STRATEGIC MODERNIZATION PLAN OF THE
PAN AMERICAN INSTITUTE OF GEOGRAPHY AND HISTORY
2022-2025

MA. Antonio Campuzano Rosales

Mexico City, February 7th, 2022
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Drafted by
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INTRODUCTION

The Pan American Institute of Geography and History (PAIGH) is the oldest specialized entity of the Organization of American States (OAS) that exists; on February the 7th, 2028 it will reach 100 years of existing at the service of the nations of America. Throughout this time, it has been a reference point and inspiration for development in sciences such as Cartography, Geography, History, Geophysics and related disciplines.

In accordance with its Organic Statute, approved by the 22nd General Assembly on October 27th, 2021, also with the procedures currently in force, this “Strategic Modernization Plan” has been set up — with its scope covering a fundamental objective to be fulfilled — by means of six central guiding concepts for future actions, taking into account the historic aspects and principles that are stated as follows and that remain relevant.

At the time of its foundation on February 7th, 1928, by the Sixth Inter-American Conference of Ministers, held in Havana, Cuba, according to the statutes proposed in the proceedings of that meeting, the PAIGH had, as the reason for its existence and among other objectives: the coordination, distribution and public release of geographic and historic studies in the countries of America; cooperation in the solving of problems that involve Geography and History; and the coordination of research and scientific studies that the countries of the continent perform in these sciences. At the same time, it would take on the task of clarifying issues around boundaries, upon the request of the States directly interested in the matter; finally, it was to put together two important stocks of information, one of bibliographic material and the other of records with plans and historic documents, related to America.

Concerning the OAS, this body was created on April the 30th, 1948, in Bogota, Colombia, as a regional organization of the United Nations Organization (UN). This international organization adopted, in Article 3 of its United Nations Charter, the following principles that govern and are applicable to each one of the member States and to that organization itself: Respect for international rights and for the legal identity, sovereignty and independence of the States, also, full compliance with international treaties; together with the good faith and solidarity that should govern between the States, alongside an effective exercise of democracy and non-intervention in the affairs of other States. Also required are the elimination of poverty, the decision to condemn wars of aggression and to consider that victory does not confer rights, and the principles that any aggression towards one Member State is aggression towards all the rest. International disputes should be resolved by peaceful means, while justice and security are the basis for a lasting peace. These principles also require economic cooperation.
as essential for the well-being and prosperity of these states, also respect for human rights without any discrimination; likewise the cultural identity of the countries of the continent. Finally, they require that the education of the public should be orient ed towards justice, liberty and peace.

Moreover, the OAS adopted, among other essential purposes, this important mission: "Secure the peace and security of the Continent".

In accordance with these principles and this purpose, the PAIGH signed an agreement with the OAS in 1950, which was then modified in 1974. In this, the relations between the two organizations were agreed on. On the basis of this, it was established that the former would become a specialized organization under the latter, with the widest possible technical and financial autonomy.

Separately, the PAIGH set up its Pan American Agenda in 2009, with the aim of contributing to the overall, sustainable development of its Member States. This instrument had as its objectives the continual improvement of the Institute in all of its functions and components, particularly each one of its Member States, together with the inclusion of fresh generations of specialists and the linkage with regional and global organizations.

In accordance with these objectives, the “Declaration and Guide for the Pan American Agenda, 2010-2020” was established for that timeframe. This, with its 10 points, guided the institutional work over the last decade, also the scientific and technical research programs of the Institute, for the benefit of the Member States and of the American continent.

Over the last few years, the PAIGH has considered that it is a priority for the work of the Comissions, National Sections, Committees, and Working Groups to continue, fulfilling their mission, and that they re-define their work plans for the fulfillment of the Agenda 2030 for Sustainable Development of the UN; in which the Member States committed to achieving the 17 global objectives that are inter-related among each other and seek to eradicate poverty, hunger, and social inequality, to protect the planet and to ensure the prosperity and development of the countries of the world.

In the Organic Statute of the PAIGH, Article 2 specifies that the mission of the Institute is to encourage, coordinate and publish or make widely known studies involving its respective areas of interest, these being Cartography, Geography, History, Geophysics and related sciences, to the benefit of America; to support the creation of knowledge in its areas of interest, by means of the studies, training and work by its Commissions; and to encourage and make progress in interdisciplinary cooperation between the Institutes of America and related international organizations.

