

ANA CRISTINA RUELAS SERNA

Place and date of birth: Aguascalientes, Mexico.

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I am a lawyer with an Ms in Public Administration and Public Policy from *Tecnológico de Monterrey*. Over the past ten years I have dedicated my work to the promotion and defense of freedom of expression and access to information in Mexico and Latin America, as Deputy Director for Transparency and Access to Information at Mexico's National Human Rights Commission, as Right to Information Program Officer at ARTICLE 19's Mexico and Central America Office and, lastly, as the office's Regional Director, a position I occupy today. I write op-eds on freedom of expression for several media outlets including *Sin Embargo* and manage a Twitter account for the promotion of freedom of expression and information (@anaruelas).

PERSONAL SKILLS

<i>Communication and Media</i>	<p>I have keynoted and given lectures related to freedom of expression, transparency and access to information in universities and research centers such as Universidad Nacional Autónoma de México, Colegio de México, Universidad Iberoamericana, Tecnológico de Monterrey, Wilson Center, London School of Economics; at international events, such as the Open Government Partnership Summit, the International Day to End Impunity for Aggressions against Journalists, and the World Press Freedom Day; as well as before the United Nations and the Mexican Congress.</p> <p>Working at ARTICLE 19, first as Right to Information Program Officer and as Regional Director, I have given interviews on freedom of expression for national and international media, including The Guardian, The New York Times, El País, Le Monde Diplomatique, Deutsche Welle, BBC, CNN, Reforma, El Universal, el Economista, among others.</p> <p>My contributions on human rights –and on freedom of expression in particular– have been published in academic journals such as Universidad Nacional Autónoma de México's Legal Research Institute and Universidad Interamericana's Human Rights Review.</p>
<i>Lobbying and development of public policy.</i>	<p>I participated in working groups in Mexico's Senate to draft Mexico's General Transparency Law (2015), General Data Protection Law (2017) and Archives Law (2019).</p> <p>Working at ARTICLE 19, I have made numerous observations and recommendations to federal and local parliaments in the region for the adoption of progressive framework based on the highest human rights standards to promote freedom of</p>

	<p>expression, as well as to adopt legislation such as the reforms on the Criminal Code related to the disclosure of criminal investigations (2011), the Governmental Advertising General Law (2018), or repeal articles and norms such as the Right to be Forgotten (2016 and 2020) and Defamation reforms (2006 - present).</p>
<i>Academic Work</i>	<p>I have taught classes at graduate level, including the class “Investigative journalism in times of change” at Universidad Autónoma de México; “Freedom of Expression” for the <i>Diplomado de Formación del Sistema Interamericano de Derechos Humanos</i> at Instituto de Investigaciones Jurídicas of the Universidad Nacional Autónoma de México; the class of “Análisis y marco institucional para la libertad de expresión” for the <i>Diplomado de Libertad de Expresión y Defensa de Derechos Humanos</i> from the Tecnológico de Monterrey and the class of “Periodismo y medios ante el sistema penal acusatorio” for the <i>Diplomado de Periodismo y Comunicación para la Justicia</i> from the Universidad Nacional Autónoma de México.</p>
<i>Cross cultural Skills</i>	<p>At ARTICLE 19, I excel at leveraging the collective intelligence from different regional offices in order to improve approaches to promote freedom of expression and information. As part of the organization’s Global Management Team, I have learnt to manage the culture differences in three levels: self, interpersonal and organizational. I recognize and respect people’s diversity. I also like to understand the context and hear different opinions in order to give better solutions to complex problems.</p>
<i>Languages</i>	<p>Spanish (native) English (fluent)</p>

PROFESSIONAL EXPERIENCE

	<p>ARTICLE 19. OFFICE FOR MEXICO AND CENTRAL AMERICA. Location: Mexico City</p>
<i>April 2016 – Present</i>	<p><u>Executive Director</u></p> <ul style="list-style-type: none"> • Lead the development of the regional work of ARTICLE 19 to promote freedom of expression and access to information. • Supervise and manage the execution of legal, programmatic and existing and future campaigns related to freedom of expression and information. • Ensure adequate and effective responses to opportunities and risks related to freedom of expression and information. • Maintain an updated picture of the political situation, human rights and freedom of expression in the region. • Provide rigorous and timely advice to ARTICLE 19 International, in relation to the political situation in the region. • Head the strategic and operational planning processes and guarantee the timely delivery of results. • Manage an annual budget of 1.7 million USD. • Supervise the financial administration of 19 projects and guaranteeing the

delivery of reports to ARTICLE 19 International and donors.

