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FINAL THESIS REPORT

MARKETING CAMPAIGN “OAS STUDENT
INTERNSHIP PROGRAM”



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The origin of the Organization of American States falls back into 1826 when “the liberator” Simon Bolivar created the Congress of Panama. Simon Bolivar wanted a league of American republics, with a common military, mutual defense pact, and a supranational parliamentary assembly. Later on, on April 30th, 1948, during the ninth International Conference of American States the OAS as it stands today was created with the signature of 21 American countries of the Charter of the Organization of American States.

The OAS Student Internship Program was created in 1977 and was formed as a coordinated system that replaced Internship arrangements previously made by each department individually and independent from one another. This exercise so far has been successful for both, the Organization and the students. OAS Student Interns have enhanced their own academic training and career objectives while performing worthwhile assignments in a variety of departments and offices.

The primary objective of this thesis is to develop a marketing campaign to promote the Internship Program that the Organization of American States offers to students from all around the world. Even thou the program has existed for 30 years now, not many people know about this opportunity.

The OAS is commonly seen as an unreachable organization, an organization as any political organism where everything is about connections. Anyhow, this wants to be changed and the OAS wants to offer the same opportunity to everyone; students who can prove that they have the potential for working in this kind of organization.

The project about promoting the Student Internship Program is something that the organization has been working on since Summer 2007. This paper is the ending result of an extensive and time consuming research. The creation of a database of contact universities throughout the Western Hemisphere, the national offices and Permanent Missions in Washington D.C; were a big part of this paper.

Lastly, in order to create a marketing campaign we had to create a proper logo for the program, as well as, some flyers and important visual information for the client. By the end of this thesis there are some conclusions and recommendation for the organization to take into account when promoting the Student Internship Program.

Key words: Charter OAS Internship Program marketing campaign

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ABSTRACT

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Abbreviations

OAS	Organization of American States
OEA	Organización de Los Estados Americanos
GA	General Assembly
GS	General Secretariat
GPA	Grade Point Average
WB	The World Bank
IDB	The Inter-American Development Bank
IMF	International Monetary Fund

1. Introduction

1.1 Background

The Organization of American States is an organization that I heard about since I was really small. Every time that there would be elections in my country you could always hear in the news about the OAS supervising them.

When I grew up and I started understanding about the matters happening in the world, I started to realize the great impact that the Organization of American States has not only in my country but in the entire Western Hemisphere.

The OAS is an international organization which is the region's principal multilateral forum for strengthening democracy promoting human rights, and confronting shared problems such as poverty, terrorism, illegal drugs and corruption.

Even though it is a big organization, people tend to not even know where the headquarters are. Is an organization that you just simply hear all the time in the papers and news and that it never crosses your mind that you could maybe be part of it some day.

When I was in my search for an internship I found it hard to get something here in Finland and one day my brother mentioned that a friend of his did her work placement in Washington D.C. for the OAS. I completely thought it would never be possible for me but I decided to just give it a look and went to the organizations web page.

In there I realized that they actually offer an Internship Program every season. Three different seasons: Winter/Spring, summer and fall. When I opened the web page I realized that the deadlines were really soon so I did everything in a hurry, getting all the necessary papers from school and teachers and ended up applying almost the last day.

When I applied for the internship, I did it thinking that there was no chance on getting accepted at all. It is such a big organization that people, including me, always thinks of it as an unreachable place.

When I was accepted and people around me in Colombia got to know they were asking how I got it. They all were thinking I had some kind of contact inside the organization and when I told that I just simply applied online, they all were amazed. People often think of the OAS as a political organization that is impossible to get in.

I started my internship on June 2007 and was there for the summer season. Since my school requires 20 weeks in order to graduate I asked from my boss in there and she let me stay until November and completed the whole 5 months of my internship there. I ended up working in Human Resources Department as an Intern and participated in two seasons of the internship program, summer and fall.

1.2 Description of the Thesis

The purpose of this thesis is to make sure people knows what the Organization of American States is and does. It is an Organization well known in the Western Hemisphere, especially in Central and South America where the Organization takes the most actions to; but, people often mistaken what it really does.

As well, the Organization is frequently seen as an unreachable organism. The OAS Student Internship Program wants to change this image; it is reachable, you just have to be qualified for working in it.

The main purpose of the thesis is the creation of a Marketing Campaign to promote the Student Internship Program at the OAS. The Internship Program is only possible under the General Secretariat; therefore, along this paper, the Organization and its department's activities will be described in detail and consequently the possibilities of working at the Organization, as an Intern.

While developing the campaign we had to start from the basic which was creating a logo for the program. It was necessary as well to create a database of possible contacts in the member state countries to which this Marketing Campaign will be send to. This database is divided in three, contact universities in the Member State Countries, National Offices along the Western Hemisphere and the Permanent Missions in Washington D.C.

1.3 Research

As mentioned before, I was an Intern at the Organization of American States in Washington D.C. from June to November 2007. I was working directly with the Student Internship Coordinator at Human Resources Department. I helped her with all things related to the Interns coming in the summer and fall, which were in total 170 students.

While working in there the idea of promoting the program rose up, we started working on it with my boss until I asked her if I could maybe use it as my final thesis since it was of my interest and in my field. The Coordinator was gladly to accept it as long as it was ok for my school here in Finland. I made all the necessary arrangements and I started working on it as my final thesis.

During my internship we worked on developing the logo for the Internship Program which was very important. The logo of the organization was being used, but the coordinator wanted a personal logo for the program.

In summer 2007 two forms were created, Performance and Final Evaluation Forms, this way the organization could evaluate both, the Intern and their supervisors. The idea of creating a database of contacts in universities in the member state countries came up as an idea as well.

During the summer, the OAS counted with 96 interns participating at the OAS Student Internship Program. A survey was created for them so that they could help us get some contacts. They were asked the name of the university they were attending and the contact information of person in charge of external relations in the institution. This way our database was created. Later on, in the fall, 74 new interns came to work for the OAS and they were all interviewed as well.

This way we would make sure of getting accurate information about the contact information in different universities along the Western Hemisphere; we know that information given by Interns participating in the Program would be exact.

The purpose of this thesis is to answer to some questions that came up while thinking on promoting the Internship Program. The most important is why people do not know about the OAS Student Internship Program? By contacting to students from all around the western hemisphere we can make sure that the students will know about this option and apply.

How are we going to make people know about the opportunity offered by the OAS? Simple, we counted with 96 interns during the summer and 74 during fall. We created a survey for them so that we could create a database of possible contacts in their home universities; as well, we wanted to know from their point of view, which were the best schools in their home country in certain majors.

Another question that came up was, is the OAS an organization of interest for the students? We do not know that but we assume it is since in the last 10 years, the amount of students applying for the program has doubled.

Throughout this paper it will be explained what the different departments of the organization do and for whom the internship opportunity is targeted. It will be explained as well the possibility of doing the internship in the National Offices since this opportunity was open as a suggestion from the Permanent Council in fall 2007.

After going through the organizations activities and explaining about the OAS Student Internship Program; the marketing campaign itself and all necessary material will be developed.

1.4 Limitation

When the idea of creating a marketing campaign came up in the Organization important matters were talked also. We needed to make sure that the information and special material we are creating, reaches the right persons.

Therefore, it is important to get some reliable information, contact of the right persons in the different institutions. For this reason, we knew that by contacting directly the students participating in the internship program already was a good way.

Many of the interns participating in the OAS Student Internship Program during the summer and fall were getting credits from their schools. When applying for the internship program they have to provide a letter from the school explaining how students are getting credited from the work placement at the OAS. From here we can get direct contacts with their supervisors.

Another important subject is validity. We need to make sure that we are authentic when offering our product. From here we can establish good relationship with the contacts made after the marketing campaign has been sent.

By validity we not only mean the authenticity of the product we are offering but the contact information we have been gathering through the interns. We are making sure that our database is build with exact and reliable information. By asking the interns itself about this contact information we know we are gathering truthful information.

Of course, we count as well with some limitations. Not all students are entitled to give their supervisors information in their home university and sometimes even by going to the web page of the school, it is not easy to find the necessary information from there.

We find ourselves also with some language barriers. The Western Hemisphere counts with four main languages which are English, French, Portuguese and Spanish. I do not possess good abilities in the four languages finding myself in big trouble when trying to find some important information from some schools web pages.

2 The Organization of American States (OAS)

2.1 The Organization of American States

The Organization of American States (OAS) is an international organization based in Washington, D.C.; and consists of 35 Western Hemisphere states¹. The organization's main goals are to promote democracy, protect human rights, preserve security, expand trade, and address cross-cutting issues of hemispheric concern.

The OAS is the oldest multilateral organization in the world. In 1948, following hemispheric cooperation during World War II, the Charter of the Organization of American States was signed in Bogotá, Colombia by the United States and 20 Latin American Nations.

From 1994-2004, the OAS was refreshed by the leadership of Secretary General Cesar Gaviria and the meetings of regional heads of state held as part of the "Summit of the Americas"² process. In 2001, OAS member states adopted the Inter-American Democratic Charter³, setting out a clear declaration: "The people of the Americas have a right to democracy and their governments have an obligation to promote and defend it". The organization has made significant efforts to deal with threats to democracy in countries like Bolivia, Haiti, and Venezuela.

During its first decades, the OAS dealt primarily with border disputes and collective security. Since the 1960s, the OAS has evolved. After four amendments to its Charter, it has become a political organization of 35 Western Hemisphere states that have pledged to promote democracy, advance human rights, preserve peace and security, pursue free trade, and deal with difficult problems caused by poverty, drugs, and corruption⁴.

In October 2004, the new Secretary General, Miguel Angel Rodriguez, who had proposed a number of reforms to solve the OAS's chronic budget shortfalls, resigned in the middle of allegations of corruption from his tenure as president of Costa Rica.

¹ Member States: Antigua and Barbuda, Barbados, Belize, Bolivia, Brasil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, United States of America, Uruguay and Venezuela.

² The Summits of the Americas Secretariat forms part of the institutional mechanisms of the Summit of the Americas Process and provides support in the areas of planning, implementation, outreach, and follow-up of Summit mandates.

³ The Charter specifies the elements that are considered essential to representative democracy and the definition of mechanisms for multilateral actions and collective guarantees to preserve democratic institutions.

⁴ All 35 countries in the Western Hemisphere have signed the OAS Charter and are members of the organization. Although Cuba ratified the OAS charter, its government has been excluded from participation in the organization since 1962.

On May 2, 2005, José Miguel Insulza, the former Chilean minister of government, was elected as Secretary General of the OAS. He was tasked with solving the organization's budget crisis and preventing further democratic breakdowns in the hemisphere.

As stated in the Inter-American Charter, in Article 1, the goal of the member nations in creating the OAS was “to achieve an order of peace and justice, to promote their solidarity, to strengthen their collaboration, and to defend their sovereignty, their territorial integrity, and their independence.”

Article 2 shown in table 1; from the Inter-American Charter, assigns the eight purposes for the Organization of American States:

- | |
|--|
| <ol style="list-style-type: none"> 1. To strengthen the peace and security of the continent. 2. To promote and consolidate representative democracy, with due respect for the principle of nonintervention. 3. To prevent possible causes of difficulties and to ensure the pacific settlement of disputes that may arise among the member states. 4. To provide for common action on the part of those states in the event of aggression. 5. To seek the solution of political, judicial, and economic problems that may arise among them. 6. To promote, by cooperative action, their economic, social and cultural development. 7. To eradicate extreme poverty, which constitutes an obstacle for the full democratic development of the people's of the hemisphere. 8. To achieve an effective limitation of conventional weapons that will make it possible to devote the largest amount of resources to the economic and social development of the member states. |
|--|

Table 1: Article 2, Inter-American Democratic Charter

The Permanent Council, is the policy making body of the Organization, composed of one representative from each Member State accredited by the government with the rank of ambassador. Each Member State has an equal voice and most decisions are made-up through consensus. The Permanent Council has the authority granted to it in the OAS Charter, and addresses any matter referred to it by the General Assembly or by the Secretary General. The organizational Chart explains better how the work in the OAS is distributed (Figure 1).

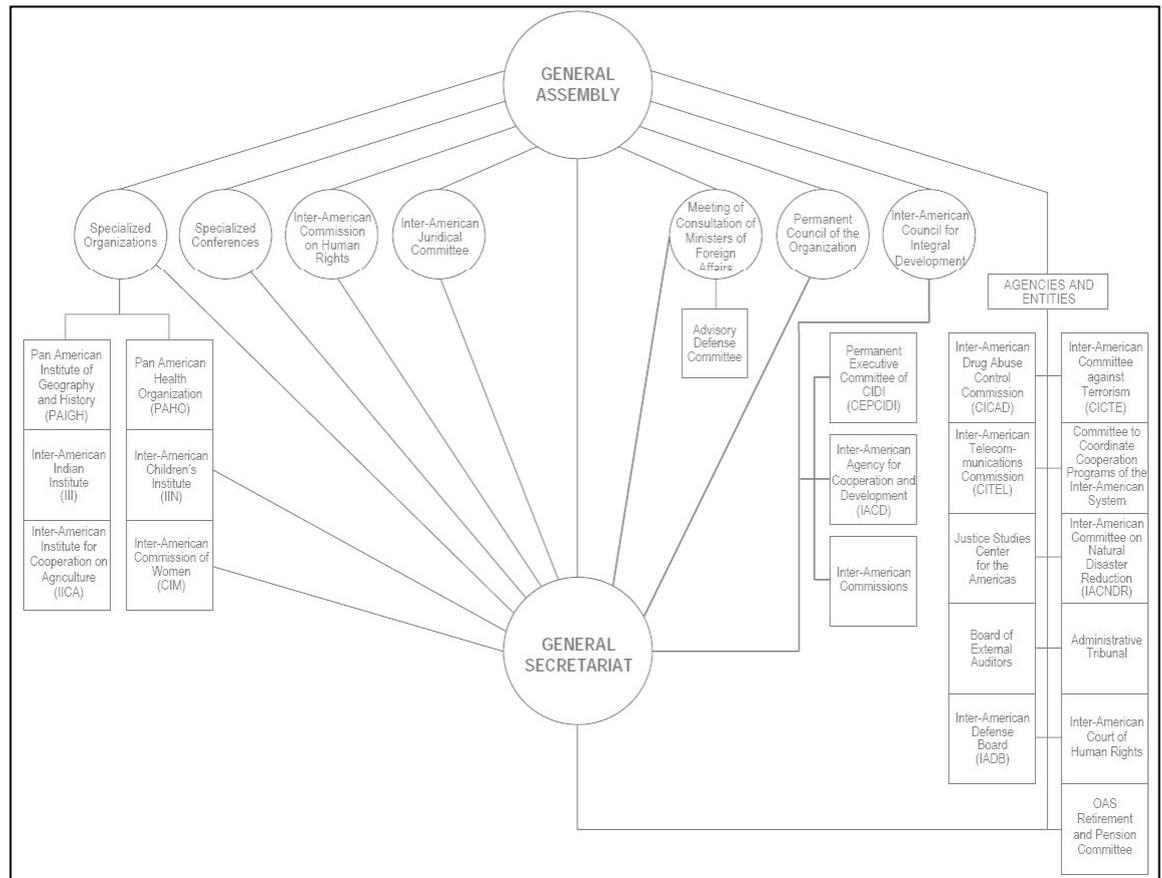


Figure 1: Organization of American States, Organizational Chart

The Organization's official languages are English, French, Portuguese, and Spanish. Article 53, of the Rules of Procedure of the General Assembly⁵ states that, proposals shall be presented in the four official languages.

Although a number of other languages have official use in one or more member states of the OAS (Haitian Creole in Haiti, Guarani in Paraguay, Dutch in Suriname, Quechua and Aymara in Peru and Bolivia), they are not official languages of the Organization.

2.2 The General Assembly

The General Assembly acts as the supreme organ of the Organization of American States. It gathers, once a year in a regular session, the hemisphere's ministers of foreign affairs; where, the member state countries can set major policies and goals.

The Charter has assigned other activities for the General Assembly besides those mentioned before. The GA is as well the one deciding all

⁵ The General Assembly is the supreme body of the OAS, which meets once a year. The last General Assembly took place in June, 2007.

general actions and policies within the Organization. It determines the functions and structure of its organs, considering as well, any matter related to friendly relations among the American States.

On the other hand, the General Assembly ; measures for coordinating the activities of entities, agencies and organs of the Organization throughout themselves and with those of other institutions of the inter-American system; it strengthens and coordinates cooperation with the United Nations and its specialized agencies; it approves the budget for the Organization and determines the quotas that each member state country has to pay; it promotes alliance, especially in the economic, cultural and social fields, with other international organizations whose purpose are similar to those of the Organization of American States.

Composition

As the Organization has 35 member states, they all have the right to be represented in the General Assembly with one vote each. These delegations are accredited by the governments of the member states, which shall have, a head of delegation, who may delegate his duties to any other member of his delegation.

2.3 General Secretariat

The head of the General Secretariat is the Secretary General who today is José Miguel Insulza, who took office on May 26th, 2005. He was born in Chile on June 2nd, 1943. He is a Chilean politician, lawyer by profession, and a member of the Socialist Party of Chile.

The OAS Student internship Program is offered under the General Secretariat. On Appendix 1, it is shown how the GS is distributed with the different departments and areas where students can work during their internship, depending on their interests and major of studies.

