PAN AMERICAN INSTITUTE FOR GEOGRAPHY AND HISTORY

Specialized Organization of the Organization of American States

Report on Activities
General Secretariat 2020
INTRODUCTION

EXECUTIVE SUMMARY

SCIENTIFIC AREA

1. Technical Assistance Program (PAT) 2020
2. Public Outreach Program (PdD)
   a. Publications
   b. New structure for the web site
   c. Social networks
   d. Links with libraries
   e. Awards
3. Collaborative Action (scientific and technical)
   a. Grants
   b. GEOSUR Portal
   c. Environmental Systems Research Institute - ESRI
   d. Lessons learned
   e. Consultation Meetings of the Commissions - 2021
   f. Webinars, conferences and meetings

FINANCIAL AREA

1. State of quota payments in 2020
2. Budget for 2021
3. Holding Over of Funds in 2020
4. Audit report
5. Financial report
ADMINISTRATIVE AREA
1. 50th Meeting of the Directing Council
2. Modification to the Organic Statute
3. Election of Authorities 2022-2025

WHAT RESULTS WERE OBTAINED?
1. Scientific Area Assessment Report
2. Financial Area Assessment Report
3. Administrative Area Assessment Report
Introduction

The Pan American Institute for Geography and History (PAIGH)\(^1\) was founded on the 7th of February, 1928 and in 1949 it became the first technical agency of the Organization of American States (OAS).\(^2\) The Institute has technical and financial autonomy in the exercise of its functions.

Its mission is to encourage, coordinate and make widely-known knowledge built up in the areas of cartography, geography, history and geophysics. It has 21 Member States and 5 Permanent Observers.

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\(^1\) Institutional web site of the PAIGH: <www.ipgh.org/index.html>

\(^2\) Web site of the OAS in Spanish: <www.oas.org/es/>
Executive summary

This report presents the activities carried out in 2020, a year of a very special nature where new paradigms have started to appear, also a year which the PAIGH considered as an opportunity for growth.

At the same time, in this report, a **comparative analysis** between that approved in the Institutional Strategic Development Plan (PDEI)\(^3\) of 2018 and that which has been achieved by the end of 2020 has been put together, leading to the answer for the question: *What results were obtained?*

The themes focused on, among the areas of the PAIGH, are:

- **Scientific Area:**
  This covers the programs for Technical Assistance (PAT) and for Public Outreach (PdD). In the PAT of 2020, greater flexibility was given to how it was put into effect, due to the pandemic. Concerning the grants, the in-person activities were cancelled and virtual training was given priority.

  Within the PdD, the main objective of the Publications Department has been to increase the quality and visibility of the journals of the Institute. Currently, there are two journals indexed at "Latindex": the *Journal of the History of America* and the *Cartographic Journal*. Along similar lines, agreements were made with libraries, with the aim of increasing the visibility of the portal of the scientific journals.

  Concerning the social networks, there are more than a hundred thousand people signed up, with a positive increase apparent in comparison with 2018 (when there were 6,158 followers). At the same time, the Pan-American Professional Network (RPP)\(^4\) is composed of 530 specialists from the several areas the Institute is active in.

- **Financial Area:**
  In 2018, an agreement was achieved to increase the membership quotas of the Member States, starting in 2020. Nevertheless, there was an

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\(^3\) Institutional Strategic development Plan of the PAIGH: [www.ipgh.org/assets/plan-de-desarrollo-estrat%c3%a9gico-institucional_vf.pdf](https://www.ipgh.org/assets/plan-de-desarrollo-estrat%c3%a9gico-institucional_vf.pdf).

increase in the debt within the quota system, amounting to USD 927,860, so measures had to be taken to deal with the situation.

For 2021, a Budget was set up based on what is actually received, not on what it is hoped to receive. As additional measures, no funds were held over for the PAT 2020 and the highest salaries for the personnel of the General Secretariat were held level.

For the PAT 2021, the Budget was divided between two priorities. The second of these was left subject the outcome from the payments of quotas owed up to the end of 2020.

Along the same lines, the Statutory Meetings were carried out through virtual media, which made possible a saving in that budgeted for 2020.

- **Administrative Area**

During the 50th Meeting of the Directing Council, held in virtual media, 10 resolutions that enable the operational functions of the PAIGH for 2021 were approved.