Considering the above, and in accordance with the Agenda 2030 for Sustainable Development of the UN, the OAS Charter, and also the spirit with which the PAIGH and
its *Organic Statute*, were founded, this plan seeks to make more viable and certain of success the work that this specialized organization will perform during the period 2022 to 2025. All of this with the goal of contributing to the development of the Earth sciences and of History, thus cooperating with the search for peace by States of the continent. Due to the above, the strategic objective of this *Strategic Modernization Plan* is the following:

*The Pan American Institute of Geography and History should encourage, coordinate and disseminate the studies belonging to its areas of interest, which are Cartography, Geography, History, Geophysics and related sciences, to the benefit of America. Moreover, it supports the creation of knowledge in its areas of interest, by means of the studies, training and work performed by its Commissions. It should also encourage interdisciplinary cooperation between the Institutes of America, related international organizations, Member States, civil society, besides international scientific and academic organizations and private initiatives.*

In accordance with this strategic objective, this plan not only tells us what it is intended to do through its six Central Guiding Concepts, which are aligned with the current legal rules of this organization, but also how to do this, by means of Strategies and Lines of Action. All of this is in an environment of absolute respect between the individuals, organizations and nations that make up the PAIGH, moreover with the commitment to providing transparency in the rendering up of accounts for all and each one of the actions that the General Secretariat intends to take.

The General Secretariat has the task of organizing, coordinating, facilitating, encouraging and publishing or announcing the work of the component bodies and individuals that make up the PAIGH, as it is considered that the commitment and joint work of everyone, by means of synergistic effort, will contribute to achieving the goal and the objective that has been set, with a view towards leaving the Institute strengthened at the threshold of its centenary.

Finally, as a result of this *Strategic Modernization Plan*, it is intended to consolidate the essence of what the PAIGH is, in order to have an Institute more closely attached to the real needs of the UN, the OAS, and of its mission to contribute to the spirit of peace, well-being, development and friendship among the nations of America.
In accordance with the *Organic Statute* and the regulations currently in force, and with the purpose of giving it viability in its work over the period 2022 to 2025, the following six Central Guiding Concepts were established — based on the three areas of action of the General Secretariat — that contribute to the fulfilment of the strategic objective outlined at the start of this plan.

**Central guiding concepts of the scientific area:**

The scientific area covers those activities that involve the encouragement, coordination and publication or announcement of the studies belonging to the areas of interest to the PAIGH, with the collaboration of the General Secretariat and the Commissions, also with the support of National Sections.

In this aspect, Article 2 of the *Organic Statute* states that the Institute should encourage, coordinate and publish or make widely known the studies involving its respective areas of interest, these being Cartography, Geography, History, Geophysics and related sciences, to the benefit of America; to support the creation of knowledge in its areas of interest, by means of the studies, training and work of its Commissions; and to encourage and make progress in interdisciplinary cooperation between the Institutes of America and related international organizations.

Consequently, in accordance with these ideas clearly specified, the following Central Guiding Concept I was established:

*Encourage scientific research in the fields of Cartography, Geography, History, Geophysics and related sciences, specifically in studies that are of interest to the Member States, with the objective of contributing to the peace of the American states.*

In addition to that stated above, Article 34, in its Point 11, specifies that it is a function of the Secretary General to publish written work sent in by the General Assembly, the Commissions and other technical component bodies. Separately, Article 9, Point 19, of the “Regulations of the General Secretariat” ratifies the same function when specifying that the Secretary General should coordinate a schedule of publications with the Commissions. Finally, the importance of public outreach and publications was taken into account as indicated in the “Regulation for publications and documents”. In consequence, the following Central Guiding Concept II was proposed:
To publish or distribute those scientific studies in Cartography, Geography, History, Geophysics and related sciences that are of interest for the American Continent, in accordance with the scientific and technical programs approved by the Institute and in coordination with the General Secretariat and the Commissions.

Central guiding concept of the financial area:
The financial area has as its focus the preparation and the management of the budget of the PAIGH, in accordance with the income, particularly the annual contributions of the Member States.