Students from many different majors participate each year on the internship program. Since the program is offered in the whole general secretariat, not only political or international affairs students can participate on it. Art, psychology, engineers and many other degree students, join each year.

Law degree students usually end up working at the office of the secretary general in areas like the Inter-American Commission on Human Rights or the department of legal services. International Affairs students might also be interested on working at the external relations office which is also under the office of the secretary general.

Under the Office of the Assistant Secretary General, students interested in Women rights, cultural matters and Ports could find an interesting working place for doing their internship. In here we find areas like the

Inter-American Commission of Women, the office of cultural services and the Inter-American Committee on Ports.

In the cultural services office we find the Columbus Memorial Library which houses the world's most complete collection of unique maps, archives, photographs, commemorative stamps, and records documenting the history of the Organization of American States and its predecessor agencies from 1889 to the present. The library holds one of the richest repositories for material on the Inter-American system in the world, with extensive collection of books and periodicals dating back to 1535. As well, in the cultural office there is the Art Museum of the Americas for those interested in art.

Political Science students frequently find themselves interested in working for the Secretariat for Political Affairs in areas like the Crisis, Prevention and Special Missions department which works with all matters related with the elections through out the Western Hemisphere. In this secretariat we find also the department for the promotion of democracy which is of great interest for this type of major students as well.

For those studying business, finance, computer science or something related, the Secretariat of Administration and Finance might be their place of interest. In here, students can work at Human Resources department; the Office of Information and Technology or at the Budgetary and Financial Services department, depending on their field of studies.

At the end we have the secretariat for Integral Development where different major students are taken. Law degree students might find interesting working at the Department of Sustainable Development while International Relations students may rather work at the Trust for the Americas.

Students can always go to the OASs' web page (www.oas.org) and find out what each department and/or areas of the organization do and see where they would like to work while participating at the OAS Student Internship Program.

3 Student Internship Program at the OAS

3.1 Student Internship Program

The Organization of American States has promoted the idea of bringing up a better understanding of the objectives and the nature of the organization itself, by letting students to assist as interns with the General Secretariat at the headquarters in Washington, D.C.

Therefore, the Student Internship Program was created in 1977 and was established as a coordinated system that replaced internship arrangements previously made by each department individually and independent from one another.

As mentioned before, the headquarters of the Organization of American States are located in Washington, D.C, United States. At the beginning of the creation of the Student Internship Program, this opportunity was offered only for students living in the States for mobility reasons.

Through out the years this has changed. The OAS Student Internship Program is now offered for everyone, especially for people coming from the member state countries. The opportunity to make part of this program is now possible also for people from other countries as well; people from Europe and Asia have made part of OAS's team at some point. The OAS hopes to continue to expand the Student Internship Program, making it possible for an even greater number of qualified students to apply their skills, talents, and academic training to meaningful assignments within the organization.

The Internship Program so far has been successful for both, the Organization and the students. Students have been able to enhance their own academic training and career objectives while performing worthwhile assignments in a variety of Departments and Offices.

On September 19th and 20th the OAS along with the Young Americas Business Trust hosted the first Youth Symposium and Dialogue called "Empowering the Future Leaders of the Americas".

It was an interactive forum for young leaders to express their ideas and contribute to the decision making process of the OAS Member States. Students had the chance to talk straight to the Permanent Council and address their ideas on how to help young student to become the future leaders.

An idea that came up after these two days of talk was the expansion of the Student Internship Program to the country offices. The Students portrayed the idea to the Permanent Council and as a result, this decided

to ask the collaboration from the ambassadors to make it possible. Subsequently, in January 2008, the possibility of doing the internship in the National Offices was open to the students. The First National office to start this process was the Costa Rica office which hired their first Intern in January 2008.

3.2 Goals

On April of year 2007, three main goals were established by the Department of Human Resources concerning the Student Internship Program.

These goals were as follow:

1. To promote the OAS Student Internship Program along the Hemisphere to target high potential students.
2. Ensure a successful pool for recruitment.
3. Guarantee that OAS Inters obtain a meaningful learning experience, so that they are able to acquire knowledge related to work and enhance working possibilities.

3.3 Program guidelines

The OAS Student Internship Program is designed for junior, senior and graduate students at the university level to allow them to work within their fields of study.

The Program although unpaid is very competitive. In order to be selected, students must have at least a 3.0 GPA⁶ and a good command of two of the four official languages of the Organization: English, French, Portuguese and Spanish.

Interns are required to attend a mandatory cycle of weekly meetings with senior officials to provide them with a clear insight into overall OAS activities. They can choose whether being full time (40 hours per week) or Part-time, working for no less than 20 hours a week.

The OAS offers three different cycles through out the year, presented in the table bellow:

Seasons	Deadline to submit application	Effective Dates
Summer	January 16 – March 16	June 7 – August 17
Fall	April 16 – June 15	September 4 – December 7
Winter/Spring	September 5 – November 2	January 17 – May 9

⁶ GPA stands for Grade Point Average. It is the manner in which many educational institutions numerically represent academic performance on your transcripts. [en.wikipedia.org/wiki/GPA]

The deadlines to submit the application are the dates in which the application system is available online for students to apply for the internship program. Once it is closed, the pre-selection process done by the Department of Human Resources starts.

3.4 Requirements

In order to be able to apply for the OAS Student Internship Program, there are some minimum requirements that the students need to accomplish before filling in the electronic form.

These requirements are as follow:

1. Have high academic standards (GPA of 3.0 over 4.0 scale)
2. Knowledge of at least two of the four official languages of the OAS.
3. Nationality of a member state preferable.

The Student Internship Program is available for every student from anywhere in the world who has at least 3.0 of GPA, command of at least two of the four official languages and is in his/her second year at school.

Even thou in point 3 it was mentioned that preferably a person with a nationality from a member state, this, does not mean that some one else from a different country can not apply for the program. The OAS Student Internship Program is open for every nationality, but, in case of wanting a permanent job, for working at the OAS you have then to have a nationality from a member state country in order to be able to be hired by the organization.

3.5 Recruitment Process

The whole recruitment process starts in each and every different department or area from the organization. They need to follow some steps so that they can be able to select an intern to work for them.

On the first place, the area needs to have a geographic space available for the incoming intern. The intern must have at least a chair, table and a computer. All computer settings need to be made by the department/area in advance, before the student starts its internship.

Secondly, areas need to follow deadlines. As soon as the application online is closed, the Department of Human Resources starts the pre-selection. The DHR is in this state just verifying and selecting all the students who filled the application with all the needed data. If applications are complete, they will be selected by the Internship Coordinator and send to the system for available for selection, where all areas have access to and can check all applicants' profiles.

Every intern needs to have a supervisor as well. Usually, the supervisor is the person who chooses the intern and works with the intern directly.

Finally, all supervisors need to prepare a description of projects, tasks or assignments for the Intern. They need to contact the applicant themselves and discuss about the activities they will be working on before their arrival.

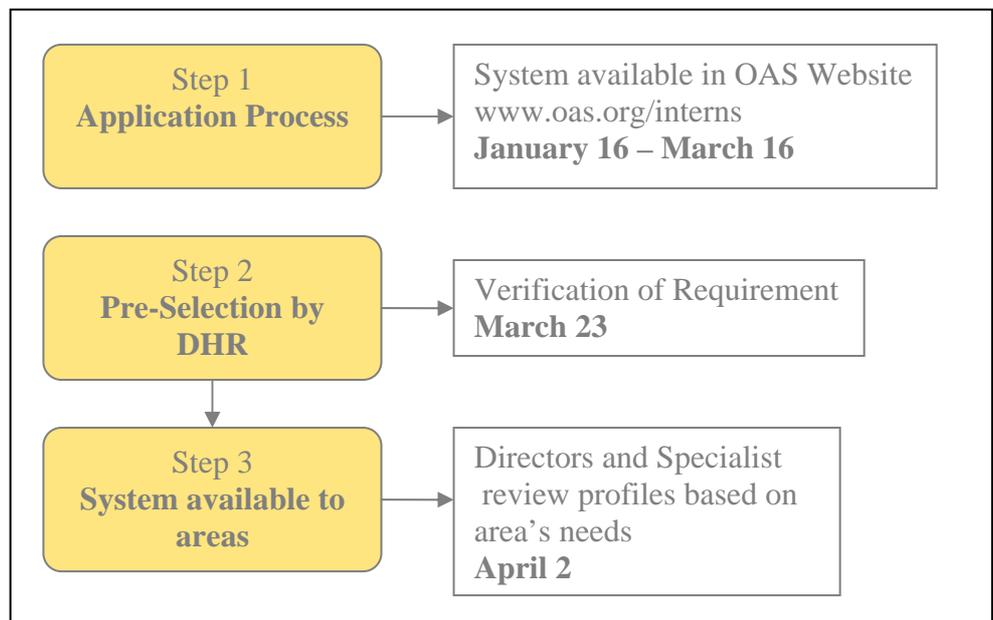
During the internship, supervisors need to constantly supervise and evaluate intern's work. As well, all supervisors should provide all necessary tools to maximize the internship experience.

3.5.1 Application Process (example: Summer 2007)

As mentioned before, all students interested in participating in the OAS Student Internship Program have to apply online when the application is available at the OAS website (www.oas.org/interns).

Students have to fill out the electronic form properly and provide at the end two letters of recommendation which can be from professors in major field or a former employer. All applications without the mandatory attachments will not be considered at any point for the Internship Program.

As a third requirement, for the application to be correctly filled, students must attach their academic transcripts, and remember that the organization asks for a 3.0 GPA over 4.0. In Figure 2 the application process for summer 2007 is explained little bit more in detail.



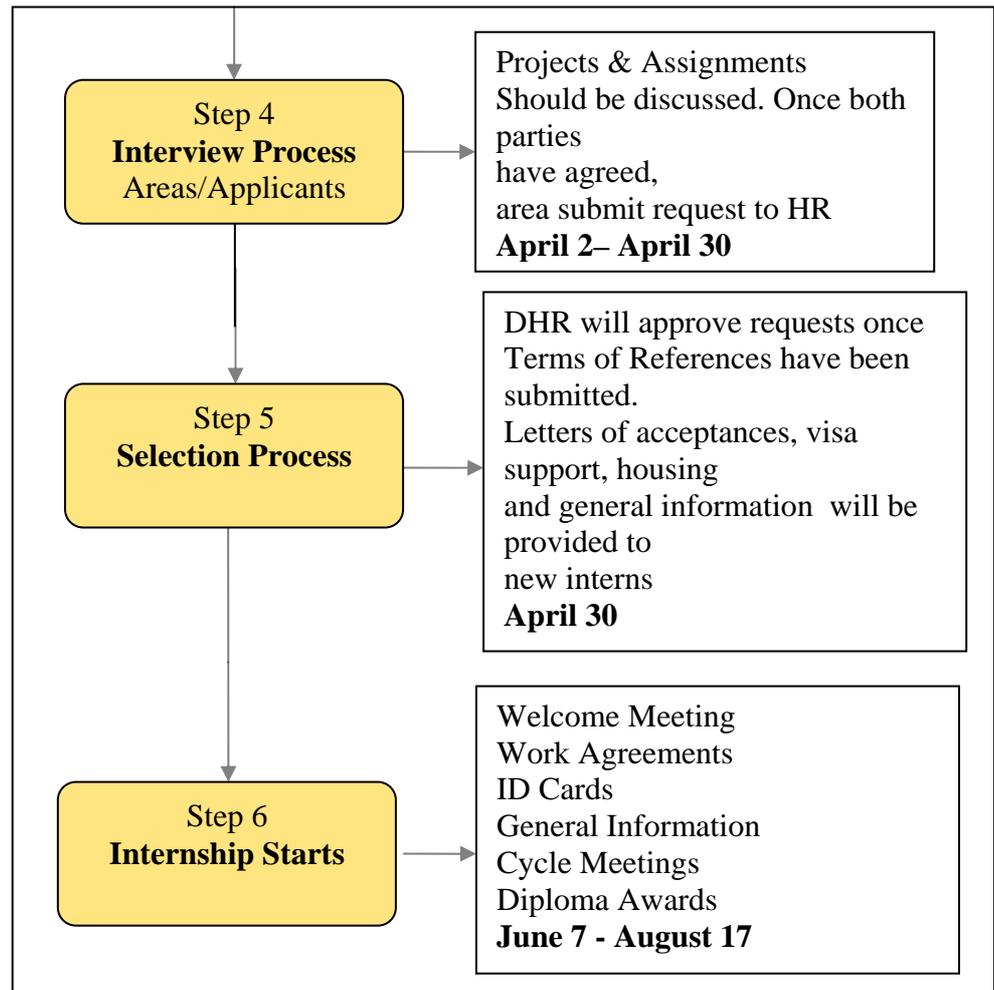


Figure 2: Application Process, example summer 2007

3.6 Statistical Background

The Student Internship Program was created in 1977 as a coordinated system to replace arrangements previously made by every department of the organization independently from each other. Although the Program has existed already for over 30 years, the organization only has records of the interns participating in the last 10 years, since 1997.

In the past all internship Agreements and applications were processed in paper and were handled by each department separately. Now a days, since all applicants have to apply online, there is a system that registers all the information of the students participating in the Internship Program and in which session (Winter/Spring, Summer or Fall).

In the last 10 years, the OAS has registered a total of 1,992 interns (SG Annual reports-Columbus Memorial Library). In Figure 3 we can see the Interns Progression since 1997. In here we can see how in 10 years the amount of interns participating in the Program has increased by 203%, meaning that in 2007 more than double of students participated in the Internship Program compared with the figures from 1997.

Figure 3: Interns-Progression from the last 10 years

With the marketing campaign what the OAS wants to achieve is not only trying to get more students each season. With the figures shown in the figure, we can see that the program has grown considerably, the only problem is that the people applying are usually coming from the same countries. The OAS wants to get more diversity in the organization and with the marketing campaign this will be achieved.

The records also say that the highest amount of interns in one single session was achieved in Summer 2007 (Figure 4) with a total of 96 Interns, with interns from over 17 different nationalities.

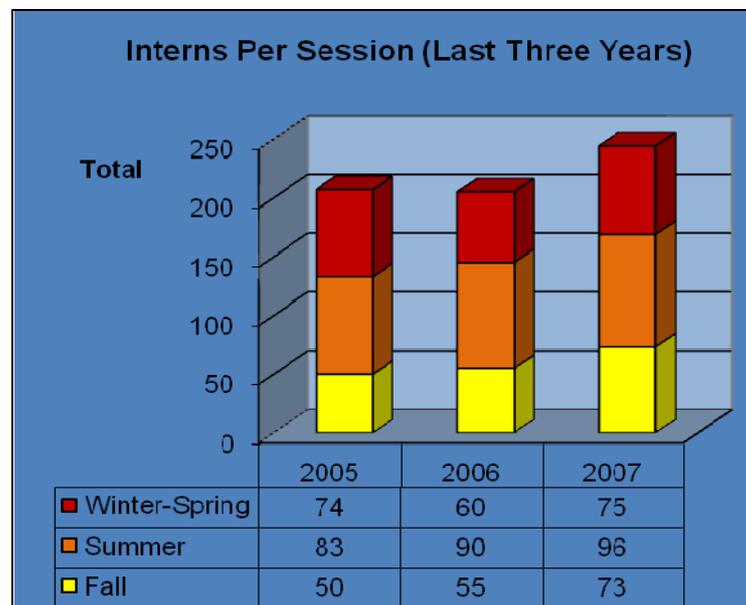


Figure 4: Number of Interns per Session from last three years.

In the last three years we do not see much of a variation in the amount of interns participating in the OAS Student Internship Program. However, the highest participation is noted in summer 2007 by a difference of 6 interns more compared to the summer before.

We can also see by the Interns per Session Table that a pattern has going on for the last three years and probably in the years before as well. The highest participation is always shown in the summer, then in the Winter/Spring session, leaving the fall in the last place. But, in 2007 in the Winter/Spring and Fall Sessions, there was almost the same amount of Interns participating in the program.

The OAS Student Internship Program has experienced for the last years more women applying and participating in the Program than men. In year 2007 in all three sessions, the females were always above 60% and the males always were around 34%, from the total Interns (Figure 5).

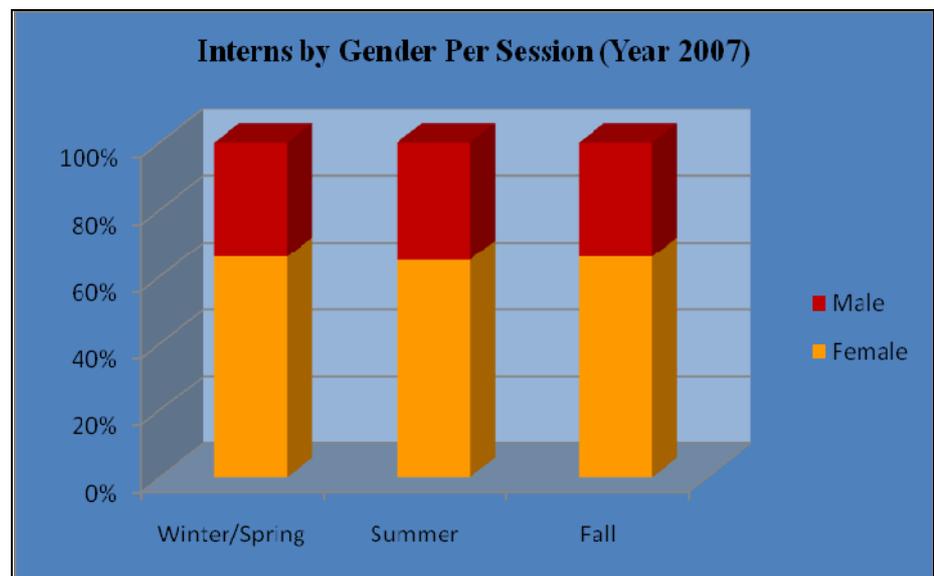


Figure 5: Interns by Gender per Session (Year 2007)

This is another subject to take into consideration when developing the marketing campaign. The Organization wants to obtain diversity not only in the nationalities, but as well in gender matters.