- Manage a team of 35 full time employees, as well as consultants, providing support, guidance and feedback.
- Ensure the implementation of relevant regulations and/or procedures as well as to integrate new institutional policies (e.g. compliance, inclusion, recruitment, etc.)
- Identify risks and threats to ensure the safety of the office and staff.
- Build, maintain and strengthen effective working relationships with partners and other NGOs in the region.
- Ensure high-profile media coverage around ARTICLE 19 activities
- Represent ARTICLE 19 before national authorities, donors and opinion leaders.
- Supervise the general quality control function, including through the review and approval of reports, press releases, etc.

*November 2011 –
April 2016*

Right to Information Program Officer

- Coordinated activities and projects of the Right to Information Program in Mexico.
- Researched and analyzed topics related to transparency, right to information, social accountability, open government and freedom of expression.
- Opened new research areas: a) the evaluation of right to information guarantor bodies, b) the public appointments observatory, c) right to truth for society, d) proactive transparency for vulnerable communities.
- Published essays, reports and articles concerning right to information, open government and freedom of expression on specialized journals.
- Represented ARTICLE 19 on official national and international events related to transparency and right to information.
- Coordinated relations with government authorities, academic institutions and other civil society organizations on right to information and open government efforts.
- Won four strategic litigation lawsuits which allowed the advanced of the right to information and the right to truth in Mexico.
- Developed and implemented advocacy strategies for the improvement of the legal framework on transparency, data protection, archives and governmental advertising.
- Fundraised and managed 2 biannual projects of 750,000 USD and 150,000 USD.
- Led a team of five.

TECNOLÓGICO DE MONTERREY.

INSTITUTE FOR SOCIAL AND SUSTAINABLE DEVELOPMENT.

Location: Mexico City

*April 2011 –
November 2011*

Director for Social Entrepreneurship (covering maternity leave).

- Maintained inter-institutional relations between authorities and foundations for social entrepreneurs at Tecnológico de Monterrey, campus Santa Fe.

- Built and maintained relationships with potential entrepreneurs, and identified opportunities for incubation processes.
- Evaluated business plans for incubation and to deliver financial support to social entrepreneurs.
- Planned and supervised the incubation processes for social entrepreneurs.
- Brought a social development approach to entrepreneurs, developed methodologies to identify and assess social development impacts, managed social development impact assessments and worked with companies to integrate findings into project plans and other business practices.
- Developed and facilitate entrepreneurs workshops and training courses.
- Managed human, financial and technical resources.
- Provided social development input into other Tecnológico de Monterrey's projects.
- Communicated the work during conferences and seminars of the Tecnológico de Monterrey network.

**MINISTRY OF EDUCATION.
GENERAL OFFICE FOR INDIGENE EDUCATION.**

Location: Mexico City

*April 2011 –
November 2011*

Fieldwork coordinator

- Coordinated field research around 25 states in Mexico for the book *Lo que nos queda en el corazón. Profesionales de la educación indígena en México*, Secretaría de Educación Pública, December 2011, www.gob.mx/cms/uploads/attachment/file/3046/LO_QUE_NOS_QUEDA_EN_EL_CORAZON.pdf.
- Developed a fieldwork plan to visit 25 Mexican States and the communities where the is Indigene Education.
- Reviewed the security measures and logistics for the field research.
- Identified key actors that would be included in the interviews and conduct the interviews.
- Reviewed and edit the final draft.
- Coordinated the launch and publication of the book.

**NATIONAL COMMISSION OF HUMAN RIGHTS
TRANSPARENCY OFFICE.**

Location: Mexico City

*August 2010 – April
2011*

Deputy Director for transparency and access to information

- Coordinated activities related to transparency and access to information among the different units and areas.
- Managed the access to information procedures.
- Supervised petitioner's guidance to make information requests.
- Developed access to information and transparency manuals for users and authorities.
- Integrated the index of classified information and the criteria for the

development of public versions.

