RESOLUTIONS OF THE OAS GENERAL ASSEMBLY OF INTEREST TO CITEL
(THIRTY-EIGHTH REGULAR SESSION
June 1 – 3, 2008, Medellín, Colombia) ¹
(Item on the Agenda: 11)
(Document submitted by the Secretariat of CITEL)

¹ Document STE/doc.387/08 of the XIII Meeting of the Steering Committee.
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AG/RES. 2375 (XXXVIII-O/08)

CITEL AND THE INTEGRATION OF THE PEOPLES OF AMERICA INTO THE GLOBAL INFORMATION SOCIETY

(Adopted at the fourth plenary session, held on June 3, 2008)

THE GENERAL ASSEMBLY,

HAVING SEEN:

The Annual Report of the Inter-American Telecommunication Commission (CITEL); and

The Report on the Situation of Information and Communication Technologies (ICTs) in the Americas Region, presented by CITEL;

CONSIDERING:

That the mission of the Inter-American Telecommunication Commission (CITEL) is to facilitate and promote the harmonious and comprehensive development of telecommunications, including information and communication technologies in the Americas, and to coordinate the efforts of member states and the private sector, ensuring the achievement of those goals for the good of society;

That CITEL plays an important role in facilitating the study of the changing environment of international telecommunications, providing relevant and timely information regarding telecommunication technologies; and

That, by resolution AG/RES. 2259 (XXXVII-O/07), “Strengthening Hemispheric Cooperation in the Framework of Efforts by the Inter-American Telecommunication Commission to Promote Telecommunication Development in the Region,” the General Assembly requested CITEL to present an annual report to the General Assembly containing concrete proposals on how to improve the status of information and communication technologies (ICTs) in the countries, for wide dissemination in the member states, the private sector, and other interested groups;

TAKING INTO ACCOUNT:

The important role that telecommunications and information technologies play in the economic and social development of all countries and the provision of universal, sustainable, uniform, and affordable access to information;

The initiatives developed within the framework of implementation of the Agenda for Connectivity in the Americas and the Plan of Action of Quito for the reduction of the digital divide in the region;

The persistence of the digital divide, despite the substantial growth and expansion of telecommunication services, and the hemispheric priority to eliminate this divide;

The increased efficiency and economy that new telecommunication technologies make possible, and the challenges they pose for the public and private sectors;
The positive impact of the increased use of telecommunications and of information technologies on the countries’ competitiveness; and

The need of countries that are vulnerable to natural disasters for reliable telecommunication systems;

RECOGNIZING:

The success of CITEL at the 2007 World Radiocommunication Conference, where it submitted 468 inter-American proposals and established numerous joint positions on the issues discussed;

The other achievements of CITEL during 2007, which are highlighted in its annual report and include the following:

- Approval of recommendations that promote network interoperability, the timely adoption of advanced technologies, the protection of critical infrastructure, and regional spectrum harmonization;

- Twenty-six professional development courses in cooperation with the ITU, which involved the granting of over 300 scholarships for professional telecommunications training;

- The agreement with the ITU for the regional project “Reducing the Digital Divide and Advancing the Information Society; and

- The organization of seminars on priority issues, including the following: bridging the standardization divide; fraud in the use of telecommunication systems; the use of telecommunications in disaster-relief operations; and technical and regulatory aspects of the effects of non-ionizing electromagnetic emissions; and

CONSIDERING that the Regular Fund assigned to CITEL no longer suffices to cover the minimum expenses incurred by the Secretariat and, consequently, specific funds allocated to the Permanent Consultative Committees, per regulations, have been used to cover these costs,

RESOLVES:

1. To congratulate the Inter-American Telecommunication Commission (CITEL) for its achievements in 2007, particularly the progress made in the implementation of the Agenda for Connectivity in the Americas, which seeks to create an inclusive Information Society.

2. To welcome the Report on the Situation of Information and Communication Technologies (ICTs) in the Americas Region, presented by CITEL.

3. To support CITEL in all aspects of telecommunications.

4. To urge OAS member states to continue adopting the measures required to adapt to current trends in the development of telecommunications infrastructure and information technologies.