The Organization of American States for the last year has been working in a gender equality project since Human Resources Department wants a better equilibrium in this sense within the organization. But something really important about this subject is that although there are more women in the organization this does not mean they are in the higher positions, which is an important point to take into consideration. The equilibrium has to be not only regarding the gender but also in the positions this women have in the General Secretariat.

Another issue the organization is trying to work on is the nationality of the people working for the organization. This is seen not only in the General Secretariat workers but as well in the Interns participating in the Internship Program each year.

Colombians and US Americans are always the two big groups participating in the internship program, followed always by the Mexicans and Brazilians (Figure 6). The OAS wants to change this pattern; they want to see more diversity within the organization.

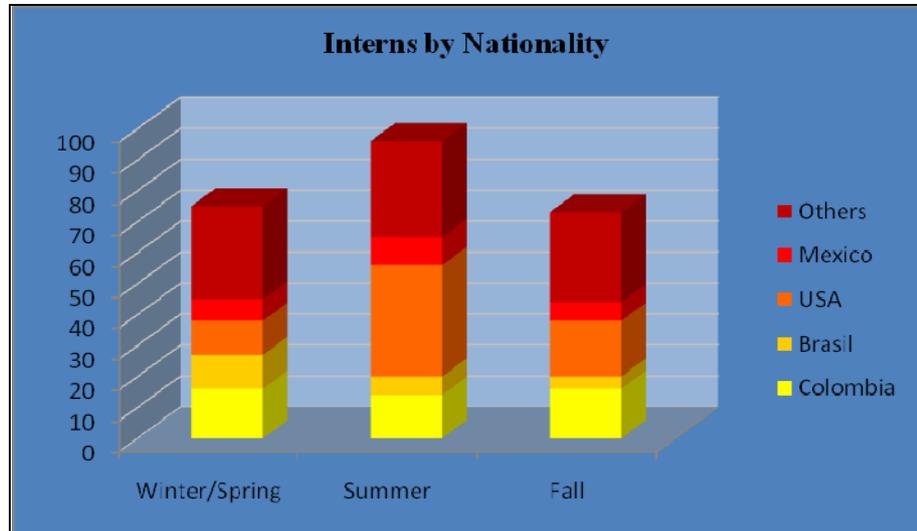


Figure 6: Interns by Nationality (Year 2007)

The Human Resources Director has expressed her interest in bringing more students from countries like the Caribbean and Central America. For this reason, actions have been taking place in the last year and conversations have started with the National Offices of these countries to see the possibility of sponsoring somehow the best students so that they are able to come to Washington D.C to do their internship.

Since the Internship Program is unpaid, not all students can afford travelling from their home country to headquarters in Washington D.C. and the living expenses in this city are rather expensive. Usually, Caribbean students can not participate in the program because they can not simply afford it.

Although diversity wants to be achieved the matters mentioned before are of great importance. People that can not afford travelling and working in Washington, D.C. are not going to apply for the program. Maybe the pattern of people applying coming from the same countries has a reason; it is probably because there is more people in those countries that can afford working for the OAS for free and living in an expensive city like Washington, D.C. Maybe there are a lot of people wanting to work for the organization but the economical factor might limit them for doing so.

Another action that has been made already for helping in this matter is the opening of the Internship Program in the National Offices. These way students can stay in their home country and work from there, being supervised by the OAS Student Internship Coordinator in headquarters in Washington, D.C.

Before I even heard from the opportunity of doing an internship for the Organization of American States I always thought of the organization as something unreachable. I did not even know where the headquarters were. It is the kind of organization that you always hear in countries like mine (Colombia) because they are always fighting against terrorism, eradicating illicit drugs or supervising the elections.

Somehow, when talking about the Organization of American States, people tend to think of a political organization that is unreachable. The possibility for working in an organization of such a big importance in the Western Hemisphere is something that does not even cross your mind.

As an International Business student I also thought that the opportunity of working for the OAS was even less possible since people tend to think that only Political Science degree students can work in this type of organization.

For my surprise, when I heard of the opportunity of the OAS Student Internship Program for the summer 2007 and going through their web page, I realized that the opportunity is open for all public and all kind of degree students. We not only find political or law graduates but as well art and language majors.

The marketing campaign will also focus on these matters so that students can know that not only political science people work at the organization. One of the main goals of the marketing campaign is to change the image that students might have of the organization and let them know that the opportunity is available for them all.

In fall 2007 with a 20% from the total 74 interns participating on the OAS Student Internship Program had an International Studies related degree (Figure 7). With International Studies we mean careers like International Affairs or Relations. Most of these interns were working for department like External Relations, Human Resources, and the trust for the Americas and/or the Secretariat of the Inter-American committee on Ports.

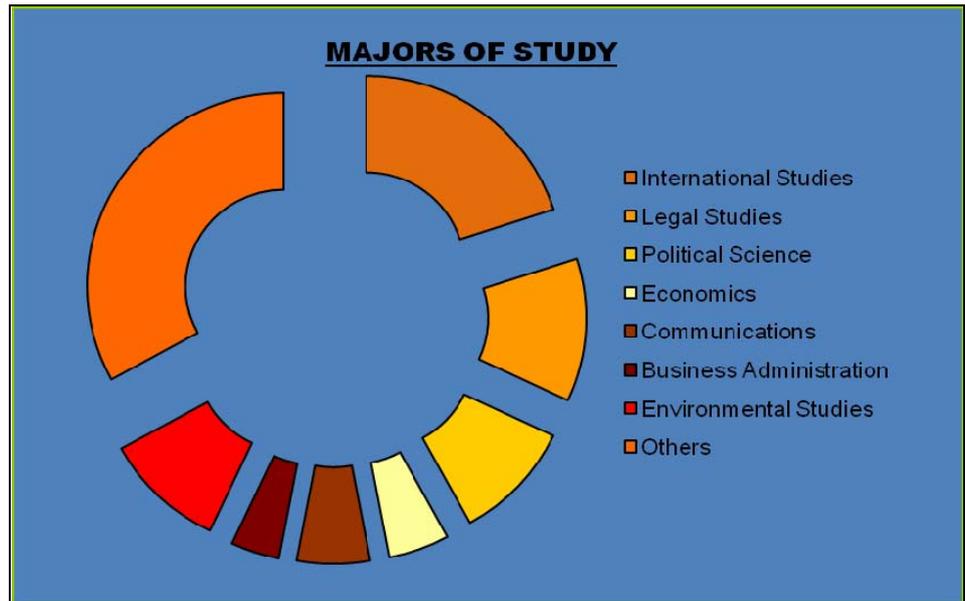


Figure 7: Interns by Majors of Study (Fall 2007)

The second highest group during fall 2007 was the legal studies degree students with a 12%. Most of Law degree students tend to end up being working for the Inter-American Commission on Human Rights since they require law majors.

Surprisingly, in fall 2007 we see that Political Science along with Environmental Studies degree students are on third place with a 10% each. This shows the big range of degrees that are taken to work for the Organization. Since you can do your internship in any department or area from the organization there are for example language students doing their internship for the interpreters' offices or art degree students working for the Art Museum of the Americas.

In Figure 8 it is shown better how interns were distributed in the different areas from the organization in the fall session 2007.

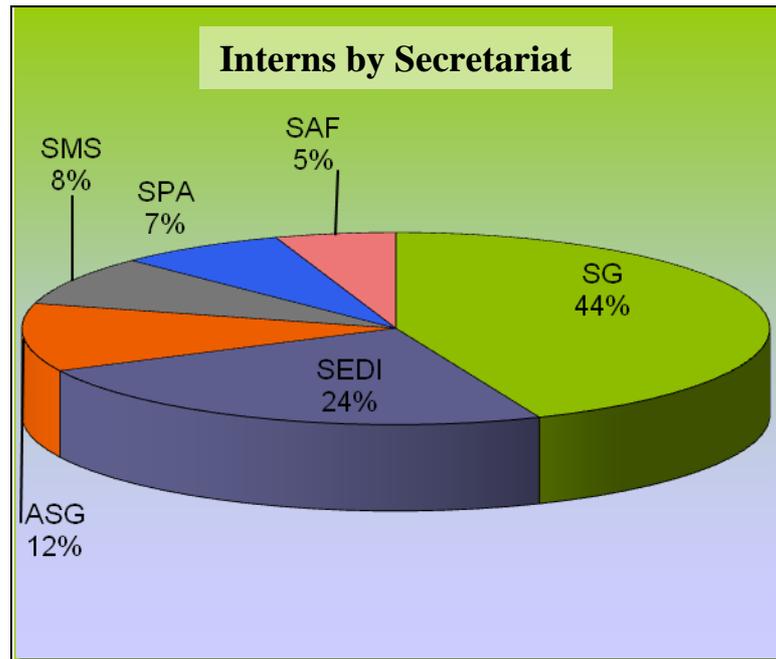


Figure 8: Interns by Secretariat (Fall 2007)

We can see in Figure 8 that the secretariat hiring the highest amount of Interns compared to the rest is the Secretary General Secretariat (SG) with a total of 44%. Out of this 44%, 21% were hired in the External Relations Department, 16% in both the Human Development Fund Committee and the Inter-American Commission on Human Rights; and 14% in the Department of Press and Communication.

The second secretariat with the highest amount of interns was the Office of the Executive Secretary for Integral development (SEDI) with 24% of the total interns in fall 2007. 39% out of the 24% of Interns in SEDI were working for the Department of Sustainable Development.

When looking figures from past years, we can see that the pattern is almost the same. The areas getting the most amounts of interns are the same. This is something that maybe students should take into consideration when applying for the OAS Student Internship Program, since they will have a lot more competition if they apply for example to Departments like External Relations or Human Rights if they are law degree student.

When developing the marketing campaign we focused in getting contacts from universities which were good in law, political science and international studies since are the people that the organization seems to look for the most for the internships.

3.7 Actions made in past two years to improve the OAS Student Internship Program

During the 30 years of existence of the OAS Student Internship Program some problems have come up. On the first place, the internship was only available for American citizens; since citizens did not need any special permission or visa for working for a short time, it made the process easier.

Even though this worked well, the organization had to give the chance to other nationalities to participate in this internship program. As a consequence, the OAS Student Internship Program was opened for all nationalities, letting students from other member states to make part of it.

Since the Internship is unpaid, the work is considered voluntary work and in the United States of America you are allowed to work as volunteer with your tourist visa. Even though it sounds easy, asking for the tourist visa in countries like Colombia is not easy and visas are denied all the time. Being accepted for the Internship Program gave no guarantee on getting the visa and for these reasons many students missed the chance because their visa would be denied.

U.S. Immigration started to realize about this matter and decided to create a law that all workers of International Organizations' like the OAS even interns not getting paid, had to have a G-4 visa. This law has made it easier for students to come to headquarters in Washington D.C. and participate in the Internship Program, but still even though you go to the embassy in the home country and apply for the G-4 with all the papers from the organization, this does not mean that you will get the visa for sure. It is easier than the tourist visa but there is still the slight chance on not getting it and the organization does not get responsible for visa matters for interns.

During the marketing campaign this will not be mentioned, is a matter that wants to be kept inside the organization. Visa issues are a very serious subject in the United States and the organization does not want people to just apply for the internship program so that they can get the G-4 visa and get into the country. For that reason, just accepted students for the Student Internship Program are told about getting this visa once they have been already accepted by the organization.

Some small improvements were made in year 2006 to help on accessibility matters and make it possible for an even greater number of students to participate in the OAS Student Internship Program. To make it easier for students to apply, the electronic application system was created; this way students would know how to apply for the internship and who to contact directly.

That same year, for helping somehow students with acquiring the visa, internship coordinator started providing all accepted students with a letter to support attaining the visa if necessary. As well, some housing information was gathered together and started being sent to all accepted interns to help them in a way showing them possible options so that they can make all the necessary arrangements.

On the other hand, inside the organization some actions have been made in year 2007 to make the OAS Student Internship Program more efficient. The organization wants to make sure that both the student and the organization benefit from this experience.

For this reason a series of forms were created. First the Setting Objectives Form which can be seen in [Appendix 4](#) was created. The purpose of this form was to make sure that the supervisors have a guide planned for the intern to follow.

In many situations, areas require an intern and when the intern starts working they realize they do not have that much work to give. The intern ends up doing administrative work, or just scanning or copying documents for the department which is not the purpose at all of the internship.

The Human Resource Department is well aware that the intern is doing a big sacrifice to come to do the internship in Washington D.C. They not only have to pay their tickets but also their living expenses in this expensive city. So, the organization wants to make sure that the experience is successful for the intern.

The Setting objectives form has to be filled within the first 3 weeks of the internship. This way interns know what they are expected to do and the deadline for those projects. This way the supervisor can be sure as well that the intern has something to do and that he/she will not be coming every 5 minutes to ask what to do next.

The other forms created were the Final and Performance Evaluation forms ([Appendix 5](#) and [Appendix 6](#)). These, were created for getting feedback from both the supervisors and the interns.

The Department of Human Resources created these two forms to see separately the performance in general of the intern during its internship and as well the performance of the interns' supervisor. The internship program is also a way of recruiting people at the OAS; most of the staff working for the organization has been in the past an intern at some point.

Consequently, by having filed somewhere the performance of all interns, the organization can later, when needing to hire someone, just check the evaluations and see if the person fits for what they are looking for.

As well, with the Final Evaluation form, Interns are able to evaluate the performance of their supervisors. Sometimes supervisors do not really take good care of the intern or are not there when the intern needs them. There are even cases of interns never meeting their supervisor face to face and this is something that DHR does not accept. Interns should not be given to supervisors that are not ready to take care of them.

All these three forms were created by the Department of Human Resources for the OAS Student Internship Program and were tested during summer 2007. Some improvements have been made during fall of that same year and surely, some more changes will be made in the future so that Internship Program runs smoothly.

All this actions made during this past years have made it easier for the OAS Student Internship Program to run smoothly. Still new improvements are going to be made every time when it is needed to. The marketing campaign explained in the following points will be developed taking into consideration all these improvements and thinking that we are offering a product of great interest to the target market.

4 Marketing

4.1 Marketing Process

Marketing is a societal process by which individuals or groups obtain what they need and want offering, and freely exchanging products and services of value with others. (Kotler, 2000:8) It comes from the original concept of a marketplace, where buyers and seller would come together to conduct transactions (or exchanges) for their mutual benefit (Blythe, 2005:2). Marketing in general can be defined in many different ways, depending how you want to approach it.

After saying that, we must know that probably the most important actions a market carries out are:

- Choosing the right market, and
- Targeting it accurately.

Therefore, there can be some waste of effort and lost of opportunity if wrong segments are chosen or if there is no attempt at all on segmenting the market you are targeting.

On the other hand, a subject that is of big importance in marketing is how to access this target market. Some segments are not reachable at all, therefore, should not become at any point a target market. A segment needs to be visible and need to be accessible via some communication channel (Blythe, 2005:86).

For the purposes of this marketing campaign, direct marketing was probably our best possible way to achieve what we are looking for, promoting the OAS Student Internship Program.

Direct Marketing is an interactive system of marketing that uses one or more advertising media to effect a measurable response and/or transaction at any location, with this activity stored on database. (Duncan, 2001:66).

4.2 Market Analysis

Now a days, universities from all around the world demand students a period of time where the student has to work for a company or organization and do a work placement. By doing their internship, schools expect students to build their knowledge and practical skills in their fields of studies.

Washington D.C is a city that receives interns from all over the world, all year long. We can find organizations not only like the OAS but the World Bank, the International Monetary Fund, The Inter-American

Development Bank, between others; offering internship programs during winter/spring, summer and fall for students of a big variety of degrees.

The Organization of American States is a well known organization in Central and South America. The reason for the organization to be known more in this part of the hemisphere than in the northern part is because of the impact the organization has in these countries. The OAS is constantly intervening in Latin American countries regarding democracy, terrorism and illicit drugs.

By being known in many different countries, the OAS is a very well respected organization. Many people from around the Western Hemisphere would dream on having a small chance on being able to make part of this organization and its projects.

The main goal of this marketing campaign is to make known this internship opportunity along students and get more students to apply for the program. This will be obtained by contacting the universities directly and letting them know of the existence of this opportunity and so that they can recommend it to their students.

In a company/organization, everyone is responsible for a part of the larger picture, yet marketing is often the last link in an uneven chain (Engeseth 2004:66) We know the Organization has already a big image where we want to promote it, therefore, is good we count with the help of the Permanent Missions and the National Offices, which some how can help us spread the voice and consequently get the OAS Student Internship Program known by a bigger crowd.

Nonetheless, we have to make sure to get in touch with the right person in charge of the international office or external relations from the different contact universities. As well, we want to make sure that the students applying for the program are quality students, top of their classes.

