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January 18, 2012

TO: Members of the Association of American
Chambers of Commerce in Latin America
(AACCLA)

FROM: José Orive, Chair
Patrick Kilbride, Executive Vice President
José Raúl Perales, Executive Director

SUBJECT: AACCLA's Annual Report 2011

A new year opens with important opportunities and considerable risks for Latin American economies, as leadership throughout the region is once again tested by an uncertain global economy and a more adverse environment than the one the region has lived in the past two years. The fragile recovery in the United States looks increasingly vulnerable to the spillover effects from a European financial crisis. Such an outcome would have important consequences for global financial stability, but especially for trade and investment ties between the United States and Latin America. Even if this scenario is successfully avoided, there is widespread expectation of an economic slowdown in Asian markets such as China and India, whose intense commodity purchases have in part fuelled Latin America's recent economic boom.

Latin America has accepted the challenge posed by these adverse winds with resilience and savvy. With few exceptions, the region has continued to engage the world economy and embrace commercial and investment opportunities with traditional and new partners. For instance, Central Americans have consolidated their various free trade agreements with Mexico, thus streamlining the process of doing business across the entire Mesoamerican region. Mexico, in turn, has begun moving towards ratifying an FTA with Peru and joining the Trans Pacific Partnership (TPP) negotiations. Similar trade and investment deals await elsewhere in the continent, in a show of commercial diplomacy that in recent years has shifted the focus of trade liberalization southward in the Western Hemisphere.

Ratification of the long pending FTAs with Colombia and Panama has sent the right signals that the United States is re-engaging Latin America on matters of trade and investment. The United States has also been advancing TPP negotiations involving countries like Perú and Chile (and potentially Canada and Mexico), with the goal of concluding a deal before the end of the year. Yet the share of Latin American trade occupied by the United States has remained stagnant or declining, in the face of fierce competition for the region's burgeoning market and the appearance of protectionist measures in key regional markets.

In this environment, AACCLA in partnership with the U.S Chamber of Commerce is redoubling its efforts to restore the U.S. commitment to open trade and investment that has marked U.S. policy in Latin America for so many decades. Even now, there is reason for optimism that the political environment in Washington is changing for the better, and that our efforts will not be in vain.

At the same time, we must not lose sight of the range of issues that will determine the region's competitiveness going forward. Democracy, though greatly advanced from previous eras, still is not firmly entrenched throughout the region. Related governance issues, including transparency, rule of law, and legal certainty remain a challenge to some degree in virtually all of our countries. And a crisis of personal security has taken hold in much of the hemisphere as drug violence and organized crime is pushed – or moves freely – from country to country. Issues such as innovation, logistics, and sustainability can seem mundane by comparison, but are no less crucial to the region's competitive stance in global markets.

The business community's role as thought leader and policy mover has never been more critical. Together, we must continue to promote a vision for hemispheric competitiveness, supporting the efforts of our governments in areas where policy is moving in the right direction, and engaging in aggressive advocacy in areas where it is not. Soon we will meet in Miami for AACCLA's Annual Strategic Planning Retreat and "Outlook on the Americas" luncheon. This is our opportunity to set the course for economic growth in the years to come by tackling the critical issues of the day.

OVERVIEW

In addition to a status report on our policy priorities, this document also includes an update on our institutional development agenda and a roster of AmCham and AACCLA key events, meetings, speeches, testimony, and other important activities over the past twelve months.

You may recall that AACCLA's 2011 Program of Work included the following policy objectives:

- 1) Actively promote Congressional approval and full implementation of the U.S.-Colombia and U.S.-Panama trade agreements, as well as full implementation and strong enforcement of existing trade agreements. Pursue additional trade initiatives that are comprehensive, ambitious and commercially significant, including the TransPacific Partnership, bilateral tax and investment treaties, and trade preference programs.
- 2) Promote the adoption of trade facilitation and customs modernization measures throughout the Western Hemisphere that enhance regional and national competitiveness and security. These include measures that will make the flow of international commerce faster and more efficient and that will reduce trade transaction costs significantly.
- 3) Foster innovation, harness creativity, and champion intellectual property protection and combating counterfeiting as vital to enhancing productivity, promoting competitiveness, creating jobs, saving lives, advancing economic growth, and generating breakthrough solutions to challenges in Latin America and the Caribbean.
- 4) Highlight areas in which U.S. business and AmCham member companies are contributing to economic and social development in Latin America and the Caribbean.
- 5) Promote the rule of law as a critical factor in fostering a hemispheric investment climate that supports equality, economic growth, and shared prosperity for the citizens of Latin America and the Caribbean. Foster a global business environment where countries respect the rule of law, foster legal certainty, and provide due process under law to investors, producers, and service providers of every nationality by highlighting shortcomings related to the rule of law and advocating for their prompt and just resolution.

Aside from our policy objectives, our Program of Work includes a number of goals to strengthen AACCLA's own capabilities and those of its member AmChams. Our Institutional Development Agenda focuses on the following areas:

- 1) Alternate Dispute Resolution
- 2) Partnership with the Pan-American Development Foundation
- 3) Partnership with the Inter-American Development Bank
- 4) Leadership Circles
- 5) Best Practices and Shared Services
- 6) Staff Exchanges

PART I: AACCLA'S POLICY AGENDA

The following sections provide details on AACCLA's work relating to these priority areas: Trade Negotiations and Agreements; Trade Facilitation; Intellectual Property; Contributions of U.S. Business; Balancing Security and Mobility; and Rule of Law.

Policy Priority No. 1: Trade Negotiations and Agreements

With the support of our Trade Agreements task force, co-chaired by José Orive and Regina Vargo in 2011, AACCLA continued efforts to further our trade and investment agenda in the hemisphere, notwithstanding an exceedingly adverse political environment in the United States. Throughout the year, AACCLA, the U.S. Chamber, and the Latin America Trade Coalition mobilized strong support towards the ratification of two pending free trade agreements in the region, namely the U.S.-Colombia Trade Promotion Agreement and the U.S.-Panama Trade Promotion Agreement. As a result, we remain positioned to take full advantage of anticipated opportunities to move forward with implementation of the agreements, as well as expanding the scope of market access in 2012. AACCLA also provided vigorous support for the renewal of longstanding preferential arrangements impacting regional exports to the United States, specifically the Generalized System of Preferences.

NAFTA

Since the North American Free Trade Agreement (NAFTA) entered into force in 1994, trade between the United States, Canada, and Mexico has more than tripled. From 1993 to 2008, trade of goods between the three countries rose from \$293 billion to just under one trillion (and in 2010 was on pace to recover to near 2008 figures after a steep recession-induced decline in 2009). Each day, the three North American countries conduct well over \$2.5 billion in trade. However, despite the indisputable benefits of the commercial relationship, complete implementation of the agreement still faces hurdles in the United States.

Cross-border services provisions in the NAFTA required a cross-border trucking program to be phased-in beginning in 1995. Despite Mexico's compliance with U.S. safety standards, the program was delayed for 12 years. Finally, in September 2007, the United States launched the U.S.-Mexico cross-border trucking demonstration program, allowing a modest number of trucks from Mexico to be allowed to travel beyond the 25-mile border "commercial zone" to which they had been restricted, while offering reciprocal access to U.S. trucks in Mexico. Although the program fell short of NAFTA commitments, it was considered a positive development.

Despite the program's success, debate over the issue continued until February 2009, when the U.S. Congress voted to de-fund the pilot program in the fiscal 2009 Omnibus Appropriations bill, thereby terminating the program in March 2009. Opponents of the

program claim that Mexican trucks do not meet U.S. safety standards, despite a positive report by an independent evaluation panel and the fact that Mexican motor carriers applying for U.S. permits are required to provide far more detailed information to meet U.S. safety requirements than their U.S. or Canadian counterparts. In response to the United States' failure to comply with its trade agreement and consistent with NAFTA's tripartite settlement process, the Mexican government instituted retaliatory tariffs on U.S. exports valued at \$2.4 billion affecting products in 99 Harmonized Tariff Schedule lines. The tariffs of up to 45 percent, authorized by a NAFTA dispute settlement panel, cover products ranging from pears and strawberries to Christmas trees and paper products.

After a prolonged negotiation and heavy lobbying effort, on July 6, Mexican and U.S. authorities signed an agreement that effectively solved the cross-border trucking dispute, and implementation of the pilot program was announced. According to the agreement, Mexico immediately reduced by 50% its retaliatory tariffs against U.S. goods as authorized by the NAFTA panel. The tariffs will be formally terminated at the end of the program, when Mexican carriers will be eligible to receive permanent standard operating authority in the United States.

CAFTA-DR

The year marked the fifth anniversary of implementation of the U.S.-Central America-Dominican Republic Free Trade Agreement (CAFTA-DR). With all signatory countries now having fully implemented the agreement, the agreement's full potential for boosting trade and investment can be realized. Already it has been a resounding success in the region, creating new opportunities in Central America and the Dominican Republic for U.S. exporters, and its benefits are flowing directly to U.S. small businesses, manufacturers, farmers and ranchers, and textile and apparel workers, among others. It has also brought substantial benefits to Central America and the Dominican Republic in the form of major new investments, faster economic growth, and opportunities for small businesses.

A ministerial meeting took place in February in Guatemala City, where a number of institutional issues in the agreement were addressed. In that meeting, countries agreed to the creation of a CAFTA-DR trade facilitation program, in which AACCLA has been playing a pivotal role as the regional private sector counterpart.

