

**PAN AMERICAN INSTITUTE OF GEOGRAPHY AND
HISTORY**

GENERAL SECRETARIAT



**STRATEGIC INSTITUTIONAL
DEVELOPMENT PLAN**

2018-2021



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A. EXECUTVE SUMMARY

This document first presents the Mission and Vision of PAIGH, then makes an analysis of the current situation of the Institute and continues by establishing the institutional strategies in the Scientific, Financial, and Administrative areas. The proposal finalizes with the Action Plan, proposing concrete activities to carry out the Plan. The guiding principles are the Statutes, Regulations, and Resolutions resulting from the relevant authorities. It is also in compliance with Resolution No. 3 arising from the 21st General Assembly of Panama.¹

With reference to the **Scientific Strategy**, the key is the institutional strengthening of the National Sections. The starting point is the first Article of the Organic Statutes which defines the objectives of PAIGH. Based on these objectives a series of proposals have been created to encourage and coordinate studies in the areas of interest of PAIGH, to have more effective and efficient publicity, establish frameworks whereby the benefits of PAIGH can reach the Member States more efficiently, and promote cooperation with organizations related to their disciplines.

With reference to the **Financial Strategy**, there is a stable and permanent policy proposal whereby quota contributions would be automatically adjusted in the future. Initiatives are also being taken to encourage new members and obtain funding from other sources.

With reference to the **Administrative Strategy**, the focus is on modernization and increasing the effectiveness and efficiency of the General Secretariat. Likewise, a critical review of the current structure of PAIGH is also being considered, and any modification would imply changes to the current statutes and regulations.

To summarize, this draft constitutes a “Live” document, open to corrections and suggestions, which will require funding, but above all, the commitment of the members of PAIGH, for the benefit of future generations.

¹ Source: http://www.ipgh.org/assets/21st-ga_resolutions_1-33.pdf To entrust the General Secretariat to present a work plan during the first semester of 2018, to implement the recommendations arising from the Meetings of Consultations of the Commissions, held from October 23-24 in Panama. Taking into consideration the aspects that could influence the application of the afore-mentioned recommendations such as: a. Statutory and Regulatory aspects. b. Funding c. Required organizational structure d. Responsible Authorities (PAIGH Authorities, Commissions, National Sections or General Secretariat) As a complementary action, entrust the General Secretariat, in coordination with PAIGH Authorities, to undertake an integral analysis, in order to propose a strategic institutional development plan, to be presented at the 89th Meeting of Authorities, and subsequently at the 48th Meeting of the Directing Council, both to be held in 2018.

B. MISSION

In accordance with its Statutes, PAIGH is a technical organization of the Organization of American States (OAS), dedicated to the creation and transfer of specialized knowledge in the areas of Cartography, Geography, Geophysics, and History, and related sciences of interest to the Americas.

As part of its Mission, PAIGH should keep the investigators and scientific institutions of the Member States, updated and in constant communication.

PAIGH must be an entity of excellence, with broad international recognition, made up of the most outstanding research scholars and experts in the undertaking of multinational and far-reaching projects, for the purpose of promoting the well-being of society in each of its Member States.²

C. VISION

To be the Pan-American point of reference in the areas of History and Earth Sciences, particularly in Cartography, Geography and Geophysics.³

² Organic Statutes, Regulations and Agreements (2013-2017).
http://www.ipgh.org/assets/organic-statutes_2013-2017.pdf

³ Abide.

D. THEORETICAL FRAMEWORK

To plan signifies designing a desirable future and identifying ways to achieve it. Therefore, the philosophy that drives this framework can be expressed in the phrase of R. Ackoff *“not doing well is not a sin, but not doing it the best way possible, is”*

Having partial renewal of PAIGH officers, presents an opportunity to continue the process of improvement, initiated by the previous authorities, with a new outlook.

