# PERMANENT COUNCIL OF THE OEA/Ser.G

# ORGANIZATION OF AMERICAN STATES CP/CAAP-3719/21 rev. 1

# 10 February 2021

# COMMITTEE ON ADMINISTRATIVE Original: English

# AND BUDGETARY AFFAIRS

WORK PLAN OF THE CAAP FOR  
JANUARY TO DECEMBER 2021

(Approved by the Committee at its meeting held on February 9, 2021)

In my capacity as Chair of the Committee on Administrative and Budgetary Affairs, it is my pleasure to present to the member states, for their consideration, this Work Plan for January to December 2021.

**I. INTRODUCTION**

The Committee on Administrative and Budgetary Affairs (CAAP), a permanent committee of the Permanent Council, under Article 19 of its Rules of Procedure has the following functions:

1. To recommend to the Permanent Council any programs within the Council’s purview that may serve the General Secretariat as a basis for preparing the proposed program-budget of the Organization, as stipulated in Article 112.c of the Charter;

2. To examine the proposed program-budget that the General Secretariat transmits to it in consultation with the Permanent Council for the purposes indicated in Article 112.c of the Charter, and to submit to the Council such observations as it may deem pertinent;

3. To study any other subjects the Permanent Council may entrust to it in relation to the programs, budget, administration, and financial aspects of the operations of the General Secretariat; and

4. To consider any annual evaluation reports submitted by the secretary general to the Permanent Council in compliance with the provisions of the General Standards to Govern the Operations of the General Secretariat and, on that basis, to evaluate the overall effectiveness of the Organization’s programs, projects, and activities. Furthermore, to make any recommendations it deems appropriate and submit them to the Permanent Council for consideration and subsequent referral to the Preparatory Committee, so that they may be considered by the General Assembly in conjunction with the proposed program-budget.

**II. officers**

For the 2021 term, in accordance with Article 28 of its Rules of Procedure, the Permanent Council installed the CAAP on December 16, 2020, and elected Ambassador Hugh Adsett, Permanent Representative of Canada to the OAS, as Chair of the CAAP for a period that will end on December 31, 2021.

**III. MANDATES**

In keeping with Article 30 of the Rules of Procedure of the Permanent Council, at its regular meeting of December 16, 2020, the Permanent Council adopted the “Distribution of Mandates Assigned by the Fiftieth Regular Session of the General Assembly and other Previous Sessions” (document [CP/doc.5665/20](http://scm.oas.org/doc_public/ENGLISH/HIST_20/CP43355E03.docx) rev. 2) and assigned to the CAAP the mandates contained in the following resolution during the 2021 term.

From the fiftieth regular session, held in 2020:

1. AG/RES. 2957 (L-O/20) Program-Budget of the Organization for 2021
2. Observations and recommendations on the following annual reports of the organs, agencies, and entities of the Organization (Article 91.f of the OAS Charter)
3. Administrative Tribunal (TRIBAD)
4. Board of External Auditors (BEA)
5. **WORKING GROUPS**

The Chair suggests that, in order to reach the necessary consensus and to achieve in a timely manner the tasks with which the Committee is entrusted, the CAAP installs the following formal working groups:

1. Working Group to Conduct the Technical Review of the Program-Budget (GT-RTPP), as established by resolutions AG/RES. 2774 (XLIII-O/13) and AG/RES. 2815 (XLIV-O/14).

* Pursuant to the abovementioned resolutions, the CAAP is requested to establish, on an annual basis, said working group to conduct the technical review of the program-budget and also to study several other topics assigned by the CAAP.
* Additionally, the Working Group will receive guidance and technical support from the General Secretariat in order to execute its mandates established in the aforesaid resolution, including:

1. Reviewing the budgetary implications of the Organization’s current mandates and submitting to the CAAP its technical recommendations for consideration in the preparation of the program-budget for the following budgetary period.
2. Reviewing the budgetary implementation of the mandates approved at the preceding General Assembly session.
3. Reviewing and submitting to the CAAP comments on the half-yearly resource management reports and examining the expenditures and outcomes against budget appropriation.
4. Addressing such other requests as the CAAP may make.
5. Working Group to Prepare the Draft Resolution on the Program-Budget (GT/RPP)
   * + As in previous years, the Chair proposes, in accordance with Article 13 of the Rules of Procedure of the Permanent Council, to install the aforementioned Working Group.
     + This Working Group will be in charge of negotiating the text of the draft resolution “Program-Budget of the Regular Fund of the Organization for 2022.”
6. Working Group on the Review of OAS Programs (GT/RVPP)

At its meeting of August 11, 2009, the CAAP created the Working Group on the Review of OAS Programs with a view to establishing a process in the medium term for reviewing the program-budgets for 2011 and beyond and for satisfying member states’ requests to have a results-oriented budget. The end result would be a long term financially sustainable organization with improved performance in support of clearly defined member state driven priorities.

