



**ORGANIZACION DE LOS ESTADOS AMERICANOS
ORGANIZATION OF AMERICAN STATES**

**Comisión Interamericana de Telecomunicaciones
Inter-American Telecommunication Commission**

**XXV MEETING OF THE PERMANENT
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**RESOLUTIONS OF THE OAS GENERAL ASSEMBLY OF
INTEREST TO CITEL**

(Item on the Agenda: 10)

(Document submitted by the Secretariat of CITEL)

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INCREASING ACCESS TO TELECOMMUNICATIONS AND INFORMATION AND
COMMUNICATION TECHNOLOGIES THROUGH STRENGTHENING OF THE
INTER-AMERICAN TELECOMMUNICATION COMMISSION

(Adopted at the fourth plenary session, held on June 7, 2011)

THE GENERAL ASSEMBLY,

CONSIDERING that broad access to telecommunications and information and communication technologies (ICTs) is essential for promoting sustainable development, poverty alleviation, and job creation;

BEARING IN MIND resolution AG/RES. 2545 (XL-O/10), “Promotion by the Inter-American Telecommunication Commission (CITEL) of Cooperation for the Development and Dissemination of Information and Communication Technologies in the Americas,” which “urges CITEL to continue coordinating efforts to harmonize, develop, and improve telecommunication/ICTs and to continue to provide a platform where policymakers, regulators, private sector representatives, researchers, academics, and other interested parties can exchange views, experiences, and best practices in this area that contribute to promoting the inclusion of the countries of the region in the Information and Knowledge-based Society”;

EMPHASIZING that the International Telecommunication Union (ITU) World Telecommunication Development Conference 2010 included “among the high priorities of ITU support for initiatives under the ‘Agenda for Connectivity in the Americas,’ recommending the use of mechanisms to help to achieve the necessary results for each country and region, and promote the exchange of information on the development of connectivity activities globally”; and

RECOGNIZING:

That the Inter-American Telecommunication Commission (CITEL) is the principal platform in the Americas where member states and the private sector meet to discuss key telecommunication and ICT issues and to develop Inter-American Proposals (IAPs) for their submission at key conferences of the ITU;

That the harmonious and balanced development of telecommunications infrastructure is beneficial for both developed and developing countries;

That it is necessary to coordinate efforts and develop partnerships with diverse stakeholders, including the private sector, in order to ensure harmonious and balanced development of telecommunications infrastructure at the national and regional level in the Hemisphere;

That there is a need to continue promoting training programs at the national and regional level to generate expertise on new telecommunication technologies and the corresponding policy and strategy matters; and

That, in the context of the financial situation of the Organization of American States (OAS), member states commend the important efforts of CITEL to rationalize its operations in order to optimize the use of financial resources and encourage CITEL to continue these efforts, to the extent possible,

without detriment to its mandates and core competencies, in accordance with resolutions AG/RES. 2545 (XL-O/10) and AG/RES. 2546 (XL-O/10),

RESOLVES:

1. To renew its call on the Inter-American Telecommunication Commission (CITEL) to continue to collaborate closely with member states in order to exchange best practices on policy, technologies, and national strategies on telecommunications/ICTs and to promote even more vigorously the use of all appropriate media to serve rural, isolated, and underserved areas.

2. To invite CITEL to continue its efforts at rationalizing its operations in accordance with its mandate and core competencies.

3. To instruct CITEL to continue to promote human capacity building in the region in different aspects of the telecommunication/ICT sector, allocating the necessary budget funds for that purpose.

4. To urge member states to identify ways and means to support CITEL in fulfilling its mandates, including mechanisms to encourage their increased participation and that of all stakeholders, including the private sector.

5. To instruct the Secretary General to continue to support CITEL, in order to facilitate the comprehensive fulfillment of its mandates.