METHODOLOGY

In the development of the Plan, the following documents were reviewed:

- Organic Statutes, Regulations and Agreements (2013-2017).
http://www.ipqh.org/assets/organic-statutes_2013-2017.pdf
- Ten-Point Implementation Plan for the Pan American Agenda of PAIGH 2010-2020.
http://www.ipqh.org/assets/pan_american_agenda_paigh.pdf
- Joint Action Plan 2016-2020, to accelerate the development of the framework for Spatial Data for the Americas.
http://www.ipqh.org/assets/jointactionplan_2016-2020.pdf
- Resolutions of the 21st General Assembly (Panama 2017).
http://www.ipqh.org/assets/21st-ga_resolutions_1-33.pdf
- Resolutions issued by the Meetings of Consultation of the Commissions (Panama 2017).
http://www.ipqh.org/assets/21st-ga_resolutions_1-33.pdf
- Work Plan for PAIGH 2018-2021.
http://www.ipqh.org/assets/plan_trabajo_ipqh_2018-2021.pdf
- Strategic Modernization Plan of PAIGH 1999-2002
http://www.ipqh.org/assets/plan_modernizacion_ipqh_1999-2002.pdf

It should be mentioned that the first draft of this document was sent to the PAIGH Authorities and most of their observations have been included. Ex PAIGH Authorities were also consulted.

E. ANALYSIS

Hereunder we have undertaken an analysis of the situation with the identification of the Strengths, Opportunities, Weaknesses and Threats, in order to examine the most significant forces, streamline the evaluation process, provide a forum for divergent viewpoints, and stimulate creative thought, among other factors.

Strengths:

- Ninety years of history as a regional organization and a solid scientific and technical prestige.
- Recognized as being Pan-American in nature, is one of its major advantages over local, national, regional and international institutions.
- The existence of a Headquarters Agreement with the government of Mexico and a work team at this headquarters with an average work record of 20 years, which validates a strong sense of commitment and belonging.
- The solid ethics of the scale of quota contributions, in which the major contributions of the large countries, functions for the direct benefit of the smaller countries.
- The current statutes and procedures in the scientific-technical, administrative and financial areas, constitute an adequate regulatory platform for understanding the Headquarters, PAIGH Authorities, and National Sections.
- The existence of an active network of scientists, intellectuals, professors, and technical experts in the region, denominated Pan-American Professionals Network.
- The existence of a Program of Technical Assistance and Program of Publications, as tools for creating and publicizing scientific knowledge.
- The efforts made and results obtained to improve the quality and visibility of the publications.
- The existence of the “José Toribio Medina” Bibliographic Fund of PAIGH, which constitutes one of the most important specialized libraries in Latin America, with a collection of more than 230,000 copies, between volumes and printed works.
- The traditional activity of Awards, recently expanded to include awards for Masters and Doctorate thesis, adopted by the different Commissions, constitutes motivational instruments and the publicizing of knowledge, for not only those at the end of their careers but also those just starting out.
- To have close and fluid relationships with the Geographical Institutes and also with some Universities and Research Centers of the Member States, through the signing of agreements that have facilitated the transfer of knowledge and skills.

- The existence of the current Joint Action Plan with three regional organizations: Geocentric Reference System for the Americas (SIRGAS), CAF-Development Bank of Latin America, (within the context of the GEOSUR Program), and the Regional Committee for the Americas for the Global Management of Geospatial Information of the United Nations (UN-GGIM: Americas).

Opportunities

- Integrate the countries of the Americas that are not yet members of PAIGH and reintegrate those that were.
- Create the mechanisms and develop the will to obtain external funding for undertaking scientific projects.
- Demonstrate the possibility of innovation and accept the challenge to continue supporting the National Sections that have presented marginal achievements
- Continue the process of increasing skills in each field, adding value and widening the reputation of the Institute in the regional and world community.
- Undertake a critical evaluation of the structure of PAIGH, identifying the obstacles that this implies.
- Technological advances today make things possible that would have been unimaginable a few years ago, such as early warning systems, generating geographic information in real time, daily analysis of the dynamics of populations, etc. To take advantage of this will require cooperation between the countries, with a coordinated monitoring infrastructure, or by broadening the roles and scope of action of the Cartographical Agencies, aspects in which PAIGH could and should take the lead.
- Today it is possible to quantify the impact of the publicity efforts of PAIGH, through visits to the Web page, times that papers published in the journals have been cited, social network traffic, etc. This routine measure should be progressively included in the reports presented to the Directing Council.