The Working Group will continue to meet, as required, to discharge its duties and to carry out any other mandates that may arise from resolutions of the General Assembly or of the Permanent Council.

1. **ACTIVITIES OF THE CAAP IN THE 2021 TERM**

During the term now beginning, the CAAP will be charged with examination of the reports to be submitted by the General Secretariat pursuant to the mandates entrusted to the Committee, setting the budget ceiling for 2022, and focusing especially on the examination and review of the draft program-budget for 2022 and the negotiation of its draft resolution.

The Committee will also deal with all administrative, budgetary, and financial matters and related reports that may be submitted for its consideration, in addition to those already assigned by the General Assembly.

1. Consideration of the draft program-budget of the Organization for 2022

As for the preparations for the regular session of the General Assembly to be held in 2021, when the program-budget of the Organization for 2022 will be considered and approved, the CAAP, in accordance with Article 19.b of the Rules of Procedure of the Permanent Council and Article 93 of the General Standards to Govern the Operations of the General Secretariat, shall devote as many formal and informal meetings as are necessary to carry out these tasks.

*Approach to Budget Consideration*

The CAAP will first have to determine the budget ceiling for 2022. Following the establishment of the budget ceiling, the General Secretariat will present its proposal at the Chapter level which will include, as it is customary, the rationale as well as explanations of variances from the previous year and human and financial resources requirements in line with expected results. The General Secretariat shall also include expenditure forecasts for two additional years.

The proposed program-budget should be presented taking into account the following considerations:

* It does not cut any of the Reserve Subfunds or use them in order to fund vacancies.
* It spreads the cuts across all Chapters.
* It allocates the full amount of resources required to cover the fixed costs of the Organization allocated in Chapter 12.

In compliance with the mandates in AG/RES. 2957 (L-O/20), Program-Budget of the Organization for 2021, each secretariat should submit in writing, prior to the discussion of their respective chapter, a one-page summary containing information on the proposed budget’s overall impact on their area with respect to their current mandates.

As instructed by the General Assembly, the General Secretariat will facilitate to all secretariats the standard template, approved by CAAP as [CP/CAAP-3664/20 rev. 1](http://scm.oas.org/doc_public/ENGLISH/HIST_20/CP42562E03.docx), to present the abovementioned information to the Committee about the impact of the proposal.

The Chair will then lead the analysis and discussion of the budget. As in previous years, delegates will be requested to submit in writing their recommendations to the Chair in order to contribute to the deliberations. Each proposed budget increase for one area must be accompanied by its corresponding reduction in another area.

Parallel to the review of the 2022 program-budget, the CAAP will carry out the consideration of the draft resolution “Program-Budget of the Organization for 2022.”

1. Topics to be considered by the CAAP and its Working Groups during the period of January to December 2021

The CAAP has achieved substantial progress in improving the operations of the Organization. The work during this period will be focused on complying with resolution AG/RES. 2957 (L-O/20), “Program-Budget of the Organization for 2021,” and mandates assigned by the Permanent Council with regard to and not limited to the following topics:

1. *Annual Report of the Administrative Tribunal of the Organization of American States*

The Permanent Council assigned this report pursuant to Article 91.f of the OAS Charter: The Permanent Council shall also: (f) Consider the reports of the Inter-American Council for Integral Development, of the Inter-American Juridical Committee, of the Inter-American Commission on Human Rights, of the General Secretariat, of specialized agencies and conferences, and of other bodies and agencies, and present to the General Assembly any observations and recommendations it deems necessary.

1. *Presentation of Reports of the General Secretariat*

For the year now beginning, in keeping with the pertinent resolutions of the General Assembly, the following reports should be presented either to the CAAP or the relevant working group thereof:

1. Consideration of the monthly reports on the use of Treasury Fund resources and the status of that Fund, in accordance with resolution AG/RES. 2957 (L-O/20), operative paragraph I.6.