5. To encourage member states to continue implementing the commitments adopted at the Summits of the Americas with regard to telecommunications and information technologies, and to continue promoting and disseminating CITEL recommendations within their respective Administrations.
6. To urge CITEL and OAS member states to continue facilitating the development of inter-American proposals, positions, and common views at the 2008 World Telecommunication Standardization Assembly, the 2010 World Telecommunication Development Conference, the 2010 Plenipotentiary Conference, the 2011 World Radiocommunication Conference, and other equally important events sponsored by the International Telecommunication Union.

7. To invite member states to join the Tampere Convention on the Provision of Telecommunication Resources for Disaster Mitigation and Relief Operations, the Inter-American Convention on an International Amateur Radio Permit (IARP), and its Protocol of Amendment.

8. To instruct CITEL to continue assisting member states in the development of strategies to facilitate access to telecommunications infrastructure—particularly in rural areas—as well as the creation of an effective policy and regulatory framework for telecommunications and the assessment of the various cost models for the provision of accessible and sustainable services to all social strata of the population.

9. To urge OAS member states to increase horizontal cooperation, as well as the exchange of information, experiences, and best practices with regard to telecommunications and information technologies.

10. To request the Secretary General to take into consideration, when preparing the proposed program-budget for 2010 to be presented to the Preparatory Committee of the General Assembly, the financing that will be required for the Fifth Assembly of CITEL, to be held in 2010.

11. To request CITEL to report to the General Assembly at its thirty-ninth regular session on the implementation of this resolution, the execution of which shall be subject to the availability of financial resources in the program-budget of the Organization and other resources.
AG/RES. 2393 (XXXVIII-O/08)

SUPPORT FOR AND FOLLOW-UP TO THE SUMMITS OF THE AMERICAS PROCESS

(Adopted at the fourth plenary session, held on June 3, 2008)

THE GENERAL ASSEMBLY,

HAVING SEEN the Annual Report of the Permanent Council to the General Assembly (AG/doc. /08) as it pertains to the activities of the Committee on Inter-American Summits Management and Civil Society Participation in OAS Activities;

HAVING SEEN ALSO resolutions AG/RES. 2171 (XXXVI-O/06), “Follow-up and Implementation of the Mandates of the Declaration of Mar del Plata and the Plan of Action of the Fourth Summit of the Americas,” and AG/RES. 2190 (XXXVI-O/06), and AG/RES. 2338 (XXXVII-O/07) “Support for and Follow-up to the Summits of the Americas Process”;

TAKING INTO ACCOUNT the Declarations and Plans of Action adopted by the Heads of State and Government at the First Summit of the Americas (Miami, 1994), the Summit of the Americas on Sustainable Development (Santa Cruz de la Sierra, Bolivia, 1996), the Second Summit of the Americas (Santiago, 1998), the Third Summit of the Americas (Quebec City, 2001), the Special Summit of the Americas (Monterrey, Mexico, 2004), and the Fourth Summit of the Americas (Mar del Plata, Argentina, 2005);

NOTING that at the XLVI Meeting of the Summit Implementation Review Group, held on September 12, 2006, at OAS headquarters, the Argentine Republic officially transferred the chairmanship of the Summits of the Americas process to the Republic of Trinidad and Tobago;

BEARING IN MIND that the Fifth Summit of the Americas will take place in Trinidad and Tobago, in April 2009, under the theme “Securing Our Citizens’ Future by Promoting Human Prosperity, Energy Security and Environmental Sustainability”;

RECALLING that, through resolution AG/RES. 1349 (XXV-O/95), the General Assembly established a special committee of the Permanent Council on inter-American summits management, and that, at its meeting of July 31, 2002, the Permanent Council decided to merge it with the Committee on Civil Society Participation in OAS Activities, thereby creating the Committee on Inter-American Summits Management and Civil Society Participation in OAS Activities (CISC), in order to ensure effective, timely, and appropriate follow-up of the activities assigned to the Organization of American States (OAS) by the Summit of the Americas and to coordinate the Organization’s preparation, participation, and follow-up with regard to future Summits;

TAKING INTO ACCOUNT the acknowledgement at the Third Summit of the function that the CISC fulfills in coordinating the efforts of the OAS in supporting the Summits of the Americas process and in serving as a forum for civil society to contribute to that process; as well as the establishment of the Summits Secretariat;