4.3 Marketing Strategy

When developing a marketing campaign like this one, we have to make sure of having a marketing strategy. If a solid marketing strategy in planned and executed, a business can gain a strong *competitive advantage*⁷ over its competitors.

The idea of promoting the OAS Student Internship Program started in summer 2007. DHR wanted to bring top students from all over the Western Hemisphere to work at headquarters in Washington D.C.

⁷ “Competitive advantage is a company’s ability to perform in one or more ways that competitors cannot or will not match” (Kotler 2000:56)

Students participating in the internship program tend to come, most of the times, from the same countries, but by promoting the internship program in more countries, diversity wants to be achieved.

Therefore, the decision on implementing direct marketing was made. It is the most suitable way to target directly our potential customers and let them know about our product, which in this case is the OAS Student Internship Program.

Direct response ads are frequently known as “long copy” ads-precisely because in writing a direct response ad, we “design” it to include an illustration showing the product in use...a box containing testimonials...another box with bulleted benefits and more, all designed to engage the eye and create involvement. (Duncan, 2001:160)

A good strategy had to be created so that the OAS Student Internship Program could be differentiated from its competitors. For this reasons, the idea of using database marketing and creating a database of contacts in universities from all member state countries came up.

Since in summer 2007 there were 96 interns participating in the program already; the Internship coordinator came up with the idea of using their help and an outreach survey was created for them ([Appendix 7](#)).

With this survey we were able to obtain exact information of contact people from different universities from the Western Hemisphere and other possible contacts like institutions or schools in Europe. Interns were asked three open questions in this survey.

First, the name of the university they were attending was requested. Secondly, they were asked for contact information of person in charge of the external relations matters at home university. In here we wanted name of the person, position in the school, personal email, direct phone and fax numbers.

At the end of the survey; interns were asked which they consider to be the three best universities in their home countries in careers like International Relation, Law, Business studies, International trade, etc. This way we could have a clear image of potential universities which we could try contacting later.

Finally, around 50 contacts were collected this way. Some research was done also with the names of the best universities given by the interns; by going to some of the schools web pages some extra contacts were obtained. This research took quite a long time since some schools pages were only available in languages like Portuguese and French which I do not speak ([Appendix 9.1](#)).

The database should allow us to have a sustained and complete ability to contact the initial prospects, the group that responds, and the group that later become customers (Duncan 2001:74). In here, our customers are the universities sending their students to participate in the Internship Program at the OAS. Contact with these universities is hoped to be kept in the future.

Since the Organization works in the Western Hemisphere and has representatives from all 34 member state countries, the OAS Student Internship coordinator thought that it would be a good idea on using the help of the ambassadors, for this purpose a database of the Member States and Permanent Missions in Washington D.C. was created ([Appendix 10.2](#)).

The Organization of American States has as well 28 country offices. Not all member states have national offices. Countries like Chile, Colombia and Brazil have no national offices.

After the “Empowering the Future Leaders of the Americas Symposium”, the idea of spreading out the Internship Program to the country offices raised as a result of two days of talk between the young students and the Permanent Council. Therefore, a directory of the country offices was created ([Appendix 10.3](#)).

To finish, the end part of our database was called “other institutions” which were places that could also be good contacts for promoting the internship program. By other institutions it was meant universities from none member state countries or institutions that help bringing interns to Washington D.C. like the Washington Center ([Appendix 10.4](#)).

At last, our database contains 112 contacts which can be seen in Appendixes from 10.1 to 10.4; to which the marketing campaign will be sent to.

On the other hand, while collecting the information for the database some visual material had to be created. The marketing campaign itself had to be created. After talks within the Human Resources Department, it was decided that e-mail marketing was going to be used, all material created would be sent via email to all our contacts.

Later on, in the marketing mix, it will be explained more in detail all this material that were created. Things like the creation of a logo for the OAS Student Internship Program were of priorities when developing the marketing campaign.

4.4 Marketing Mix

According to McCarthy, marketing mix is the set of marketing tools that a company uses to engage in its marketing objectives in the target

market. As a result, these tools constitute the 4Ps as McCarthy originally referred to them. The four PS: product, price, promotion and place are used frequently and have proved to be useful although it has been criticized because of limiting the scope of the marketing manager. The assumption by McCarthy was that the tools of the marketing mix allow adaptation to the uncontrollable external environment. It is now seen that the external environment can be influenced and managed strategically and the rise and influence of the service sector is not easily accommodated within the original 4Ps. (Fill, 2005:13)

In Figure 9 it can be seen better the different activities that constitute the marketing mix.

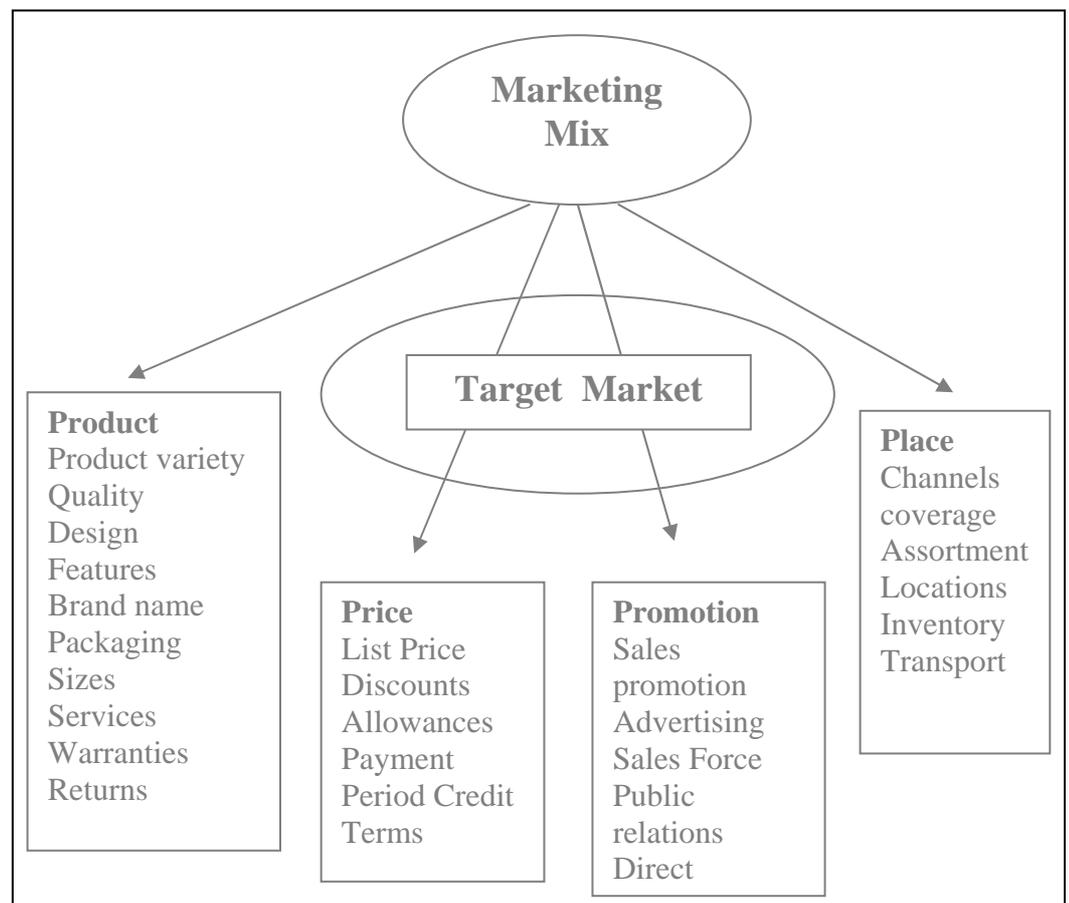


Figure 9: Marketing Mix

Kotler explains that all marketing-mix variables are not always applicable to every company and that they can be adjusted in the short run. The exchange process is developed and managed by researching consumer/stakeholder needs, identifying, selecting and targeting particular groups of consumers/stakeholders who share similar discriminatory characteristics, including needs and wants, and developing an offering that satisfies the identified needs at an acceptable price.

The next task would be to make the target audience aware of the existence of the offering. Taking into consideration that potential competitors or other impediments to positive consumer action exist, so, a promotional program is developed and used to communicate with the targeted group. (Fill, 2005:13)

Since our product is the OAS Student Internship Program, we are not selling a product; we are, with this marketing campaign, reinforcing the image of the Organization and letting students know about the chance of participating in its activities as interns. In the following points, price, promotion and place matters will be discussed in detail.

4.4.1 Product

When talking about the product in the marketing mix a question comes to our mind, will the product be fully functional, competitive and will it sell?

In this case our product is the OAS Student Internship Program. Which main goal is to guarantee that OAS Interns obtain a meaningful learning experience, so that they are able to acquire knowledge related to work and enhance working possibilities.

The OAS is offering students from all over the world the opportunity of a better understanding of the objectives and the nature of the organization itself, by letting them assist as interns with the General Secretariat at the headquarters in Washington, D.C and the National Offices in 28 different countries along the Western Hemisphere.

Even though, the Organization of American States is recognized in Latin American countries; we have to manage to portrait a general image of the organization in our marketing campaign since this will be send as well to contacts outside the Western Hemisphere were the organization might not be very well known.

*Putting ideas into action*⁸ by Engeseths interpretation of Niccolò Machiavelli's' idea is based on three steps: timing, the value of the product and context.

Timing refers to when will your efforts have the greatest impact. You can have the greatest marketing campaign but when implementing it, you do it in a bad timing; all your efforts can go to trash. For our product we have decided that the best timing will be before the applications are open. This way, student advisors can have the time enough to tell the students about

⁸ Niccolò Machiavelli (1469 – 1527) was probably one of the history's greatest visionaries. Writer and civil servant, Machiavelli had great skills in communicating complicated concepts in understandable terms. (en.wikipedia.org/wiki/Niccolo_Machiavelli).

the opportunity and so that they can gather all necessary papers for applying.

After sending the marketing campaign and started alliance with these schools and/or institutions we pretend keeping contact with them, maybe sending some kind of reminder each time there is a new season's applications time.

The value of the product basically answers one question, why does the product exist? The Student Internship Program at the OAS is also used as a way of recruitment. Therefore, it is of great importance at the organization.

With the Internship Program we want not only the interns to achieve a meaningful experience but also to achieve a good pool of recruitment for the organization. That is why the Performance and Final Evaluation forms are of immense value; with these evaluations we can file good potential workers for the future.

With context as a final point, we want to know where our product is going to have greatest impact. We know for sure that in the Caribbean, Central and South America; the marketing campaign would have the best effect. Since it is an organization that appears almost daily in the papers and news, is a very well known and respected organization.

It is always easier to market our product in a place where the company is known. A company with good reputation will always sell.

4.4.2 Price

Our product does not have a price itself but sure it involves quite an investment for the students participating at the program.

The Organization of American States is giving the chance for students to participate in meaningful projects at headquarters in Washington D.C. and country offices. Although, the internship is unpaid; it is very competitive.

The organization does not cover any of the expenses for the intern while doing their internship. It does help with valuable housing information, discounts for transportation and bank services at the general secretariat building.

Since Washington D.C. is a very expensive city, some estimated living expenses have been made for the Interns, shown in Table 2; so that they know how much money they will be spending approximately while their internship.

Cost of the Program - Three Months	
Housing	\$4,000
Food	\$3,500
Transportation	\$700
Trip (tickets)	\$1,000
Health-Other Expenses	\$300
Total	\$9,500

Table 2: Estimated living expenses for the Intern.

These estimated living expenses were taking considering that there are students coming from far away; of course expenses might vary depending from which country the intern is coming from or the housing arrangements made.

Since the Organization wants to bring more students from different countries, especially from the Caribbean, it has been considered the possibility of asking some help from country offices or possible institutions; to see if there could be a way to finance the internship for top students. It is often the case that great students want the opportunity but they cannot simply afford it.

Some arrangements have started already. Contacts like The Washington Center (TWC) have made it possible for interns to come to Washington D.C. and participate in the internship program and getting paid from their government.

The Washington Center for Internships and Academic Seminars is an independent, non-profit organization serving hundreds of college and universities in the United States and other countries by providing selected students challenging opportunities to work and learn in Washington D.C. for academic credit. The Washington Center has over 35,000 alumni, leaders in numerous professions and nations around the world.

In fall 2007, interns from Mexico were brought through a program called “governors” from The Washington Center. These interns participated in the internship program while attending classes at TWC and getting their expenses paid by their government back in Mexico.

By finding other organization like the Washington Center, in the future maybe the financing issues will no longer be an obstacle for students to come to Washington D.C. and participate in the OAS Student Internship Program.

4.4.3 Promotion

As mentioned before, our main promotional strategy is to contact directly our target market. For this, a database of possible contacts along the Western Hemisphere has been created. As well, some other contacts, like the Permanent Missions, Country offices and other institutions have been collected ([Appendix 10](#)).

The first thing taken into consideration when starting the marketing campaign development, was the creation of a personal logo for the internship program. Earlier, the internship program was using the OASs' general logo. The creation of the logo was not easy, a designer was in charge of sketching possible logos and later on the internship coordinator would evaluate them until choosing the final logo.

The Process started with a simple logo shown in Image 1. Although the logo seemed fine, the internship coordinator did not feel it was suitable for the program. She wanted something that illustrated more the diversity of the program and that it involved different ethnicities. Therefore, a second sketch was created (Image 2).



Image 1: First sketch of possible logo for OAS Student Internship Program.



Image 2: Second sketch of possible logo for the OAS Student Internship Program.

This second sketch corresponded better to what the coordinator was looking for in a logo. It has a map of the Western Hemisphere which suits perfectly for the organization since it is its place of action. There were anyway things that did not quite convince the coordinator. First of all, it

can be seen in the background the letters O A S but it is not very clear for the eyes; the logo should include the name of the organization and the full name of the program.

A third sketch was created (Image 3). The map was kept but this time with no picture of people inside of it, but on the blue part of the logo you can see as a background that there is a picture of people which kind of portrayed what the last logo wanted to show.

In this logo the “internship program” was mention which is really good. Although the Organization of American States is not mention straight forward, the organizations logo is used as the second i’s dot, making it clear to where the program takes place. This sketch was more near to what the coordinator wanted but some modification had to be made until the real logo was finally created.



Image 3: Third sketch of possible logo for the OAS Student Internship Program.

In Image 4 we can see some of the modifications that the logo had. It was drawn in black and white, later on, with colours to see which one fit better. The logo was getting near to what was asked but still it was not convincing the coordinator.



Image 4: Modifications made to third sketch of the logo.

Finally the logo was created. It included the organizations logo but still the Organization of American States was not mentioned directly. It mentioned of course the internship program and had the little detail of the

world map, facing the Western Hemisphere; replacing the i's dot. Image 5 shows the logo that was at the end picked by the internship coordinator and started being use in fall 2007.



Image 5: Chosen logo for the OAS Student Internship Program.

After the creation of the logo, the idea of creating an informative leaflet came up. In this brochure the Organization in general would be explained. As well, the internship program, its requirements, information about the selection process and conditions about the program itself had to be mentioned.

The leaflet was created and can be seen in Appendix 8. Some pictures from the summer 2007 session were used in this project. In the brochure important links are mention as well; along with contact information at the end of the brochure.

In the brochure it is clear what the organization does, the 35 member state countries are mentioned and the internship program is explained in detail. With this informative leaflet, people reading it should have no problem understanding what the organization does in general, where it works and have a clear image about the OAS Student Internship Program.

On the other hand, a video was also created at the end of summer 2007. There were used pictures from the interns participating in the internship program that summer, some pictures from the organization and the city of Washington, D.C.; giving a big picture of what the internship program involves and wants to accomplish.

The video can be watch at the OAS's web page (<http://www.oas.org/dhrs/video/interns.htm>). In the video it is explained clearly about the internship program and how the organization wants to encourage potential students to experience the Inter American Agenda in the oldest multilateral organization in the world, based in the U.S. National Capital.

When doing all the promotional matters for this marketing campaign; since direct marketing is going to be used, we have to take into

consideration that given that we will be using e-mail marketing we have to pay real attention to the headline which in this case would be the most critical element, because is the first thing our contact are going to read.

The headline should isolate the single most important benefit the product can provide the user, and synthesize it in a few, well chosen words. (Duncan, 2001: 161). After thinking and considering possible headlines for our marketing campaign we came up with the following:

OPPORTUNITY FOR POTENTIAL STUDENTS

Join the oldest multilateral organization in the world with great impact in the Western Hemisphere.

- Participate in the OAS Student Internship Program.

We have to be careful, we don not want our information to end in junk emails. In here, the database system can help us target the right person, the first time.

After having the database up and running, the organization should use it smartly sending for example, timely reminders about the internship program applications. For this purpose an example of a flyer was created for Winter/Spring session (Appendix 9). The idea is to create a flyer for each session with the important dates for application so that students remember and apply.

4.4.4 Place

In here, we are offering students to come to Washington D.C. to participate on the Student Internship Program at headquarters. At headquarters students would be able to work at the Main Building, the Administrative or the General Secretariat buildings located in the heart of Washington D.C.

Depending on the area of work, students are also able to work for the Art Museum of the Americas or the Columbus Memorial Library.

Other places where students can make part of the OAS Student Internship Program are the National Offices⁹. There are around 28 country offices along the Western Hemisphere where, starting from year 2008, it is now possible to do the internship; being supervised at all times by headquarters in Washington D.C.