**Progress to date:** Most recent report sent to the Permanent Council as of December 31, 2020 in regards to fiscal year 2020 was distributed as [CP/INF. 8848/21](http://scm.oas.org/doc_public/ENGLISH/HIST_21/CP43410E03.docx).

1. Consideration of the semiannual reports on administrative and financial management by the OAS General Secretariat, in accordance with resolution AG/RES. 2957 (L-O/20), operative paragraph IV.2. In addition to that operative paragraph, the General Assembly instructed the General Secretariat to include in the semiannual reports information regarding different topics which will be mentioned in the detailed mandates included in this work plan.

**Progress to date:** Most recent report sent to the CAAP as of June 30, 2020 was distributed as [CP/CAAP-3703/20](http://scm.oas.org/doc_public/ENGLISH/HIST_20/CP43227E03.docx).

1. *Funding for the Working Group to Examine the National Reports Envisioned in the Protocol of San Salvador*

**Mandate**: To instruct the General Secretariat to identify savings in the amount of US$20,000 during the first semester of 2021 in order to redirect that amount to finance the work of the Working Group to Examine the National Reports Envisioned in the Protocol of San Salvador (WGPSS), established by resolution AG/RES. 2908 (XLVII-O/17), in Subprogram 54B, Chapter 5. This instruction will be applicable only for fiscal year 2021. [AG/RES. 2957 (L-O/20) paragraph II.11]

1. *Program-budget for the 2022 budgetary cycle*

**Mandate:**

a) To instruct the General Secretariat to submit to the Preparatory Committee a proposed overall budget level for 2022, as well as the tentative overall budget level for 2023, including the adjustment for cost of living and inflation, as appropriate, in accordance with the current rules.

b) The total expenditure on personnel (Object 1, Article 91 of the General Standards) should not exceed 64.38 percent of the tentative figure for the overall budget level of the Regular Fund for 2022, including any statutory increases that may be required.

c) That the Permanent Council shall be authorized as an exception, to proceed to adjust, according to its discretion and with due advice from the CAAP, the percentage referred to in the previous paragraph, in response to changes in economic or financial factors that could affect execution of the Regular Fund.

d) To request the General Secretariat, once the 2022 program-budget has been submitted to the Permanent Council, to disclose in writing to the CAAP the specific transfers that were made between chapters, whether personnel or non-personnel, so that discussions on the program-budget are conducted on the basis of duly updated information, in order to enable and facilitate evidence-based and informed decision making. [AG/RES. 2957 (L-O/20) paragraph IV.1]

1. *External Resource Mobilization*

**Mandate:**

1. To instruct the Secretary General to continue efforts toward external resource mobilization for the implementation of the mandates of the General Assembly and to maintain transparency and accountability in the utilization of, and reporting on, those funds in the semiannual resource management and performance reports.

b) In its pursuit of the mandate of external resource mobilization, the General Secretariat is further instructed to emphasize the equal importance of the four pillars of the Organization – democracy, human rights, integral development and multidimensional security - and to ensure that advocacy undertaken to fulfill this mandate includes the pursuit of resources governed by the principles of balance, proportionality and equity of the pillars, and reflects the mandates agreed upon by the representative bodies of the Organization.

c) To instruct the Secretary General to include in the semiannual reports on management and performance, under the chapter on projects submitted by the Project Evaluation Committee, additional information on approved and ongoing projects, including on their scope, supporting mandates, periodicity, implementation status, and sources of financing, so as to have a consolidated document on the use of specific fund resources.

1. To instruct the Secretary General to continue, in consultation with the Permanent Council, with the implementation of a strategic plan for mobilizing the external support and funding needed to implement the mandates of the member states and the priorities of the Organization; and to instruct the General Secretariat to report on the progress of this implementation in the semiannualreports on management and performance.

e) To instruct the General Secretariat, consistent with this resolution and resolution [AG/RES. 2 (LI-E/16)](http://scm.oas.org/IDMS/Redirectpage.aspx?class=AG/RES.%20%20(LI-E/16)&classNum=2&lang=s) rev. 4, to perform an analysis of different additional funding options that ensure the long-term sustainability of the Inter-American Commission on Human Rights (IACHR) and the Inter-American Court of Human Rights, while seeing to it that Section xvi of resolution [AG/RES.2908 (XLVII-O/17)](http://scm.oas.org/doc_public/SPANISH/HIST_17/AG07524S02.doc) and resolution [AG/RES.2912 (XLVII-O/17)](http://scm.oas.org/doc_public/SPANISH/HIST_17/AG07524S02.doc). That analysis will be presented to the Permanent Council for its consideration no later than March 15, 2021.