RECALLING that at Summits of the Americas the Heads of State and Government recognized the important role played by the OAS in the implementation of decisions of the Summits of the Americas and that the Fourth Summit, in particular, recognized the pivotal role that the OAS plays in the implementation and follow-up of Summit mandates and instructed the General Secretariat to continue to
act as technical secretariat; provide support for meetings of the Summit Implementation Review Group (SIRG), ministerial meetings, and specialized conferences; coordinate the participation of civil society; and ensure the dissemination of information on the Summits process and the commitments adopted by the countries; and

RECALLING ALSO that at the Fourth Summit the Heads of State and Government instructed members of the Joint Summit Working Group, comprising the Organization of American States, the Inter-American Development Bank (IDB), the Economic Commission for Latin America and the Caribbean (ECLAC), the Pan American Health Organization (PAHO), the World Bank, the Inter-American Institute for Cooperation on Agriculture (IICA), the Andean Development Corporation (CAF), the Caribbean Development Bank (CDB), the Central American Bank for Economic Integration (CABEI), the International Organization for Migration (IOM), the International Labour Organization (ILO), and the Institute for Connectivity in the Americas (ICA), under the coordination of the OAS, to continue, through their respective activities and programs, to support the follow-up and implementation of the Declarations and Plans of Actions of the Summits of the Americas, as well as to assist in the preparations for future Summits,

RESOLVES:

1. To urge member states to continue to implement the commitments of the Summits of the Americas and to promote and disseminate them within their respective national administrations.

2. To renew the mandate to the Permanent Council to coordinate the activities assigned to the Organization of American States (OAS) by the Summits of the Americas.

3. To instruct the organs, agencies, and entities of the Organization to continue to give the highest priority to carrying out the initiatives assigned to them by the General Assembly, in accordance with the mandates of the Summits of the Americas, and to report on a regular basis on these activities, as appropriate, to the Permanent Council, the Inter-American Council for Integral Development (CIDI), and the Committee on Inter-American Summits Management and Civil Society Participation in OAS Activities (CISC).

4. To request that the General Secretariat, through the Summits of the Americas Secretariat, continue to serve as the institutional memory and technical secretariat of the Summits of the Americas Process, continue to support the follow-up and dissemination of Summit mandates, continue to offer support to member states in implementing the mandates of the Declaration of Mar del Plata and its Plan of Action, as well as continue to provide technical support in the preparation of the Fifth Summit of the Americas, to be held in Trinidad and Tobago in April 2009 and in future Summits of the Americas.

5. To request the General Secretariat to provide updates to the CISC and to the Summit Implementation Review Group (SIRG) on the ongoing implementation and follow-up of the commitments undertaken in the Plan of Action of the Third Summit of the Americas, the Declaration of Nuevo León, and the Declaration and Plan of Action of the Fourth Summit of the Americas.

6. To instruct the General Secretariat to continue, through the Joint Summit Working Group, chaired by the OAS Summits Secretariat, to continue coordinating and promoting the implementation and follow-up of the Plans of Action of the Summits of the Americas, the Declaration of Nuevo León, and the Declaration of Mar del Plata in all organs, agencies, and entities of the OAS. To request, further, that it hold at least one meeting of the heads of the member agencies of the Joint Summit Working Group each year to review progress made and plan joint activities, as a complement to the regular interagency meetings, and provide assistance in the preparatory activities for the Fifth Summit of the Americas.
7. To request the General Secretariat to continue providing the necessary support for ministerial and sectoral meetings related to the implementation of Summit mandates and commitments on topics of interest to the OAS.

8. To request the General Secretariat to make efforts, through the Summits Secretariat, to promote and disseminate in ministerial and sectoral meetings, the mandates and commitments emanating from the Summits of the Americas so that these fora may contribute to their implementation.

9. To request the General Secretariat to make efforts, through the Summits Secretariat, to promote and disseminate among the various social actors the mandates and commitments emanating from the Summits of the Americas so that these actors may contribute to their implementation.

10. To request the General Secretariat, within budgetary availability, to strengthen the Summits of the Americas Secretariat by providing it with the human and financial resources it needs to support the dissemination and follow-up on the implementation of the mandates of the Summits of the Americas.

11. To urge member states to continue contributing to the Specific Fund for the Summit Implementation Review Group in order to provide financial support for the Group’s activities.

12. To request the General Secretariat, through the Summits Secretariat to submit to the Permanent Council systematic and detailed information on the budgetary and financial management of said Specific Fund.