The proposal to modify the Organic Statute has been worked on, with the objective of modernizing it and obtaining greater flexibility in decision making. This proposal, just as with the candidacies for positions of Authority that will be in their posts over the period from 2022 to 2025, will be submitted to voting during the 22nd General Assembly that will be held during the last quarter of 2021.

To summarize, a pragmatic approach to the work of the PAIGH was sought; always being aware of the importance of ideas and in finding the right words to express them, but giving it careful thought when measuring the gap between these ideas and the facts.
1. Technical Assistance Program (PAT) 2020

In the PAT of 2020, 22 projects, grants for each Commission, two awards from the Cartography Commission, and two awards from the History Commission were approved, adding up to a total of USD 234,400.5 The amount used and spent by the end of 2020 was USD 193,948, including grants.

2. Public Outreach Program (PdD)

a. Publications

Over the course of the past year, 10 issues of the periodic publications6 (journals) were edited and released; these are available on the portal of the Institute. This site has contributed to facilitating the public release of research towards any place on the continent, and elsewhere, while at the same time gradually phasing out the printed media version.

In 2020, the History of America Journal and the Cartographic Journal were included on the index of “Latindex”. Moreover, the six journals of the PAIGH consolidated the sequences of their editorial tasks by means of the digital platform “Open Journal System” (OJS).

6 Scientific Journals of the PAIGH: <revistasipgh.org/>
Moreover, as part of the PAT 2019 project “Increasing the quality and visibility of the PAIGH Journals”, the members of the publications department started training for coding in XML Language.

Comparison of indicators for the periodic publications of the PAIGH

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<thead>
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<table>
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<tr>
<td>9.2</td>
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<tr>
<td>10.2</td>
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</tr>
</tbody>
</table>

b. New structure of the web site

The institutional web site has been modified structurally thanks to a new design; for this reason constant updating of it is important.

Coordination for incorporating the web site of the Geocentric Reference System for the Americas (SIRGAS)7 into the PAIGH domain is in progress.

c. Social Networks

At the end of 2020, there were 115,143 followers on the social networks of the PAIGH (Facebook, Twitter, Instagram, YouTube and LinkedIn), which constitutes an increase of 287%, in comparison with 2019.

Turning to consider the Pan American Professional Network (RPP), this reached the total of 530 registered specialists; among these, those related to the geographic sciences are those that show a larger number of records.

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**Followers in social networks**

<table>
<thead>
<tr>
<th>Followers</th>
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<th>2020</th>
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</tr>
<tr>
<td>150000</td>
<td></td>
<td></td>
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</tbody>
</table>

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d. Links with libraries

A memorandum of understanding was signed with the Cultural Heritage Service – National Library of Chile (BNCH), with the objective of giving visibility and facilitating access to the publications of both institutions.

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8 PAIGH profile on Facebook: <www.facebook.com/IPGH.oficial/>
9 PAIGH profile on Twitter: <https://twitter.com/IPGH_PAIGH>.
11 PAIGH profile on YouTube: <www.youtube.com/c/IPHOFICIAL>.
12 PAIGH profile on LinkedIn: <https://www.linkedin.com/company/ipgh-oficial/>.
Motivated by the importance of digital library stocks and by the need to increase the connections between the PAIGH and other libraries, the linkage to the site for the periodic publications of the PAIGH was connected from the web site of the Columbus Library of the OAS\(^\text{15}\) and vice versa.

e. Awards

For the call for proposals for awards of the year 2020,\(^\text{16}\) 55 nominations were submitted, of which nine proposals concerned the Cartography Commission and 46 involved the History Commission. Seven honorable mentions and three first place awards were assigned.

3. Collaborative Actions (scientific and technical)

a. Grants

- **Geography**: 28 grants were awarded for the “46th International Applied Geography Course on strengthening Capabilities in Modeling, focused on Climate Change, at local and regional level”. This course was run in virtual mode by the Pan American Center for Geographic Studies and Research, of Ecuador (CEPEIGE),\(^\text{17}\) from the 17th of August to the 29th of November.

- **History**: A Diploma course in the History of America was set up, at the Latin America and Caribbean Research Center (CIALC)\(^\text{18}\) of the National

\(^{15}\) Columbus Library of the OAS: <http://www.oas.org/es/columbus/default.asp>.

\(^{16}\) PAIGH awards: <https://ipgh.org/premios-ipgh.html>.