f) To instruct the General Secretariat, in accordance with resolution [AG/RES. 617 (XII-O/82)](http://scm.oas.org/doc_public/english/HIST_07/AG03796e02.doc):

i. In the case of projects not included in the program-budget of the Organization that receive contributions from non-member states that are permanent observers to the Organization, to submit semiannual reports to the appropriate competent organs of the Organization;

ii. In the case of projects whose external contributions come from non-member states that are not permanent observers to the Organization, to consult first with whichever council is appropriate to the subject matter;

iii. In the case of global cooperation agreements with permanent observer countries or with other non-member states, to request prior approval of the Permanent Council.

g) To inform Member States of any agreements, contracts, and/or memoranda of understanding being discussed or agreed for the cases described in item f.(i) of this paragraph, and to submit semiannual reports to the CAAP and the appropriate competent organs of the Organization. [AG/RES. 2957 (L-O/20) paragraph IV.3]

*6. Direct and Indirect Cost Recovery*

a. To request the General Secretariat to submit, no later than 90 days from the adoption of this resolution, a methodology for recovery of direct costs associated with the execution of projects financed by specific funds, for consideration by the CAAP. The methodology shall enter into force once adopted by the Permanent Council.

b. To instruct the Permanent Council to continue, through the CAAP, the analysis of the study on the review of the indirect cost recovery policy with regard to possibly reducing the 13% rate applicable to all projects and programs financed with specific funds. The Permanent Council is authorized to adopt, taking into account the recommendations of the CAAP, such measures as are necessary, including the possibility of repealing the instruction provided in resolution AG/RES. 2892 (XLVI-O/16) regarding the application of that rate.

c. To instruct the General Secretariat to consider options to distribute ICR resources in the 2022 budget according to a formula to be determined by member states, to include a percentage to be spent on deferred costs of all the Organization’s real estate assets, another to be distributed among the Organization’s indirect costs, and another to be distributed to the chapters for indirect costs in proportion to the amount of specific funds contributed.[AG/RES. 2957 (L-O/20) paragraph IV.4]

*7. Establishment of a Structured Budget Preparation and Presentation Process*

**Mandate:**

a. To instruct the General Secretariat to entrust the Secretariat for Administration and Finance with the analysis and preparation of the program-budget of the Organization, with adequate human resources having relevant budgetary expertise, and in coordination with all areas and organs of the Organization.

b. To instruct the General Secretariat, in direct collaboration with the different secretariats of the Organization, to adopt a rigorous approach to developing, clearly presenting, executing, and evaluating the program-budget in accordance with Chapters IV to VIII of the General Standards. The draft program-budget shall include the rationale for proposals as well as explanations of variances from the previous year and of human and financial resources requirements in line with expected results. The General Secretariat shall also include expenditure forecasts for two additional years in the preparation of each annual proposed program-budget.

c. To instruct the General Secretariat to continue using the standard template approved by the member states, (CP/CAAP-3664/20 rev. 1), when the secretariats present information to the CAAP about the impact of proposed budgets prepared by the Secretariat for Administration and Finance in their areas. The template completed with information from the secretariats shall be reviewed by the Secretariat for Administration and Finance prior to presentation to the CAAP together with the presentation of the draft Program-Budget of the Organization. In turn, the Secretariats should be cognizant of the final versions of the templates circulated to the CAAP. The template should include but is not limited to the following:

i. A table indicating the previous year's approved budget, the amount allocated, execution level, and the new budget proposal level.

ii. Bullet points on the key impacts of the proposed funding level.

d. To instruct the Permanent Council to continue analyzing, through the CAAP and with support from the General Secretariat, options for establishing a separate and independent budget process for OAS oversight mechanisms including the Office of the Ombudsperson, the Inspector General, and the Administrative Tribunal (TRIBAD). The Permanent Council is authorized to adopt such measures in this area taking into account the recommendations of the CAAP.

e. To instruct the General Secretariat to take into consideration, when the circumstances so allow, the need for equity among the four programmatic pillars in the budget preparation process, with a view to ensure that the proposed allocations allow the fulfillment of the mandates agreed upon by the political organs of the Organization, and to further instruct the General Secretariat to present to CAAP, by February 28, 2021, considerations about the feasibility of achieving equity in the allocation of resources between the pillars from the Budget-Program 2022. [AG/RES. 2957 (L-O/20) paragraph IV.7]