Weaknesses:

- Each National Section should organize its activities following the structure of the Commissions, aiming to incorporate them into the corresponding national community. It should be mentioned that in some cases the National Section is not part of the institution of the national representative. A strong PAIGH should not be based on weak National Sections. The role of PAIGH in this case is to lead, highlighting the connections and feasible procedures through which the National Sections can interact with their communities.
- Limitations in training human resources in the National Sections, leading to a lack of balance between the countries in different stages of development, which is particularly evident when presenting projects within the framework of the Program of Technical Assistance (PAT).

- PAIGH is an organization, technical in nature, but lacking a Research Agenda, the result of distance from academic institutions, making it difficult to implement mechanisms to obtain funding in the areas of interest, promote and carry out high-level research. Having an Agenda could be valuable for each country, and could also inspire the creation of a National Agenda, if applicable.
- The Statutes of PAIGH do not mention business or social communities and merely points to relationships with Academic institutions, which in reality, is not homogeneous in the different National Sections.
- Practical difficulties on the part of the General Secretariat to follow-up with technical developments, required to comply with its objectives.
- The risk of delay in the publication of the journals, causes the sensation of some lack of seriousness and commitment with the research scholars and experts, who use them as bibliographic reference material.
- Limitations in the publicity of the activities carried out by PAIGH.

Threats:

- Financial risks for PAIGH, which could diminish the Regular Fund, in the event of economic limitations in some of the Member Countries, thereby affecting the Program of Technical Assistance and its research projects, training and scientific dissemination.
- Emergence of new organizations with roles similar to PAIGH, which leads to confusion and questioning in the face of duplication of tasks.
- Ignorance about the strategic importance and services offered by the PAIGH, threatens development itself and the extension of its benefits.

In summary, after this analysis, it can be stated that although there is scope for improvement, the situation is in no way worrisome, mainly due to the successful evolution of the PAIGH in recent years.

F. SCIENTIFIC STRATEGY

Having established the analysis of Strengths, Opportunities, Weaknesses and Threats, we will present the outlines to formulate the Scientific Strategy. The flagships of the scientific areas as constituted by the Program of Technical Assistance and the Program of Publications. The starting point is the first Article of the Organic Statutes⁴, which defines the objective of PAIGH. On this basis, a series of proposals are formulated in order to:

1. To encourage and coordinate studies in the areas of interest of the PAIGH.
2. To more effectively and efficiently publicize the activities carried out in the countries.
3. To promote the undertaking of studies, jobs, and training activities.
4. To increase efficiency for the benefits to reach the communities of all the Member States.
5. To increase cooperation among organizations with similar interests.

Hereunder each of these sections will be explained.

1. To Encourage and Coordinate studies in the areas of interest of the PAIGH

As an introduction to this point, it should be emphasized what was expressed previously under Weaknesses “...a strong PAIGH should never base itself on weak National Sections”. **The key idea on this point is the constant search for institutional strengthening of the National Sections.** Each National Section should reflect and construct its own *Agenda of Issues* which would be incorporated into an *Agenda of Issues* at the level of PAIGH. Once this has been completed, it will be possible to establish a link to the activity of the *Workshop for Managers*, which should be constituted as a forum where the Chairmen of National Sections collaborate jointly to address these Problems (once formulated) or to prepare an *Agenda* at the level of PAIGH. The idea is that the *Research Agenda* would function as a trigger to reinforce the role of the National Sections to form a community, at the same level as a *Think Tank*, as the generator of ideas. This and other concepts are developed next.