AG/RES. 1 (XLII-E/11)

PROGRAM-BUDGET OF THE REGULAR FUND OF THE ORGANIZATION FOR 2012 AND
CONTRIBUTIONS TO FEMCIDI

(Adopted at the plenary session, held on October 31, 2011
and subject to revision by the Style Committee)

THE GENERAL ASSEMBLY,

TAKING INTO ACCOUNT:

That resolution AG/RES. 2696 (XL1-O/11) established the overall budget level of the program-budget for the Regular Fund for 2012, including the cost-of-living and inflation adjustment, at US\$85,350,800; and

That said resolution also set the quotas with which the member states will finance the Regular Fund of the Organization for the year 2012;

HAVING SEEN:

The proposed program-budget of the Organization of American States (OAS) for fiscal year 2012, forwarded by the Secretary General to the Permanent Council on August 11, 2011 (CP/doc.4657/11), and its updates, with an overall Regular Fund budget level of US\$85,298,200;

The annual report of the Board of External Auditors (CP/doc.4555/11), presented to the Permanent Council on May 4, 2011;

CONSIDERING:

That, in accordance with Articles 54 and 55 of the Charter of the Organization of American States, 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 respective countries' ability to pay and their determination to contribute in an equitable manner;

That, in accordance with Article 60.b of the OAS Charter, the Chair of the Committee on Administrative and Budgetary Affairs (CAAP) transmitted to the Permanent Council a report on the proposed program-budget of the Organization for 2012 (CP/CAAP-3142/11), which was forwarded to the General Assembly;

That the General Assembly, in resolution AG/RES. 1 (XXXVI-E/08) rev. 1, instructed the Permanent Council to conduct a thorough review of all resources and expenditures of the Organization in the context of existing mandates, in order to prioritize and optimize the use of resources for future program-budgets, within the capacity of the member states to finance them;

That, pursuant to said mandate, the CAAP decided to develop the so-called "General Process of the OAS Program Review" (CP/CAAP-2988/09 rev. 3), the purpose of which is to provide the Permanent Council and the General Assembly with a set of recommendations that would serve as input for those

bodies to define, among other aspects, the priorities for action by the member states, so as to enable a financially sustainable OAS over the long term. That process is now underway; and

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), in 2011 the Secretary General adjusted the General Secretariat's basic salary scales and increased the post adjustment for the Washington, D.C., area;

RECALLING:

The address of the Secretary General to the Permanent Council in December 2005, in which human rights, democracy and good governance, integral development, and multidimensional security were posited as priority areas of the Organization; and that these have since been recognized as "the four pillars" of the Organization; and

The presentation by the Secretary General on the situation of the 2011 budget in which he proposed to increase the efficiency of the scholarship program on the premise that "the number of scholarships per country and their quality will not be reduced," reiterating the commitment to "increase the existing fund through a vigorous search for external financing";

NOTING THAT:

At its thirty-fourth special session, the General Assembly, through resolution AG/RES. 1 (XXXIV-E/07), approved the methodology for calculating the scale of quota assessments to finance the Regular Fund of the Organization; and

According to the method established by resolution AG/RES. 1 (XXXIV-E/07), the quotas of the member states were recalculated for the years 2012 to 2014, as reflected in resolution AG/RES. 2696 (XLI-O/11), which adopted the Financing of the 2012 Program-Budget of the Organization; and

BEARING IN MIND:

That, under Article 12.d of the General Standards, "[i]t 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" and that the Secretary General is to exercise this authority in accordance with these General Standards and the budgetary provisions established by the General Assembly;

That Article 120 of the OAS Charter stipulates that "[i]n 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 implement policies of gender equity and equality in the workplace and to make each manager accountable for the application of these policies; and

That it is important to maintain a culture and practice of austerity, efficiency, accountability, effectiveness, transparency, and prudence in the use, execution, and management of the Organization's resources,

RESOLVES:

I. BUDGET APPROPRIATIONS

1. To approve and authorize the program-budget of the Organization for the fiscal period from January 1 through December 31, 2012, financed by the following funds at the levels indicated:

		2012 (in US\$1,000)
a.	Regular Fund	
b.	Voluntary Fund	85,350.8
		2,275.6

2. To approve the specific levels of appropriations, by chapter, program, and subprogram, with the recommendations, instructions, or mandates detailed below:

		2012 (in US\$1,000)
1 -	SECRETARY GENERAL	<u>3,632.3</u>
12A	Office of the Secretary General	1,582.1
12B	Summits Secretariat	504.3
12F	Office of Protocol	543.9
12E	Department of Legal Services	1,002.0
2 -	ASSISTANT SECRETARY GENERAL	<u>17,142.9</u>
22A	Office of the Assistant Secretary General	1,567.8
22B	Office of the Secretariat of the General Assembly, the Meeting of Consultation, the Permanent Council, and Subsidiary Organs	1,378.0
22C	Department of Conferences and Meetings Management	5,453.4

		2012 (in US\$1,000)
22D	Coordinating Office for the Offices and Units of the General Secretariat in the Member States	7,643.5
22F	Columbus Memorial Library	870.4
22H	General Assembly	168.1
22I	OAS Unprogrammed Meetings	61.7
3 -	AUTONOMOUS AND DECENTRALIZED ENTITIES	<u>12,994.5</u>
32A	Inter-American Court of Human Rights	2,161.0
32B	Inter-American Commission on Human Rights and its Executive Secretariat	4,779.7
32C	OAS Administrative Tribunal and its Secretariat	53.0
32D	Office of the Inspector General	1,162.3
32E	Board of External Auditors	175.2
32G	Inter-American Defense Board	1,256.0
32H	Pan American Development Foundation	131.8
32I	Permanent Secretariat of the Inter-American Commission of Women (CIM)	1,254.0
32J	Trust for the Americas	188.9
32K	Secretariat of the Inter-American Telecommunication Commission (CITEL)	622.6
32L	Secretariat of the Inter-American Committee on Ports (CIP)	195.9
32M	Office of the Director General of the Inter-American Children's Institute	1,014.1
4 -	SECRETARIAT FOR LEGAL AFFAIRS	<u>2,757.7</u>
42A	Secretariat for Legal Affairs	517.3

		2012 (in US\$1,000)
42B	Department of International Law	1,460.1
42C	Department of Legal Cooperation	780.3
5 -	SECRETARIAT FOR MULTIDIMENSIONAL SECURITY	<u>4,119.4</u>
52A	Secretariat for Multidimensional Security	458.0
52C	Executive Secretariat of the Inter-American Drug Abuse Control Commission (CICAD)	1,793.0
52D	Secretariat of the Inter-American Committee against Terrorism (CICTE)	493.6
52E	Department of Public Security	1,015.7
52F	Department of Defense and Hemispheric Security	359.1
6 -	SECRETARIAT FOR POLITICAL AFFAIRS	<u>4,436.8</u>
62A	Secretariat for Political Affairs	850.1
62B	Department of Electoral Cooperation and Observation	1,345.9
62C	Department of Sustainable Democracy and Special Missions	1,211.3
62D	Department for Effective Public Management	1,029.5
7 -	EXECUTIVE SECRETARIAT FOR INTEGRAL DEVELOPMENT	<u>13,988.8</u>
72A	Executive Secretariat for Integral Development	1,273.9
72C	Department of Economic Development, Trade, and Tourism	2,410.6
72D	Department of Sustainable Development	1,393.6
72E	Department of Social Development and Employment	1,229.3
72G	Department of Human Development, Education, and Culture	7,530.4
72H	CIDI Meetings, Ministerial Meetings, and Inter-American	151.0

2012
(in US\$1,000)

Committee Meetings

8 -	SECRETARIAT FOR EXTERNAL RELATIONS	<u>3,776.4</u>
82A	Secretariat for External Relations	814.6
82C	Department of International Affairs	841.9
82D	Art Museum of the Americas	522.9
82F	Press and Communication Department	1,597.0
9 -	SECRETARIAT FOR ADMINISTRATION AND FINANCE	<u>10,254.2</u>
92A	Secretariat for Administration and Finance	268.5
92B	Department of Human Resources	1,888.6
92C	Department of Financial and Administrative Management Services	2,923.0
92D	Department of Information and Technology Services	2,008.7
92E	Office of Procurement Services	842.4
92F	Office of General Services	1,573.8
92G	Department of Planning and Evaluation	749.2
10 -	BASIC INFRASTRUCTURE AND COMMON COSTS	<u>12,247.8</u>
102A	Equipment and Supplies – Computers	868.0
102B	Office Equipment and Supplies	29.5
102C	OASES System	453.6
102D	Building Management and Maintenance	5,201.3
102E	General Insurance	396.1
102G	Recruitment and Transfers	56.0
102H	Terminations and Repatriations	1,126.1