COLOMBIA

After a prolonged debate over labor and human rights in Colombia, and subsequent to a political bargain between Congress and the Administration regarding approval of Trade Adjustment Assistance (TAA), the U.S. – Colombia Trade Promotion Agreement was ratified by both Houses of Congress and signed into law on October 21.

AmCham Colombia, AACCLA, the U.S. Chamber, and the Latin America Trade Coalition played a pivotal role in securing the passage of the U.S.-Colombia trade agreement.

Our work included visits and meetings in Bogotá, close and regular contact with the U.S. Administration, Hill advocates, and the Colombian Embassy, as well as lobbying visits to members of Congress and intense follow up with key players in the vote.

AACCLA continues to monitor the development of an agenda for implementation of the FTA, pushing for a rapid implementation of an agreement that would drop tariffs on 80% of U.S. exports to Colombia as soon as the agreement becomes effective. We are also working with Colombian authorities and private sector counterparts towards participation in a business event parallel to the Summit of the Americas in Cartagena on April 14-15.

PANAMA

Negotiations on the agreement were formally concluded on December 19, 2006. The trade agreement was signed on June 28, 2007, and was approved by the Panamanian legislature on July 11 of the same year. The U.S. International Trade Commission (USITC) completed its review of the agreement to determine its impact on the U.S. economy in September 2007, paving the way for Congress to move forward with consideration.

Together with the U.S. – Colombia trade promotion agreement, the Panama trade agreement was signed into law on October 21, 2011, with ample bipartisan support. AACCLA, the U.S. Chamber, AmCham Panama, and the Latin America Trade Coalition again provided strong leadership with Congressional and Administration officials to secure successful passage of a trade agreement.

AACCLA, the U.S. Chamber, AmCham Panama, and the Latin America Trade Coalition remain committed to rapid implementation of this agreement, which will provide important opportunities in Panama's burgeoning services sector and economy.

LATIN AMERICA TRADE COALITION

The Latin America Trade Coalition is a broad-based group of U.S. companies and business organizations which over the past decade has worked to gain congressional approval of the Trade Promotion Agreements first with Peru and then with Colombia and Panama. The Coalition meets regularly to develop strategy and coordinate education and outreach efforts. At present, the Coalition consists of more than 1,200 U.S. companies, business and agricultural organizations, and chambers of commerce; AACCLA serves with the U.S. Chamber as the Coalition's Secretariat.

Together with our partners, the Coalition successfully secured passage of the Colombia and Panama Trade Promotion Agreements on October 12, 2011. The Coalition achieved this goal by building support in Congress and throughout the United States through the following activities: direct congressional advocacy; Ambassadors' tours; *"Faces of Trade"* books; press outreach; advertising; coalition building; grassroots advocacy; and testimony before Congress and other government agencies. The Coalition is now working to achieve

implementation of the recently approved Colombia and Panama Trade Promotion Agreements as swiftly as possible.

Direct Congressional Advocacy

AACCLA, AmChams Colombia and Panama, the U.S. Chamber, and other members of the Latin America Trade Coalition have held hundreds of meetings on Capitol Hill and in key congressional districts, developed strong education and background materials intended for the Hill and the media with the aim of generating support for the agreements. Building on the success of Peru and DR-CAFTA, the Coalition was able to secure a positive, bipartisan, votes on the Colombia and Panama trade agreements. Through a series of “Hill Visibility” days, the Coalition has led drop-by visits to Congressional offices and facilitated rallies on Capitol Hill with members of Congress and the administration to show business community support for the two trade agreements.

Ambassadors’ Tours

Following the successful model of Ambassadors’ Tours used during the U.S.-Peru Trade Promotion Agreement and DR-CAFTA campaigns, AACCLA and the U.S. Chamber’s TradeRoots program have expanded this endeavor to include tours with the Ambassadors and Ministers of Trade of Colombia and Panama. The main purpose of the tour series has been to highlight the potential benefits of the trade agreements with the respective countries for U.S. businesses. Another element of these activities is to build grassroots support for the agreements by bringing together the respective Ambassadors, representatives of small and medium-sized businesses, local political leaders, and members of Congress to discuss the agreements’ prospects. These tours will continue to occur as the implementation process continues.

“Faces of Trade”

In late 2007, AACCLA, the U.S. Chamber’s TradeRoots program, and AmCham Colombia published a booklet entitled “*Faces of Trade with Colombia: Small Business Success Stories.*” Modeled after similar publications on the U.S.-Peru Trade Promotion Agreement, DR-CAFTA, and the U.S.-Chile FTA, this book is a compilation of profiles of small and medium-sized U.S. companies doing business with Colombia. It has been used widely in Capitol Hill meetings to underscore the agreement’s value to small and medium-sized U.S. enterprises.

Press

Another key component of our outreach strategy is securing positive editorials from leading national and local newspapers. Our team has sent materials to more than 100 editorial boards and spoken with their staff in each case; to date this has generated more than 100 positive editorials from around the country. We intend to continue to meet with

editorial boards and provide press interviews to obtain favorable coverage of the implementation process.

Testimony to Congress and Other Government Agencies

AACCLA and the U.S. Chamber have been actively testifying before Congress and other government agencies to make the case for the approval and implementation of the trade agreements and will continue to take a leading role in 2012 as opportunities arise.

TRANS-PACIFIC PARTNERSHIP AGREEMENT

The Obama administration has made the Trans-Pacific Partnership Agreement (TPP), consolidating FTAs with Australia, Brunei, Chile, New Zealand, Peru, Singapore, and Vietnam, a central plank in its trade policy agenda. If approved, TPP would be the largest U.S. free trade agreement in terms of member countries, and is intended to be a vehicle for further plurilateral trade liberalization among countries in the Asia-Pacific region, including Latin America. We hope that countries in the hemisphere will view this initiative as a critical opportunity to build regional and national competitiveness through the multilateral trade liberalization process and will position themselves accordingly to join the agreement at the earliest possible opportunity.

Late last year Canadian Prime Minister Stephen Harper and Mexican Economy Secretary Bruno Ferrari stated their respective countries intention to begin consultations with the TPP countries towards joining the TPP negotiations. AACCLA and the U.S. Chamber of Commerce strongly support the inclusion of both Canada and Mexico in the TPP negotiations and submitted public comments on January 13, 2012 to the Federal Register affirming our position. We hope that other countries in the region will look to the TPP as another opportunity to improve competitiveness.

TRADE PREFERENCES

Working with a broad array of allies, AACCLA and the U.S. Chamber have led the drive for renewal of the Generalized System of Preferences (GSP) and trade preferences for the Andean countries. The GSP preferences have been reinstated after a two year hiatus, and have been extended through July 31, 2013.

<p>Policy Priority No. 2: Trade Facilitation</p>

Advancing trade facilitation (TF) remains one of AACCLA's primary objectives and our work throughout 2011 was supported by our Trade Facilitation task force, chaired by Francisco X. Santeiro. TF consists of measures to make ports and customs more efficient through improved administration and procedures. This includes port efficiency, customs

procedures and requirements, the overall regulatory environment, and automation and e-business usage.

In 2011, AACCLA continued its efforts on identifying country-specific TF goals, promoting region-wide adoption of the World Customs Organization's Revised Kyoto Convention, and broadening our coalition of partners, including such groups as the Caribbean and Latin American Express Delivery Conference (CLADEC).

Through a partnership with the Inter-American Development Bank, AACCLA and the U.S. Chamber have become co-sponsors of a trade facilitation regional meeting between governments and private sectors from the CAFTA-DR countries in Miami. Moreover, based on the success of the 2010 edition, the trade facilitation survey produced by AACCLA has become a reference tool utilized by Central American governments in official consultations with their respective private sectors, part of the trade facilitation agenda for the region that has been agreed by all CAFTA-DR countries. The survey will then be extended to all countries in Latin America, particularly those that have signed free trade agreements with the United States.

Policy Priority No. 3: Intellectual Property

AACCLA is working with member AmChams to focus on advancing the mission of the U.S. Chamber's Global Intellectual Property Center (GIPC) to champion intellectual property as a vital engine of global development, growth, and human progress. Supported by our Intellectual Property Task Force chairs Rodney Lopez of Merck and Adrean Rothkopf of Research in Motion, we are working to defend the rights of intellectual property (IP) owners, protect public health and safety, and establish fair competition throughout the international marketplace.

A core priority for our agenda is to reduce the number of countries in the region named to the "Watch List" published by the Office of the U.S. Trade Representative each April. In 2011, fourteen countries in our hemisphere were included on the so-called Special 301 Report.

Policy Priority No. 4: Contributions of U.S. Business

The Business and Civil Society task force, chaired by Kathy Barclay, continued its work to highlight areas in which U.S. business is contributing to economic development and poverty reduction in Latin America and the Caribbean. AACCLA and its member AmChams are seeking ways in which business can better "tell the story" about its economic contributions and get the word out that foreign investment, especially from the U.S., has a material impact on GDP, employment, and corporate citizenship practices. Improving the image of business is critical to the success of all our federated AmChams.

AACCLA and our member AmChams have restructured our joint initiative with the U.S. Department of Commerce, the “Prosperity in the Americas Project.” From 2006-2008, we jointly released 17 Fact Sheets showing how the United States contributes to economic prosperity in the region. Page 1 contains data on U.S. investment: USAID, OPIC, EX-IM, and USTDA financing, percentage of export market that U.S. represents for the country, and trade data. Page 2 is entitled “Snapshot of Select U.S. Companies’ Contributions to Promote Economic Prosperity and Social Development in Country X” and includes examples of how U.S. companies are making a difference through job creation, training, and other corporate responsibility programs.