13. To instruct the General Secretariat to carry out the activities mentioned in this resolution within the resources allocated in the program-budget of the Organization and other resources; and to instruct the Secretary General to seek additional voluntary funds to carry out the activities mentioned in this resolution.

14. To instruct the General Secretariat, in particular the Summits Secretariat to report to the thirty-ninth regular session of the General Assembly on the implementation of the mandates of this resolution, the execution of which shall be subject to the availability of financial resources in the program-budget of the Organization and other resources.
AG/RES. 2437 (XXXVIII-O/08)

GUIDELINES FOR THE PROGRAM-BUDGET OF THE ORGANIZATION FOR 2009

(Adopted at the fourth plenary session, held on June 3, 2008)

THE GENERAL ASSEMBLY,

HAVING SEEN:

The proposed program-budget of the Organization of American States (OAS) for fiscal year 2009, presented by the Secretary General on April 1, 2008 (AG/CP/doc.XXX/08);

The Annual Report of the Secretary General for 2007, presented to the Permanent Council on May XX, 2008 (CP/doc.XXX/08);

The report of the Preparatory Committee on the proposed program-budget of the Organization for 2009 (AG/CP/doc.XXX/08); and

The Annual Report of the Board of External Auditors (JAE/doc.XX/08), presented to the Permanent Council on May 9, 2008;

RECALLING that the Secretary General, in his address to the Permanent Council in December 2005, defined four areas of priority: human rights, democracy and governance, integral development, and multidimensional security, and that these areas were thenceforth known as “the four pillars” of the Organization;

NOTING that, at its thirty-fourth special session, the General Assembly, through resolution AG/RES. 1 (XXXIV-E/07), approved the methodology for setting the quotas of the member states to finance the program-budget for the year 2009;

CONSIDERING:

That resolution AG/RES. 2353 (XXXVII-O/07) instructed the General Secretariat to submit to the Preparatory Committee a proposed program-budget for the Regular Fund for 2009, at a level for which the Secretary General can demonstrate available financing, but not to exceed US$87.5 million;

That, in accordance with Articles 54 and 55 of the OAS Charter, the General Assembly approves the program-budget of the Organization and establishes the basis for setting the quota that each government is to contribute to the maintenance of the Organization, taking into account the ability to pay of the respective countries and their determination to contribute in an equitable manner;

That the Organization is mandated to give preference to priorities defined by its members, within the limits of its available resources;

That, pursuant to the salary policy of parity with the United Nations established in resolution AG/RES. 1319 (XXV-O/95) and Article 40 of the General Standards to Govern the Operations of the General Secretariat of the Organization of American States (General Standards), the Secretary General adjusted the General Secretariat’s 2008 salary scales, and increased the post adjustment for the Washington, D.C., area; and
That, in accordance with Article 60.b of the OAS Charter, the Preparatory Committee transmitted to the General Assembly a report on the proposed program-budget of the Organization for 2009 (AG/CP/doc.XXX/08), along with its recommendations;

BEARING IN MIND:

That, under Article 12.d of the General Standards, “It is the responsibility of the Secretary General …. [t]o redistribute the functions of existing dependencies, incorporating some into others or dividing or subdividing them, whenever necessary for the greater efficiency of the services and better execution of the programs, provided that no increase in the expenditures budgeted for those services or programs is involved;”

That on February 12, 2008, the Secretary General issued Executive Order No. 08-01 “Structure of the General Secretariat;”

That the General Assembly, convened in special session held on 26 March 2008, in resolution AG/RES. 1 (XXXV – E/08), adopted the provisions of Executive Order 08-01 which established the Secretariat for Legal Affairs and the Secretariat for External Relations;

That resolution AG/RES. 1 (XXXV-E/08), “Establishment of the Secretariat for Legal Affairs and the Secretariat for External Relations,” authorized the Secretary General to effect all the transfers of resources among the chapters of the Organization’s 2008 program-budget that are needed in order to implement the establishment of the two new secretariats in line with the structure of the General Secretariat contemplated in Executive Order No. 08-01, on the understanding that the transfers shall not entail an increase in total budgetary outlays;

That Article 120 of the OAS Charter stipulates that in selecting the personnel of the General Secretariat, first consideration shall be given to efficiency, competence, and integrity; but at the same time, in the recruitment of personnel of all ranks, importance shall be given to the necessity of obtaining as wide a geographic representation as possible;