		2012 (in US\$1,000)
102I	Home Leave	207.3
102J	Education and Language Allowance, Medical Examinations	67.4
102K	Pension for Retired Executives and Health and Life Insurance for Retired Staff Members	3,505.7
102L	Human Resources Development	277.9
102M	Contribution to the Staff Association	5.1
102N	Contribution to the Association of Retirees of the OAS (AROAS)	5.1
102O	Contribution to the Reserve Fund	48.7

II. ACCOUNTABILITY TO THE MEMBER STATES

1. To instruct the General Secretariat to present to the Committee on Administrative and Budgetary Affairs (CAAP) no later than November 30, 2011, a schedule with specific dates for presentation of the reports, strategies, and plans mentioned in this resolution, such that the member states will be able to corroborate in a timely fashion the information provided and follow up effectively on fulfillment of the mandates and budget execution of the Regular Fund and the voluntary, specific, trust, and service funds, including indirect cost recovery.

III. PROVISIONS OF AN ADMINISTRATIVE AND BUDGETARY NATURE

A. BUDGETARY AND FINANCIAL PROVISIONS

1. Program-budget for 2013

- a. To instruct the Subcommittee on Administrative and Budgetary Matters of the Preparatory Committee of the General Assembly to consider a proposal to be referred to the General Assembly, at its forty-second regular session, to be held in July 2012, to establish the overall budget level and the sources of financing for the 2013 program-budget. Income to finance the 2013 program-budget shall include: quota income, interest and rental income, contributions for technical supervision and administrative support from the Special Multilateral Fund of the Inter-American Council for Integral Development (FEMCIDI) and from trust and specific funds, and all other miscellaneous income. The overall budget level shall include a proposal to cover the cost-of-living and statutory increases.
- b. To convoke a special session of the General Assembly to consider and approve the 2013 program-budget, to be held no later than November 15, 2012.

- c. To request the Secretary General, in accordance with the guidelines emanating from the forty-second regular session of the General Assembly, to present the proposed program-budget to the Preparatory Committee for that special session no later than 90 days prior to its opening date, in accordance with Article 90 of the General Standards.
- d. The total expenditure on personnel (object 1) should not exceed 64.38 percent of the indicative figure for the 2013 Regular Fund program budget, including any statutory increases that may be required.
- e. The Permanent Council shall be authorized to adjust in exceptional circumstances the percentage contained in paragraph III.A.1.d) above, at its discretion and with due advice from the CAAP, in response to changes in economic or financial factors that have an impact on the execution of the Regular Budget.
- f. To instruct the General Secretariat to submit to the Permanent Council a study on an appropriate ceiling for personnel expenditures, in the context of the review of the Organization's general human resources policy, to be presented for consideration by the General Assembly at its next regular session.

2. Management reports and review of program-budget expenditures and financing

- a. To reiterate the decision of the General Assembly contained in resolution AG/RES. 1 (XL-E/10):
 - i. To instruct the Permanent Council to consider the recommendations of the Board of External Auditors, presented in its reports on the financial statements for fiscal years 2009 and 2010 (CP/doc.4555/11), among others, with regard to the need for a periodic adjustment of quota income to the Organization's expenditure level.
 - ii. To request the General Secretariat, within 90 days following the end of each fiscal period, to prepare a report containing the following information:
 - (a) The 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.
 - (b) The variation between actual disbursements as per subparagraph (a) above and estimated costs of statutory adjustments of staff salaries.
 - (c) Suggestions as to the manner in which to regularly address the financing of the variations between real costs and estimated costs, and the associated risks.