- Promoted reforms to the access to information guidelines withing the CNDH.
- Manteined the relationships between administrative units and petitioners to respond the information request.

TECNOLÓGICO DE MONTERREY.

INSTITUTE FOR SOCIAL AND SUSTAINABLE DEVELOPMENT (IDESS).

Location: Monterrey, Nuevo León

*January 2008 - July
2010*

Legal Coordinator

- Coordinated legal activities related to social projects (e.g. community learning centers, social entrepreneurship, incubation of micro enterprises).
- Provided legal advice on all of the Institute's projects nationwide.
- Established legal and administrative baselines to negotiate new social projects with authorities and private partners.
- Reviewed general contracts for all pertinent information.
- Assisted in all duties regarding start-up of projects.
- Assisted in the procurement of funds.
- Reviewed and type all subcontract agreements.
- Worked with Project Managers to establish priorities and critical path items.

HUMAN RIGHTS COMMISSION.

APOSTOLIC VICARIATE SAN JOSÉ DEL AMAZONAS.

Location: Ramón Castilla, Perú

*January 2007 –
November 2007*

Human Rights Officer

- Collected and analyzed all information regarding the human rights situation in the communities of the northern }Peruvian Amazon and prepare reports, documents and other written materials.
- Coordinated with other civil society organizations in processing individual cases of alleged human rights violations.
- Raised awareness and promote knowledge about human rights within the communities.
- Distributed materials related to human rights education to Governments.
- Conceptualized human rights litigation for identified cases.
- Managed litigation strategy for complex human rights cases.
- Undertook legal and factual research of human rights law and procedure.

TRIBUNAL FEDERAL DE JUSTICIA FISCAL ADMINISTRATIVA.

PRIMERA SALA DEL NORESTE

Location: Monterrey, Nuevo León.

*January 2006 –
January 2007*

Internship

EDUCATION AND QUALIFICATIONS

August 2009 – December 2011	TECNOLÓGICO DE MONTERREY. SCHOOL OF GOVERNMENT AND PUBLIC TRANSFORMATION <ul style="list-style-type: none"> MPP Public Administration and Public Policy
August 2002 - December 2006.	TECNOLÓGICO DE MONTERREY. <ul style="list-style-type: none"> LL. B Law

SOCIAL WORK

February 2009 – August 2010	PROYECTO CRISÁLIDA. CONSERVACIÓN Y DESARROLLO SUSTENTABLE. A.C. <ul style="list-style-type: none"> Developed an ecotourism project at La Trinidad, Montemorelos, Nuevo León.
May 2005 – July 2005	HUMAN RIGHTS COMMISSION “DIGNIDAD Y JUSTICIA”. <ul style="list-style-type: none"> Reviewed cases of unlawful imprisonment and filled <i>habeas corpus</i>.
August 2005 – October 2006	CIUDADANOS EN APOYO A LOS DERECHOS HUMANOS, A. C. <ul style="list-style-type: none"> Reviewed cases of unlawful imprisonment and filled <i>habeas corpus</i>. Developed interviews to analyze torture in detentions centers.