That the Secretary General is urged to continue his work to establish policies of gender equity and equality in the workplace and to make each manager accountable for the application of these policies;

That it is important to maintain a culture of austerity, efficiency, transparency and prudence in the use, execution, and management of the Organization’s resources;

That Article 90 of the General Standards stipulates the required information to be included in the proposed program-budget upon submission to the Preparatory Committee, and that it is necessary to allow member states the time to review and analyze the budget proposal; and

That on 9 May 2008, the Permanent Council agreed to include, in all resolutions that may have budgetary implications, a statement confirming the availability of resources required to fund the mandate, to wit:

“To request the (organ concerned) to report to the thirty-ninth regular session of the General Assembly on the implementation of this resolution, the execution of which shall be subject to the availability of financial resources in the program-budget of the Organization and other resources”,

That Article 60.b of the OAS Charter, the Preparatory Committee transmitted to the General Assembly a report on the proposed program-budget of the Organization for 2009 (AG/CP/doc.XXX/08), along with its recommendations;
RESOLVES:

I. 2009 PROGRAM-BUDGET

1. To instruct the Permanent Council, through the Committee on Administrative and Budgetary Affairs, to continue consideration of the proposed program-budget of the Organization of American States (OAS) for fiscal year 2009, and to present a report prior to September 15, 2008.

2. To instruct the Permanent Council to convene a special session of the General Assembly to be held prior to September 30, 2008, to approve the 2009 program-budget of the Organization, including its overall budget level, appropriations by chapter and subprogram, sources of financing, and to establish the overall budget level for 2010.

II. GENERAL PROVISIONS

A. ADMINISTRATIVE AND FINANCIAL

Whereas the General Secretariat is instructed by the terms of this resolution to endeavor to obtain a balanced distribution of human and material resources among the priority areas of the Organization in accordance with its four pillars, it is further resolved:

3. Management Reports

a. To request the General Secretariat to present its administrative and financial management reports to the CAAP on a quarterly basis. These reports are intended as a comprehensive management guide to the strategic allocation of resources and to report on the General Secretariat’s compliance with mandates of the General Assembly that address policies affecting administration and management, as well as showing progress in attaining austerity, efficiency, effectiveness and prudence in the use of the resources of the Organization. The reports should include, *inter alia*, the following components:

   i. A discussion and analysis of the report at the management level that summarizes the financial situation of the General Secretariat.

   ii. Detailed financial reports, including budgetary execution of the Regular Fund and the voluntary, specific, service (including Indirect Cost Recovery (“ICR”), and trust funds.

b. To request the General Secretariat to provide the following reports on a semi-annual basis: reports on other administrative aspects of the General Secretariat, such as the impact of human resource policies on geographic representation and gender equity and equality; performance evaluations of General Secretariat staff; the human resources plan; post audits; personnel funded by specific funds; contracting mechanisms; travel expense control measures; and any others requested by the Committee on Administrative and Budgetary Affairs (CAAP) of the Permanent Council.

c. To request the General Secretariat to provide the following reports on an annual basis: A comprehensive report regarding the resources allocated for compliance with the mandates of the member states of the Organization, listed by effective date, object of expenditure (e.g., travel, contracts), and responsible area of the
Secretariat, taking into account the four pillars of the organization, a report on the activities of the Offices of the General Secretariat in the Member States; a report on the income generated through the rental of conference rooms and the Hall of the Americas; a report on fundraising for external resources to support the activities of the Organization and other contributions to building maintenance and improvements.

4. **Quotas and Statutory Adjustments**

   a. To instruct the Permanent Council to consider the recommendations of the Board of External Auditors, presented in JAE/doc.XXX/08, in regards to the need for a periodic adjustment of quota income to the Organization’s expenditure level.

   b. To request the General Secretariat to prepare, at the end of each fiscal period, beginning with 2008, a report containing the following information:

      i. Fiscal year’s actual disbursements for statutory adjustments of staff salaries, implemented as a result of the Organization’s use of “smart parity” (as reported in document CP/CAAP-2848/06 corr. 1.), in accordance with the recommendations of the International Civil Service Commission.

      ii. Variation between actual disbursements as per 2.ii.1 above and estimated costs of statutory adjustments of staff salaries.

      iii. Suggestions as to the manner in which to regularly address the financing of the variations between real costs and estimated costs.

   c. To request to the Permanent Council to consider, in a special session to be held prior to 15 December 2008, the information thus provided and to convoke, prior to 31 January 2009, a Special Session of the General Assembly to adopt, if appropriate, those decisions that may be required.