As part of our collaboration with the Department of Commerce, AACCLA put together a half-day intensive CSR workshop as part of our annual meeting. The workshop was intended to be “training for trainers” on how to institutionalize and develop corporate social responsibility programs through the AmChams. The workshop included a CSR resource toolkit and other products that will be continuously revised and updated.

In 2011, with the support of the Business Civic Leadership Center, AACCLA launched its first Western Hemisphere Corporate Citizenship Award. An impressive number of companies – 13 altogether - were nominated for this first edition of the award, which went to Coca Cola Colombia for a water provision program.

Policy Priority No. 5: Rule of Law

Throughout 2011, AACCLA worked in the strengthening of our work on rule of law, through a business coalition and a public information and resource website (ruleoflawcoalition.org). Motivated by the strong priority given to rule of law in the 2009 Business Pulse Survey, AACCLA launched a Rule of Law Task Force in 2010, chaired by Carlos Tejera, and formed the Coalition for the Rule of Law in Global Markets. AACCLA and the Chamber brought heightened attention to the issue of extra-legal government intervention in markets through targeted programming throughout the year, culminating in the launch of a working group convened to identify a set of indicators for measuring rule of law specific to the business environment.

AACCLA continues to develop its work on rule of law by convening a specialized meeting to discuss challenges of rule of law in Latin America in early 2012, as well as expanding the scope of the task force to include questions of security and the role of the private sector in developing partnerships with governments towards improving the security situation in much of the continent. The first portion of this work concentrates in the Central America and Caribbean region, where the toughest security challenges in the Hemisphere exist. We have begun working with peer associations and regional institutions to influence the scope and tone of public – private collaboration on security.

PART II: AACCLA'S INSTITUTIONAL DEVELOPMENT AGENDA

Aside from our policy objectives, our Program of Work includes a number of goals to strengthen AACCLA's own capabilities and those of its member AmChams:

Alternative Dispute Resolution: In 2005, AACCLA signed a cooperation agreement with the International Centre for Dispute Resolution (ICDR), the international division of the American Arbitration Association, to jointly promote arbitration in Latin America and to offer assistance to AmCham members and others interested in obtaining information about resolving disputes in the respective countries of Latin America and the Caribbean, either through local arbitration or through international arbitration.

Partnership with PADF: AACCLA has developed a strong and dynamic partnership with the Pan American Development Foundation (PADF) over the last eight years. Since 2000, when AACCLA and PADF signed a Memorandum of Understanding, a number of AmChams have entered into close relationships with PADF to achieve common goals such as helping to create educational and health opportunities with donations of tools and medical equipment, developing a crucial alliance to help businesses and communities better prepare for disasters, and mobilizing support for disaster response efforts. To cement closer working relations on disaster assistance and development programs, a number of AACCLA current and past Governing Board members — including immediate past chair Juan Manuel Carreón and former Chairs Kathleen C. Barclay, James Fendell, William Gambrel, Maston Cunningham, and Gladys Coupet — serve on the PADF Board of Trustees. In fact, Barclay serves as Secretary, and Gladys Coupet serves as Second Vice President.

Perhaps the most notable collaboration between AACCLA and PADF has been the Disaster Management Alliance. Funded in part by USAID and now in its fourth year, the Alliance has brought together AmCham members in countries throughout the hemisphere, including Colombia, Costa Rica, Dominican Republic, El Salvador, Haiti, Honduras, Jamaica, Nicaragua, and Trinidad and Tobago, to provide emergency management training to private enterprises, mobilize corporate contributions for disaster assistance, and promote partnerships between corporations and the communities in which they do business through risk management activities. In January 2008, PADF launched “Profiles of Success: Involving the Private Sector in Disaster Management” publication. The booklet illustrates examples from among the participating countries which are Colombia, Costa Rica, Dominican Republic, El Salvador, Haiti, Honduras, and Trinidad & Tobago where PADF cultivated partnerships among local and international NGOs and private sector companies to deliver 43 high-impact risk reduction projects.

Throughout 2010, the Alliance became a regional reality which strengthens national capacity through partnerships for continuity, corporate mentoring, strategic investment planning and access to information, contacts, training, corporate recruitment and Alliance development materials and technical assistance. In essence, this package will facilitate the development of a benchmarking methodology for private sector involvement in disaster

management and disaster risk reduction. The collective and ongoing efforts of Alliance members will contribute to saving lives and mitigating the economic and social impact of disasters.

Partnership with the Inter-American Development Bank: In order to broaden the scope of resources and reach that AACCLA can put to work on our ambitious policy agenda, in 2011 we signed a memorandum of understanding with the Inter-American Development Bank, covering three areas of work: trade and investment development, corporate social responsibility, and Haiti initiatives. Work on activity development through this MOU began immediately following its signing during our Annual Meeting: already AACCLA is becoming a reference point for trade facilitation consultations in the CAFTA-DR group of countries, and we have begun discussions with the IDB's Multilateral Investment Fund toward collaboration in their New Employment Opportunities for Youth (NEO) program, through which companies contribute to the creation of a technically educated and skilled workforce throughout Latin America and the Caribbean.

Leadership Circles: 2011 marked the eighth year of the AACCLA Chair's Leadership Circle, comprised of major U.S. companies active in Latin America and the Caribbean that wish to participate in the Association's strategic initiatives, participate in exclusive events, and help energize our advocacy agenda. Active members of the Chair's Leadership Circle include Campbell's Soup Company, FedEx, General Motors, Merck, MetLife, Navistar, Pfizer, and Research in Motion — companies that already invest in many AmChams and are keen to work with AACCLA to help take our federation to the next level. We continue to work to strengthen this program institutionally, as well as to bring in new member companies.

Best Practices and Shared Services: In 2011, AACCLA continued support to the "Best Practices" initiative that flags outstanding programs and practices at individual AmChams that might lend themselves to fruitful imitation elsewhere. The initiative began in 2005, when the AmCham CEOs created a number of surveys of best practices in key areas. The results of these surveys served as input for the "Best Practices Manual," which was finalized in May 2007 and is available free-of-charge to AACCLA leaders. It is also available for public purchase through AACCLA's publications department. The manual includes sections in the following areas: Boards of Directors, Business Visas, Committees, Corporate Social Responsibility, External Relationships, Membership, Matchmaking, Overseas Security Advisory Council (OSAC), Staffing and Volunteer Leadership, TradeCenter/InfoCenter, and Websites. A revised and updated version of the "Best Practices Manual" includes an additional section on Dispute Resolution, drafted in conjunction with the International Centre for Dispute Resolution, and was finalized in July 2008. AmCham staff led the charge in this initiative; the AACCLA Secretariat supported the effort and worked to draw on relevant literature and experience from U.S.-based chambers of commerce to serve as a resource for the AmChams.

A shared services brochure that highlights the “AmCham Premium Matchmaking Service” was also crafted to allow AmChams throughout the region to collectively advertise their matchmaking services to local and U.S. companies and was updated in 2010. The matchmaking services consist of providing up-to-date high quality information about the host country’s business and investment climate and planning, organizing, and coordinating business meeting schedules for U.S. companies looking to establish or expand their business in the region. These services are aimed at reducing the amount of time and money U.S. businesses invest in locating and screening prospective trade partners in the region.

Staff Exchanges: The idea of staff exchanges between the AACCLA Secretariat and the AmChams has been around for years, and are continuing to entertain proposals.

PART III: AMCHAM KEY ACTIVITIES AND EVENTS IN 2011

The 23 AmChams in the region have undertaken an extensive array of activities and hosted a number of key events throughout the year. Some highlights include:

- **AmCham Bolivia**’s main objective in 2011 was the development of commercial and investment opportunities to benefit both its members and the Bolivian community in general. Amcham continues to attempt to become the main reference point for bilateral connections between the United States and Bolivia in terms of commerce, investment and tourism. Amcham Bolivia maintained a narrow relation and permanent coordination with the U.S. Embassy Commercial Service and with different public and private Bolivian organizations related to trade and international businesses. AmCham also signed an agreement in 2011 with the National Chamber of Exporters to help strengthen the organization's membership base. AmCham began to improve the levels of communication with AACCLA and the other Latin American Chambers of Commerce.

Amcham Bolivia implemented a larger Trade Center (TC) in 2011. The Trade Center will be a crucial step in the future of AmCham Bolivia, putting the organization on a path to future sustainability. The TC is focused on different activities aimed to increase the level of business and investment between the United States and Bolivia. The TC’s services have been designed in line with the experience and recommendations of other organizations such as the surrounding AmChams, other private chambers in Bolivia, and the Commercial Section of the U.S. Embassy.

- In 2011, **AmCham Brazil-Rio** participated in many great events locally and abroad, including fairs, missions and activities directly related to its Committees. Some examples are the 2nd International Trade Forum, the 9th BEP (Brazil Energy and Power) in Houston, the 7th Brazil Environmental Prize (Prêmio Brasil Ambiental), started by the Vice Governor of the State of Rio de Janeiro, and hosted lunches with the Ministry of Civil Aviation and the President of the Justice Tribunal. In terms of participation in fairs, we can highlight the participation with a stand in the Macaé Oil and Gas (6th edition), as well as a presence in the OTC in the Houston. On the missions side, we organized a 7 day mission for 5 members of

the Rio de Janeiro State Government (Planning and Budget), lead by the Secretary, visiting authorities, and companies in the East Coast, dealing with security and IT.