Pursuant to Article 95 of the General Standards, this paragraph shall remain in force after this resolution ceases to be in effect.

- b. To request the General Secretariat to present its administrative and financial management reports to the CAAP on a quarterly basis, including an executive summary. These reports are intended to serve 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 to show progress in attaining austerity, efficiency, accountability, effectiveness, transparency, and prudence in the use of the Organization's resources and to include a follow-up of the recommendations by the Board of External Auditors that indicates which recommendations the Organization has implemented. The reports should include, *inter alia*, the following components:
 - i. A discussion and an analysis of the report at the management level that summarize the financial situation of the General Secretariat.
 - ii. Detailed financial reports, including budgetary execution of the Regular Fund and the voluntary, specific, trust, and service funds, including indirect cost recovery–ICR.
 - iii. Detailed information on the management of human resources, including information on new appointments, trust positions, staff transfers, reclassifications, resignations, and terminations, and the budgetary impact of these changes, as well as gender distribution and geographic representation.
 - iv. Detailed information on travel expense control measures as detailed in paragraph III.A.11 of this resolution.
 - v. Detailed information on the income generated through the rental of conference rooms and the Hall of the Americas.
 - vi. Information on external contributions to support the activities of the Organization, as well as contributions to building maintenance and improvements.
 - vii. Information on the progress in implementing the International Public Sector Accounting Standards.
 - viii. Information on additional costs incurred through nonobservance of scheduled meeting times.
 - ix. Information on the foundations, civil society organizations, and other private entities that carry out projects with specific funds, including details on their areas of activity and the work carried out by the Secretariat for External Relations to foster cooperation between the Organization and these private entities.

3. Indirect cost recovery policy

To instruct the General Secretariat to continue centralizing indirect cost recovery from the Specific Funds received by the Organization. The General Secretariat shall manage indirect costs through a suitable distribution of central functions and functions performed by the program areas, in order to make the use of recovered funds more efficient. To also request the Office of the Inspector General to audit the indirect cost recovery management.

4. Fundraising

- a. To instruct the Secretary General, as part of his fundraising efforts, to promote and encourage, through the Secretariat for External Relations, in coordination with member states, support for implementation of the mandates of the General Assembly, and to submit a report to the CAAP on an annual basis on the results of these efforts.
- b. To instruct the General Secretariat to update and present to the Permanent Council, through the CAAP, by April 2, 2012, a comprehensive fundraising strategy for the OAS, including fundraising for addressing building issues, including urgent repairs and preservation of historic buildings, as indicated in paragraph III.B.18 of this resolution, that responds to the Organization's mandates and priorities.

5. 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) and by this resolution according to the following paragraph.
- b. To amend paragraph B.1 of Annex A of resolution AG/RES. 1757 (XXX-O/00), replacing it with the following wording in italics:

"Member states that pay their entire quota assessment for the current fiscal period by March 31 of that period shall be entitled to the following discounts: 3% of the amount paid by January 31; 2% of the amount paid by the last day of February; and 1% of the amount paid by March 31. The discount for prompt payment shall apply on the date of payment. The discount shall be applied to quota assessments for the next fiscal period."

This provision shall remain in force until amended by the General Assembly.

6. Strategic planning and evaluation

To instruct the Secretary General:

- a. To provide to member states a detailed report, on an annual basis, regarding the results achieved and the resources allocated for compliance with the mandates of the Organization. This information should be broken down by pillar, responsible area of the General Secretariat, and object of expenditure.

- b. To continue, in consultation with the member states and in coordination with the Working Group on the Review of OAS Programs, the implementation of a planning process that identifies strategic objectives, establishes operational results, and aligns programs and projects to the mandates issued by the political bodies. The formulation of strategic objectives to guide the Organization's planning process will be in keeping with the essential purposes of the Organization as set forth in the Charter of the Organization of American States, and will be adopted in due course by the General Assembly.
- c. To continue, in consultation with the member states and in collaboration with the Working Group on the Review of OAS Programs, the evaluation of the Organization's programs and projects pursuant to the mandates issued by the political bodies and, subsequently, to define and establish the operational results in accordance with the strategic objectives and the alignment process referred to in the previous paragraph, which will be adopted by the General Assembly, taking into account the comparative advantages of the Organization, and to allocate budgetary resources accordingly.
- d. To ensure that the budget formulation process be guided by strategic objectives, programmed results, and related indicators.