Thus, the PAIGH Organic Statute specifies in Article 24, Points 4 and 5; Article 34, Points 19, 20 and 21; Articles 56 and 58, also in the “Rules of Procedure of the General Secretariat” in Article 9, Points 6 and 7, and in the “Financial Rules of Procedure”, that the General Assembly will assess the annual reports and approve the budgets submitted by the General Secretariat. This latter body is the one responsible for ensuring the good financial status of the international organization; for this reason, an exhaustive check on the accounts and the situation of the funds should be done by external auditors. Finally, it will undertake to oversee the viability of the scientific projects by means of making an outlay greater than that made for the sustaining institutional administration. With these instructions, the following Central Guiding Concept III was planned:

Keep the finances in a healthy state, in order to guarantee their correct operational functionality, the scientific research projects given priority and the objectives for which the Institute was created. At the same time, the accounts and the state of the funds will be assessed and checked annually, with the support of internal and external auditors.

Central guiding concepts of the administrative area:
For its part, the administrative area covers those activities that concern the operational capacity of the Institute, also the running of the statutory meetings, the institutional relations and the management of the tangible and intangible assets, among other aspects.

In this context, the “Agreement between the OAS and the PAIGH” of May 6th, 1974, in its articles specifies that the Institute should take into account the recommendations of the General Assembly and of the Council meetings of the Organization, to which it should provide technical advice and the information available in those scientific spheres where it has competence. Moreover, the setting up of a mixed PAIGH – OAS commision is specified in order to complement the Exchange of information, including publications. With these aspects present, the Central Guiding Concept IV could then be drafted:
Strengthen the presence at global level of the Pan American Institute of Geography and History, emphasizing its relations with international organizations, such as the Organization of American States (OAS), and with the States of the continent.

In another context, it is important to state that the Secretary General should act as the liaison between the component bodies of the PAIGH and the Member States, cooperating in the preparation of the meetings of the General Assembly and of the Commissions. It should also encourage good, friendly relations between the Government hosting these meetings and all the component bodies and individuals of the Institute, likewise with the rest of those who are involved in the various component bodies of the PAIGH, with the aim of ensuring their correct operational functioning, within a space of mutual respect and cooperation. The above is in accordance with that stated in the Organic Statute in its Articles 34, Points 5 and 13, also Articles 41, 42, 43, 46, 47, 48 and 49; with the “Rules of Procedure of the General Secretariat” in its Article 9, Point 10, and with the “Agreement between the PAIGH and the Government of the United Mexican States”, of May the 15th, 1980 concerning the central office of the Institute. In this way, Central Concept V was established:

The Pan American Institute of Geography and History will strengthen its relations with the country hosting the central office of the Institute and the Commission Presidencies, including those countries that host the General Assembly and the meetings of the Commissions, with the aim of supporting a finer performance by these component bodies, which will lead to benefits for the correct operational functionality and improved image of the Institute.

Finally, in Point 16 of Article 34 of the Organic Statute and in Point 19 of Article 9 in the “Rules of Procedure of the General Secretariat”, the Secretary General is instructed to perform the activities necessary for maintaining the infrastructure of the PAIGH, during the time in which he works in that post. In this way, Central Guiding Concept VI was established:

Work towards ensuring that all of the human and material resources, the infrastructure, the fixed, movable and historic assets, the archive, artistic, bibliographic, and journal library stocks, and the map library of the PAIGH are all maintained in a good state of conservation, also that the regulations are updated in accordance with the new Organic Statute, with the aim of sustaining a correct operational status for the exact fulfillment of the goals for which it was created.
This Strategic Modernization Plan has as its fundamental basis six Central Guiding Concepts. These are aligned with the Organic Statute, the regulations currently in force and the strategic objective defined. These concepts should guide the performance of all the component bodies and individuals of this institution, with the intention of achieving the objectives for which it was created. Due to the above, the following are described:

**Strategic Objective:**

*The Pan American Institute of Geography and History should encourage, coordinate and make widely known the studies belonging to its areas of interest, which are Cartography, Geography, History, Geophysics and related sciences, to the benefit of America. Moreover, it supports the creation of knowledge in these areas of interest to it, by means of the studies, training and work performed by its Commissions. It should also encourage interdisciplinary cooperation between the Institutes of America, related international organizations, Member States, civil society, also international scientific and academic organizations and private initiatives.*