AmCham also assisted the Brazil-U.S. Business Council in the visit of a Green Building Mission lead by the U.S. Under Secretary of Energy. AmCham worked very closely with the U.S. Consulate in Rio in 2011, developing initiatives, such as “Up with English”, a CSR program developed together with some of its associates to teach English in favelas of Rio de Janeiro.

AmCham held regularly scheduled Committee meetings for the following Committees:

- The Legal Aspects Committee, through its Subcommittee of Tax, held monthly meetings that comprised mainly by taxation matters;
- The CSR Committee developed initiatives to show the experiences of corporations in this area, like “Sports as an integration tool in the communities”;
- The TIC (Information Technology and Communication), met monthly and is preparing a mission for the Silicon Valley for the 1st half of 2012 and together with Environment Committee, is conducting a task force that deals with the National Policy of Solid Residues, with an emphasis in the electronic waste material;
- The Energy Committee permanently discussed the oil and gas industries, presently one of the top priorities in the Rio de Janeiro economy.

AmCham held a strategic planning seminar in July with its the Executive Committee and began taking some actions on both the Administrative and Communication sides. As a result, AmCham began retrofitting our headquarters and investing in a new financial and membership system. On the Communications front, AmCham changed entire structure of our operation , hiring a third party organization to manage the *Brazilian Business*, our bimonthly magazine, as well as a future monthly electronic newsletter to be launched in the 1st quarter of 2012.

- In 2011 **AmCham Chile** had four projects in addition to the regular committee meetings, the hosting of breakfasts, and production of investigative studies:

1. Creation of the Chilean-American Business Council on Energy. On Thursday, October 6, the Council was created in a ceremony attended by the Minister of Energy, Rodrigo Álvarez, the ambassador of the United States, Alejandro Wolff, and top executives from the principal businesses in that industry. (Although the Council is a private-sector initiative, it also includes the participation of both the Chilean and the North-American government). Its objective is to foster business opportunities for the private sector in Chile and the U.S., to promote viable commercial projects in clean energy and energy efficiency, and to support the sustainable development of the sector and to take advantage of every resource in order to transfer training, project finance, regulatory experience, technology, and experience with clean energy between the two countries.
2. Open House. As a networking initiative, AmCham Chile developed the Open House, which consists of a visit by a small group of no more than 15 members to one

of our important member companies. They were able to learn not only interesting “on site” productive processes, but also how businesses operate on a global level with respect to their suppliers.

3. For the ninth year, AmCham Chile invited businesses to present their CSR programs at the AmCham Award for the Good Corporate Citizen. This year we had 37 programs. For the first time, the winner was entered for the Western Hemisphere Corporate Citizenship Award 2011, which is given out by the Business Civic Leadership Center of the U.S. Chamber of Commerce. The program for the reconstruction of Constitución, a city devastated by the earthquake of February 27, 2010, which was carried out by the company Celulosa Arauco y Constitución jointly with other institutions won this recognition. The jury, presided over by Javier Irrarrázaval, president of AmCham, includes important figures in Chile, including the First Lady, Cecilia Morel de Piñera, who participates actively in the deliberations and award ceremony.

4. Great Corporate Debate: For the fifth year AmCham hosted a inter-company debate competition conducted in English, in which 8 teams participated—each representing a different company. The objective of this program is to provide professionals with an opportunity to train their debate skills while at the same time to practice their English, which together will improve their ability to negotiate in the international arena, considering that this skill is not incorporated into formal education here in Chile. This year two public entities participated. The final, which took place on the grounds of Chile’s biggest newspaper, El Mercurio, was widely attended by the public, as well as executives and managers from the two finalists (Wal Mart Chile vs. the Office of Economic Relations at the Foreign Affairs Ministry of Chile, DIRECON).

- In 2011, the top priority on **AmCham Colombia**’s policy agenda was to secure U.S. Congressional approval of the U.S.-Colombia FTA. Toward that end, AmCham worked closely with AACCLA, the U.S. Chamber of Commerce, the Latin American Trade Coalition, the Colombian Embassy in the United States, and the U.S. Embassy in Colombia. AmCham Colombia held meetings with 109 Congressional offices in addition to meeting with numerous Congressional Delegations that visited Colombia in 2011.

Other activities related to **free trade and market access** included the organization of events designed to inform members about the benefits of the FTA. The AmCham branches in Cartagena and Antioquia & Caldas organized seminars on the impact of the FTA in their respective regions and AmCham organized a national forum on the Opportunities and Challenges of FTA that included the participation of the U.S. Chamber of Commerce, USTR, and the Department of Commerce. AmCham also organized seminars in Bogotá, Cali, and Cartagena on reforms to Colombia’s labor laws and criminal code related to Colombia’s commitments under the Action Plan on Labor Rights. In June AmCham Colombia hosted the Business Future of the Americas conference in Cartagena which successfully emphasized the importance of the FTA and free trade in the region.

AmCham's priorities also included **Trade Facilitation**. During 2011 AmCham held meetings with the Colombian Customs agency to provide input to the development of a new customs law. The Southwest branch also focused on customs administration issues. The Cartagena branch worked with the Colombian Customs agency and BASC on the Authorized Economic Operator program and organized an event with the U.S. Customs Commissioner. Other trade facilitation activities included a seminar on anti-dumping and safeguards organized by the Antioquia and Caldas branch.

AmCham's activities related to **Intellectual Property Rights (IPR)** focused on draft legislation and treaties related to Colombia's commitments under the FTA. This included activities related to Colombia's ratification of the Madrid Protocol in June 2011 and the organization of a major conference on the "Ley Lleras," draft legislation regarding copyright protection in the digital media and the responsibilities of Internet Service Providers. AmCham provided feedback to the Superintendency of Industry and Trade on its draft Patents Manual.

Related to **Rule of Law**, AmCham organized an event on anti-corruption in the private and public sectors, focused on the government's justice reform project, worked to strengthen Colombia's international arbitration framework, and provided input to the government on legal stability contracts. AmCham Antioquia & Caldas organized an anti-money laundering event together with the U.S. Embassy and Bancolombia.

Corporate Social Responsibility was another policy priority for AmCham nationwide. AmCham Colombia provided greater visibility to its members' CSR activities by participating in the first AACCLA and BCLC Western Hemisphere Corporate Citizenship Award, which was awarded to Coca-Cola Services of Colombia and FEMSA Colombia. AmCham Barranquilla continued its Good Governance, Ethics and Sustainability Program, which conducted a second training program for public sector officials, reaching a total of 127 officials in Barranquilla. Under the framework of Pathways to Prosperity, AmCham Southwest organized a training session to help strengthen the business skills of AfroColombian and indigenous women entrepreneurs and to exchange best practices on labor standards. AmCham Southwest also continued its Valle Bilingual program which has provided English language training to a total of 175 teachers in public schools. AmCham Antioquia & Caldas worked with USAID to promote public-private partnerships with its members. AmCham Cartagena and its sister city donated playground equipment to a school for the deaf in Cartagena. AmCham continued to develop its Declaration for Equal Opportunities initiative through the organization of workshops on diversity and inclusion in the workplace in Bogota, Barranquilla, Cali and Medellin. Fifteen additional companies joined the Declaration in 2011.

- In 2011, **AmCham Costa Rica** launched Factor f, an initiative engaging men and women in the business imperative of developing and retaining women in corporate leadership. Focusing on the business case of women as talent and as consumers, AmCham organizes best practice sessions and is developing Factor f tool kits and services to support

its members in implementing successful gender diversity initiatives. Working with other prominent organizations in Costa Rica and overseas, AmCham's goal is to become a leader in gender diversity and a role model for its member organizations and other businesses in Costa Rica.

Also this year an Anti-Contraband Committee was created to raise awareness at all levels of the menace of contraband, its link with organized crime, and the threat this represents to National Security. Aside from the dialogue established with the Government, Congress, and Judicial Branch; an agreement was signed with the Customs Office to exchange information, and establish action plans for the different industries affected by illicit trade. The collaboration between the public and private sector has been very successful. Another key activity was AmCham's participation in a public-private partnership that seeks the establishment of National Intellectual Property Academy in Costa Rica. The goal of the Academy is to take advantage of synergies to educate audiences about various intellectual property topics including IPR enforcement. AmCham Costa Rica pioneered co-signing a Memorandum of Understanding that convened key players in the academia, public and private sectors to establish an Intellectual Property Consortium in Costa Rica. The Consortium will serve as the foundation for the establishment of this Academy and as a multilateral discussion panel for IP matters. AmCham also provided input for the capacity-building roadmap and expects to continue playing an advisory role in the initiative.

- **AmCham Dominican Republic** closed a busy 2011 with a healthy surplus. The work of six committees was important in moving forward our business climate agenda, including important improvements to the commercial code, modifications to the Customs Law, adoption of a Single Window System at Customs, Kyoto Convention (customs), Port Modernization Law, Corporate Bankruptcy Law, Law on Protection of Data, Title Registration, and Monitoring DR-CAFTA Administration, among others.

AmCham also supported the creation of clusters in different parts of the country, including: La Vega, La Altagracia and Puerto Plata, and provided forums for the dissemination of best business practices and national issues through monthly luncheons, seminars, and business breakfasts, as well as 40 events held in different regions of the country, digital media and its bi-monthly magazine.

AmCham's Commercial Services division organized four missions in which 53 companies participated, resulting in \$3.5 Million in immediate new business. In addition we launched the new AMCHAMDR 2011 Membership Directory and the "Benefit +" plan with special discounts for members when purchasing products and services from a wide variety of shops and companies.