\(^{17}\) CEPEIGE: <http://www.cepeige.org/>.

\(^{18}\) CIALC UNAM: <http://www.cialc.unam.mx/>.
Autonomous University of Mexico (UNAM).

The PAIGH, for its part, awarded 10 grants and this course was run in virtual media starting on the 25th of November with a duration of 120 hours.

- **Geophysics:** On the 11th of September the call for submissions was closed and no proposals were received. During 2020 there was a grant holder for this post-graduate course, who worked in the area focused on planetary sciences.

- **OAS:** Ten proposals for on-line courses were submitted to the “Professional Development Scholarships Program” of the OAS; these had been drafted jointly with the “Agustín Codazzi” Geographic Institute of Colombia (IGAC), the Geosciences Center of the UNAM (CGEO) and the CEPEIGE. Contact with the OAS has continued with no definite outcome so far.

- **Geographic Names:** The 21 grants offered by the Republic of Korea to the Member States of the PAIGH were postponed. The grants are for an in-person course at the National Geographic Information Institute (NGII) of the Republic of Korea.

- **Cartography:** For the time being, the four grants are being held back, as these are for the in-person diploma courses at the CIAF of the IGAC in Colombia.

b. **GEOSUR Portal**

Resolution 10, “CONTINUITY OF THE GEOSUR GEOPORTAL”, approved by the 49th Meeting of the Directing Council (virtual mode, November, 2019), establishes, among other aspects, the decision to: “Set up a project under the responsibility of the General Secretariat of the PAIGH and the GEOSUR Program, with the collaboration of other entities that demonstrate their interest and, with the objective of providing viability to the Geoportal and associated services. This project should be in conditions for being submitted to funding agencies as of April 2020.” In compliance with that stated, a proposal with the title “Evolution of the GEOSUR Platform towards a Pan-American SDI” was submitted to a call for applications from

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19 UNAM: [https://www.unam.mx/](https://www.unam.mx/).

20 IGAC Colombia: [https://igac.gov.co/](https://igac.gov.co/).

21 Geosciences - UNAM: [https://tellus.geociencias.unam.mx/](https://tellus.geociencias.unam.mx/).


23 CIAF Colombia: [https://www.ciaf.edu.co/inicio.php](https://www.ciaf.edu.co/inicio.php).

the Inter-American Development Bank (IDB). Nevertheless, the initiative was not favored with any assignment of funds.

To keep moving towards the objective of the PAIGH for achieving an SDI of the Americas, taking the GEOSUR portal as its base, actions for coordination have been put into effect with several contributing entities such as the CAF, U.S. Geological Survey (USGS), AmeriGEO and ESRI, with the objective of making the project feasible and preventing the loss of the progress made and of the experiences that have taken place.

As part of this process, conversations were started with the Economic Commission for Latin America and the Caribbean –ECLAC (CEPAL), which offers to host and maintain the information of the portal. It is intended that this agreement be part of the Joint Action Plan, which is in the process of being revised and updated.

c. Environmental Systems Research Institute - ESRI

Within the framework of the signed agreement, ESRI provided a license for ArcGis Online with 20 points of access, for the Member States of

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29 CEPAL: <https://www.cepal.org/es>.
the PAIGH, with the aim that the National Sections manage and share geographic information and encourage its development.

Considering the availability of this license, actions have been taken to provide training to personnel of the office of the OAS in the Adjacency Zone between Belize and Guatemala. It is intended to cooperate in the improvement of the tools used for the geographic determination of points of interest.

For the future it is intended that in 2021 ESRI will provide training for using the ArcGis Online platform to the Adjacency Zone technicians. As an initiative of the President of the PAIGH Cartography Commission, and in conjunction with SIRGAS, these programs will provide their collaboration in giving added value to the technical protocol for the process of determining field coordinates.

d. Lessons learned

Concerning Geographic Information (GI), the lesson learned confirms, for us, the need for States to have available organizations that create GI in the wider sense that is updated, interoperable, standardized and reliable.

The PAIGH understands that now it is appropriate to propose to the Member States that they consider the opportunity to equip their official cartographic agencies with the capabilities and responsibilities for taking on the creation, management or coordination (according to the respective cases) of temporary information that, due to legal limitations may be captured and managed nowadays only by major businesses, often outside the control of the States.