⁴ THE PAN AMERICAN INSTITUTE OF GEOGRAPHY AND HISTORY is a Specialized Agency of the ORGANIZATION OF AMERICAN STATES, and its objectives are:

- 1) *Encourage, coordinate and publicize cartographic, geophysical, geographic and historical studies, relative to sciences of similar interest for the Americas*
- 2) *Promote and undertake studies, work, and training in these fields.*
- 3) *Promote cooperation between institutions in the fields of disciplines in the Americas and with similar international organizations.*

1.1 Implement an Agenda of Issues

This Agenda should include aspects of Governance (definition of institutional roles, access to funds, etc.) as well as technological and technical problems. It should be specific to each Commission and defined by the National Section (in part owners and clients of the PAIGH), involving the Cartographic Institutes, Museums and Historical Institutes (to handle the government angle and not specifically the academic), National Organizations that respond to Natural Disasters, etc. For the Agenda of Issues to be organized, it needs the effective participation of the National Commissions of every National Section, in order to identify shared problems.

1.2 Organize a Workshop for Managers on a Regular Basis

PAIGH is a privileged place for discussion and exchange between authorities, with shared problems and challenges, but the urgency of the statutory meetings generally limit the opportunities for contact. The Workshop for Managers (for which we already have experience) could constitute an adequate mechanism for the exchange of best practices and discussion of shared problems. If held when the statutory meetings are held, it would be the moment to turn these experiences into useful tools, as part of the constant search for institutional strengthening of the National Sections. Even though the Workshop for Managers is a positive experience, it mainly revolves around topics relating to Cartography.

1.3 Generate a Research Agenda

The usefulness of a “Research Agenda”, besides focusing on solid academic actions (research, thesis, etc.) and setting priorities for the Technical Assistance Program, can also serve to convince national science authorities to prioritize actions and funds in the areas of interest of PAIGH. In this way, by determining the areas of interests of PAIGH, scientific problems would be resolved from a regional perspective, and constitute a guide (that should be updated regularly) to coordinate studies. As mentioned before, this is due to the weakness observed of distance from institutions. In particular, the heterogeneous situation between the different countries should be highlighted, and also between the different commissions.

1.4 Create a *Think Tank* denominated “Strategic Advisory Group”

Create a multidisciplinary group of experts to discuss/support/direct strategic lines of action, which would strengthen PAIGH in the long term. The first level would be in the National Sections, as a generator of ideas. The objective of the “*Strategic Advisory Group*” is to generate initiatives, ideas, concrete projects that could assist in finding practical solutions to the problems expressed in the Pan American Agenda, and the objectives of Sustainable Development of the United Nations by 2030, likewise the Agenda of Issues previously proposed. Another concrete objective is the critical hands-on evaluation of PAIGH at the 22nd General Assembly.

2. To make the publicity of the activities carried out in the countries more effective and efficient⁵

On this point, a critical review of the Program of Publications, considered almost exclusively the main instrument to publicize the scientific activities of the Institute, will be undertaken. The weakness regarding the limited visibility of the publications and the backlog in publishing, will also be discussed.

Likewise, particular attention should be given to complementary activities such as social media activities, the Pan American Professionals’ network, etc. To comply with the Statutes, another type of activity could be encouraged, through events organized or sponsored by PAIGH, such as congresses, seminars, etc. In person and through webinars. We should also remember one of the strengths of PAIGH, the existence of the “Jose Toribio Medina” Library with over 230,000 volumes, only accessible by visiting the National School of Anthropology and History (ENAH) in Mexico City, where the copies are housed. Thus the need to initiate the digitalization of these documents.

2.1 Program de Publications

The current Program of Publications has been and is an appropriate instrument for promoting cartographic, geophysical, geographical and historical studies in the region, in compliance with Article 1 of the Organic Statutes. The Program currently has six periodical publications, three from the Commission on History and the remainder from Cartography,

⁵ Resolution N° 17 XXI General Assembly. To charge the Working Group for Editors of PAIGH Journals, to present a proposal on editorial policy based on the principles of the Organic Statutes, the Pan American Agenda, outlining the characteristics that all publications should contain, to the 89th Meeting of Officers (first semester of 2018). This policy, the implementation of the *Open Journal System* to manage the editorial process, quality, and suitable type of indexation.