AmCham also organized Dominican Week in the U.S. As part of the agenda, we met different Federal officials and hosted a number of economic and cultural events to promote bilateral trade and investment, and recognize the accomplishments of prominent Dominicans in the USA.

In Corporate Social Responsibility, 150 actions were undertaken in support of 26 public schools across the country. As a result, 481 teachers were trained and about 9,000 children received a direct benefit. At the same time, through the Sustainable Community Development program, in collaboration with Inter-American Foundation and private sector companies, we were able to benefit 671 people through eight projects in various regions with an investment of U.S. \$110,000.

- In 2011 **AmCham Guayaquil-Ecuador** focused its efforts in the promotion of Trade Facilitation and improvement of the business climate in Ecuador with the support of the National Federation of Bi-national Chambers-FECABE and the Chambers' Council. AmCham worked in the technical and legal analysis of the different laws proposed by the National Assembly such as Production Code, Customs Law, Tributary Reform and Market Regulation Law, organizing forums approaching the public and private sector, as well as talking to the media about the impact of these measures to the companies. AmCham actively participated in the lobbying for an extension of the Andean Trade Promotion and Drug Eradication Act that expired in February 2011 and was finally renewed in October.

AmCham Guayaquil has continued its encouragement of corporate social responsibility (CSR) in Ecuador through the development of a series of online training papers as well as workshops with the support of CEMDES (Consejo Empresarial de Desarrollo Empresarial), which represents the World Business Council for Sustainable Development in Ecuador. The CSR Committee organized the medical mission with the support of the Ecuadorian American Chamber in Miami, DOLE, "Leon Becerra" Hospital giving medical assistance to 2000 people in the Coast of the country.

In 2011 AmCham Guayaquil remodeled its offices to provide better services to its associates, to include 3 meeting rooms and an executive center technologically equipped. AmCham Guayaquil started the creation of the Trade Center and sending the responsible of this area to AmCham Peru for an internship during a week. As part of the local matchmaking service, among the members, we continue organizing monthly networking meetings where 2 new members present their products/services to approximately 20 attending companies. During 2011, these meetings have the participation of quality's experts as part of the learning's circle. These meetings have been a mechanism to attract new members. AmCham Guayaquil increased the membership from 310 to 354 company members in 2011.

One of the largest events of the year was "Tools for the development of International Markets" with the participation of 3 international speakers: Aldo Defilippi, Executive Director of AmCham Peru, analyzing the impact of Peru-United States FTA; Mario Suarez (USA), CEO Export Americas Corp, analyzing the opportunities of the Ecuadorian products in USA, and Pablo Fernandez (Uruguay), Marketing Tech, analyzing the importance of customer service.

AmCham Guayaquil signed an agreement with Corpei, Private Export Promotion Consultant organization, to organize ExpoUSA 360°, an international expo, conference, and festival that will take place in Guayaquil in October 3-5, 2012. This important event has the support of U.S. General Consulate and the Ecuadorian Government.

- In 2011, **Amcham El Salvador's** OSAC committee and the Secretariat of the Vulnerability, the government entity for the prevention and mitigation, conducted a forum and three (3) institutional preparedness workshops to train administrative and technical staff of AmCham member companies, in the analysis and risk reduction, management, and recovery during a disaster event generating an efficient process through planning, organization, direction and control. The Intellectual Property Committee signed an agreement with member universities for engaging students through different workshops and seminars in the study of legal and intellectual property topics. This Committee made a compilation of national and International laws related to Intellectual Property, and made comments regarding enforcement of this legislation. The Call Center Committee, with the support of government institutions and USAID's Program developed an English training program for the Call Center Industry which main goal is to generate new job opportunities to people applying for jobs in this industry by improving their English skills. Companies will be able to meet their expansion goals if they can access a continuous pipeline of English speaking for the industry. This program is financed by Salvadoran Government Institutions, companies in the sector, and USAID.

- In 2011 **AMCHAM Honduras** collaborated actively with the Honduran Government promoting Honduras as a destination for investment. During the month of January AmCham sponsored a breakfast to introduce the project "Honduras open for business" to the business community, which was organized by the Ministry of Foreign Affairs in San Pedro Sula. During this time, AmCham hosted a meeting between the Under Secretary of Commerce of the United States, Mr. Francisco Sanchez and representatives of American companies in Honduras.

AmCham coordinated with the Central American AmChams to prepare a document about key issues surrounding the implementation of DR-CAFTA for the Ministerial Summit held in San Salvador. In coordination with the AmCham in the region, we established the parameters under which AmChams will regional membership to American companies.

In 2011, AmCham developed events to help stimulate the generation of new leaders, including greater participation of women and youth in business organizations. These activities includes a leadership seminar for women and academic mission of students and young professionals to Washington, DC with the support of AmCham Colombia-Barranquilla. AmCham also supported the International Trade Administration and the Pathways to Prosperity Initiative to help promote a Customs Modernization Workshop to be held in the city of Tegucigalpa in 2012. The program will bring together leaders of the Honduran government and private sector to ensure greater efficiency and competitiveness in the customs operations.

- **AmCham Jamaica** celebrated its 25th anniversary in 2011 with a year of activities highlighting the achievements of its first quarter century! Pursuing its core mandate to promote investment and trade between Jamaica, the United States, countries of the region and around the globe, AmCham Jamaica hosted a series of events aimed at achieving this. In February 2011 the Chamber hosted the new U.S. Ambassador to Jamaica, Pamela Bridgewater at an AmCham Speakers' Forum Luncheon in Montego Bay. Addressing the gathering Ambassador Bridgewater encouraged the Government to identify bottlenecks and challenges that are inhibiting growth, and embark on a systematic and long-term effort to address this, in order to jump start investment. In March, AmCham addressed the critical issue of job creation through the hosting of a **Pre-Budget Economic Forum Luncheon under the theme "Using Fiscal and Tax Policies to Create Jobs in Jamaica"**. June was a very busy month with the 25th Anniversary Church Service and Brunch, a very successful Golf Classic with partial proceeds going to (2) charities, and a special AmCham **Breakfast Forum featuring the Jamaican Ambassador to the U.S., Audrey Marks**, in her first public address in Jamaica since her posting to Washington. Ambassador Marks is the Immediate Past President of AmCham Jamaica. In July, the Chamber continued its lobby for job creation with the hosting of the **"Creating Jobs Through ICT" Forum** which provided incredible opportunity to learn about the industry, and to understand how Jamaica can benefit.

Honoring the heroes who walk amongst us, in September, the Chamber hosted the **AmCham Business and Civic Leadership Awards 2011** celebrating excellence in corporate, social responsibility and the arts. Eight awards in three categories as well as two lifetime achievement awards were presented to showcase businesses, individuals and non-profit organizations that are driving and achieving economic and social progress through ethical leadership, stewardship and community building activities.

The final event for the 25th anniversary year of activities was the AmCham Christmas Luncheon Extravaganza where members had an opportunity to meet and greet while enjoying delicious food and excellent entertainment. As it continues to work towards achieving the objectives of the Chamber, utilizing its unique position to aid in Jamaica's economic development, we thank our any many members and partners for their support and look forward to 25 years of service.

- In 2011 **AmCham/Mexico** formulated and distributed a variety of deliverables that offered significant value-added to our membership and strengthened its position as a leader of the business community in Mexico and in North America in general. The Chamber is frequently sought out by top-level authorities in the Mexican government and is increasingly seen as a valuable source of information with respect to private sector opinions.

The position papers and deliverables generated this year include the following:

Business Toolkits:

- Toolkit of Best Practices in Corporate Social Responsibility in Mexico
- Best Practices in Diversity and Labor Inclusion

Business Surveys:

- 3rd Survey on the Impact of Security in Mexico on the Private Sector
- 4th Survey on Pirated and Counterfeit Product Consumption in Mexico.
- 2nd Survey on Corporate Social Responsibility
- Survey on Customs Security

Position papers and recommendations for improving the business environment:

- Labor Reform: A competitive necessity
- Mexico's Data Protection Law: How to comply?
- Proposals for trade facilitation measures in Customs
- Incentives for developing renewable energy in Mexico
- Recommendations to support Mexico's National Digital Agenda
- Challenges and solutions to increase competitiveness at COFEPRIS (Mexico's FDA equivalent)

Trainings:

AmCham/Mexico's IPR Committee organizes hands-on trainings for customs officials in order to help them distinguish between original and pirated merchandise. This year trainings took place in Monterrey, the Port of Manzanillo and Mexico City.

Getting the word out:

In 2011 AmCham/Mexico made great strides in improving its external relations efforts. Our media coverage increased by nearly 10% as compared to 2010 and we launched a new, more user friendly website. AmCham/Mexico also made a push to become more active in the social media arena and now has more than 1,100 followers in Twitter.

- In 2011, **Amcham Nicaragua** created the Committee of Institutional Affairs in order to give institutional support to our members who are affected by the formation of new laws or reforms of existing regulations by the National Assembly. The AmCham also worked closely with the Private Enterprise Superior Council (COSEP). AmCham's Security Committee (OSAC) partnered with the U.S. Embassy to hold meetings with the Regional Coordinator from the Western Hemisphere who visited Nicaragua in October to share information about issues of mutual concern in the country and the region. AmCham's Environment Committee held two ecological fairs during the year and several luncheons where the private sector, universities, and schools had the opportunities to share best practices and programs that benefit the local community. The AmCham's CSR project, arrived at its 12th Anniversary and organized the successful VIII School Business Expo with more than 30 schools participating, and companies sponsoring almost 740 low-income schools and over 100 thousand student benefited. The AmCham granted the *Annual Entrepreneur Excellence Award* to the Pantaleon Group CEO Mr. Julio Herrera Zevallos, who has invested over US\$100 million in Nicaragua and this year the sugar industry will reach a production of 5 million quintals, generating more than 5000 direct jobs in our country. The AmCham held several conferences and luncheons with distinguished speakers such as the U.S. Ambassador to Nicaragua, the European Union Delegation Ambassador, recognized economists, and politicians, amongst others. "AmCham TeVe", a forum for AmCham members and Nicaraguan experts to discuss economic issues, release the latest edition of the

Business Magazine, the 2011 investor's guide "*Doing Business in Nicaragua*" with the agency Pro Nicaragua and the ministry of Economy. AmCham also published the 2011 annual membership directory and the AmCham Annual Report.