5. **Fundraising**

   a. To request the General Secretariat to promote, through the Secretariat for External Relations and as part of its fund-raising efforts, support for the implementation of the mandates of the General Assembly.

   b. To request the General Secretariat to prepare and present to the Permanent Council a comprehensive fundraising strategy for the Organization that responds to the mandates and priorities of the OAS.

6. **Payment of quotas**

   a. To reiterate to member state governments the need to continue to pay their quotas and their arrears pursuant to resolution AG/RES. 1757 (XXX-O/00), “Measures to Encourage the Timely Payment of Quotas,” as modified by resolution AG/RES. 2157 (XXXV-O/05).

   b. To extend the mandate of the Permanent Council to evaluate the existing measures and to consider new measures aimed at encouraging the timely payment of
quotas, and to complete its report thereon for the General Assembly at its thirty-ninth regular session.

7. **Fiscal Year of the Organization**

To request that the General Secretariat, along with the External Auditors and the Board of External Auditors, examine the feasibility of establishing a new fiscal cycle for the budgetary and financial operations of the OAS and present a report with recommendations to the Permanent Council prior to the 39th Regular Session of the General Assembly.

8. **Strategic Planning and Evaluation**

To instruct the Secretary General:

a. To pursue existing efforts in modernizing the General Secretariat and in improving and promoting a culture of austerity, efficiency, effectiveness, transparency and prudence in the use of the resources of the General Secretariat’s operations.

b. To continue, in consultation with the member states, with the implementation of a planning process, that identifies strategic objectives, evaluates programs and projects that respond to the mandates issued by the political bodies, except those financed by FEMCIDI, taking into account the comparative advantages of the Organization, and allocates available budgetary resources to achieve OAS key objectives.

c. To present an annual report that provides a clear link between the use of resources and the results achieved in a manner that is useful to Member States.

d. To request the Secretary General to conduct, in the first quarter of 2009 and in consultation with the member states, an evaluation of the indirect cost recovery policy for the purpose of assessing the impact and effectiveness of its application.

9. **Human Resource Policies**

To urge the Secretary General to continue implementing an action plan that modernizes human resource policies and that includes transparent hiring procedures, sound personnel management and performance evaluation methodology, trust appointments, equitable geographic distribution as well as gender balance at all levels of the OAS and to present a comprehensive report and recommendations to the Permanent Council by 31 January 2009.

a. **Trust Appointments**

i. To request the Secretary General to study the General Secretariat’s policy on trust appointments, placing particular emphasis on its applicability to director-level positions of highly technical nature, where appointment through competition is more appropriate and in the best interests of the Organization.

ii. To request the Secretary General to develop a succession plan for replacing or re-appointing staff members to director-level posts to ensure
continuity and consistency of service, and to present his recommendations to the Permanent Council for any necessary changes to the General Standards.

b. Geographic representation

To urge the Secretary General to continue to develop a human resource policy that fully takes into account the principle of geographic representation in accordance with Article 120 of the Charter of the Organization of American States,

c. Gender equity and equality

i. To urge the Secretary General to continue with the progress made in implementing policies of gender equity and equality in the workplace and to make each Secretary and Director accountable for the application of these policies.

ii. To urge the Secretary General to redouble his efforts to achieve the objective of having women occupy 50 percent of posts in each grade level in the OAS organs, agencies, and entities, in particular at the P-5 grade level and above, and to attain gender balance at all levels of the OAS,

d. Persons with disability

To request the Secretary General to promote human resource policies that do not discriminate for reasons of disability and which ensure equal opportunity for all.