These aspects should be utilized by the General Secretariat as tools to update the Publications Regulations that was approved by the VI General Assembly held in Mexico City in 1955

Geography and Geophysics. The points to consider to raise the efficiency of the Program of Publications, are **increased visibility and quality of the publications**.

Regarding **Visibility**, the following is proposed:

- Totally evolve towards online publications and digital journals
- Take actions aimed at greater visibility for the “José Toribio Medina” Bibliographic Fund, through the systematic digitalization of the entire collection and its publications online.
- Complete the process of digitalization of prior issues of the periodical publications followed by their publication online.

Regarding **Quality**, the following is proposed:

- Encourage the approval and implementation of the Editorial policy proposal, through the Working Group for Editors as stated in Resolution No. 11 of the 45th Meeting of the Directing Council (Chile 2014), with the modifications considered pertinent.
- Provide the Editors with mechanisms to progressively elevate the objectives of the scientific and editorial quality of the publications of PAIGH.
- Promote the use of software which would make the editorial processes more efficient and friendly, from the author to the reader.
- To undertake, following applicable bibliographic techniques, regular impact studies to evaluate the efficiency of the Program of Publications and the individual publications.

2.2 Publicity through Social Media networks

“*To Publicize*” in the 21st century should not only include the periodical and occasional publications, awards and incentives for academic work, but also the Web and Social Media. The existence of the Pan American Professionals Network, the number and activity of Twitter followers, etc. are basic tools for publicity, and to highlight the usefulness of PAIGH. Likewise, for periodical publications, as an input for the dissemination analysis, a regular “impact report” should be considered, in order to carry out the follow-up and, if necessary make corrections.

3. To promote studies, work, and training activities

To continue generating alliances to: “Promote and undertake studies, work, and training...” (Art. 2 of the Statutes).

In this way, and by using the model of Scholarships and Training Capital of the OAS, we propose seeking alternative sources of funding and cooperation that would give rise to agreements with Universities or National Research Agencies. A first objective would be to facilitate the offer to obtain scholarships, offering the possibility of PAIGH contributing to the mobility of the student, using, as background the relationship between the Commission of Geophysics and the National Autonomous University of

Mexico (UNAM). At the same time, continue using the PAIGH awards program, as a motivation tool for high-level training, strengthening its visibility.

4. To increase efficiency for the benefits to reach the communities of the Member States

A successful example of action through which PAIGH benefits the community is the GEOSUR program, from which the integrated map (Central and South America) is the most visible today, as well as the existence of an infrastructure prototype of regional Spatial Data, operating from the GEOSUR servers.

PAIGH as a whole, and given its governmental and Pan-American character must become an effective instrument for bringing the National Sections closer to their communities. In view of the evident differences between the member countries, some with close relationships and others with less, the Institute must act as the facilitator and communicator. PAIGH provides the Pan-American vision, an objective itself. The Institutional Strengthening of the National Sections, should be the “Dominant Theme” (“leitmotiv”) of PAIGH.

5. To Increase cooperation with organizations related to its scope of action

The Commissions of PAIGH should explore, with the support of the General Secretariat, the establishment of Joint Plans with regional or international organizations and institutions, in order to better execute its objectives, through cooperation and complementary actions. The objective of these plans would be the total or partial Mitigation of Natural Disasters, Climate Change, Historical and Cultural Patrimony, Migrations, etc. and others considered important.

The example would be the Joint Action Plan 2016-2020. This Plan is directed specifically to the Commission on Cartography and therefore does not clearly consider all the Commissions.

G. FINANCIAL STRATEGY

We will now proceed to set out the general outline of the financial strategy. A stable and predictable flow of funds must be ensured, ideally without requiring laborious negotiations for inflation adjustments. The new rule to define the scale of quota contributions to be proposed as of 2020, constitutes a challenge, which if activated would also signify an acknowledgement to the countries for the work undertaken over 90 years of history. The efforts to reintegrate and admit countries to PAIGH continues, and also to seek external funding for projects, should be highlighted.