- **AmCham Panama** continued to focus on the ratification of the FTA in several activities that included the hosting of the U.S. Chamber of Commerce and Latin American Trade Coalition delegation that visited the President of Panama as well as Vice Minister Francisco Alvarez de Soto, in charge of the negotiations; hosted several trade missions from Florida, one headed by Governor Rick Scott of Florida; and hosted and attended events with Congressional delegations. Upon ratification of the FTA, AmCham Panama hosted two important related events at our headquarters: for Deputy U.S. Trade Representative Miriam Sapiro and John Melle, Assistant U.S. Trade Representative for the Western Hemisphere, who thanked us for our efforts in promoting the FTA; and for Diana Salazar, Vice Minister for Negotiations & International Commercial Treaties and Jose Pacheco, Vice Minister of Foreign Commerce, who stressed the urgency in the FTA implementation process. AmCham Panama continued two of its banner programs for the second consecutive year: the program to improve administrative skills of 11 high school principals and assistant principals in the marginal sector of San Miguelito District adjoining the Panama City limits and the Corporate Social Responsibility Award. The 11th Tourism Forum, the most important event for the "State of Tourism" was held entitled: "Panama as a Convention Destination: Where are We and Where do we Want to Go." And the second annual Real Estate Forum entitled "The Devil is in the Detail: Real Estate Taxes in Panama." AmCham Panama and the U.S. Embassy contributed matching funds of \$20,000.00 each for a \$40,000.00 scholarship fund for the employees of our member companies to learn English at the Center for English Language Immersion. This will be implemented in 2012.

- In 2011, **AmCham Paraguay** launched the second edition of the project begun in 2010 entitled *Innovative Thinking for Economic Development*. Whereas the 2010 project dealt with the issues of contraband and piracy, the 2011 edition dealt with the more complicated issue, at least for AmCham Paraguay, of the falsification of medicines. The objective of the program was to get graduate and post graduate students thinking and doing research on the issue and presenting their findings in public, with the winners in the two categories taking home an iPad and a check for US\$1,000. As in the previous year the U.S. Embassy and AmCham Argentina assisted in the project along with a grant from Merck, Sharpe, and Dome. Key elements of the Ministry of Health also participated as an information resource and at the awards ceremony where Embassy and AmCham representatives announced the winners.

Once again this year the AmCham teamed with the U.S. Embassy in organizing the participation of U.S. multinationals in a major two week national product exposition and trade fair. The AmCham, along with the Embassy and U.S. multinationals, shared a large pavilion in which information was provided concerning the products and services that the U.S. companies produced and the benefits -- economic and social -- that the presence of U.S.

multinationals in the country brought to Paraguay - such as quality jobs, technology transfer, revenue for the government through full payment of taxes and social benefits, and much more.

Through its educational foundation the AmCham continued its work with the U.S. based Council on Economic Education to train high school teachers in the basics of market economics. The AmCham also continued its efforts to promote investment and trade through infrastructure improvements to roads, bridges, rivers, airports, and more.

- **AmCham Trinidad & Tobago** (AmCham T&T) continued to focus on the facilitation of trade and investment, boosting business and country competitiveness, strengthening business ethics and promoting good governance in the public and private sector in 2011. In this regard, we continued to play an active role on the government of Trinidad & Tobago's Trade Facilitation Committee through which both government and private sector organizations work on the reform of the nation's Customs and Excise Division and Ports. During the 2nd Quarter of 2011, AmCham hosted two 'Doing Business in Colombia' Sessions in preparation for the ten Company Trade Missions to Cartagena and Bogota which coincided with AACCLA's Business Future of the Americas Conference. We hosted a meeting with the Ministry of Trade and Industry and Manchester Trade to discuss U.S./T&T Investment Opportunities and both the Minister of Trade & Industry and President Alvaro Uribe of Colombia delivered addresses at our Annual General Meeting which focused on business productivity and country competitiveness. AmCham T&T is also working with the Ministry of Trade and Industry to promote TTBizLink, an IT platform that is designed to facilitate business and trade. In this regard, AmCham T&T is responsible for providing training to individuals and companies on how to use the system to apply for Work Permits; to date sixty (60) companies have been trained and we have assisted the Ministry to refine this aspect of the system. We continued to provide both online and face-to-face mentorship to two young aspiring entrepreneurs through our business incubator program, who have demonstrated growth in terms of their business prowess as well as sales as a direct result of AmCham T&T's intervention. The 2nd Annual AmCham T&T National Youth Productivity Forum (2010/2011) focused on the theme of Entrepreneurship and Innovation. Through this program training in the areas of critical thinking and presentation skills were provided to over one hundred high school students who participated in the discussion rounds of the forum. Students were also afforded the opportunity to participate in an interactive e-forum on the discussion topic thus further honing their research, critical thinking and writing skills. AmCham T&T partnered with four other organizations to launch and implement an Inter American Investment Corporation funded program to promote the development of Business Ethics in SMEs. Training and support towards the development and implementation of a Business Ethics program was provide to ten SMEs during the second half of 2011. On the theme of governance, several seminars and workshops were held throughout the year which focused on improving business performance and governance. These included three seminars and our annual Trade and Investment Conference on Governance, entitled "Sustainable Economic Development: the On-shore Economy' in recognition of the fact that good governance is a catalyst to economic efficiency

and growth. As firm believers that excellence in the areas of Health, Safety and the Environment (HSE) are directly related to business success, AmCham T&T hosted our 15th Annual HSSE Conference which included an exhibition and a Youth Forum. We also held our 2nd Annual Excellence in HSE Awards in November 2011. This Award program was endorsed by the Ministry of Labor, Small and Micro Enterprise Development and recognized five companies who achieved and sustained HSE excellence while maintaining business excellence. Our CSR initiatives continue to be focused on the youth of our nation. We continued to include youth participants in our annual Trade and Investment Conference and HSSE Conference.

- **AmCham Uruguay** organized a Mercosur Customs Workshop in association with the National Customs Direction of Uruguay,. The objective of this seminar was to highlight the importance of public-private cooperation among Customs and companies and to share best practices for the efficiency of Mercosur Customs. The meeting was distinguished with the presence of remarkable speakers from the region, the U.S., and the government of Uruguay.

Also, the institution supported a commercial mission to the cities of Philadelphia and Minnesota organized by the Ministry of Foreign Affairs and the Embassy of Uruguay en the U.S. and headed by the Secretary of Agriculture of Uruguay, Mr. Tabaré Aguerre. During the year we focused our attention to the global economic situation, and we organized luncheons with Carlos Steneri (Consultant of the IMF), Luis Porto (Under Secretary of the Ministry of Finance) and Guillermo Calvo (Professor of Economics, International and Public Affairs at Columbia University).

The AmCham, the U.S. Embassy and the Alianza Cultural Uruguay-EEUU., organized a videoconference about Financing Options to Imports from the U.S. expanding Uruguayan enterprises and supporting local projects. Furthermore, our institution is supporting the creation of the Uruguayan Managerial Office in New York and the settlement of the Commercial and Cultural Economic Promotion Center in that city. We also joined the efforts of the Uruguayan Embassy in Washington and the Embassies of Indonesia, Kosovo, Mongolia, Nepal, Paraguay, Filipinas, Sri Lanka, Tailandia and Turkia, to promote the renewal of the Generalized System of Preferences.

The Board of Directors held a meeting with Mr. Jim Roberts, who made a presentation of the 2011 Edition of the Index of Economic Freedom. The Board also held a meeting with Kevin Whitaker, Deputy Assistant Secretary of State for South America in the Bureau of Western Hemisphere Affairs who was interested in knowing the views of Uruguayan businessmen about economy and general situation of the region.