**Central Guiding Concepts:**

Considering the division into the areas of action of the General Secretariat that is presented in Article 34 of the Organic Statute, the six Central Guiding Concepts outlined previously are presented:

<table>
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<tr>
<th>Areas</th>
<th>Central Guiding Concepts</th>
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<tr>
<td>Scientific Area</td>
<td>I. Encourage scientific research in the fields of Cartography, Geography, History, Geophysics and related sciences, specifically in studies that are of interest to the Member States, with the objective of contributing to the peace of the American states.</td>
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<td>II. To publish and distribute those scientific studies in Cartography, Geography, History, Geophysics and related sciences that are of interest for the American Continent, in accordance with the scientific and technical programs approved by the Institute and</td>
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<td>in coordination with the General Secretariat and the Commissions.</td>
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<td>Financial Area</td>
<td>III. Keep the finances in a healthy state, in order to guarantee its correct operational functionality, the scientific research projects given priority and the objectives for which the Institute was created. At the same time, the accounts and the state of the funds will be assessed and checked annually, with the support of internal and external auditors.</td>
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<tr>
<td>Administrative Area</td>
<td>IV. Strengthen the presence at global level of the Pan American Institute of Geography and History, emphasizing its relations with international organizations, such as the Organization of American States (OAS), and with the States of the continent.</td>
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<td>V. The Pan American Institute of Geography and History will strengthen its relations with the country hosting the central office of the Institute and the Commission Presidencies, including those countries that host the General Assembly and the meetings of the Commissions, with the aim of supporting a finer performance by these component bodies, which will lead to benefits for the correct operational functionality and improved image of the Institute.</td>
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<td>VI. Work towards ensuring that all of the human and material resources, the infrastructure, the fixed, movable and historic assets, the archive, artistic, bibliographic, and journal library stocks, and the map library of the PAIGH are all maintained in a good state of conservation, also that the regulations are updated in accordance with the new Organic Statute, with the aim of sustaining a correct operational status for the exact fulfillment of the goals for which it was created.</td>
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Central Guiding Concept I:

Encourage scientific research in the fields of Cartography, Geography, History, Geophysics and related sciences, specifically in studies that are of interest to the Member States, with the aim of contributing to peace among the American states.

Strategy 1:

1.1 Encourage, publicly support, coordinate and check for the studies carried out by the Cartography, Geography, History and Geophysics Commissions to be the result of the scientific and technical programs set up and approved by the Institute itself.

Lines of action:

1.1.1 Push for both progress and public outreach in the research work being performed within the various Committees and Working Groups, approved and proposed by each one of their respective Commissions.

1.1.2 Coordinate and ensure, through the several Commissions, that the work performed by the Committees and Working Groups be performed in accordance with the scientific and technical programs, with a rational use of the time, also of the human and financial resources.

Strategy 2:

1.2 Encourage scientific and technical development in the areas of interest to the Institute in the PAIGH Member States, by means of support for the National Sections.

Lines of action:

1.2.1 Coordinate with the Commissions the performance of the work carried out by their Committees and Working Groups, in order to contribute to the development of Cartography, Geography, History, Geophysics and related sciences within the Member States.
1.2.2 Support, from the General Secretariat, the several Commissions in order for both entities to approach and contribute to the development of the various National Sections, also their work within the Member States.

Central Guiding Concept II:

Announce and distribute the scientific studies in Cartography, Geography, History, Geophysics and related sciences that are of interest to the American Continent, in accordance with the scientific and technical programs approved by the Institute and in coordination with the General Secretariat and the Commissions.

Strategy 1:

2.1 Distribute or publish the studies performed by the various component bodies of the Institute resulting from the work of its Commissions, also from its Committees and Working Groups; with the aim of contributing to the development of Cartography, Geography, History, Geophysics, and related sciences within the Member States and to the goals of the Institute itself. This is under the concept that various technological tools will be used in communication matters.

Lines of action:

2.1.1 Put into effect a schedule of publications and communication, in coordination with the Commissions, that enables the release and dissemination of the results and of the progress made in the scientific research work performed by the Institute; this program should include distribution in printed and digital media (including the web pages, social networks, digital platforms and cyberspace); also by means of cultural events that include conferences, presentations, exhibitions, etc.

