on the Organization's information systems, through implementation of a highly secure system of protection that effectively blocks unauthorized external access to OAS systems. This technology, known as the "DMZ perimeter zone", is the most advanced technology against unauthorized penetration of information systems.

Another important institutional concern is to protect against electronic viruses, which have become increasingly sophisticated and now pose a constant threat to organizations that are connected to the Internet. The General Secretariat has introduced a leading-edge technology, known as "Interscan Virus Wall", that provides three levels of control and protection for the Organization's information networks and systems. This protection has proven to be highly effective and has in fact allowed the Organization to defend itself from attacks that paralyzed other public and private organizations for considerable periods of time.

Further upgrades to technological infrastructure include installation of an automated self-service system that reduces the response time for resolving users' technical problems, completion of a rapid communication link with five offices of the General Secretariat in member states, using the secure VPN connection, modernization of the network servers infrastructure to support the new version of the Oracle Enterprise Application (OASES), increased capacity for handling e-mail traffic and various other recently-designed departmental applications, modernizing the bandwidth system and the Internet infrastructure to meet the growing demand for these services.

Office of Procurement Management Services (OPMS)

Together with the Department of Legal Services, OPMS revised and distributed the new rules for Performance Contracts (CPR).

With respect to the project for renovating the GSB Building, OPMS negotiated and signed contracts with the architects and the mechanical engineers. It also participated in the project for refinancing the mortgage on the GSB building.

Tenders

OPMS conducted a number of formal tenders. Some of the most important included:

- External auditors for the General Secretariat.
- Accounting firm to work on tax reimbursement.
- Consultants for the upgrade to Oracle 11i.

- Services to receive satellite images over Bolivia for CICAD.
- Interpretation equipment for the Salon Bolivar.
- A new roof for the administration building.

Oracle Management System (OASES)

More than 13,000 purchase orders have been or will be processed by OPMS during the year, of which 7,000 were processed electronically. OPMS was heavily involved in training and in preparation of procedural manuals for Oracle 10.7, and subsequently for Oracle 11i. The latter training included directors and administrative personnel at five pilot sites for six operations away from headquarters. Similarly, OPMS staff, together with other areas of the Organization, were actively involved in focus groups and in the task force for implementing the new version of Oracle. The procurement module was revised to broaden its scope and resolve shortcomings in the 10.7 version.

OPMS has responded to the results of the audit by the Inspector General. The Inspector General and the external auditors found no significant shortcomings or problems in OPMS internal controls or operating areas.