AACCLA 2011 Key Activities and Events

*Includes conferences, seminars, and roundtables;
speeches; and testimony before Congressional or Executive Branch committees.*

1. On January 10-11, the U.S. Chamber-led U.S.-Mexico Leadership Initiative, led by Myron Brilliant, senior vice president, U.S Chamber of Commerce, and Patrick Kilbride, Senior Director, Americas, U.S. Chamber of Commerce led an advocacy mission to Mexico City and host an event there with U.S. Trade Representative Ron Kirk and Mexican Economy Secretary Bruno Ferrari as part of a NAFTA ministerial meeting. (Mexico City, Mexico)
2. On January 20, the Brazil-U.S. Business Council hosted a roundtable event with Under Secretary of State for Economic, Energy and Agricultural Affairs Robert D. Hormats. (Washington, DC)
3. On January 26, the U.S. Chamber of Commerce hosted a lunch with Colombian Vice President Angelino Garzón to discuss the pending U.S- Colombia free trade agreement. (Washington, DC)
4. On January 27, the U.S. Chamber hosted Francisco Sanchez, Under Secretary of Commerce for International Trade, to discuss export strategy. (Washington, DC)
5. On January 28, the U.S. Chamber's Americas Department hosted its annual strategic planning session with corporate members of the Americas Task Force to discuss accomplishments from 2010 and priorities for 2011. (Washington, DC)
6. On January 31, the Chamber-led Latin American Trade Coalition hosted a meeting with Panama's chief trade negotiator, Francisco Alvarez de Soto. (Washington, DC)
7. On February 1, the U.S. Chamber and the Council of the Americas co-hosted a discussion with the U.S. Ambassadors to Canada and Mexico. (Washington, DC)
8. On February 2-4, AACCLA held its Annual Strategic Planning Retreat to set its priorities for 2011. (Miami, FL)
9. On February 3, AACCLA hosted its "Outlook on the Americas" luncheon featuring Eduardo Solorzano, President and CEO of Walmart Latin America, and José Fernandez, Under Secretary of State. The luncheon topic was focused on sustainability in the region. (Miami, FL)
10. On February 11, the Brazil-U.S. Business Council took an Infrastructure and Energy Delegation to Brazil with Assistant Secretary of State for Economic Affairs José Fernandez. (São Paulo, Brazil)

11. On February 14, the Chamber-led Latin America Trade Coalition hosted Colombian Ambassador to the United States Gabriel Silva. (Washington, DC)
12. On February 15-18, the Chamber's Latin America Trade Coalition led a business delegation to Colombia and Panama and meet with government officials and business groups to advance the pending free trade agreements with Colombia and Panama. (Bogotá, Colombia and Panama City, Panama)
13. On March 9, the U.S.-Mexico Leadership Initiative hosted a discussion on the U.S.-Mexico bilateral relationship with Deputy Assistant Secretary of State and NAFTA Coordinator Matthew Rooney. (Washington, DC)
14. On March 18-21, the Brazil-U.S. Business Council led a U.S.-Brazil Business Mission to Brasília, Rio de Janeiro, and São Paulo. (Brasília, Rio de Janeiro, and São Paulo, Brazil)
15. On March 19, the Brazil-U.S. Business Council hosted President Obama for a formal address to the U.S. and Brazilian business communities in Brasília. (Rio de Janeiro, Brazil)
16. On March 23, the U.S.-Mexico Leadership Initiative held a conference call with Sean Heather, Executive Director of the Chamber's Global Regulatory Cooperation Project, to discuss the U.S. Department of Commerce's Federal Register notice requesting comments on potential regulatory cooperation activities within North America. (Washington, DC)
17. On March 29, the U.S. Chamber held a lunch with Gabino Cue, Governor of Oaxaca, Mexico, to discuss investment opportunities in the state of Oaxaca. (Washington, DC)
18. On March 30, Caterpillar CEO Doug Oberhelman testified on the Chamber's behalf on the U.S.-Panama free trade agreement before the House Ways and Means Trade Subcommittee. (Washington, DC)
19. On March 31, the Brazil-U.S. Brazil Council hosted a breakfast with Rio de Janeiro Governor Sérgio Cabral and President of the Federation of Industries for the State of Rio de Janeiro Eduardo Eugenio Gouvêa Vieira. (Washington, DC)
20. On April 4, the U.S. Chamber hosted a delegation of Argentine Congressmen to meet with Patrick Kilbride and Bruce Josten, Executive Vice President of Government Affairs at the U.S. Chamber. (Washington, DC)
21. On April 8, the U.S. Chamber and the Center for International Private Enterprise (CIPE) hosted Dr. Daniel Artana, Juan Luis Bour, and Dr. Santiago Urbiztondo from

the Latin American Economic Foundation (FIEL) Argentina to discuss the economic outlook for Argentina. (Washington, DC)

22. On April 19, the U.S. Chamber, AACCLA, and AmCham Haiti hosted a reception with Haitian President-elect Michel Martelly and members of the U.S. and Haitian business community to welcome the President-elect, and hear about his priorities for Haiti. (Washington, DC)
23. On April 20, the U.S. Chamber hosted the program “Trade Facilitation as a Component of Pathways to Prosperity in the Americas,” with officials from the Department of State. (Washington, DC)
24. On April 26, the Chamber-led Latin American Trade Coalition host a meeting with Panamanian Minister of Commerce and Industry Roberto Henríquez. (Washington, DC)
25. On April 26, the Brazil-U.S. Brazil Council hosted a customs modernization working group meeting. (Washington, DC)
26. On April 28, the U.S. Chamber’s Global Regulatory Cooperation Project hosted an event on “Going Global: The Case for U.S. Regulatory Leadership on Trade and Enforcement,” to examine the international role, responsibility, and coordination of regulatory agencies. (Washington, DC)
27. On May 3, the U.S. Chamber hosted a breakfast with Elisa Carrió, Presidential Candidate for the Civic Coalition of Argentina. (Washington, DC)
28. On May 3, the Brazil-U.S. Brazil Council co-hosted a trade event in Denver on “Exporting Green Technologies to Brazil.” (Denver, CO)
29. On May 6, the Brazil-U.S. Brazil Council hosted a meeting with Executive Director Marcelo Haddad of the Rio Investment Promotion Agency to discuss investment opportunities in the areas for oil, gas, telecommunications, and technology in Rio. (Washington, DC)
30. On May 12, the U.S.-Mexico Leadership Initiative held a conversation on the political and economic policy of Mexico with Andrew Selee of the Woodrow Wilson Center's Mexico Institute; Roberto Newell, Past President of the Mexican Competitiveness Institute; and Armand Peschard of the Center for Strategic and International Studies. (Washington, DC)
31. On May 18, the U.S. Chamber, AACCLA, and AmCham Costa Rica hosted a private meeting with members and a public dinner with Costa Rican President Laura Chinchilla. President Chinchilla discussed the flourishing trade relationship between Costa Rica and the United States. (Washington, DC)

32. On May 18, the Brazil-U.S. Brazil Council hosted an Export Green Webinar on “Business Opportunities in Brazil: Trade Mission for Green Companies.” (Washington, DC)
33. On May 24, Patrick Kilbride and José Raul Perales met with AmCham Ecuador to discuss the Andean Trade Preferences Act and the upcoming trade agenda in Ecuador. (Washington, DC)
34. On May 25, Patrick Kilbride, José Raul Perales, and Allison Parmiter met with a delegation from AmCham Venezuela to discuss the business agenda in Venezuela and the Chamber’s Rule of Law Initiative. (Washington, DC)
35. On May 26, The U.S. Chamber-led Latin American Trade Coalition held a Trade Visibility Day on Capitol Hill, visiting all 100 U.S. Senate offices to promote the pending free trade agreements. (Washington, DC)
36. On June 2, José Raul Perales, and Allison Parmiter met with Walter Bastian, Deputy Assistant Secretary for Western Hemisphere Affairs at the U.S. Department of Commerce, to discuss enhancement of the Prosperity in the Americas initiative.
37. On June 8, the U.S. Chamber of Commerce, in conjunction with the American Chamber of Commerce of Mexico, released *Steps to a 21st Century U.S.-Mexico Border*, making recommendations to the U.S. and Mexican governments on enhancing security and trade facilitation at the border. (Washington, DC)
38. On June 12-14, AACCLA hosted the annual “Business Future of the Americas” conference that brings together business executives, political leaders, and the leadership of the hemisphere’s 23 AmChams in Cartagena, Colombia where Colombian President Juan Manuel Santos delivered the keynote address.(Cartagena, Colombia)
39. On June 13, the Latin America Trade Coalition hosted a meeting with Deputy National Security Advisor Michael Froman. (Washington, DC)
40. On June 21, U.S. Chamber of Commerce and the U.S.-Mexico Leadership Initiative hosted a “Conversation with John Feeley”, Deputy Chief of Mission, Embassy of the United States in Mexico. (Washington, DC)
41. On June 28, the International Division Americas Department hosted a meeting with the Delegation from the Dominican Republic. (Washington, DC)
42. On July 21, the U.S.-Mexico Leadership Initiative and the Coalition of Service Industries hosted a dialogue on U.S.-Mexico bilateral trade, regulatory frameworks,

and infrastructure for services markets featuring Mexican Secretary of Economy Bruno Ferrari, government officials from USTR and the U.S. Department of Commerce, and private sector leaders including IBM Mexico, New York Life, MetLife, TV Azteca, and UPS. (Washington, DC)

43. On July 26, the Chamber-led Latin American Trade Coalition organized and participated in a “Rally for Trade and Jobs” on the Hill in which 80 members of the LATC and the U.S.-Korea FTA business coalitions door-knocked on over 300 House offices. (Washington, DC)
44. On July 27, the Brazil-U.S. Business Council held a conference call of its Energy & Environment Task Force to discuss recent developments in the bilateral energy relationship. (Washington, DC)
45. On July 28, the Brazil Council hosted an activity review roundtable and member appreciation reception. (Washington, DC)
46. On August 2, the Coalition for the Rule of Law in Global Markets hosted a meeting with Steve Gardner and Marianne McManus of the Commercial Law Development Program (CLDP) in the Office of the General Counsel at the U.S. Department of Commerce. (Washington, DC)
47. On August 5, the Coalition for the Rule of Law in Global Markets hosted a meeting with Timothy Williams, the Director of Interpol Washington at the U.S. Department of Justice. (Washington, DC)
48. On August 8, the International Division hosted a Women in International Trade program on “What’s Next? A Look At FTA Passage and Implementation” with Angela Ellard of the House Ways and Means Committee and Janet Labuda, the former Director of Textile Enforcement and Operations at Customs and Border Protection. (Washington, DC)
49. On August 25, the U.S. Chamber of Commerce, the U.S. Department of Commerce, and the Embassy of the Dominican Republic hosted “Driving the Agenda: A Preview of the upcoming Americas Competitiveness Forum” with Francisco Sanchez, Under Secretary of International Trade, U.S. Department of Commerce, Andrés van der Horst Alvarez, Secretary of State and Executive Director, National Competitiveness Council of the Dominican Republic, and Anibal de Castro, The Dominican Republic Ambassador to the United States.
50. On August 28 – September 1, the Brazil-U.S. Business Council led an Export Green Trade Mission to São Paulo and Rio de Janeiro in Brazil. (São Paulo, Brazil and Rio de Janeiro, Brazil)