At the same time, it is of wide-ranging relevance to consider, from the viewpoint of the official cartographic agencies, the use of voluntary geographic information and also of artificial intelligence. There is a lot to do in relation to this issue, which constitutes one of the objectives to take on in the near future.

Concerning the regional context and giving attention particularly to the various organizations involved in creating GI that have appeared in recent periods, lessons continue to be learned about how to share and to compete; these concepts do not contradict each other. Patience, approaches that are balanced and pragmatic and above all the building of trust are needed.

Analyzing the facts, the pandemic has not altered the work of the PAIGH in ways different from changes that were already evolving previously. As
a result of this new “normal” situation, the 50th Meeting of the Directing Council was held via virtual media.

The future is unpredictable and we need history to understand and interpret our present. The real situation is the result of a process and understanding it allows us, doubtless, to improve the options for the best decision-making. The PAIGH has a history, but this is not enough; it is necessary to continue demonstrating what is useful each day, with concrete results and actions.

In summary, a new model of management has been implemented in the world and the PAIGH is adapting to that.

e. Consultation Meetings of the Commissions – 2021

At the 93rd Meeting of Authorities, run using virtual media, the importance of holding the Statutory Meetings as in-person events was analyzed. Among these meetings are the Consultation Meetings of the Commissions, which will be held in the final quarter of 2021, just before the 22nd General Assembly in Lima, Peru.
The topics intended for these meetings, assuming that they are held in-person, are the objectives being aimed for, including the following matters to be highlighted:

- Election of the Authorities of the Commissions who will lead them during the next four years (2022-2025).
- Assessment of the activities performed during the period 2018-2021.
- Evaluation of the Grants program.
- Approval of the Scientific Policy of the Commissions, Work Plan and Structure of the Commissions for the period 2022-2025.
- Request that the Commission Presidents establish lines of research that may be of interest for the OAS, with the objective of strengthening the existing links between these two institutions.
- Present innovative ideas for strengthening the National Sections.

The four Commissions reserved funds for a total amount of USD 16,325, for these meetings to be held.

f. Webinars, conferences and meetings

- The 93rd Meeting of the Authorities of the PAIGH and a meeting with the Presidents of the National Section were run, through virtual media. Among the objectives of these meetings the following are noteworthy: Changing, by consensus, the 50th Meeting of the Directing Council to virtual media, the development process for the proposed modification to the Organic Statute, and making known the considerations required for the election of the PAIGH Authorities for the 2022-2025 period in this Institute.
- The Webinar “Living Atlas: data and maps ready to use on the Platform” was participated in, to find possibilities for the handling of the maps created on the basis of the Integrated Map.
- The PAIGH Secretary General submitted the annual report of activities to the OAS in virtual mode.
- Meetings in virtual mode were held with the embassies of the Member States and their respective National Section Presidents, with the aim of keeping them informed about the activities performed by the Institute.
- The various National Sections of the PAIGH were contacted in order to request their support for the translation of the glossary of terms and definitions of the standards of the ISO/TC211 Committee,33 coordinated by the National Geographic Institute of Spain.34
- Several video meetings were run for coordination concerning the Integrated Map of the Americas.
- Virtual meetings were held by the Editors Working Group, with the aims of sharing experiences, improving the use of the Open Journal System

33 Standards of the ISO/TC211 Committee: <https://www.isotc211.org/>.
34 IGN: <https://www.ign.es/web/ign/portal>.
platform, and training in the use of other tools that support their tasks as editors.

- The first block of “conversation” meetings of the PAIGH were held via remote media, focused on analyzing the consequences derived from the pandemic and explored from various viewpoints.

- From the premises of the General Secretariat, the Webinar “How to ensure Quality in Spatial Services in a Spatial Data Infrastructure” was coordinated in collaboration with Spatineo Inc. This included, among other topics, the importance of ensuring quality in the web services, understanding the benefits that institutions gain when ensuring this quality, the cost/benefit relation involved in the quality of the services and the trends over the next five years.

- Two Cooperating Partners of the PAIGH presided over the on-line conference “Change Detection for Cadastres”. At the same time, support was given to them by making widely available several web conferences, in order to keep the relationship of cooperation between the PAIGH and the private sector active.

- The Secretary General participated in the webinar: “COVID-19 and the 2020 Atlantic Hurricane Season: Preparing Compounding Disasters”.