2.1.2 Coordinate between the General Secretariat and the Cartography, Geography, History and Geophysics Commissions, those work programs that, due to their scientific and technical value, contribute to the purposes of the Institute, in order to make them known to all humanity, by means of both periodic (journals) and occasional (special edition or co-edition in printed and digital book format) publications.
2.1.3 Strengthen the scientific journals of the PAIGH by means of work coordinated between the General Secretariat, the Commissions, the Committees and the Working Groups. All of this by means of their publication through printed and digital media.

**Strategy 2:**

2.2 Disseminate, by means of special editions and co-editions of printed and digital books, those works that may be considered as classics in Cartography, Geography, History, Geophysics and related sciences and which, due to their value, are judged as currently relevant for scientific development.

*Lines of action:*

2.2.1 Publish in book format those classic works that are considered as contributing to developments in the areas of interest to the Institute due to their historic and scientific value.

**Central Guiding Concept III:**

*Keep the finances in a healthy state, in order to guarantee its correct operational functionality, the scientific research projects given priority and the objectives for which the Institute was created. At the same time, the accounts and the state of the funds will be assessed and checked annually, with the support of internal and external auditors.*

**Strategy 1:**

3.1 The General Secretariat will seek to keep the Institute operating adequately, by means of a healthy and balanced management of the income and expenditures, of the correct use of the Budget and of its financial state.

*Lines of action:*

3.1.1 The General Secretariat will seek to ensure that all the Member States pay their annual membership quotas and that they keep these quotas up to date, as far as possible avoiding arrears with payments outstanding; in addition to managing strictly the rest of the income and existing funds, with the purpose of ensuring that it sustains the financial operations of the Institute.
3.1.2 Keep the finances of the Institute to a healthy balance, by means of the application of the principle “do not spend more than you have”, and by ensuring the viability of the Institute in the near future, thanks to a rational use of the financial resources, to which a strict economy is applied. This is with the aim of achieving an adequate distribution of the budget items and ensuring the performance of the programs in accordance with their scientific importance and value.

**Strategy 2:**

3.2 The General Secretariat will ensure that the accounts and the state of the funds be checked, also that the budget and its budgetary items be used suitably, all with the support of internal and external auditors.

*Lines of action:*

3.2.1 A healthy management of the finances will be established, based on the elimination of unnecessary expenses and budget items; which will make it possible to finance more scientific projects and studies of a priority nature.

3.2.2 The General Secretariat will make use of the powers granted to it by the Statutes and Regulations of the Institute, in order for an audit to be performed each year to check and submit an accounting report, by means of internal and external auditors who guarantee transparency in the financial resources. This measure will be applicable to all the component bodies subject to the authority or the supervision of the General Secretariat.

**Central Guiding Concept IV:**

*Strengthen the presence at global level of the Pan American Institute of Geography and History, emphasizing its relations with international organizations, such as the Organization of American States (OAS), and with the States of the continent.*
**Strategy 1:**

4.1 Make relations with the OAS closer, as is appropriate for one of its specialized agencies with technical autonomy.

*Lines of action:*

4.1.1 Check that the recommendations of the General Assembly and of the Councils of the OAS are taken into consideration.

4.1.2 Encourage participation in the technical advice and provision of information to the General Assembly, to the Councils and to any other component body of this international organization.

4.1.3 Coordinate and strengthen the Mixed Commission of the PAIGH and of the OAS at the level of the General Secretariats; this will meet every two years and is for the purpose of facilitating exchanges of information between these bodies.

**Strategy 2:**

4.2 Strengthen its image and its relations with the Governments and the societies of the Member States of the Institute, and, in the same way, with the Observer States.

*Lines of action:*

4.2.1 Urge and work towards better relations and scientific and technical exchanges with each of the National Sections, with the objective of strengthening the importance of these both within the States of these Sections and, also, along with this, for the Institute itself.