7. Human resource policies

- a. To instruct the Secretary General to present by April 30, 2012, a revised and updated version of the comprehensive human resource management strategy presented to the CAAP on March 22, 2011, with due consideration to the General Standards to Govern the Operations of the General Secretariat, the Staff Rules, and the strategic planning and evaluation process, as defined in paragraph III.6, to include, within the framework of budgetary austerity and discipline that should guide the work of the Organization, the rescaling of the Organization's organizational and wage structures based on the principle that all departmental director positions be considered at the same classification level or grade no later than February 28, 2012.
- b. The General Secretariat shall submit to the CAAP every 30 days monitoring and progress reports on the comprehensive human resources strategy.
- c. To instruct the Secretary General to present to the Permanent Council for its information and consideration, no later than January 31, 2012, the revised version of the draft Code of Ethics of the General Secretariat staff.

d. Trust appointments

- i. To instruct the Secretary General to comply no later than January 31, 2012, with Article 21 of the General Standards, which establishes that the number of trust positions financed by the Regular Fund shall not exceed eight percent of the positions financed by that Fund, including by the reduction of the number of non-career trust positions. To instruct the Secretary General to comply with Article 21b of said standards, to protect the rights of staff members as required by staff rules and the General Standards. Furthermore, to instruct the Secretary General to submit to the Permanent Council, within the framework established in

operative paragraph 7.a above, a proposal establishing the criteria governing appointments to trust positions, placing particular emphasis on their applicability to director-level positions, opening them to external competition.

- ii. In formulating the proposals referenced in paragraphs 7.a and 7.d.i above, the Secretary General shall consider: the merit principle, demonstrated suitability for the position, transparency in hiring procedures, non-discrimination, equitable geographic distribution, gender balance in all areas of the Organization, and the personnel management and performance evaluation methodology.

e. Review of General Standards

- i. To request the General Secretariat to present to the Permanent Council, no later than May 31, 2012, a proposal for revision of the General Standards to Govern the Operations of the General Secretariat of the Organization of American States, specifically to include recommendations to adjust the human resources rules, policies, and practices of the General Secretariat, in particular as it regards the contracting mechanisms contained in Chapter III of the General Standards, following the recommendations of the Board of External Auditors (CP/doc.4555/11).

- f. Any savings generated by the application of these measures in human resources policy should be transferred to the Reserve Subfund of the Organization, in accordance with the provisions of Article 72 of the General Standards.

8. Offices of the General Secretariat in the Member States

To instruct to the Secretary General to present to the CAAP no later than April 30, 2012, a plan including options to rationalize and reduce the overall costs to the Regular Fund of the operations of the Offices of the General Secretariat of the Organization of American States in the member states.

9. OAS Scholarship and Training Program Funds

- a. To authorize the General Secretariat to use in 2012 up to US\$250,000 of the OAS Scholarship and Training Program for the Fund to finance the OAS Partnerships Program for Education and Training (PAEC). The purpose of this program will be to attract and supplement offers of scholarships by the member states and permanent observers, and by private organizations and universities, in order to increase the number of scholarships offered by the OAS Scholarship and Training Program.
- b. The PAEC will be administered in accordance with the provisions of the respective cooperation agreement and in line with the principles set forth in the Manual of Procedures for the OAS Scholarship and Training Program and, where possible, the mechanisms established therein, without prejudice to the institution administering all or part of the Program.

- c. To urge the General Secretariat to explore, through its Department of Human Development, Education, and Culture, other financing mechanisms for expanding opportunities to access technical and higher education through loans or loan guarantees financed with resources other than those of the Regular Fund.