10. Offices of the General Secretariat in the Member States

Whereas the General Secretariat is instructed by the terms of this resolution to promote and maintain a culture of austerity, efficiency, transparency and prudence in the use, execution and management of OAS resources, it is further resolved,

a. To request the Secretary General to ensure that each of the Offices of the General Secretariat in Member States has reasonable staffing based on workload and objectives, and is funded within available resources.

b. To request the General Secretariat to continue the process of streamlining and improving the management, oversight, and internal control of the Offices of the General Secretariat in the Member States, and to ensure that these Offices work in a coordinated manner, to increase efficiency and capacity to deliver the mandates of the Organization and its attainment of the expected results.

c. To request the General Secretariat to pursue partnership agreements with other local, regional, and international organizations to offer services and engage in cooperative endeavors with them and to collect fees for those services; and to further consider additional cooperative arrangements to reinforce and enhance the quality of services to be delivered to the Member States.
d. To request the General Secretariat to submit to the Permanent Council by December 1 of each year a report containing a strategy and annual work plan for each Office. The report shall comply with the uniform guidelines established by the Secretary General and should report on progress made in achieving the preceding year’s objectives. In addition, it should lay out the objectives for the coming year. Where appropriate, the report should address any opportunities to consolidate the financial, human and material resources [in a way] that may enhance OAS objectives.

11. Establishment of a structured budget-preparation process

a. To request the General Secretariat to implement a budget-preparation process in order to conduct, prior to the start of the discussion and approval cycle of the proposed program-budget for 2010, the necessary consultations with the department heads and the member states in order to gather and present the data and reports that may be required at the onset of the cycle of meetings of the Subcommittee on Administrative and Budgetary Matters and to present a preliminary budget outline to the CAAP by March 15, 2009.

b. To reiterate to the General Secretariat of the need to adhere strictly to the scheduled dates for presentation of the proposed program-budget and accompanying information, as required by Article 90 of the General Standards.

c. To request the General Secretariat to examine the possibility of advancing the delivery date of the External Auditors Report to allow member states to take them into consideration at the very beginning of the drafting process of the program-budget resolution.

12. Foundations created by the General Secretariat

a. To instruct the General Secretariat to report to the Permanent Council on the foundations, nongovernmental organizations (NGOs), and other private entities created by the General Secretariat by providing a listing of these as of December 31, 2008. This list should be presented to the Permanent Council by no later than May 1, 2009.

b. To instruct the General Secretariat to inform the CAAP about the General Secretariat’s participation in the creation of any new foundations, NGOs, and other private entities.

c. To request the General Secretariat to review current procedures for the effectiveness of its participation in the creation and support of foundations, NGOs, and other such entities, and to make appropriate amendments, if necessary, to carry out oversight processes of the General Secretariat’s activities with those foundations, particularly when they use the name of the OAS to raise funds, and to present a report to the Permanent Council before the thirty-ninth regular session of the General Assembly.
13. **Civil society organizations**

To request the General Secretariat to continue providing to the CAAP a report on the foundations, civil society organizations, and other private entities that carry out projects with specific funds, and provide details on their areas of activity.

14. **Travel**

To instruct the General Secretariat to reinforce the measures that ensure compliance with the rule established by the Permanent Council which requires that all travel costs paid for by the Regular Fund, the Special Multilateral Fund of the Inter-American Council for Integral Development (FEMCIDI), Specific Funds, and trust funds administered by the General Secretariat, be purchased in economy class, except for travel by the Secretary General, the Assistant Secretary General, and the Chair of the Permanent Council, and to report to the Permanent Council on a quarterly basis on any instances of noncompliance with those rules.

15. **Conference and meeting services**

a. To reiterate to the General Secretariat the need to expand its review of the Organization’s interpretation and translation services to include the whole area of conference and meeting services, and to present to the Permanent Council for consideration, through the CAAP, by September 30, 2008, a comprehensive plan that thoroughly analyzes current services and needs and makes recommendations as to the most efficient and cost-effective means of delivering these services, at headquarters and away from headquarters, taking into consideration member states’ requirements and overall needs and limitations of the Organization in fulfilling its mandates.

b. To encourage the representatives of the member states who attend and/or who preside over meetings of the Permanent Council and its subcommittees and working groups, to comply with the scheduled start and finishing times of the meetings, in order to maximize the use of interpretation services that are available during the meetings scheduled in the calendar of conferences, and in order to avoid paying for unused interpretation services for time periods scheduled for such meetings.

c. To request the Secretary General to prepare reports on monetary losses incurred further to non-observance of meetings’ scheduled times and to report to the Permanent Council and all political bodies twice a year.