⁹ Country offices: In all member state countries of the organization except in Brazil, Chile, Colombia and Cuba.

5 SWOT Analysis

According to Blythe (2005), managers need to know where they are now if they are to be able to decide where they are going. The scrutiny would involve investigating both the internal and external factors within which the organization operates.

For this reasons, the SWOT analysis helps us check internal factors like strengths and weaknesses; and external factors like opportunities and possible threats.

		<i>INTERNAL FACTORS</i>	<i>EXTERNAL FACTORS</i>	
<i>POSITIVE FACTORS</i>	<i>STRENGTHS</i>	<ul style="list-style-type: none"> - Well Known Organization - Respected organization in the Western Hemisphere. - Internship program existing for more than 30 years already. - Easy to apply to the program. 	<i>OPPORTUNITIES</i>	<ul style="list-style-type: none"> - Institutions like the Washington Center helping bring students to Washington D.C. - Help of National Offices and, - Help of Permanent Missions in Washington D.C to promote the Internship Program. - Internship offered to undergraduate students.
	<i>WEAKNESSES</i>	<ul style="list-style-type: none"> - Unpaid Internship. 	<i>THREATS</i>	<ul style="list-style-type: none"> - Washington D.C. being a very expensive city. - Big competition from organizations like The World Bank, IMF and IDB who pay their interns.
<i>NEGATIVE FACTORS</i>				

Table 3: OAS Student Internship Program SWOT Analysis.

6 Competitive Analysis

The OAS Student Internship Program counts with three big competitors. The World Bank, The International Monetary Fund and The Inter-American Development Bank who offer internship programs as well through out the year, with headquarters in Washington D.C.

The World Bank was established in 1945, following the ratification of the Bretton Woods¹⁰ agreement. It is one of the three Bretton Woods Institutions which were created in 1944 to rebuild the destroyed Europe after World War II. The mission of the Bank is to ait developing countries and their inhabitants achieve the MDGs¹¹, through the alleviation of poverty, by developing an environment for sustainable growth, jobs and investment, therefore promoting economical growth and through investment in and empowerment of the poor to enable them to participate in development.

The Inter-American Development Bank is the oldest and largest regional bank in the world. It is the main source of multilateral financing for economic, social and institutional development in Latin America and the Caribbean.

The Intern-American Bank is an international financial institution that was created in 1959 to help accelerate the economic and social development of its member countries in Latin America and the Caribbean. The Bank, whose headquarters are in Washington D.C., is today the principal source of external public financing for many countries of the Latin American and Caribbean Region. The Bank is owned by its 47¹² member countries.

These three big organizations offer their internship program as well at their headquarters located in Washington D.C. They seek for students who posses an undergraduate degree and are already enrolled in a full-time graduate study program (pursuing a Master's degree or PhD) with plans to return to their school in a full-time capacity after participating in the internship program.

In here, the OAS Student Internship Program has an advantage over its competitors. Since the internship program is used in the organization as a

¹⁰ The Bretton Woods system of international monetary management established the rules for commercial and financial relations among the world's major industrial states. [en.wikipedia.org/wiki/Bretton_Woods_system]

¹¹ MDGs: Milleninium Development Goals. Are eight goals that 189 United Nations member states have agreed to try to achieve by the year 2015. [en.wikipedia.org/wiki/MDGs]

¹² The IDB was founed between 19 Latin American countries and the United States. Through out the decades it has expanded its membership and has now 47 member states, of which 26 are borrowing members in Latin American and the Caribbean.

recruitment tool, interns participating in the program can be encouraged by knowing that after their internship they could be hired by the organization.

Additionally, the OAS has on its favour that the internship program is offered to undergraduate students in their second year as a minimum requirement. In this sense, the internship offered by the WB, IMF and IDB are more demanding maybe making it somehow complicated for some people to apply since a lot of people seeking for an internship not always are pursuing a master's degree or PhD at the moment.

Furthermore, people applying for the OAS Student Internship Program are not required to even be students. There is often the case that someone who has already graduated, wants to participate in the internship program. The WB, IMF and IDB make it clear in their application, that applicants have to be students in order to apply for the program; leaving the OAS with another advantage over its competitors.

Both, The World Bank and The Inter-American Development Bank have as a requirements that, students applying for their internship program have to come from member countries. The World Bank counts with 185 member countries which are listed in their web page (www.wb.com) and, the IDB has 47 member countries, which are at the same time, the owners of the Bank itself.

The International Monetary Fund in this matter has no specifications; all students from around the world are welcome to participate in their internship program. The OAS Student Internship Program does not require students to be from member state countries either, which could be an advantage, compare to its competitors but, the OAS does make clear that for being hired by the organization, then, the person needs to have a nationality from a member country.

The amount of interns taken by the IMF each year is around 50 graduate students; 35 to 40 working in the summer session and the rest 10 to 15 in the winter session. The IDB on the other side, out of all applicants, selects only 10 candidates. The OAS takes yearly more than hundred students to make part in their internship program.

Reasons for this big difference in the amount of interns taken by each organization might have to deal with salary reasons. All, The World Bank, The IMF and The IDB offer their interns economical remuneration, limited medical insurance coverage and in the case of the IMF and IDB, they cover round-trip economy class air travel to Washington D.C. The World Bank when applicable provides an allowance towards travel expenses as well.

The OAS here has a big disadvantage since the Student Internship Program is unpaid and does not cover any of the expenses of the student. Although a disadvantage, this means also that the organization has no problem in giving the opportunity to a bigger amount of students to participate in the program.

On the other hand, The IMF, WB and IDB offer two sessions for their internship program while the Organization of American States is offering students 3 different possible sessions in which to participate. Normally organizations offer either summer or winter, but the OAS offers; summer, winter and fall.

Another advantage for the OAS Student Internship Program over its competitors it's the fact that it takes students from a wider variety of degree studies. The WB and IDB, since they are banks, usually take economics, finance and related majors' students. The IMF by being a fund looks also for professionals in the fields of international economics, monetary economics, labour economics and public finance.

7 Conclusion

7.1 Summary

The Organization of American States; an international organization working through out the Western Hemisphere has proven to be the principal multilateral forum for strengthening democracy, promoting human rights and problems like illicit drugs.

Started as an organization working on collective security and borders disputes only, to later on become a political organization of 35 Western Hemisphere states that have pledge to promote democracy, advance human rights, preserve peace and security, pursue free trade, and deal with difficult problems caused by poverty, drugs and corruption.

The OAS has promoted the idea of bringing up a better understanding of the objectives and the nature of the organization itself, by letting students to assist as interns with the General Secretariat at the headquarters in Washington D.C. and national offices.

The Student Internship Program was created in 1977 as a coordinated system to replace arrangements previously made by every department of the organization independently from each other. The program has shown to be successful for both, the organization and the students.

The OAS Student Internship Program is giving students the opportunity to enhance their own academic training and career objectives while performing worthwhile assignments in a variety of departments and offices.

During the last ten years, the internship program has had quite a big growth. It has registered more than 1990 interns in the last ten years, mostly with students from the Western Hemisphere. But, students from other countries have also shown interest in participating in the program.

Some patterns have been going on in the past years. Students applying for the internship program tend to come from the same countries, like, Colombia, United States, Brazil and Mexico. On the other side, we see that the majority of students applying for the program are mostly women.

What the organization wants to obtain out of this marketing campaign is to promote the OAS Student Internship Program but at the same time, try to find some more diversity in the students applying for the program.

In the past years impressive improvements have been made to make the OAS Student Internship Program run more smoothly. Just by creating the

online system it made it easier for students to get information about the program and how to apply for it.

Some improvements have been made also internally. The creation of the Setting Objectives, Evaluation and Final Evaluation forms are of great advantage for the program. This way both parties, the organization and the students itself have the responsibility for the good development of the internship.

Although the Student Internship Program has existed for over thirty years now and it seems that it has run smoothly; the internship opportunity is not very well known through out the Western Hemisphere. Now with the contacts gathered during this paper, it will be more possible for other students to know about this opportunity and maybe make part of it.

By starting this campaign the OAS wants to make sure to establish contacts with universities and keep contact with them. As well, just by starting to let them know about this opportunity, later on some arrangements can be made to maybe get students with scholarships so that they can afford living and working in Washington D.C.

7.2 Recommendations

My personal recommendation for the organization is to keep their doors open for students from all around the world. Letting them participate in the organizations projects as interns and making the most of their experience is also a good way to promote the OAS Student Internship Program.

Word of mouth is a reference to the passing of information by verbal means, especially recommendations, but also general information, in an informal, person-to-person manner.¹³ This is a very good way to also promote the internship, since students are going back and they can tell about their experience to their fellow classmates.

The Organization of American States is an organization that has already a good image and reputation along the Western Hemisphere, working on its benefit when promoting the Student Internship Program. With this campaign, I am sure that the organization will be able to achieve what is looking for.

The biggest and almost only weakness that the OAS Student internship Program has is the unpaid factor. It is an opportunity that many people would love but that cannot afford.

In my opinion, after developing the marketing campaign and create the contact with these universities along the Western Hemisphere; some

¹³ [en.wikipedia.org/wiki/word_of_mouth]

agreement could be made so maybe universities could later on offer some kind of scholarship for top students so that they can travel to Washington D.C. and do their internship at the OAS.

Students as well can look for institutions, companies or possible places that could sponsor them. There are institutions that often offer scholarships for students but that people do not really know about. I think that looking harder there is always a possibility on finding the way to get things if you really want them.

7.3 Future Resource Issues

Once contacts have been made already with the different universities and institutes around the Western Hemisphere, the organization has to make sure to keep the contact.

Universities, Institutes, National Offices and all necessary contacts should be contact once in a while with new information and opportunities if there is. Remember them about the due dates for application is a good way of keeping in touch with them.

After making the OAS Student Internship Program known through out the Western Hemisphere in the future it can be studied the possibility of looking for more ways to bring the interns to headquarters in Washington D.C.

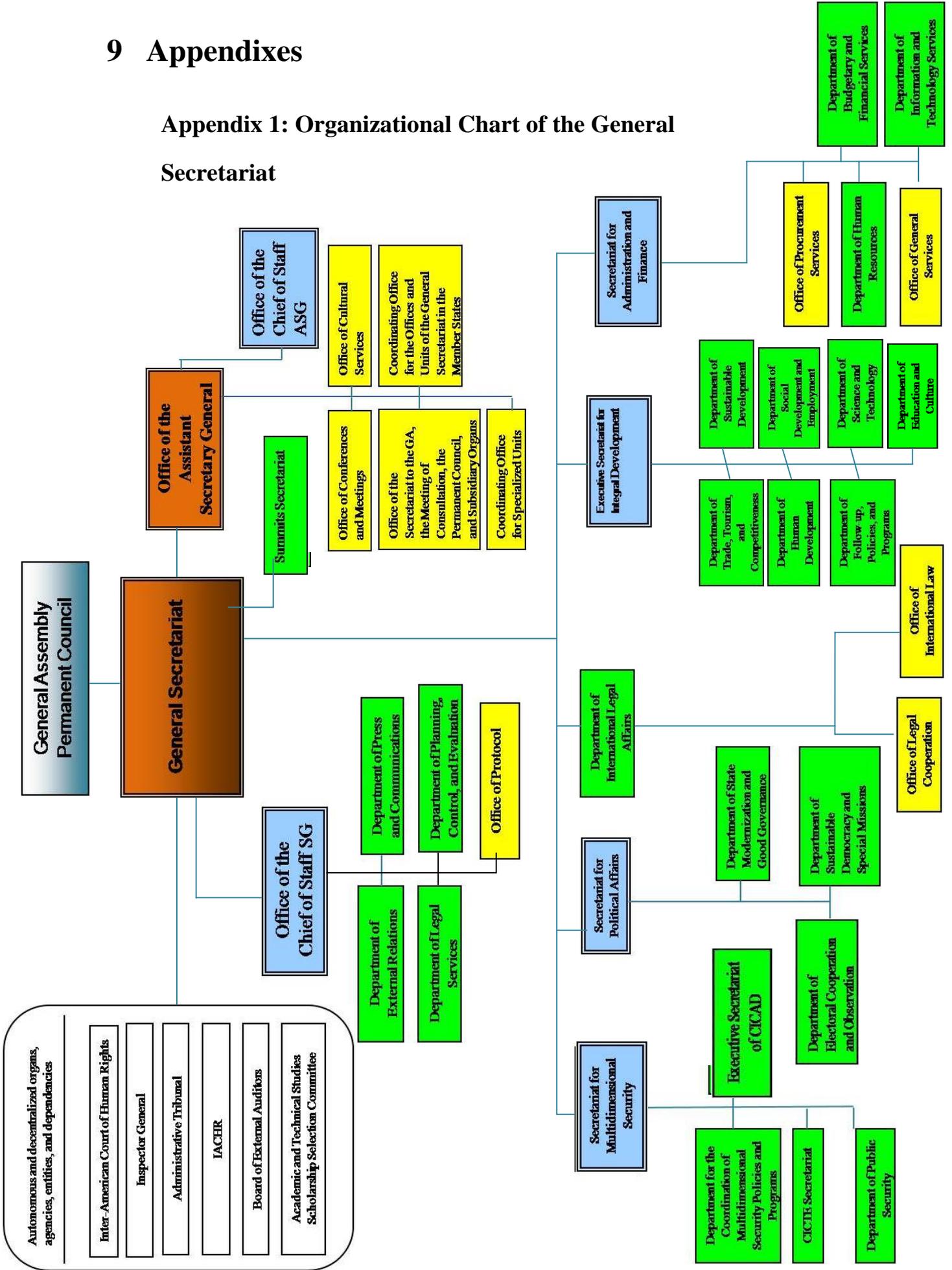
With the help of the Permanent Missions in Washington D.C. and the National Offices, some future plans can be made to see how students could maybe come to participate in the internship program and be financed by other institutions or different governments.

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9 Appendixes

Appendix 1: Organizational Chart of the General Secretariat



Appendix 2: OAS Internship Application Form

ORGANIZACION DE LOS ESTADOS AMERICANOS
 ORGANIZAÇÃO DOS ESTADOS AMERICANOS
 ORGANISATION DES ETATS AMERICAINS
 ORGANIZATION OF AMERICAN STATES

OAS STUDENT INTERN PROGRAM

The OAS Student Intern Program is designed for junior, senior, and graduate students at the university level to allow them to work within their fields of study. The Program, *although unpaid*, is very competitive; in order to be selected, students must have at least a 3.0 GPA, a good command of two of the four official languages of the Organization – English, French, Portuguese and Spanish -. Interns are required to attend a mandatory cycle of weekly meetings with Senior Officials to provide them with a clear insight into overall OAS activities.

Students, who will be receiving credits, should make arrangements with their universities and provide specific information in order to ascertain that the assignments will be in line with the university's policy for granting credits. The General Secretariat offers full and part-time internships. A minimum participation of 20 hours per week for those interested in the part-time internship is required.

Attendance to all weekly meetings is mandatory. These meetings are usually held at 10:00 a.m. on **Wednesdays or Thursdays**.

Applicants must:

1. Fill-out enclosed OAS Student Intern Program application Form
2. Provide two letters of recommendation, one preferable from a professor in the major.
3. Present a copy of the transcripts.

APPLICATIONS WILL NOT BE PROCESSED UNLESS PRESENTED FULLY COMPLETED AND WITH ALL THE REQUIRED INFORMATION

ORGANIZATION OF AMERICAN STATES

APPLICATION FOR INTERNSHIP

INSTRUCTIONS:

Please complete the following application to the best of your ability, attach additional sheets if necessary. Type or print in dark ink, and attach a recent photograph in the space provided. Be sure to sign and date the form.