4.2.2 Encourage a greater scientific and technical exchange with each one of the delegations of the Observer States.

4.2.3 Establish relations for cooperation with inter-governmental organizations and other entities whose activities are compatible with the mission of the Institute, using the status of Permanent Observer.
Central Guiding Concept V:

The Pan American Institute of Geography and History will strengthen its relations with the country hosting the central office of the Institute and the Commission Presidencies, including those countries that host the General Assembly and the meetings of the Commissions, with the aim of supporting a finer performance by these component bodies, which will lead to benefits for the correct operational functionality and improved image of the Institute.

Strategy 1:

5.1 The General Secretariat will seek to maintain good relations with the country hosting the Institute’s central office, and in the same way with the States to which the Commission Presidents are attached.

Lines of action:

5.1.1 The General Secretariat will seek to improve its relations with the authorities of various levels of the government of the United Mexican States, with the aim of facilitating the tasks of all of the personnel who work at the building of the central office of the Institute, also, in the same way, at the “José Toribio Medina” Bibliographic Resource — held at the “Bonfil Batalla” Library in the National Anthropology and History School — and at the map library of the Institute held in the “Manuel Orozco y Berra” Map Library — managed by the Agricultural and Fisheries Information Service (SIAP) of Mexico.

5.1.2 The General Secretariat will develop its scientific and technical relations and exchanges with the countries that house the headquarters of the Commissions, including the countries that host the General Assembly and the meetings of the Commissions, in order to support and collaborate with the Presidencies of these component bodies in their relations with the authorities at various levels of the government, institutions and organizations of the Member State to which they belong.
Central Guiding Concept VI:

Work towards ensuring that all of the human and material resources, the infrastructure, the fixed, movable and historic assets, the archive, artistic, bibliographic, and journal library stocks, and the map library of the PAIGH are all maintained in a good state of conservation, also that the regulations are updated in accordance with the new Organic Statute, with the aim of sustaining a correct operational status for the exact fulfillment of the goals for which it was created.

Strategy 1:

6.1 Maintain a polite and friendly working environment among the personnel and all component bodies of the PAIGH, also keep the headquarters office in the best possible state of working conditions and of good maintenance, conserving also the fixed and movable assets and the archive and historical materials that are kept within these premises.

Lines of action:

6.1.1 Analyze and take the necessary measures for improving and strengthening the quality of life and the professional and workplace development of the personnel of the General Secretariat; on the basis of respect for personal dignity and inclusiveness, free of discrimination and with equality between genders; taking into consideration the human resources as the most valuable asset that the PAIGH possesses.

6.1.2 Run a diagnostic analysis of the state of conservation of the headquarters building and of all the premises that it possesses, and take care of the fixed and movable assets of the Institute, in order to take the measures that are appropriate for their adequate conservation.

6.1.3 Perform a study on the state in which the stocks of historical, archive and artistic materials of the Institute are currently to be found, in order to take suitable measures for ensuring their control and classification in accordance with international standards for archive and historical documentation, together with being in good conditions of conservation. Moreover, the necessary restoration tasks required for protecting this institutional heritage would be planned.
**Strategy 2:**

6.2 Analyze and put into effect the proposals and modifications necessary for aligning the procedures and rules contained in all of the regulations of the PAIGH with that set out in its current Organic Statute.

*Lines of action:*

6.2.1 Analyze, in detail, the regulations of the PAIGH, in order to propose the changes necessary for them to be updated and aligned with the Organic Statute currently in force.

6.2.2 Review the regulations and rules of the PAIGH, with the aim of making those proposals and modifications that are necessary for their appropriate running.

**Strategy 3:**

6.3 Conserve the library, journal, map and documentation library holdings that belong to the Institute in good conditions, with the purpose of ensuring that they stay in a good state of conservation for being consulted.

*Lines of action:*

6.3.1 Make an analysis of the situation in which the book and journal stocks of the “José Toribio Medina” Bibliographic Resource held in the “Bonfil Batalla” Library at the National School of Anthropology and History; perform the tasks required for their conservation and take the measures necessary for enriching it, ensuring that the content is used for consultation and dissemination.

6.3.2 Perform a diagnostic analysis of the state of conservation of the cartographic stock of the Institute kept in the “Manuel Orozco y Berra” map library, managed by the Agricultural and Fisheries Information Service (SIAP) of Mexico; carry out the work required for its conservation and take the measures necessary for enriching it and ensuring that its contents are made widely known.