1. Occasional Actions

- 1.1 To propose a mechanism for the automatic adjustment of quota contributions.
- 1.2 To continue with the efforts to reintegrate former members.

2. Permanent Actions

- 2.1. Continue the efforts undertaken to integrate new members
- 2.2. Maximize efforts to reach out to organizations that play a role similar to that developed by the GEOSUR program, with application to other areas of interest to the PAIGH. In this sense, the exploration of synergies with capital funds from foundations, universities, etc. is of particular interest.
- 2.3. Seek the creation of services that operate as new sources of income. As an example, establish a Quality Audit service: that could support the countries (if required) in bids for the capture of Geographical Information, in order to control the quality of the contracted product.
- 2.4. Inform the National Sections of the possibilities that PAIGH has to solicit third-party funds, making it viable to manage extraordinary revenue in their own countries.
- 2.5. To continue encouraging the participation of cooperating members.
- 2.6. To make public, in the National Sections the existing link with the Pan American Development Foundation (PADF), which currently has an agreement with PAIGH.

H. ADMINISTRATIVE STRATEGY

The focus will be on modernization and increasing the operational effectiveness and efficiency of the General Secretariat. At the same time, and as a long-term task, a critical evaluation of the organizational structure is contemplated, indicating that any modification that implies changes in the statutes, would be deferred until the next General Assembly.

1. Increase the operational capacity of the General Secretariat

- 1.1. Continue the process to modernize and increase the operational effectiveness and efficiency of the General Secretariat.
- 1.2. Strengthen the permanent training of the staff of the General Secretariat.
- 1.3. Create a system of performance evaluations and job profiles at the General Secretariat.
- 1.4. Implement internships at the headquarters in Mexico City which could increase interest in the PAIGH among students, who would be contributing to support the administrative team, through tasks appropriate to their ability,
- 1.5. Ensure effective communication between the Commissions of PAIGH and their counterparts of the National Sections.

2. Critical evaluation of the current structure of PAIGH

The modification of the current structure implies changes to the statutes which can only be made effective in a General Assembly, and would not occur until 2021. Therefore, there is sufficient time for an analysis with a global vision. The basic objective is to undertake a critical analysis of the structure, and craft a proposal for the 22nd General Assembly.

SCIENTIFIC STRATEGY

Activity	Actions	Result
1. Encourage and coordinate studies in the areas of interest of PAIGH. The focus is the overall institutional strengthening of PAIGH.	1.1 Create an Agenda of Issues	A list prioritizing the issues recognized by the National Sections, which will shape recommendations, or future actions by PAIGH to resolve them.
	1.2 Facilitate the Workshop for Managers on a regular basis.	Exchange ideas, proposals, and lessons learned which contribute to the institutional strengthening of the National Sections.
	1.3 Create a Research Agenda.	Generate external documents for the National Sections to guide internal and external support, support Institutions in their actions, and identify specific problems of the countries.
	1.4 Create a "Strategic Advisory Group"	Create an organ to analyze and reflect on long-term problems, both internal to PAIGH and in the region integrated by the Vice Chairmen of the Commissions, experts, and ex Authorities, as advisors
2. To make the publicity of activities in the countries more effective and efficient.	2.1 Strive for the continuous improvement of the Program of Publications	Generate regular Impact Factor reports in order to manage the process and eventually make corrections.
	2.2 Extend actions for Publicity through social media networks.	Obtain Impact measurements that make it possible to manage the process and eventually make corrections.
	2.3 Continue to support traditional PAIGH awards such as the recent Masters and Doctorate thesis instituted by the Commissions.	Maximize the dissemination of the awards given by PAIGH, involving the National Sections.
	2.4 Promote national and regional events organized or sponsored by the National Sections of PAIGH.	Regular calendar of national and regional events featuring the PAIGH logo.
3. Promote studies, work and training activities	3. Sign cooperation agreements with universities with the objective of obtaining training scholarships.	Obtain training scholarships taking into account the four areas of knowledge and related sciences of PAIGH, using the model of the Commission on Geophysics.