1.Last Name			First	Middle	2.Social Security N			
3.What session are you applying for:								
4.Current Mailing Address:				6.Permanent Address:				E-Mail:
5.Telephone:		Until what date:		7. Telephone:				
8. Date of birth:		9.Place of birth:		10.Citizenship		11. Type of visa:		
12.Sex:		13.E-Mail:				17.Marital Status		
18.List in chronological order beginning with the most recent, the educational institutions you have attended:								
Name and Address:			Year Attended:		Certificates of Degrees Earned:			
			From	To				
19.Major field of study:					SPACE FOR PHOTOGRAPH			
20.Minor field of study:								

21. Overall GPA:	22. GPA in Major field	23. Year in School	24. Expected Date of Graduation						
25. Areas of Interest (Maximum 3)									
<input type="checkbox"/> Art Museum of the Americas				<input type="checkbox"/> Inter-American Commission of Women					
<input type="checkbox"/> Columbus Memorial Library				<input type="checkbox"/> Inter-American Commission on Human Rights (Law Majors)					
<input type="checkbox"/> Coordinating Office for Specialized Units				<input type="checkbox"/> International Law Office					
<input type="checkbox"/> Dept. for Prevention of Threats Against Public Security				<input type="checkbox"/> Juridical Cooperation Office					
<input type="checkbox"/> Dept. for Promotion of Democracy				<input type="checkbox"/> Occupational Health Unit- DHR					
<input type="checkbox"/> Dept. for the Promotion of Good Governance				<input type="checkbox"/> Office of Conference and Meetings					
<input type="checkbox"/> Dept. of Budgetary and Financial Services				<input type="checkbox"/> Office of Cultural Services					
<input type="checkbox"/> Dept. of Crisis Prevention and Special Missions				<input type="checkbox"/> Office of General Services					
<input type="checkbox"/> Dept. of Education, Culture, Science and Technology.				<input type="checkbox"/> Office of Information Technology Services					
<input type="checkbox"/> Dept. of External Relations				<input type="checkbox"/> Office of Procurement					
<input type="checkbox"/> Dept. of Follow-up, Policies, and Programs				<input type="checkbox"/> Office of the Assistant Secretary General					
<input type="checkbox"/> Dept. of Human Development				<input type="checkbox"/> Office of the Executive secretary for Integral Development (SEDI)					
<input type="checkbox"/> Dept. of Human Resources				<input type="checkbox"/> Office of the Inspector General					
<input type="checkbox"/> Dept. of International Legal Affairs				<input type="checkbox"/> Office of the Secretary General					
<input type="checkbox"/> Dept. of Legal Services				<input type="checkbox"/> Secretariat for the Inter-American Committee Against Terrorism (CICTE)					
<input type="checkbox"/> Dept. of Planning, Control and Evaluation				<input type="checkbox"/> Secretariat of the Inter-American Committee on Ports					
<input type="checkbox"/> Dept. of Social Development and Employment				<input type="checkbox"/> Summits of the Americas Secretariat					
<input type="checkbox"/> Dept. of Sustainable Development				<input type="checkbox"/> The Retirement and Pensions Fund					
<input type="checkbox"/> Dept. of Trade, Tourism and Competitiveness				<input type="checkbox"/> The Trust for the Americas					
<input type="checkbox"/> Executive Secretariat for the Inter-American Drug Abuse Control Commission (CICAD)				<input type="checkbox"/> Young Americas Business Trust (YABT)					
26. Language Proficiency:	Reading Ability			Writing Ability			Speaking Ability		
	Excellent	Good	Fair	Excellent	Good	Fair	Excellent	Good	Fair
English									
Spanish									
Portuguese									
French									
Other:									
27. List any relevant employment or voluntary service activity, beginning with the most recent:									
Employer's name, address, and Telephone number:			Title of post, description of duties:				Duration of Employment:		

<p>28. Extra-curricular Activities: List any offices held, honorary societies of which you are a member, personal activities and community involvements:</p>	
<p>29. Briefly describe any statistical experience, research, or survey conducted by you:</p>	
<p>30. Office Skills:</p>	
<p>31. Health: Do you have any disabilities?</p>	
<p>32. In the space provided, describe your reason(s) for seeking an OAS internship position, indicating the department(s), office(s) or organ(s) in which you are interested, and their relationship to your academic or career goals. (77-100 words):</p>	
<p>33. To complete your application, please attach the following:</p> <ul style="list-style-type: none"> a. A description of relevant coursework and grades received. b. An official statement from your Program Advisor, <i>only if credits will be received for your <u>internship</u>.</i> c. Two letters of recommendation from professors, academic advisors, and/or employers. 	
Signature:	Date:
<p>Deadlines for submitting application:</p> <p>Mail completed application to:</p> <p>OAS STUDENT INTERNSHIP PROGRAM/DHR ORGANIZATION OF AMERICAN STATES 1889 "F" STREET, N.W. WASHINGTON, D.C. 20006</p>	



Appendix 4: OAS Setting Objectives Form.



INTERNSHIP PROGRAM

SETTING OBJECTIVES - DEADLINE: SEPTEMBER 18, 2007

DIRECTIONS: This form needs to be completed by the supervisor and intern during the first two weeks of the Internship Program and submitted to the Internship Program Coordinator, **Betty Arevalo** at the **Office 464-A**.

General Information

Name:

Department:

Dates of the internship: From: To:

Supervisor:.....

1. Objectives Setup

In the section below, please list all of the objectives and goals that were identified by the student and his/her OAS supervisor for the period of the Internship Program.

<p>Key Results Assessments</p> <p>(5 key Work Program Results/ Team Contribution for which I am accountable)</p>	<p>1 Rarely Achieved 2 Sometimes Achieved 3 Fully Achieved 4 Meet or Occasionally Exceeded 5 Consistently Exceeded</p>
1	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
2	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
3	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
4	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
5	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

Student Signature

Supervisor Signature

Date

Appendix 5: OAS Final Evaluation Form



INTERNSHIP PROGRAM - FINAL EVALUATION

To be completed by STUDENT:

DIRECTIONS: In an effort to evaluate the effectiveness of our Internship Program, please complete the following evaluation. Please return your evaluation to the Internship Coordinator.

General Information

Name:

Department:

Dates of the internship: From: To:

Supervisor:.....

Program

1. To what extent have you accomplished the objectives that were identified for your Internship at the OAS. Please rate each of the objectives.

Objective	Rarely Achieved	Sometimes Achieved	Fully Achieved	Meet or Occasionally Exceeded	Consistently Exceeded
1.					
2.					
3.					
4.					
5.					

2. List five of your most important accomplishments (professional or personal) during your time at the OAS.

.....

.....

.....

.....

3. List at least five new skills/knowledge/abilities that you gained during your time at the OAS.

.....

.....

.....

.....

4. Identify the strengths of your internship that made it a relevant and worthwhile experience for you.

.....

.....

.....

.....

5. How satisfied were you with the level of support you received from the Internship Coordinator from the beginning of the application process?

- Very Satisfied
 Somewhat satisfied
 Not satisfied
 Very unsatisfied

6. What recommendations would you make to enhance our Internship Program?

(Please use additional page if necessary)

.....

.....

.....

.....

7. Would you recommend the internship program at the OAS to other students?

- Yes
 No

If Not, please explain

8. Please identify your level of satisfaction with each of the following items:

	Very Satisfied	Somewhat satisfied	Not satisfied	Very unsatisfied
Support from the Supervisor				
Frequency of supervision				
Quality of supervision				
Support from the Internship Coordinator				
Use and application of your skills and talents during the program				
Use and application of your knowledge during the program				
Clarity of what was expected from you during the program				
Clarity about what was expected from you on everyday basis				
Overall satisfaction with the program				

9. Please identify the degree to which you agree with each of the following statement:

The program contributed significantly to my professional growth and development

- Strongly agree
 Agree
 Disagree
 Strongly disagree

Student Signature

Date

Appendix 6: Performance Evaluation Form

Performance Evaluation

2. Please evaluate the following competencies.

Professional/Casual Attire	Relationship with Others	Attitude to Work
<input type="checkbox"/> Very good	<input type="checkbox"/> Works well with others	<input type="checkbox"/> Very enthusiastic & industrious
<input type="checkbox"/> Good	<input type="checkbox"/> Gets along satisfactorily w/others	<input type="checkbox"/> Average in diligence & interest
<input type="checkbox"/> Fair	<input type="checkbox"/> Needs work developing relationships	<input type="checkbox"/> Below avg. in diligence & interest

Self-Confidence	Judgment	Dependability
<input type="checkbox"/> Self-confident	<input type="checkbox"/> Makes mature decisions	<input type="checkbox"/> Very dependable
<input type="checkbox"/> Usually confident	<input type="checkbox"/> Above average in making decisions	<input type="checkbox"/> Above average in dependability
<input type="checkbox"/> Lacks confidence	<input type="checkbox"/> Usually makes the right decision	<input type="checkbox"/> Usually dependable
	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Could be more dependable

Maturity	Ability to Learn	Quality of Work
<input type="checkbox"/> Very mature	<input type="checkbox"/> Learns quickly	<input type="checkbox"/> Excellent
<input type="checkbox"/> Mature	<input type="checkbox"/> Average learner	<input type="checkbox"/> Very good
<input type="checkbox"/> Somewhat immature	<input type="checkbox"/> Requires additional learning time	<input type="checkbox"/> Average
		<input type="checkbox"/> Below average

Communication Skills		Attendance	Punctuality
Written	Oral	<input type="checkbox"/> Regular <input type="checkbox"/> Irregular	<input type="checkbox"/> Regular <input type="checkbox"/> Irregular
<input type="checkbox"/> Very good	<input type="checkbox"/> Very good		
<input type="checkbox"/> Good	<input type="checkbox"/> Good		
<input type="checkbox"/> Fair	<input type="checkbox"/> Fair		

Overall Performance				
<input type="checkbox"/> Rarely Achieved	<input type="checkbox"/> Sometimes Achieved	<input type="checkbox"/> Fully Achieved	<input type="checkbox"/> Meet or Occasionally Exceeded	<input type="checkbox"/> Consistently Exceeded

3. Other comments or suggestions.

Student Signature

Supervisor Signature

Date

Appendix 7: Outreach Survey-Best Universities in the Western Hemisphere Survey

BEST UNIVERSITIES IN THE WESTERN HEMISPHERE SURVEY

1. Name of the university you are attending/attended/plan to attend:

2. Contact Information of the person who is in charge of the External Relations at your university:

- Name, Position and Department of contact person:

- E-mail: _____

- Telephone: _____

- Fax: _____

- Website: _____

- Schools Address: _____

3. Which are the three universities in your home country that you consider to be the best in careers such as:

- International Relations and Politics.
- Law / International Law.
- Science in Foreign Services.
- Business Administration.
- International Business / Economics.
- Latin American Studies
- International Trade / Affairs.

a. _____

b. _____

c. _____

Appendix 8: Leaflet: OAS Student Internship Program.



Internship PROGRAM
ORGANIZATION OF AMERICAN STATES

OAS Student Intern Program



Learning Experience

Expanding your knowledge and net-working possibilities



Networking

.....The OAS is an option

Diversity



About the OAS

The Organization of American States (OAS) promotes and supports democracy, human rights, multi-dimensional security and integral development in the Americas. The OAS seeks to prevent conflicts and to bring political stability, social inclusion and prosperity to the region through dialogue and collective action.

The OAS promotes the idea of fostering a better understanding of the nature and objectives of the organization by offering students the opportunity to serve as interns with the General Secretariat. This has been a mutually rewarding exercise for both the students and the organization. OAS Student Interns have enhanced their own academic training and career objectives while performing worldwide assignments in a variety of departments and offices.

About the Program

The main goals that guide the direction of the internship at the OAS are:

- Promote our program throughout the hemisphere in order to target high potentially interested students.
- Ensure a successful pool for recruitment, and guarantee that all interns obtain a meaningful learning experience, to acquire knowledge related to work and to enhance networking possibilities.

Requirements:

The OAS Student Intern Program is designed for junior, senior and graduate students at the university level which allow them to work within their fields of study. The program, although unpaid, is very competitive. In order to be selected, Students must have at least 3.0 GPA and a good command of two of the four official languages of the organization: English, French, Portuguese and Spanish.



The 2008 Winter-Spring Session will start on January 17th. To apply visit our website: www.oas.org/internships

Application and Selection Process

Applicants are required to submit their applications through the electronic system available on our website www.oas.org/internships

Attach two letters of recommendation, one preferably from a university professor. The second letter from an employer or another professor.

Attach university transcripts. Students who will be receiving credits, should make prior arrangements with the concerned



SECRETARIO GENERAL



Pre-Selection Process

A preliminary selection of candidates is made by the Department of Human Resources based on minimum requirements. The final selection will be made based upon specific needs of the Departments/Offices within the General Secretariat.

Students selected to participate in the program who are not citizens or residents of the United States of America, will be provided with a written letter to obtain the necessary G4 visa which will enable them to stay in the US for the duration of the Internship.

Internship Conditions:

1. Attendance must be satisfactory; for both fulltime and part-time interns (minimum 20 hours per week)
2. Attendance to the Orientation Program, held once a week is mandatory.
3. Interns are responsible for their own living arrangements, transportation and medical insurance.

35 Country members - 28 Country Offices:



Antigua and Barbuda
Argentina
The Bahamas
Barbados
Belize
Bolivia
Brazil
Canada
Chile
Colombia
Costa Rica
Cuba (*)
Dominica
Dominican Republic
Ecuador
El Salvador
Grenada
Guatemala
Guyana
Haiti
Honduras
Jamaica
Mexico
Nicaragua
Panama
Paraguay
Peru
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Suriname
Trinidad and Tobago
United States of America
Uruguay
Venezuela

(*) By resolution of the Eight Meeting of Consultation of Ministers of Foreign Affairs (1962) the Current Government of Cuba is excluded from participation in the OAS.

Contact information:

If you need further information about our program please contact Betty Arevalo, Internship Coordinator, at: barevalo@oas.org or at 202-458-3730.
www.oas.org/internships

Appendix 9: Flyer Winter/Spring.



OAS Main Building

"A great opportunity to visit one of the most important cities in the world, Washington, D.C."

-Internship Coordinator
Arevalo Betty



Organization of American States - Main Building
17th Street & Constitution Ave. N.W.
Washington, D.C. 20006, USA, Tel (202) 438 3000

The OAS Student Intern Program is coordinated by the Department of Human Resources; it is offered three times a year as it is intended to provide graduate and undergraduate students with the opportunity to acquire considerable knowledge of the OAS, its activities, structure, and relations within the Hemisphere. Moreover, students are able to develop their knowledge within their fields of study.

Our program is very competitive. Students to be selected must have at least a 3.0 GPA, a good command of two of the four official languages of the Organization:

- *English
- *French
- *Portuguese
- *Spanish

For the application process, students are required to submit two letters of recommendation, transcripts and fill out the application form available online www.oas.org/internships. We are more than pleased to receive students with high personal and professional ideas to be part of this great experience at the OAS.

All applications pass through a pre-selection process based on minimum requirement that interns have to meet in order to be selected at the end by the different areas of the General Secretariat.

Interns are required to attend a mandatory cycle of weekly meetings hosted by senior officials to provide them with a clear insight into overall OAS activities.

Our 2007/2008 calendar:

Seasons	Deadline to submit applications	Effective Dates
Summer 07	January 16 - March 16	June 7 - August 17
Fall 07	April 16 - June 15	September 4 - December 7
Winter/Spring 08	September 5 - November 2 (2007)	January 17 - May 9 (2008)

We hope to continue to expand the OAS Student Intern Program, making it possible for an even greater number of qualified students to apply their talents, skills, and academic training to meaningful assignments with the OAS.

Expanding Possibilities...



Appendix 10: Database.

Appendix 10.1: Database of Universities in Member State Countries.

DATABASE OF UNIVERSITIES IN MEMBER STATE COUNTRIES

NAME OF CONTACT-POSITION-DEPARTMENT	UNIVERSITY NAME	E-MAIL	PHONE	FAX	WEBSITE	ADDRESS
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NORTH AMERICA

United States of America

1	Dean Mary Crossley	University of Pittsburgh (School of Law)	crossley@law.pitt.edu	(412) 648-1400		www.law.pitt.edu	3600 Forbes Ave, Pittsburgh, PA 15232
			<i>center of Latin american studies</i>	(412) 648-7392		http://www.ucis.pitt.edu/clas/	
2	Barbara Silverthorne (Internship Program Manager)	University of California Santa Cruz	bsilver@ucsc.edu	(831) 459-3973		http://www.ucsc.edu	Career Center, UC Santa Cruz / Mail Stop, 1156 High Street, Santa Cruz, CA 95064
			<i>ucsc career center</i>	(831) 459-4420	(831) 459-4018		
3	Gudrun E. Kendon	The Catholic University of America	kendon@cua.edu	(202) 319-5618	(202) 319-5126	www.cua.edu	620 Michigan Ave NE, Washington, D.C 20064
4	Linda Greenan (Assistant Vice president for the office of External Relations)	Georgetown University		(202) 687-5677	(202) 687-7041	http://publicaffairs.georgetown.edu/external_relations/	Office of External Relations, 2nd floor Gervase. 37th & O St, NW, Washington, D.C 20057
5	Cynthia P. Williams, Ph.D (Director of External Relations, Division of International Studies)	University of Wisconsin (madison)	cwilliam@wisc.edu	(608) 262-3929	(608) 262-6998	www.international.wisc.edu	265 Bascon Hall, 500 Lincoln Drive, Madison, WI 53706 USA
6	Julie Gowin (Outreach Coordinator)	University of Maryland (Department of Communication)	gowin@umd.edu	(301) 405-7323	(301) 314-9471	http://www.comm.umd.edu/faculty/jgowin.html	University of Maryland, College Park, MD 20742, 2101A Skinner Building, USA