B. **OTHER**

16. **Honoraria**

To maintain the sum of US$150 a day for the honoraria paid to members of the following bodies entitled to such payment: Administrative Tribunal, Board of External Auditors, Inter-American Commission on Human Rights, Inter-American Juridical Committee, and Inter-American Court of Human Rights.
17. **Inter-American Commission on Human Rights**

To extend the budgetary authorization to the Inter-American Commission on Human Rights to cover payments to members of the Commission for special services, in keeping with Article 21 of the Rules of Procedure of the Commission, up to a maximum of US$1,000 per month per member. This budgetary measure shall be taken without prejudice to the right to the payment of honoraria, as provided by the General Assembly in paragraph [III.B.13] of this resolution.

18. **Inter-American Court of Human Rights**

To extend the budgetary authorization to the Inter-American Court of Human Rights to cover the payment of emoluments to judges of the Court, set in accordance with Article 17 of the Statute of the Court, up to a maximum of US$1,000 per month per judge. This budgetary measure shall be taken without prejudice to Article 26 of the Statute of the Court and without prejudice to the right to the payment of honoraria, as provided by the General Assembly in paragraph [III.B.13] of this resolution.

19. **Program-budget for 2010**

   a. In accordance with article 94 of the General Standards, the General Secretariat shall submit to the Preparatory Committee a proposed program-budget for the year 2010 that is consistent with the overall budget level approved by at the General Assembly at the Special Session convened in the second half of 2008 for the purpose of approving the 2009 Program-Budget of the Organization.

   b. The budget proposal for 2010 shall be consistent with the objective of maintaining a culture of austerity, efficiency, effectiveness, transparency and prudence in the use, execution, and management of the Organization’s resources.

   c. The total expenditure for object 1 should not exceed 64.38 percent of the 2010 Regular Fund program-budget, plus any statutory increases that may be required.

   d. To reiterate that all resolutions submitted to the General Assembly that require Regular Fund financing must be accompanied by a statement from the CAAP on the availability of funds.

   e. To request the General Secretariat to establish a mechanism by which resolutions that have financial implications and are being proposed for action by the OAS General Assembly be considered by CAAP in a timely manner.

   f. To acknowledge that the absence of such mechanism presents difficulties in the process of planning, drafting and approving the budget in an orderly and efficient manner.

   g. To entrust the Permanent Council with examining the possibility of establishing prudent time limits for the presentation and analysis of resolutions with budgetary implications that will allow CAAP to advise whether these may be included in the budget to be submitted to the 39th regular session of the General Assembly and future ones.
20. **International Public Sector Accounting Standards**

a. To instruct the General Secretariat to continue studying the viability of implementing the International Public Sector Accounting Standards, starting with the fiscal year beginning on January 1, 2009, and in subsequent periods, and to report the General Secretariat’s findings, conclusions, and recommendations to the Permanent Council through the CAAP. To that end, after consideration by the Permanent Council of the CAAP’s recommendations, the Permanent Council is authorized to adopt, with immediate effect, such amendments to the General Standards as may be necessary, *ad referendum* of the General Assembly.

b. To instruct the General Secretariat to take the necessary measures to ensure that financial and budgetary reports presented to the CAAP are consistent with the guidelines provided in the International Public Sector Accounting Standards.

c. To instruct the General Secretariat to develop an appropriate mechanism to consult on this matter with the CAAP and to report periodically on the progress of this endeavor.

21. **Cost-control measures**

a. To instruct the General Secretariat to intensify its on-going initiative aimed at controlling operating expenditures. This initiative should identify all cost mitigation and cost reduction opportunities and determine specific cost-control measures in the use of meetings, conference and office resources and/or purchase of inputs and materials.

b. To instruct the General Secretariat to highlight in the quarterly resource management reports presented to the Permanent Council examples of savings and efficiencies achieved through the implementation of these measures.

22. **Communications Strategy**

To instruct the General Secretariat to formulate and implement a comprehensive communications strategy that showcases the Organization’s undertaken activities and results achieved in an accessible, transparent, and up-to-date manner.

23. **Integrated Real Property Strategy**

a. To instruct the General Secretariat to propose a real property strategy and investment plan to maximize the potential of the real estate of the OAS. The plan should take into account the financing required for urgent repairs, maintenance, renovation and management of the Organization’s physical space.

b. To develop a strategy to fund certain energy-efficient upgrades.

c. To present a report and recommendations for the consideration and decision of the Permanent Council by February 27, 2009.