	3.2 Sign agreements with Agencies for international cooperation.	Obtain agreements with concrete objectives which result in the realization of academic projects.
4. Increase efficiency for the benefits to reach the communities of all the Member States. The focus is the institutional strengthening of the National Sections.	4.1 Promote the rapprochement of the National Section with the community in governmental, academic, and social organizations.	Encourage the right forum to deal with problems that are common to the National Sections, through instruments such as the Workshop for Managers. Share the successful cases and lessons learnt.
5. Strengthen cooperation with organizations related to its scope of action	5.1 Increase the efficiency of the Programs of Technical Assistance.	Formulate specific cooperation agreements, dealing with aspects such as: climate change, territorial ordering, disaster mitigation, historical heritage, migrations, etc. And others that are considered pertinent to the Research Agenda.
	5.2 Generate Joint Action Plans with regional and international organizations, taking into account the specificity of each Commission	Formulate plans that involve specialized agencies in areas of interest to the PAIGH, where roles, objectives to be achieved and budget are specified.

FINANCIAL STRATEGY

Activity	Actions	Result
1. Occasional activity	1.1 Propose a new rule to automatically update the scale of quota contributions	To have a new scale of quota contributions approved by the 48th Directing Council in Bolivia (October 2018). To be implemented as of 2020. Develop and present a mechanism for automatic adjustment of quotas 2020.
2. Permanent Activities	2.1 Reintegrate and integrate new members.	Achieve the re-entry of Canada, and focus efforts in at least two countries of the Caribbean.
	2.2. Maximize links with organizations similar to the GEOSUR program (CAF)	Reach agreements with Agencies for international cooperation.
	2.3 Generate new services for the National Sections	Example: Quality Audit which would consist of having a group of experts in the Americas, specialized in the Quality of Geographic Data, who would be in a position to provide technical support in the national or international arena, Publicize the initiative at international fora.
	2.4 Inform the National Sections of the possibilities for PAIGH to manage third-party funds	The National Sections should have full knowledge of the possibilities and potential of PAIGH to manage third-party funds. This could also be of interest to Organizations like SIRGAS or UN-GGIM, which have roles and valid interests, etc. but lack the appropriate legal authority. On the other hand, the OAS Cadastre Program could benefit from operational support, and also some cross-border initiatives relating to Natural Disasters which could also benefit from this type of financial service.
	2.5 Continue encouraging the participation of cooperating partners.	Continue increasing the number of cooperating partners, in order to obtain an annual average income of USD \$ 30.000.
	2.6 Promote the potential of the existing link with PADF, and also with others of similar characteristics that connect.	Formalize projects with financial support from PADF

ADMINISTRATIVE STRATEGY

Activity	Actions	Result
1. Increasing the operational capacity of the General Secretariat	1.1 Continue with the modernization process and increase the efficiency and operational efficiency of the General Secretariat.	Strengthen the permanent training of the staff of the General Secretariat. Provide a Budget for refresher courses: (USD \$ 2.000 annually) Establish a system of performance evaluations and job profiles at the General Secretariat, based on positions. Have the instruments that make it possible to measure the institutional strengthening of the National Sections.
	1.2 Ensure the effective communication between the Commissions of PAIGH and their counterparts of the National Sections.	Utilize Information Technology, social networks, The Pan American Network of Professionals, to increase effective communication.
	1.3 Implement internships at the headquarters in Mexico City, which would also serve to increase the interest of students in PAIGH, to contribute to tasks in support of the administrative team, based on their ability.	Have students who through social service collaborate in the development of the activities of the General Secretariat. .
2. Critical evaluation of the structure	2.1 To include the initiative on the Agenda of the 2019 Technical Meetings of Consultation	Prepare a proposal for the 22nd General Assembly .Consider supporting the activity through a Technical Assistance Project.
	2.2 Pursue consultations through the Gallery of Former Authorities.	
	2.3 Consider the possibility of having external consultants through a Technical Assistance Project.	