	NAME OF CONTACT- POSITION- DEPARTMENT	UNIVERSITY NAME	E-MAIL	PHONE	FAX	WEBSITE	ADDRESS
8	John J. Fitzpatrick (Program Director)	State University of New York (SUNY Brockport Washington Program)	sunywashsem@elinkisp.com	(877) 659-4320 (toll free) or (202) 659-4320		www.suny.edu	1730 Rhode Island Avenue, N.W., Suite 702 Washington, DC 20036
9	Suzanne Skillings (Director of undergraduate Academic Affairs school of International Service)	American University	sskill@american.edu	(202) 885-1608	202-885-2494	www.american.edu	4400 Massachusetts Ave. NW, Washington, D.C 20016-8041 SIS - 107C
10	Senem Bakar (International Student and Scholar Services)		sbakar@american.edu	202-885-3352	202-885-3354		4400 Massachusetts Ave. NW, Washington, D.C 20016-8041 Butler Pavilion - 410A
11	Dr. Maria Chavez-Hernandez (Associate in Information Studies)	The Florida State University	chavez@ci.fsu.edu	(850) 644-1332	(850) 644-6253	http://ci.fsu.edu/	College of Information, 101 Louis Shores Building, 142 Collegiate Loop, Tallahassee, FL 32306-2100
12	Toni Bickerstaff (Internship Coordinator)	Valparaiso University	toni.bickerstaff@valpo.edu	(219) 464-5208	(219) 464-5789	www.valpo.edu	College of Business Administration, Valparaiso University, Urschel Hall 205,
13	Kelly Waldron (Career Development Office)	Yale Law School	cdo.law@yale.edu	(203) 432-1676		www.law.yale.edu/cdo	127 Wall Street, New Haven, CT 06511, 203-432-4992
14	Juliann Davis (Senior Administrative Assistant)		juliann.davis@yale.edu	(203) 432-7191	(203) 432-8423		
15	Career Center	Stony Brook University (New York)	careercenter@stonybrook.edu	(631) 632-6810		www.stonybrook.edu	W-0550 Melville Library
16	Elisa Varon, M.Ed (Director for Internships and Career Development)	Seton Hall University (Whitehead School of Diplomacy and International Relations)	varoneli@shu.edu	973.275.2203	973.275.2519	http://www.shu.edu/	400 South Orange Ave • South Orange, NJ 07079

	NAME OF CONTACT- POSITION- DEPARTMENT	UNIVERSITY NAME	E-MAIL	PHONE	FAX	WEBSITE	ADDRESS
17	Joanna Karwacka Krantz (International Student and Scholar Advisor / Programming Coordinator)	George Washington University	karwacka@gwu.edu	202-994-4485		http://gwired.gwu.edu/iso	2121 Eye Street, NW Washington DC 20052 USA

Canada

1	Anne Turner (Internship Officer)	McGill University	anne.turner@mcgill.ca	(514) 398-2916	(514) 398-8049	http://www.mcgill.ca/ids/internship	Room 110, Arts Building, 853 Sherbrooke Street West, Montreal, Quebec H3A 2T6
2	Marie-Edmée de Broin (Agente de stage)	Université du Québec à Montréal (Faculty of Political Science and Law)	de_broin.marie.edmee@uqam.ca	(514) 987-3000 ext: 2290	(514) 987-0397	www.uqam.ca	Faculté de science politique et de droit Université du Québec à Montréal Local A-1640
3	Monique Richer (Secrétaire Générale)	Université Laval	monique.richer@sg.ulaval.ca	(418) 656-2131	(418) 656-7394	www.ulaval.ca	Université Laval, Quebec, Canada G1K 7P4
4	Martine Nadeau (Agente à l'accueil et à l'information, Bureau international)		martine.nadeau@bi.ulaval.ca	(418) 656-3994	(418) 656-2531		Bureau international de l'Université Laval, Maison Eugène-Roberge, Université Laval, Québec, Canada, G1K 7P4
5	Valerie Oosterveld (Assistant Professor, Faculty of Law)	The University Of Western Ontario	vooster@uwo.ca	(519) 661-2111 ext: 80037	(519) 661-3790	www.uwo.ca	The University of Western Ontario, The Josephine spencer Niblett building London, Ontario, Canada N6A 3K7

Mexico

1	Rafael Fernandez (Depto. Acad. Est. Internacionales)	ITAM (Instituto Tecnológico Autónomo de México)	rcastro@itam.mx	(52-55) 5628-4000 ext: 4094		www.itam.mx	Río Hondo #1, Col. Tizapán San Ángel, C.P.01000 Del. Álvaro Obregón, México, D.F.
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NAME OF CONTACT-POSITION-DEPARTMENT	UNIVERSITY NAME	E-MAIL	PHONE	FAX	WEBSITE	ADDRESS
2 Graciela Rojas González (Direccion de Servicios de Servicios Escolares)	Universidad Iberoamericana, Campus Santa Fe, Mexico	graciela.rojas@uia.mx	(52-55) 5950-4055		www.uia.mx	Prolongacion Paseo de la Reforma 880, Lomas de Santa Fe, Mexico, C.P. 01219, Distrito Federal
3 Mariela Portilla	Universidad Anahuac Mexico	m.portilla@ds.uas.mx	(52) 55 56 28 8800	(52) 55 56 28 8800	www.uas.mx	Av. de las Torres #131, Col Olivar de los Padres - Mexico
4 Lic. Cecilia Porras Limon (Coordinadora de Relaciones Publicas y Comunicacion)	Universidad del Valle de Mexico, Campus Hermosillo	cecilia.porras@uvmnet.edu	18006238000		www.hermosillo.uvmnet.edu	Carretera Nogales km 7, hermosillo - Mexico
5 Lic. Sandra Vergara (Directora de Programas Internacionales)	ITESM (Instituto Tecnologico de Estudios Superiores de Monterrey) campus Saltillo Tec de Monterrey	sandra.vergara@itesm.mx	01 (844) 4118000	01 (844) 4118000	www.sal.itesm.mx	Prolongación Juan de la Barrera N. 1241 Ote. Saltillo, Coahuila. Mexico

CARIBBEAN

Antigua and Barbuda

1 Mme Maryvonne Charlery (International Affairs Office)	University of the Antilles and Guyane	bri@univ-ag.fr	0590 48 35 44	0590 91 06 57	www.univ-ag.fr	Bâtiment de l'Administration Générale, 2ème étage, Campus de Fouillole, BP 250, 97157 POINTE-A-PITRE Cedex
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Haiti

1 Mrs Mirlande Manigat (Vice Rectrice du Département de la Coopération internationale)	Quisqueya University	mhmanigat@yahoo.fr	(509) 221- 4516		http://www.uniq.edu	Angle Rue Charéron et Boulevard Harry Truman Port-au-Prince, Haiti
2 Mr. Lumarque (Recteur of Quisqueya University)		jlumarque@yahoo.com				

NAME OF CONTACT- POSITION- DEPARTMENT	UNIVERSITY NAME	E-MAIL	PHONE	FAX	WEBSITE	ADDRESS
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SOUTH AMERICA

Argentina

1	Dr. Carlos Ezcurra (Director Departamento de Relaciones Internacionales)	Universidad Católica Argentina Santa María de los Buenos Aires	uca_internacional@uca.edu.ar	(54-11) 4349-0254		http://www.uca.edu.ar/esp/sec-universidad/page.php?subsec=internacional	Avda. Alicia Moreau de Justo 1300 · Buenos Aires · República Argentina
2	Catalina Smulovitz (Directora Departamento de Ciencia Política y Estudios Internacionales)	Universidad Torcuato Di Tella	smulovitz@utdt.edu	(54-11) 4783-3070 / 4784-0080	(5411) 4784-0089	http://www.utdt.edu/ver_contenido.php?id_contenido=104&id_item_menu=441	Universidad Torcuato Di Tella Sede Miñones: Miñones 2177, Buenos Aires, Argentina
3	Secretaría de Relaciones Internacionales	Universidad Nacional de Córdoba	internacionales@sri.unc.edu.ar	(54-351) 4332076 /4331085	(54-351) 4332076 /4331085	http://www.sri.unc.edu.ar	Av Gral Paz 154 1er Piso CP 5000 Córdoba, República Argentina

Brasil

1	Paulo Esteves (Director of the External Relation Department)	Pontificia Universidade Católica de Minas Gerais	secretaria.ri@pucminas.br	(55-31) 3319-4245	(55-31) 3319-4394	http://www.pucminas.br/sri/sri_destaques.php?&pagina=1325&menu=1080&cabecalho=26&lateral=9	PUC Minas Coração Eucarístico, Avenida Dom José Gaspar, 500 Coração Eucarístico, 30535-901 - Belo Horizonte - MG - Brasil
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NAME OF CONTACT-POSITION-DEPARTMENT	UNIVERSITY NAME	E-MAIL	PHONE	FAX	WEBSITE	ADDRESS
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Colombia

1	Alexandra Garcia (Coordinador de Pasantias y Monitorias)	Universidad Externado de Colombia	alexandra.garcia@uexternado.edu.co	(57-1) 3420288 / 3419900 ext: 1156			Calle 12 No. 1-17 Este, Bogota
2	Lucía Ruiz (Directora Oficina de Admisiones y promoción universitaria)		admisiones@uexternado.edu.co	(57-1) 3420288 / 3419900 / 28260664300, Ext: 4301, 4302, 4303 y 4304	(57-1) 2839220	www.uexternado.edu.co	Calle 12 No. 1-17 Este. Bloque A, piso 4 Bogotá D.C., Colombia
3	Piedad Gomez Franco (Directora Relaciones Internacionales)	Universidad ICESI de Cali	pgomez@icesi.edu.co	(572) 321-2023	(572) 555-2334 ext. 360	www.icesi.edu.co	Calle 18 No 122-135, Pance, Santiago de Cali
4	Fernando Niño (Coordinador de practicas)	Universidad de la Sabana	fernando.nino@unisabana.edu.co	(571) 861-5555 ext: 1916		www.unisabana.edu.co	Campus Universitario Puente del Común; Km. 21 Autopista Norte de Bogotá, D.C.
5	Marta Cecilia López (Internship Coordinator)	Fundacion Universitaria San Martin sede Medellin	practicafusm@yahoo.com			http://www.sanmartin.edu.co/sites/new/medellin/index.php?query=Marta+Cecilia+L%F3pez&engine=San+Mart%Edn	Calle 75 S N° 34-50, Sabaneta sector La Doctora
6	Sergio Villegas (decano de la facultad de finanzas y relaciones internacionales)		sergiovillegas@yahoo.com				

NAME OF CONTACT-POSITION-DEPARTMENT	UNIVERSITY NAME	E-MAIL	PHONE	FAX	WEBSITE	ADDRESS
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Chile

1	Borja Larrain (Assistant Professor - Business School)	Pontificia Universidad Católica de Chile	larrain@post.harvard.edu blarrain@faceapuc.cl	(562) 354-4025		http://www.faceapuc.cl/personal/blarrain/	PUC - Escuela de Administracion Avda. Vicuna Mackenna 4860, Macul
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Ecuador

1	Cornell H. Menking, Ph.D. (Office of International Programs)	Universidad San Francisco de Quito	cornellm@mail.usfq.edu.ec	(593)(2) 297-1784	(593)(2) 289-0070	http://www.usfq.edu.ec/progint/	Universidad San Francisco de Quito Oficina de Programas Internacionales Casilla 17-12-841 Diego de Robles y Vía Interoceánica Quito, Ecuador - América del Sur
2	Abogada Taryn Almeida (Coordinador Académico)	Universidad Católica de Santiago de Guayaquil (Facultad de Jurisprudencia y Ciencias)	taryn.almeida@ucsg.edu.ec	2200439 Ext: 2214		www.ucsg.edu.ec	Av. Carlos Julio Arosemena Km. 1 1/2 Apartado postal: 09-01-4671 Guayaquil - Ecuador
3	Ivan Castro Patiño (Decano)		ivan.castro01@ucsg.edu.ec	2200439 Ext: 2209			

Paraguay

1	Prof. Abog. Minerva Izquierdo Centurion (Directora Oficina de Relaciones Institucionales)	Universidad Católica "Nuestra Señora de la Asunción"				http://www.uc.edu.py/html/dir%20de%20relac%20institucionales.html	
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NAME OF CONTACT-POSITION-DEPARTMENT	UNIVERSITY NAME	E-MAIL	PHONE	FAX	WEBSITE	ADDRESS
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Peru

1	Alexis Patiño Patroni (Facultad de Ciencias Sociales, Encargado de programa de practicas y nasantias)	Pontificia Universidad Católica del Peru	patinopatroni.a@pucp.edu.pe	(511) 626-2000		www.pucp.edu.pe	Av. Universitaria 1801, San Miguel, Lima 32, Perú
2	Dr. Luis Jaime Castillo Butters (Director de la Dirección de Relaciones Internacionales y Cooperación)		lcastil@pucp.edu.pe				
3	Lic. Claudia Castillo Cantelli (Jefe del Area de Relaciones Internacionales)		ccastill@pucp.edu.pe				
4	Rosa Ana Rojas Montoya (Jefa del Área de Cooperación)		rarojas@pucp.edu.pe				

Uruguay

1	Dr. Héctor N. Di Biase (Director de la Lic. En Negocios Internacionales e Integración)	Pontificia Universidad Católica de Uruguay		(598 2) 4872717 int. 234	(598 2) 487 3227	http://www.ucu.edu.uy/Facultades/CienciasEmpresariales/index.htm	Av. 8 de octubre 2738 CP 11800 - Montevideo, Uruguay
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Appendix 10.2: Database of Member States and Permanent Missions.

PERMANENT MISSIONS DIRECTORY

COUNTRY	REPRESENTATIVES NAME	E-MAIL	PHONE	FAX	ADDRESS
ANTIGUA AND BARBUDA	Her Excellency Deborah - MAE LOVELL	embantbar@aol.com	(202) 362-5122 (202) 362-5166 (202) 362-5211	(202) 362-5225	3216 New Mexico Ave., N.W., 20016
secretary	<i>Ms. Joy-Dee DAVIS</i>				
ARGENTINA	His Excellency Rodolfo Hugo GIL	argentin@oas.org	(202) 387- 4142 (202) 387-4146 (202) 387-4170	(202) 328-1591	1816 Corcoran St., N.W., 20009
secretary	<i>Mr. Sebastián MOLTENI</i> <i>Mrs. Rosa Delia GOMEZ DURAN</i>				
THE BAHAMAS		bahamas@oas.org	(202) 319-2660 (202) 319-2667	(202) 319-2668	2220 Massachuttes Ave., N.W., 20008
secretary	<i>Mr. Eugene F. TORCHON-NEWRY</i>		Ext: 620		
BARBADOS	His Excellency Michael I. KING	barbados@oas.org	(202) 939-9200 (202) 939-9201 (202) 939-9202	(202) 332-7467	2144 Wyoming Ave., N.W., Washington D.C., 20008
secretary	<i>Mr. Ricardo KELLMAN</i>				
BELIZE	Her Excellency Lisa SHOMAN	belize@oas.org	(202) 332-9636, Ext: 228	(202) 332-6888	2535 Massachusetts Ave., N. W., 20008
secretary	<i>Ms. Tanya MUSA</i>				
BOLIVIA	His Excellency Reynaldo CUADROS ANAYA	bolivia@oas.org	(202) 785-0218 (202) 785-0219 (202) 785-0224	(202) 296-0563	1620 I Street, N.W., Suite 703, Washington D.C., 20006
secretary	<i>Mr. Marco Antonio VALVERDE</i>				

COUNTRY	REPRESENTATIVES NAME	E-MAIL	PHONE	FAX	ADDRESS
BRAZIL	His Excellency Osmar CHOHFI	osmarchohfi@delbrasupa.org	(202) 333-4224 (202) 333-4225 (202) 333-4226	(202) 333-6610	2600 Virginia Ave., N.W., Suite 412, 20037
<i>secretary</i>	Mr. Gustavo MARTINS NOGUEIRA	gustavo@delbrasupa.org	(202) 339-8366		
	Mr. Felix BAES BAPTISTA DE FARIA	felixfaria@delbrasupa.org	(202) 339-8376		
	Mr. Paulo André MORAES DE LIMA	pamlima@delbrasupa.org	(202) 339-8378		
	Mrs. Camile NEMITZ FILIPPOZZI	camile@delbrasupa.org	(202) 339-8371		
CANADA	His Excellency Graeme C. CLARK	wshdc-prmoas@dfait-maeci.gc.ca	(202) 682-1768 Ext: 7724	(202) 682-7624	501 Pennsylvania Ave., N.W. , 20001
<i>secretary</i>	<i>Ms. Keltie PATTERSON</i>		Ext. 7266		
CHILE	His Excellency Pedro OYARCE	miscloea@chileoas.org	(202) 887-5475 (202) 887-5476 (202) 887-5477	(202) 775-0713	2000 L. St., N.W., Suite 720, 20036
<i>secretary</i>	<i>Mr. Luis PETIT-LAURENT</i>				
COLOMBIA	His Excellency Camilo OSPINA	colombia@oas.org	(202) 332-8003 (202) 332-8004 Ext: 21	(202) 234-9781	1609 22nd St., N.W., 20008
<i>secretary</i>	<i>Mr. Mauricio BAQUERO PARDO</i>				
COSTA RICA	His Excellency Javier SANCHO BONILLA	croea@hotmail.com	(202) 234-9280 (202) 234-9281	(202) 986-2274	2112 S Street, N.W., Suite 300, 20008
DOMINICA	Ms. Judith Anne ROLLE	embdomdc@aol.com	(202) 364-6781	(202) 364-6791	3216 New Mexico Ave., N. W., 20016