- Videoconferences have been run in which the PAIGH Secretary General, representatives of the UN-GGIM: Americas35 and AmeriGEO have

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identified objectives and activities that can be strengthened by means of mutual collaboration and association, mainly in communication, cooperation and coordination; the development of capabilities and data, geographic information and knowledge.

- As part of the coordination for conserving the information stored at the GEOSUR portal, communication with the ECLAC was put into effect. This entity offered to host the data contained in the portal.
- The Secretary General ran several meetings by video link with personnel of the office of the OAS in the Adjacency Zone between Belize and Guatemala, the President of SIRGAS, the Presidents of the PAIGH National Sections of those countries and the President of the Cartography Commission.
1. State of quota payments in 2020

Analyzing the general setting surrounding the PAICH, one of the main factors to be considered in the current situation is the debt in contributions outstanding from the Member States, which has been increasing during the last few years. To demonstrate this situation the following graph has been set up:

Since 2016 and up to now, the amount outstanding in terms of the contributions from the Member States has increased to USD 927,860. To exercise caution and responsibility, the Institute has been obliged to take measures that slow down the decrease in the assets of the PAICH and ensure its operational viability, with the aim of gaining more time while seeking to reverse this situation.

Although there has been an increase in the administrative income, and having made savings by not running the Statutory Meetings corresponding to the year 2020 as in-person events, measures had to be taken to reduce the operational and administrative expenses (keeping level the salary of the Secretary General and the higher salaries of the General Secretariat personnel).
Situation of quota payments in 2020

<table>
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<tr>
<th>MEMBER STATES</th>
<th>QUOTA 2020</th>
<th>PAYMENTS OF YEAR 2020</th>
<th>DEBTS OWED</th>
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<td></td>
<td>DOLLARS</td>
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<td>BELIZE</td>
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<td>516,576.09</td>
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</table>

2. Budget for 2021

The Budget for 2021 was set up under the following guiding principles: rationality, pragmatism, a sense of balance and constructive realism. Along these lines, the following actions have been the intention for the 2021 Technical Assistance Projects, implemented under a series of priorities:
a. First Priority

The four Commissions have a total Budget of USD 138,400, which will be distributed as shown in the table.

<table>
<thead>
<tr>
<th>CARTOGRAPHY</th>
<th>GEOGRAPHY</th>
<th>HISTORY</th>
<th>GEOPHYSICS</th>
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<td>Awards</td>
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<td>TOTAL</td>
<td>34,600</td>
<td>34,600</td>
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</table>

b. Second priority

Additional support amounting to the value of USD 96,000 was planned for projects of the four commissions, to be used only if and when a contribution is received, from any of the Member States that owe quotas to the Institute that is equal to or over the said amount, by the 6th of December, 2020 at the latest. This situation did not happen; consequently the projects of second priority will not receive finance during 2021.

3. Holding over of funds in 2020

In the year 2019, the income from the contributions of the Members were less than the expenses from the regular fund. The deficit caused by the lack of contributions was USD 53,047, which constitutes 9% of the annual budget.

In consequence, it was necessary to adapt to that which article 14 of the PAIGH Financial Regulation establishes; consequently the funds approved for projects would be available only for the expenses incurred during the year 2020. In accordance with the above-mentioned article, in 2019 (the year in which the projects were approved) there was a deficit; for this

36 Article 14. Funds approved can only be expended during the fiscal year to which they correspond. Nevertheless, if, for justified reasons presented to the Secretary General, on 30 September of the respective year, the total or partial of funds approved for a project have not been requested, and the person responsible for the activity requires an extension of the period for the execution of the funds approved for the following fiscal period, she/he
reason in the year 2020 funds were not held over for putting projects into effect in the year 2021.

4. Audit Report

The annual external audit of the accounts and the state of the funds of the Institute corresponding to the year 2019 was carried out, performed by the Office of Certified Accountants and Business Advisors “Vieyra Mota y Asociados, S.C.”

The auditor’s office delivered a consolidated report on the accounts of the Institute in which the extent and type of the assessment, also the level of accuracy in the accounting, are all detailed.

must, together with the presentation of the program of modified charges, request that the funds that presumably cannot be used in the corresponding period be reserved. [...] For that effect, with prior approval of the Chairman of the respective Commission, the Secretary General may reserve the funds requested for up to twelve months, consigning them in an account of Budgetary Reserved Funds, except during the transition period between General Assemblies. In any case, the reservation of funds thus approved will be possible only when the required resources have been received during the fiscal period in which they were approved.