51. On August 29, the Chamber-led U.S.-Mexico Leadership Initiative hosted a lunch with newly appointed U.S. Ambassador to Mexico, Earl Anthony Wayne. (Washington, DC)
52. On September 1, the Chamber-led Alliance to Keep U.S. Jobs held a conference call with Bill Quade and Fred Eberhart from the Department of Transportation to discuss the Mexican Trucking Pilot Program. (Washington, DC)
53. On September 7, the Americas Department hosted a breakfast with member companies to preview the Americas Competitiveness Forum. Guest speakers included Under Secretary of Commerce for International Trade Francisco Sanchez, Dominican Republic Minister Andres van der Horst, and Dominican Republic Ambassador Anibal de Castro. (Washington, DC)
54. On September 15, Jose Raul Perales attended Florida's International Achievement Awards Dinner. (Miami, FL)
55. On September 16, the U.S. Chamber hosted the Deputy Chiefs of Mission from the U.S. Embassies throughout the Hemisphere. (Washington, DC)
56. On September 21-23, Patrick Kilbride traveled to Mexico City, Mexico to meet with members of the private sector and discuss the U.S.-Mexico Leadership Initiative. (Mexico City, Mexico)
57. On September 22-23, Thomas J. Donohue traveled to Alberta, Canada to speak at the Banff Conference. (Alberta, Canada)
58. On September 26-27, Patrick Kilbride gave a presentation at the annual Kentucky World Trade Day convention on the potential trade benefits of the pending U.S.-Colombia Free Trade Agreement. (Louisville, KY)
59. On October 3, Patrick Kilbride gave a speech on the U.S.-Mexico cross border trucking pilot program to the United Fresh Produce Association's Annual Policy Conference. (Washington, DC)
60. On October 3, the Chamber-led Latin America Trade Coalition hosted Bill Daley, Chief of Staff to President Barack Obama; Ambassador Demetrious Marantis, Deputy U.S. Trade Representative; and Miriam Sapiro, Deputy U.S. Trade Representative. (Washington, DC)
61. On October 4, AmCham Argentina visited the U.S. Chamber and met with Patrick Kilbride and José Raúl Perales. (Washington, DC)

62. On October 5-7, Patrick Kilbride and Diana Rodríguez, Senior Manager, Mexico Policy, attended the fifth Annual Americas Competitiveness Forum, “Education for Competitiveness”, hosted by His Excellency Dr. Leonel Fernández Reyna, President of the Dominican Republic, in Santo Domingo, Dominican Republic. (Santo Domingo, Dominican Republic)
63. On October 6, AACCLA teamed with the Business Civic Leadership Center to host Honduran President Porfirio Lobo at the 2011 Global Corporate Citizenship Conference at the U.S. Chamber. President Lobo spoke about the role of businesses being socially responsible in Honduras and the U.S. (Washington, DC)
64. On October 12, the Chamber-led Latin America Trade Coalition held its final rally—Trade Supports Jobs—for the Colombia and Panama Trade Promotion Agreements (TPA). The event included speeches from numerous Congressman and Senators including Representative Dave Camp, Chairman of the House Ways and Means Committee. That evening the three TPAs passed both the House and the Senate with bipartisan support. (Washington, DC)
65. On October 12, the Chamber hosted Canadian Treasury Board President Tony Clement for a luncheon. (Washington, DC)
66. On October 17, U.S. Chamber of Commerce hosted the Forecast on Latin America and the Caribbean conference featuring Robert B. Zoellick, President, The World Bank; José Miguel Insulza, Secretary General, Organization of American States; Thomas R. Nides, Deputy Secretary of State, U.S. Department of State; and many more. (Washington, DC)
67. On October 18-19, AACCLA hosted its 44th Annual Meeting. (Washington, DC)
68. On October 21, the Chamber-led Latin American Trade Coalition and U.S.-Korea Free Trade Coalition held a reception to celebrate the passing of the Free Trade Agreements with Colombia, Panama, and South Korea featuring United States Trade Representative Ron Kirk. (Washington, DC)
69. On October 23-26, the U.S.-Mexico Leadership Initiative, led by Patrick Kilbride and Diana Rodríguez, Senior Manager, Mexico Policy, took a delegation to Queretaro, Mexico to attend the 2011 Mexico Business Summit. (Queretaro, Mexico)
70. On November 9-12, Allison Parmiter participated in the 2011 APEC-U.S. Business Coalition meetings in Honolulu, Hawaii, including meetings with Secretary Ferrari of Mexico; President Humala of Peru; and Prime Minister Harper of Canada. (Honolulu, Hawaii)

71. On November 15, Tom Donohue and Myron Brilliant hosted Enrique Pena-Nieto, former governor of the State of Mexico, and pre-candidate for president on behalf of the Institutional Revolutionary Party (PRI) of Mexico. (Washington, DC)
72. On November 17, AACCLA and the Business Civic Leadership Center (BCLC) presented the 2011 Western Hemisphere Corporate Citizenship Award to Coca-Cola Colombia and Coca-Cola FEMSA for excellence in Corporate Social Responsibility. (Washington, DC)
73. On November 29-30, Jodi Bond, Vice President for the Americas, U.S. Chamber of Commerce, and Patrick Kilbride traveled to Bogotá, Colombia to meet with AmCham Colombia and participate in the event entitled "U.S.-Colombia FTA: Opportunities and Challenges." (Bogotá, Colombia)
74. On November 30, the Chamber's International Division hosted its fifth annual "Next Steps for the American Trade Agenda" conference featuring U.S. Trade Representative Ron Kirk and several of his predecessors. (Washington, DC)
75. On December 2, José Raúl Perales attended the Caribbean Central Action Association annual meeting and participated in the panel on integration and trade. (New Orleans, LA)
76. On December 2, the Brazil-U.S. Business Council hosted a luncheon with Senator Richard Lugar to discuss the bilateral business relationship between the U.S. and Brazil. (Washington, DC)
77. On December 5-6, Patrick Kilbride and Reuben Smith-Vaughan attended the CLADDEC Annual Meeting on trade facilitation. (Miami, FL)
78. On December 13, José Raúl Perales spoke on a panel on Korean-Latin American economic relations at the Korean Economic Institute. (Washington, DC)
79. On December 14, the Brazil-U.S. Business Council hosted an "Export Green" forum in Las Vegas, NV. (Las Vegas, NV)
80. On December 14, the Chamber-led Alliance to Keep U.S. Jobs hosted Karen Antebi from the Embassy of Mexico to discuss the pilot program progression. (Washington, DC)
81. On December 14, Patrick Kilbride, José Raúl Perales, Allison Parmiter, and Taryn Bird from the Business Civic Leadership Center, participated in a working lunch with representatives from the Inter-American Development bank to discuss areas of collaboration in Corporate Social Responsibility and Haiti initiatives. (Washington, DC)

82. On December 16, Allison Parmiter and Reuben Smith Vaughan co-chaired the WIIT Western Hemisphere Webinar: Export Colombia featuring Alejandro Pardo, Proexport Colombia, and Camilo Reyes, AmCham Colombia. (Washington, DC)

83. On December 19, Adam Salerno from the National Security and Preparedness Office at the U.S. Chamber of Commerce, Catherine Mellor, Director, Asia, U.S. Chamber of Commerce, and Allison Parmiter met with representative from the Canadian Embassy to discuss the Trans-Pacific Partnership. (Washington, DC)

Save the Date - AACCLA Events in 2012

AACCLA's 2012 Strategic Planning Retreat
including the "Outlook on the Americas" luncheon,
organized by AACCLA and the U.S. Chamber of Commerce

January 25-27, 2012

The Biltmore Hotel, Coral Gables, FL

January 25	AmCham CEO Meeting
January 26	"Outlook on the Americas" Luncheon and AACCLA Strategic Planning Retreat
January 27	AACCLA Strategic Planning Retreat

AACCLA's 2012 Mid-Year Meeting
including the "Business Future of the Americas" conference,
organized by AACCLA, the U.S. Chamber of Commerce, and the American Chamber of Commerce of Mexico

May 13-16, 2012

The Camino Real Hotel, Mexico City, Mexico

May 13	Welcome Reception and Conference Registration
May 14	"Business Future of the Americas" conference
May 15	"Business Future of the Americas" conference and workshops
May 16	AACCLA Internal Meetings

AACCLA's 2012 Annual Meeting
including the "Forecast on Latin America and the Caribbean" conference,
organized by AACCLA and the U.S. Chamber of Commerce

October 1-3, 2012

U.S. Chamber of Commerce, Washington, DC

October 1	"Forecast on Latin America and the Caribbean" Conference and Reception
October 2 (a.m.)	AACCLA Governing Board Meeting, General Assembly, Policymaker Briefings and AmCham Doorknocks
October 3	AmCham CEOs Meeting