ARTICLES AND PUBLICATIONS*

*List in non-exhaustive

Type of document or participacion

Type of document or participacion	Citation
Research report (author)	Ruelas, Ana Cristina (2011). <i>Es la educación una tarea de todos? Un análisis enfocado en el Programa de Educación de Niños Agrícolas Indígenas Migrantes (PRONIM)</i> . Available at: https://bit.ly/37si7WP
Research report (co author)	Dupuy, J. & Ruelas, A. C. (2013). <i>El costo de la legitimidad. El uso de la publicidad oficial en las entidades federativas</i> . Ciudad de México, Fundar, Article 19. Available at: https://bit.ly/2TWTptZ
Research report (co author)	Dupuy, J. & Ruelas, A. C. (2014). <i>Comprando complacencia; publicidad oficial y censura indirecta en México</i> . París, Francia: World Association of Newspapers and News Publishers/Center for International Media Assistance. Available at: https://bit.ly/30YcVrw
Book chapter (co author)	Dupuy, J. & Ruelas, A. C. (2013). <i>Índice de acceso al gasto en publicidad oficial de los estados (primera y segunda edición)</i> . Gobierno del Estado de Oaxaca. <i>Rendición de Cuentas Social en México. Evaluación y control desde la sociedad civil</i> . Ciudad de México (pg. 37). Available at: https://bit.ly/2RrRLyU
Article (author)	Ruelas, Ana Cristina (2015). <i>Mexico: OGP Leader Faking Transparency</i> . <i>Freedom Info</i> , www.freedominfo.org/2015/02/mexico-ogp-leader-faking-transparency/ .

Article (author)	Ruelas, Ana Cristina (2015). <i>Notes of the Mexican Transparency System Reform. Freedom Info</i> , www.freedominfo.org/2015/04/notes-of-the-mexican-transparency-system-reform/ .
Article (author)	Article 19 (2015), <i>Mexico: Laws criminalising the right of access to information are incompatible with an open government</i> . Available at: www.refworld.org/docid/5579725a4.html [accessed 25 January 2020]
Book chapter (co-author)	Ruelas, Ana Cristina, and Leopoldo Maldonado (2018). <i>Discurso De Odio: Los Márgenes De La Libertad De Expresión Y La Democracia</i> . Edited by Jesús Rodríguez and Teresa González. Available at: https://www.conapred.org.mx/documentos_cedoc/Prejuicio_Palabra_1.1_Ax.Pdf
Research report (author)	Ruelas, Ana (2016). <i>La Transparencia En México: Un Trabajo Colectivo</i> . Friedrich-Ebert-Stiftung (FES). Available at: es.scribd.com/doc/306170851/La-transparencia-en-Mexico-un-trabajo-colectivo .
Article (author)	Ruelas, Ana Cristina (2015). <i>El Derecho a La Verdad</i> . Letras Libres, www.letraslibres.com/mexico-espana/el-derecho-la-verdad .
Article (author)	Ruelas, Ana Cristina (2019). <i>Mexico Must Protect its Journalists if it Wants to Defend its Freedom</i> . The Globe Post. Available at: https://theglobepost.com/2019/09/05/mexico-journalists/
Article (author)	Ruelas, Ana Cristina. “Defender la libertad de expresión en México” Revista de la Universidad Iberoamericana, year X, Num 57, August – December 2018, Available at: https://bit.ly/3aLC0uf
Article (author)	Article 19 (2016), <i>Francisca y la información</i> , Mexico City, https://es.scribd.com/doc/316457892/Franisca-y-la-Informacion-derecho-a-la-informacion-para-la-salud
Article (author chapter 0 and editorial coordinator)	Article 19 (2017), <i>Libertades en resistencia</i> , Mexico City, https://articulo19.org/wp-content/uploads/2017/04/Libertades-en-Resistencia_Informe-2016-A19.pdf
Article (editorial coordination)	Article 19 (2016), <i>Transparencia Proactiva</i> , Mexico City, https://articulo19.org/wp-content/uploads/2017/07/TRANSPARENCIA-PROACTIVA.pdf
Article (author chapter 0 and editorial coordinator)	Article 19 (2019), <i>Ante el Silencio. Ni borron ni cuenta nueva</i> , Mexico City, https://articulo19.org/wp-content/uploads/2019/05/Ante-el-Silencio-Ni-Borron-Ni-Cuenta-Nueva_ABRv2.pdf

AWARDS

- Professional Merit 2020. Tecnológico de Monterrey.
- New Executive Fund 2016. Open Society Foundations.
- Best volunteer work 2006. Tecnológico de Monterrey, campus Monterrey.
- Best social Project from a student group 2006. Tecnológico de Monterrey, campus Monterrey.

- Best Enterprise Project 2003. Tecnológico de Monterrey, campus Aguascalientes.

REFERENCES

Thomas Hughes
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Chair of Consultative Board, Article 19, Mexico and Central America
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Jennifer Robinson
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