37 Audit Report:
5. Financial Report

The financial report indicates the availability of resources for the Institute, the payments outstanding of the Member States and the management of the Equity Funds.

Concerning those with substantial debts outstanding, various actions have been put into effect (a trip to Brazil was planned, involving contacts with the foreign relations ministry there and the Brazilian Institute for Geography and Statistics (IBGE), but it was then canceled due to the pandemic).

Both reports were submitted on the 7th of August to be studied by the foreign relations ministries of the Member States, the Permanent Missions of the Member States to the OAS, the PAIGH authorities and the Presidents of the PAIGH National Sections. In this way the deadlines set in the Financial Regulations currently in force were met.

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ADMINISTRATIVE AREA

In this area, the focus is on modernization and increases in the operational effectiveness and efficiency of the General Secretariat. Deriving from this need, the most relevant activities are:

1. **50th Meeting of the Directing Council**

The 50th Meeting of the Directing Council was scheduled to be held in Spain, coinciding with the commemoration of the 150th anniversary of the National Geographic Institute (IGN). For reasons related to the pandemic, this was suspended and the meeting was run in virtual mode on the 7th of October, 2020.

This meeting had as its main objectives the approval of the 10 resolutions that make it possible for the Institute to operate during 2021, and the evaluation of the draft for the proposed modifications to the Organic Statute.

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40 National Geographic Institute <https://www.ign.es/web/ign/portal>
2. Modification of the Organic Statute

The modification of the existing organization involves changes, mainly in the Organic Statute. This modification is oriented towards the objective of performing a critical assessment of the structure of the Institute, mainly in relation to three specific points:

- **Modernization of the Statute**: With this, it is intended to give a greater flexibility in decision-making and increasing the capability for adapting to changes.
- **Strengthening the National Sections**: It is intended to copy the structure of the Commissions and induce a greater impact on the sphere of activities in each Member State.
- **Encourage links** between government and academic sectors, private businesses, civil and international organizations, with the aim of re-launching the PAIGH as a facilitator of efforts.

Concerning the contributions received, there is a consensus about the critical issues. Moreover, the need to state clearly that the Organic Statute is an instrument for governance and administration in the PAIGH should be highlighted, so it is not legally binding.

In this aspect, the terms referring to the administration and governance in each of the versions of the Statute (in Spanish and English, also, subsequently, in Portuguese and French) are still due to be standardized. For this purpose, work has been performed jointly with The U. S. Department of State and the National Section of the United States, which offered assistance for the version in English.

3. Election of Authorities 2022-2025

The 22nd General Assembly of the Pan American Institute for Geography and History will take place in Peru, during the final quarter of the year 2021.

Due to the fact that one of its responsibilities is to run elections for the positions of Authorities every four years, elections for those who will take up these posts during the 2022 to 2025 period will be run.

The General Secretariat, in accordance with that stated in the regulations of the Institute, issued to the Member States the call for candidacies, which is open for submissions from the 5th of October, 2020, to its closure on the 4th of May, 2021.
WHAT RESULTS WERE OBTAINED?

During the 48th Meeting of the Directing Council, held in Bolivia in 2018, the Strategic Institutional Development Plan (PDEI in Spanish initials) was approved. The philosophy that motivated this plan was: *planning, which means designing the desired future and identifying the ways to achieve it.*

Two years have passed since its start, so it has been considered necessary to look back and analyze, with critical thinking, in order to understand which objectives were reached and which were not; which were correctly achieved and which were mistakes. Finally and at the start of the last year working as Secretary General and on the basis of this analysis, it is necessary to correct the direction taken and keep moving forward.

Concerning these aspects, the following are stated:

1. **Scientific Area Assessment Report**

   - With the Republic of Korea being incorporated as a Permanent Observer, 21 grants were obtained for the in-person course on geographic names in that country; this was postponed due to the pandemic.
   - With the aim of obtaining external finance, the project “Evolution of the GEOSUR Platform towards a Pan-American SDI” was submitted to a call for applications from the Inter-American Development Bank (IDB); however the project was not assigned resources.
   - Training of the editors of the periodic publications in the digital editing process continued and the indexing of the *Cartographic Journal* and the *History of America Journal* in “Latindex” was put into effect.
   - Agreements were reached with the Columbus Library of the OAS and the National Library of Chile in order to give mutual visibility to the portals of publications.
   - The capacity for quantifying the tasks of announcing and distributing information through social networks has made it possible for action to be taken on this aspect and, thus, for the Institute to overcome its limitations. This was achieved thanks to the creation of content of interest for the areas covered by the PAICH and to the announcement of its activities, which has made possible an increase of 287% in the number of followers (January - December 2020).
• The strategy of making the Awards of the Institute widely known achieved an increase in 2020 in the submissions of nominations, in particular those involving the History Commission.
• Communications with ECLAC for hosting the GEOSUR portal were started.
• Actions were taken for providing training to the personnel of the office of the OAS in the Adjacency Zone between Belize and Guatemala.

2. Financial Area Assessment Report

• The increase in the quotas was obtained, with USD 586,656 rising to USD 647,934. In this way the aim of avoiding a situation in which any Member State provides more than 50% of the annual Budget was achieved.
• Measures were taken for the purpose of handling the financial situation:
  - For the year 2021, a reduction in the administrative expenses of the Institute was budgeted for, amounting to USD 16,541, and the higher salaries were held level.
  - In order to prevent the Institute from running out of funds, the funding for the Technical Assistance Projects in 2021 were divided between two priorities: for the first, the funds are provided in the usual way and within the usual time schedule, while for the second the funds are provided on the condition that by the 6th of December, 2020, the amount of USD 96,000 or more has been received from the annual quotas of the States with outstanding membership fees.
• Relations with businesses (Cooperating Partners), has increased over 2018-2019; nevertheless, the pandemic has reduced this participation during 2020.
• Several approaches were made about putting into effect joint actions between the Pan American Development Foundation (PADF) (Mexico branch) and the PAIGH; so far there has been no positive result.
• Tasks were carried out aimed at bringing Canada back into the PAIGH and at bringing in new member countries; these have not yielded the results expected.

3. Administrative Area Assessment Report

In this area, attention was focused on modernizing and increasing the operational effectiveness and efficiency of the General Secretariat. For this, the following actions were implemented:
a. Organic Statute

- The work of proposing the modification of the Organic Statute of the PAIGH was started. There have been two possibilities:
  - Implement a “light” reform, modifying only certain articles, as has been done over previous years;
  - Make a more complete and whole modification.

- The second option was selected in order to allow greater flexibility in decision making and to make the implementation of those changes easier and faster.

- In order to put this work into effect, the support of the Strategic Advisory Group has been available; this has carried out a critical assessment of the structure of the PAIGH. Subsequently, this work has been added to by the contributions of the National Sections, with whom have been shared the amendments it is intended to make. So far, two draft texts have been distributed.

- For 2021, it is intended to work on a third draft in order to distribute it by March. In July the definitive proposal will be submitted. The final stage will be its presentation to the 22nd General Assembly (Peru, 2021), at which it is intended that the new Statute may be approved.

b. General Secretariat

- Concerning the increase in the operational effectiveness and efficiency of the General Secretariat, there is a budget assigned for training of the personnel. Several members of the secretariat have made use of this, taking courses to develop their functions by updating existing knowledge or learning new tools.

- With the aim of making the functions of the personnel clearer and of being able to assess their performance, the job descriptions of the members of the General Secretariat were updated.

c. Alliances

- With effort, it has been possible to keep strengthening links with businesses, the academic sector, public organizations and international organizations. In some cases, this may lead to the signing and ratification of agreements.

- Focusing on the Cartographic Agencies: Reinvention of the format, considering within the scope of its actions two aspects:
  - The management of ephemeral information, that is, data created by, for example, intelligent cellphones.
  - The Geographic Information created by volunteers, and, for this purpose, determining the protocols to validate that information.
Today, there are tools available such as Artificial Intelligence (AI) for implementing this.

- The new model emerging, as a result of the pandemic, in which the digital aspect (for training, conferences, courses, social networks, etc.) gains in relevance.
- The importance of insisting that the work on the tasks called “Seed Projects” continue. To achieve these ends, the PAIGH has a mechanism for the purpose of obtaining external finance.

Finally, plans and efforts have been made, but the real situation reveals both success and failure, added to the crisis caused by the pandemic that has made visible both our weaknesses and our strengths.

To sum up, a new work and management model is here to stay, and it is our mission to adapt ourselves to it in order to make progress towards the centenary of the PAIGH.