COUNTRY	REPRESENTATIVES NAME	E-MAIL	PHONE	FAX	ADDRESS
DOMINICAN REPUBLIC	His Excellency Roberto ALVAREZ	republicadominicana@oas.org	(202) 332-9142 (202) 332-0616 (202) 332-0722	(202) 232-5038	1715 22nd St., N.W., 20008
	<i>secretary</i>	Mrs. Karen HERRERA Mr. Ramón REVI MATOS			
ECUADOR	His Excellency Efrén A. COCIOS	oeawashington@mrrree.gov.ec	(202) 234-1494 (202) 234-1692 (202) 234-8053 Ext: 275	(202) 234-3159	2535 15th St., N.W., 20029
	<i>secretary</i>	Mr. Santiago NOBOA	Ext: 273		
EL SALVADOR	Her Excellency Abigail CASTRO DE PEREZ	acdeperez@rree.gob.sv	(202) 595-7546 (202) 595-7545	(202) 232-4806	1400 16th Street, N.W., 20036
GRENADA	His Excellency Denis G. ANTOINE	grenada@oas.org	(202) 265-2561	(202) 265-2468	1701 New Hampshire Ave., N.W., 20009
GUATEMALA	His Excellency Francisco VILLAGRAN DE LEON	oea@minex.gob.gt	(202) 833-4015	(202) 833-4011	1507 22nd Street, NW, Washington D.C. 20037
	<i>secretary</i>	Mr. Jorge Eduardo CONTRERAS	guatemala@oas.org		
GUYANA	His Excellency Bayney R. KARRAN	guyanaembassydc@verizon.net	(202) 265-6900 (202) 265-6901	(202) 232-1297	2490 Tracy Pl., N.W., 20008
	<i>secretary</i>	Ms. Deborah YAW			
HAITI	His Excellency Duly BRUTUS	haiti@oas.org	(202) 332-4090 (202) 332-4096	(202) 518-8742	2311 Massachusetts Ave., NW, 20008
	<i>secretary</i>	Mr. Pierre Daniel LAVIOLETTE Mr. Paul Prompt Youri EMMANUEL	Ext: 123 Ext: 124		

COUNTRY	REPRESENTATIVES NAME	E-MAIL	PHONE	FAX	ADDRESS
HONDURAS	His Excellency Carlos SOSA	honduras@oas.org	(202) 362-9656 (202) 362-9657	(202) 537-7170	5100 Wisconsin Ave., N.W., Suite 403, 20016
	secretary	Mr. Juan Carlos MONTOYA Mr. Jorge FUENTES			
JAMAICA	His Excellency Gordon V. SHIRLEY	jamaica@oas.org jamaicaoas@earthlink.net	(202) 986-0121 (202) 986-0123	(202) 452-9395	1520 New Hampshire Ave., N.W., 20036
MEXICO	His Excellency Gustavo ALBIN	mexico.oea@sre.gob.mx	(202) 332-3663	(202) 234-0602	2440 Massachusetts Ave., N.W., 20008
	secretary	Mr. Héctor Alfredo RANGEL GOMEZ Mrs. Alicia Guadalupe KERBER PALMA	hrangel@sre.gob.mx akerber@sre.gob.mx	(202) 328-5301 (202) 328-5312	
NICARAGUA	His Excellency Denis Ronaldo MONCADA COLINDRES	nicaragua@oas.org	(202) 332-1643 (202) 332-1644 (202) 939-6536	(202) 745-0710	1627 New Hampshire Ave N.W. , Washington D.C. 20009
	secretary	Ms. Julieta M. BLANDON MIRANDA			
PANAMA	His Excellency Aristides ROYO	panama@oas.org	(202) 965-4826 (202) 965-4819	(202) 965-4836	2201 Wisconsin Ave., N.W., Suite C100, Washington D.C
PARAGUAY	His Excellency Manuel María CACERES	paraguay@oas.org paraguayoea@comcast.net	(202) 232-8020 (202) 232-8021 (202) 232-8022	(202) 232-8023	2022 Connecticut Ave., N.W., 20008
	secretary	Mrs. Sonia QUIROGA DE Mrs. Ana Mariela AYALA GONZALEZ			
PERU	His Excellency Antero FLORES-ARAOZ	peru@oas.org	(202) 232-2281 (202) 232-2282 (202) 232-1973	(202) 466-3068	1901 Pennsylvania Ave., Suite 402, N.W., 20006
	secretary	Mr. Giancarlo GALVEZ	ggalvez@peruoas.org		

COUNTRY	REPRESENTATIVES NAME	E-MAIL	PHONE	FAX	ADDRESS
SAINT KITTS AND NEVIS	His Excellency Dr. Izben C. WILLIAMS		(202) 686-2636	(202) 686-5740	3216 New Mexico Ave., N.W., 20016
SAINT LUCIA	Mrs. Clenie GREER- LACASCADE Interim Representative	efosaintlu@aol.com	(202) 364-6792	(202) 364-6723	3216 New Mexico Ave., N.W., Washington D.C., 20016
SAN VINCENT AND THE GRENADINES	His Excellency Ellsworth I.A. JOHN	ejohn@embsvg.com	(202) 364-6730	(202) 364-6736	3216 New Mexico Ave., N.W., 20016
SURINAME	His Excellency Jacques R. C. KROSS	esuriname@covad.net	(202) 244-7488 (202) 244-7590 (202) 244-7591 (202) 244-7592	(202) 244-5878	4301 Connecticut Ave., N.W., Suite 460, 20008
TRINIDAD AND TOBAGO	Her Excellency Marina VALERE	info@ttembwash.com	(202) 467-6490	(202) 785-3130	1708 Massachusetts Ave., N.W., 20036- 1903
UNITED STATES OF AMERICA			(202) 647-9430	(202) 647-0911 (202) 647- 6973	WHA/USOAS, Bureau of Western Hemisphere Affairs, Department of State, Room 5914, 20520- 6258
<i>adviser</i>	Mr. Steven LEBENS		(202) 647-7164		
URUGUAY	Her Excellency Maria del Lujan FLORES	uruoqa@erols.com	(202) 333-0588 (202) 333-0687	(202) 337-3758	2801 New Mexico Ave., N.W., Suite 1210, 20007
VENEZUELA	His Excellency Jorge VALERO BRICEÑO	missionvene@venezuela-oas.org	(202) 342-5837 to 5841	(202) 625-5657	1099 30th St., 2nd floor, N.W., 20007
<i>secretary</i>	Mr. Carlos Alberto RODRIGUEZ		(202) 625-5646		
	Ms. Maria Eugenia DE LOS RIOS OJEDA		(202) 625-5656		

Appendix 10.3: Database – Country Offices Directory.

OAS COUNTRY OFFICES DIRECTORY

ANTIGUA AND BARBUDA

Cecily Norris
Representative
Radio Range
P.O. Box 897
ST. John's, Antigua and Barbuda, W.I.

8+ID+1+ 268+ 462-1284

E-mail: oas.orgab@candw.ag

FACSIMILE: 268+ 462-3543

ARGENTINA

The General Secretariat does not maintain an office in Argentina

BAHAMAS

Juliet Mallet Phillip
Representative
42 Queens Street
P.O. Box N-7793
Nassau, The Bahamas

8+ID+1+ 242+ 326-7746
326-0741

E-mail: oas.bah@batelnet.bs

FACSIMILE: 242+ 325-0196

BARBADOS

Wendell Goodin
Representative
Kays House, Suite 206
13-14 Roebuck Street
P.O. Box 281
Bridgetown, BB 11000
Barbados, West Indies

8+ID+1+ 246+ 426-1564
436-9997
426-1565

E-mail: oasbarbados@caribsurf.com

FACSIMILE: 246+ 427-5038

BELIZE

Kenrich Texel
Representative
Blakes Office Complex
3rd Floor, P.O. Box 2019
Hutson Street, Suite 301
Belize, Belize, C.A

8+ID+011+ 501+ 223-3144

E-mail: oasbz@btl.net

FACSIMILE: 501+ 2 223-3130

BOLIVIA

Bernhard Greisinger 8+ID+011+ 591+ 2 241-3990
 Representative
 C. Pedro Salazar 599
 La Paz, Bolivia

E-mail: oeabolivia@oea.org.bo FACSIMILE: 591+ 2 241-4048

BRAZIL

The General Secretariat does not maintain an office in Brazil

CHILE

The General Secretariat does not maintain an office in Chile

COLOMBIA

The General Secretariat does not maintain an office in Colombia

COSTA RICA

José Patricio Zuquilanda 8+ID+011+ 506+ 229-0810
 Representative 229-0838
 Edificio IICA
 Coronado
 Apartado Postal 10166
 1000 San José, Costa Rica

E-mail: oeacrdir@racsa.co.cr FACSIMILE: 506+ 229-1453

DOMINICA

Paul Brown 8+ID+1+ 767+ 448-2842
 Representative 448-2620
 14 King George V Street
 P.O. Box 392
 Roseau
 Commonwealth of Dominica, W.I.

E-mail: oadominica@cwdom.dm FACSIMILE: 767+ 448-8431

ECUADOR

Hugo Saguier 8+ID+011+ 593+2 255-5353
 Representative 255-5354
 Avenida. Gonzáles Suárez 2701 y Coruña
 Edificio "Canciller 1"
 Apartado Postal 17-11-05060
 Quito, Ecuador

E-mail: ecueoa@ecuador.org FACSIMILE: 593+2 255-5356

EL SALVADOR

Rogelio Sotela Representative Paseo General Escalón y 91 Avenida Norte # 110 Colonia Escalón Apartado Postal 01.318 San Salvador, El Salvador	8+ID+011+	503+2	263-7126 263-6776 263-6778 263-6679
E-mail: oeasal@navegante.com.sv	FACSIMILE:	503+2	263-6780

GRENADA

Francis McBarnette Representative Suite No. 9 Grand Anse Shopping Center P.O. Box 123, St. St. George's, Grenada, W.I.	8+ID+1+	473+	440-2439 440-2847
E-mail: oasgrnda@spiceisle.com	FACSIMILE:	473+	440-6689

GUATEMALA

Diego Paz Representative Avenida las Américas 21-24, Zona 13 Ciudad de Guatemala, Guatemala C.A.	8+ID+011+	502+2	332-3400
E-mail: oeagua@concyt.gob.gt	FACSIMILE:	502+2	334-1880

GUYANA

Dennis Moses Representative P.O. Box 10290 18, Brickdam Stabroek, Georgetown Guyana, S.A.	8+ID+011+	592+	227-6229 227-6257
E-mail: oasgy@gol.net.gy	FACSIMILE:	592+	227-6219

HAITI

Arthur Gray Representative 4 Rue Francois Musseau Boite Pstale 1304 Port-au-Prince, Haiti	8+ID+011+	509+	249-8330 249-8331
E-mail: oashaiti@telecoh.com	FACSIMILE:	509+	249-8332
Misión:		509+	245-5437

HONDURAS

José Félix Palma
 Representative
 3ra. Calle, Casa No. 228
 Colonia San Carlos
 Frente Embajada de Japón
 Apartado Postal 3173
 Tegucigalpa, Honduras

8+ID+011+ 504+ 236-5970
 236-6396

E-mail: oeahon@oeahonduras.org FACSIMILE: 504+ 236-8914

JAMAICA

Joan Neil
 Representative
 One Argyle Road
 P.O. Box 205
 Kingston 10, Jamaica

8+ID+1+ 876+ 978-7713
 978-8378

E-mail: ogas@uwimona.edu.jm FACSIMILE: 876+ 978-0648

MEXICO

Oscar Maúrtua
 Representative
 Presidente Masaryk No. 526, Piso 1
 (Edificio SEP Colonia Polanco)
 CDM Polanco
 Apartado Postal 105-194
 11551, México, D.F.

8+ID+011+ 525+ 55 280-1208
 280-1498
 280-1147

E-mail: SMTP: osmex@prodigy.net.mx FACSIMILE: 525+ 55 281-7390

NICARAGUA

Pedro Vuskovic
 Representative
 Sierrita de Santo Domingo
 De la Iglesia, 2 cuadras al Norte
 Frente a la Residencia de la Embajada de Venezuela
 APDO Postal 2411
 Managua, Nicaragua

8+ID+011+ 505+ 276-1761
 276-1551
 276-1576

E-mail: oeanic@cablenet.com.ni FACSIMILE: 505+ 276-1661

PANAMA

Raúl Lago
 Representative
 Edificio #813 A y B
 Ciudad del Saber
 Clayton, Panamá
 Apartado Postal 0816-01477
 Panamá, República de Panamá

8+ID+011+ 507+ 317-0557
 317-0558

E-mail: oeapan@cwpanama.net FACSIMILE: 507+ 317-0559

PARAGUAY

Ronald Ochaeta 8+ID+011+ 595+ 2 120-2185
 Representative 121-3976
 Avenida Mariscal López 992 121-3700
 Casilla de Correo 774
 CP 1532
 Asunción, Paraguay

E-mail: oeapy@sce.cnc.una.py FACSIMILE: 595+ 2 121-3660

PERU

Bertha Santoscoy 8+ID+011+ 511+ 446-7636
 Representative 445-4948
 Calle Nicaragua 151
 Miraflores,
 Lima 18, Peru
 Casilla Postal 140214-Lince

E-mail: oeaperu@infonegocio.net.pe FACSIMILE: 511+ 445-7903

REPUBLICA DOMINICANA

Paul Duran 8+ID+1+ 809+ 533-1962
 Representative 533-8024
 Fray Cipriano de Utrera
 Esp. República del Líbano
 (Centro de los Héroes)
 Apartado de Correo 4701
 Santo Domingo, República Dominicana

E-mail: oeard@verizon.net.do FACSIMILE: 809+ 535-4680

SAINT KITTS AND NEVIS

Starret Green 8+ID+1+ 869+ 465-2636
 Representative 465-1018
 Horsford and Wilkin Street
 Fort Lands
 P.O. Box 434
 Basseterre, St. Kitts, W.I.

E-mail: oassknkp@caribsurf.com FACSSIMILE: 869+ 465-1260

SAINT LUCIA

Paul Spencer 8+ID+1+ 758+ 452-4330
 Representative 452-1396
 OAS Office
 Lighthouse Road
 Vegie
 P.O. Box No. 1609
 Castries, Saint Lucia, W.I.

E-mail: oasslu@candw.lc FACSIMILE: 758+ 452-4792

SAINT VINCENT AND THE GRENADINES

Melene Glynn 8+ID+1+ 784+ 456-1314
 Representative 456-2029
 P.O. Box 654
 2nd floor, Nanton's Building
 Egmont Street
 Kingstown, Saint Vincent & the Grenadines, W.I.

E-mail: oassvg@vincysurf.com FACSIMILE: 784+ 457-2949

SURINAME

Dwight Bramble 8+ID+011+ 597+ 47-7355
 Representative 47-2982
 Noorderkerkstraat No. 3-Boven
 P.O. Box 3002
 Paramaribo, Suriname

E-mail: oassur@sr.net FACSIMILE: 597+ 41-0950

TRINIDAD AND TOBAGO

Joseph Campbell 8+ID+1+ 868+ 622-9272
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 15D Wainwright St. St Clair
 Port of Spain, Trinidad and Tobago

E-mail: ogas@trinidad.net FACSIMILE: 868+ 622-5430

URUGUAY

John Biehl 8+ID+011+ 598+ 2 413-0044
 Representative
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 Edificio MERCOSUR
 C.P. 11200 Montevideo, Uruguay
 Casilla de Correos No. 320

E-mail: oeaur@adinet.com.uy FACSIMILE: 598+ 2 413-6602

VENEZUELA

Salvador Rodezno 8+ID+011+ 58+ 212+ 992-1422
 Representative 992-1666
 Edificio Arbicenter 992-1855
 Primer Piso Oficinas 4 y 5
 Avenida Orinoco Sur
 Urbanización Las Mercedes
 Apartado de Correos 6452
 Caracas, D.F. Venezuela

E-mail: oeaven@viptel.com FACSIMILE: 58+ 212+ 992-1480

Appendix 10.4: Database – Other Institutions.

OTHER INSTITUTIONS

IN EUROPE

The Netherlands

1	University of Amsterdam	Faculty of International Public Law	internationaal-sts@uva.nl	http://www.student.uva.nl/brecht/buitenlandbrecht.cfm	Bureau of International Student Affairs (BIS)
2		General External Relations	internationaal-sts@uva.nl	www.uva.nl/international	Service & Informatiecentrum Binnengasthuisstraat
3		Ms. drs. H.M. Straesser (Faculty of Political Science/International Relations)	H.M.Straesser@uva.nl	www.uva.nl	Bushuis/ Oost-Indisch Huis Room D004 Kloveniersburgwal 48 1012 CX Amsterdam The Netherlands
4		Machteld van Rijsingen (Programme Manager of the Master's Programmes)	m.vanrijsingen1@uva.nl	www.ishss.uva.nl	189B Prinshendrikade, Amsterdam, Netherlands 1011TB

Finland

1	Tampere Polytechnic - University of	Riku-Matti Kinnunen (Head of	riku-matti.kinnunen@tamk.fi	(+358) 356 547 111 www.tamk.fi	Tampere Polytechnic - University of Applied Sciences
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Germany

1	Albert-Ludwigs Universitaet, Freiburg im Breisgau	Dr. Boike Rebhain (Program Director)	info@global-studies.de www.global-studies.de	Phone: (0049) 761-203-9391 Fax: (0049) 761-203-9390	Global Studies Programme KG IV building, 5th floor, room 4513. Institut für Soziologie,
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2	International University of Applied Sciences Bad Honnef · Bonn	Dr. Peter Goffe (Professor of Management and Marketing Department of Hospitality Management)	p.goffe@fh-bad-honnef.de	Phone: +49 (0)2224 960 5228 Fax: 49(0)2224- 9605-119	Mülheimer Strasse 38 53604 Bad Honnef Germany
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IN U.S.A***The Washington Center***

Rodrigo Aguilar (Program Manager - Government Affairs,	The Washington Center	RodrigoA@twc.edu www.twc.edu	(202)-238-7993	1333 16th Street, NW Washington, DC 20036
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