10. Foundations created by the General Secretariat

- a. To confirm that the General Secretariat of the OAS supports and participates in the Trust for the Americas, the Young Americas Business Trust, and the Pan American Development Foundation, and that the establishment of other initiatives will follow the procedures set by the Organization.
- b. To underscore that those foundations established by the General Secretariat must also observe a culture and practice of austerity, effectiveness, accountability, efficiency, transparency, and prudence in the use, execution, and management of said resources, and must provide regular financial reporting on the use of resources, no less frequently than once per quarter, to the Department of Financial and Administrative Management Services (DFAMS).

11. Travel

- a. To instruct the General Secretariat to reinforce the measures that ensure compliance with the rule established by the Permanent Council which requires that all tickets paid for by the Regular Fund, 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.
- b. To instruct the Office of the Inspector General to include in its work plan the monitoring of compliance with this measure.

12. Conference and meeting services

- a. To instruct the General Secretariat to effectively apply resolution CP/RES. 982 (1797/11), "Update of Costs of Conferences and Meetings Funded by the OAS," adopted by the Permanent Council on March 30, 2011, which includes information on the most efficient and cost-effective means of delivering these services, at headquarters and away from headquarters, taking into consideration member states' requirements, overall needs, and the limitations of the Organization in fulfilling its mandates.
- b. To urge the representatives of the member states who attend and/or who preside over meetings of the Permanent Council and its committees, subcommittees, and working groups, to observe the scheduled starting and ending 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 instruct the General Secretariat to review and improve biennially the methodology for formulating the budgets of all conferences and meetings, which

shall include the duration, frequency, number, and coordination of sessions, with a view to promoting efficiency and effectiveness, as provided in resolution CP/RES. 982 (1797/11).

This provision shall remain in force until amended by the General Assembly.

13. 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 2013, the necessary consultations in order to gather and present the data and reports that the permanent missions may require at the onset of the cycle of meetings of the Subcommittee on Administrative and Budgetary Matters of the Preparatory Committee.
- b. To reiterate to the General Secretariat 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 instruct the CAAP to continue following up on the process of adoption of audit recommendations and on the administrative and budgetary provisions of this resolution, with the purpose of evaluating the results achieved and the effectiveness of the measures taken to implement it.

B. OTHER

14. 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, and Inter-American Juridical Committee. The honoraria for members of the Inter-American Commission on Human Rights and the Inter-American Court of Human Rights shall be US\$300 a day.

15. Inter-American Commission on Human Rights

To maintain 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\$2,000 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.14 of this resolution.

16. Inter-American Court of Human Rights

- a. To maintain 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\$2,000 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.14 of this resolution.

- b. To consider the conclusions and recommendations arising from the working group to strengthen the inter-American human rights system in the proposed program-budget for 2013.

17. International Public Sector Accounting Standards

- a. To instruct the General Secretariat to continue its work in the implementation of the International Public Sector Accounting Standards (IPSAS) with a view to adopting them as recommended by the auditors, starting with the fiscal year beginning on January 1, 2015, and in subsequent periods. 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 as may be necessary to the General Standards, *ad referendum* of the General Assembly.
- b. To instruct the General Secretariat to take the necessary measures, whenever permitted by the progress in implementation of the IPSAS, to ensure that financial and budgetary reports presented to the CAAP are consistent with the guidelines provided in the aforementioned 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.

18. Integrated real property strategy

To instruct the CAAP to review the options presented in 2011 by the General Secretariat to maximize the potential of the real estate of the OAS, and to recommend to the Permanent Council, and to the General Assembly as appropriate, the adoption of decisions, taking into account the financing required for urgent repairs, maintenance, renovation, and management of the Organization's physical space.

19. Limit on job positions

- a. The number of job positions approved for the period from January 1 through December 31, 2012, is 471 job positions; and during this budget year that number shall not be greater than the approved number.
- b. In case increases in the number of job positions approved are proposed, the General Secretariat shall submit the matter beforehand to the CAAP for approval.

20. Comprehensive revision of the General Standards to Govern the Operations of the General Secretariat of the Organization

To request the General Secretariat to submit to the CAAP, no later than July 31, 2012, a study on a comprehensive revision of the General Standards to Govern the Operations of the General Secretariat of the Organization.