*8. Technical Study to Analyze the Methodology for Calculating the Scale of Quota Assessments to Finance the Regular Fund of the OAS*

**Mandate included in resolution CP/RES. 1104 (2168/18) “Execution of a Technical Study to Analyze the Methodology for Calculating the Scale of Quota Assessments to Finance the Regular Fund of the Organization” adopted by the General Assembly through resolution AG/RES. 1 (LIII-E/18) “Program-Budget of the Organization for 2019”**

**Mandates**:

a. To instruct the Committee on Administrative and Budgetary Affairs (CAAP) to coordinate, with the technical support of the General Secretariat, the execution of a technical study by an independent group of experts on the Methodology for Calculating the Scale of Quota Assessments to Finance the Regular Fund, and that:

i. Prior to execution, it submits for consideration and approval of the Permanent Council the terms of reference, sources of financing and the composition, with due respect for geographical representation and gender balance, of the independent Group of Experts;

ii. It submits for consideration and decision of the Permanent Council, its conclusions, recommendations, and, where appropriate, a proposed Methodology for the Calculating the Scale of Quota Assessments to Finance the OAS, for subsequent consideration and adoption of the General Assembly at its fiftieth regular session.

b. The costs arising from the formation and operation of the independent group of experts shall not put any additional pressure on the Regular Fund nor the Reserve Subfund of the Organization.

c. The conclusions and recommendations which are approved by the General Assembly at its fiftieth regular session will be implemented following the transition period of the 2019-2023 quota system. [CP/RES. 1104 (2168/18)]

**Technical Study to Analyze the Methodology for Calculating the Scale of Quota Assessments to Finance the Regular Fund of the OAS**

To take note of the presentation made by the General Secretariat to the CAAP Working Group on September 28, 2020, regarding the progress of the mandate established by resolution CP/RES. 1104 (2168/18) rev. 1, approved by the General Assembly through resolution AG/RES.  1 (LIII-E/18), and to instruct the CAAP to further consider and coordinate the execution of a technical study by an independent group of experts on the Methodology for Calculating the Scale of Quota Assessments to Finance the Regular Fund, with no additional pressures on the Regular, ICR and Reserve Subfunds of the Organization, whose findings it may use in order to submit, to the Permanent Council, recommendations and, if appropriate, a proposal for a Methodology for Calculating the Scale of Quota Assessments to Finance the Organization, for subsequent consideration and adoption by a subsequent General Assembly. [AG/RES. 2957 (L-O/20) paragraph IV.8]

1. *Review of the General Standards to Govern the Operations of the General Secretariat of the Organization of American States*

**Mandate:**

a. To renew the mandate contained in resolution AG/RES. 1 (XLVIII-E/14) rev. 1, which instructed the Permanent Council, through the CAAP, to conduct a comprehensive review of the General Standards, particularly Chapters VII and VIII thereof, and to instruct the CAAP to review those chapters and present the findings of that review and analysis and/or such recommendations as may emanate therefrom to the General Assembly at its fifty-first regular session. Said proposal will contain rules on financial and budgetary stability and discipline for ensuring the Organization’s medium- and long-term sustainability.

b. To instruct the Secretary General to accompany all fund transfer requests that require Permanent Council approval with options, based on Program Budget Chapter savings and efficiencies, for where the funds can be sourced and a rationale for each option. [AG/RES. 2957 (L-O/20) paragraph IV.9]

1. *Official Travel*

**Mandate:**

1. To instruct the Secretary General, the Assistant Secretary General, and the secretaries for all the chapters, including those for the specialized agencies and entities, to submit to the Permanent Council, on a quarterly basis, a detailed report on the activities of their offices away from headquarters, including, inter alia: dates of travel, destination, delegation, and purpose of travel, with a mention as to the mandate approved by the member states that justifies the travel.
2. To instruct the OAS General Secretariat to publish on its website the reports requested in the preceding paragraph. [AG/RES. 2957 (L-O/20) paragraph IV.10]

**Progress to date:** The General Secretariat distributed the following reports in 2020:

|  |  |  |
| --- | --- | --- |
| Secretary General | Assistant Secretary General | Reports by Secretariat |
| [CP/doc.5580/20](http://scm.oas.org/doc_public/ENGLISH/HIST_20/CP41852E03.doc) | [CP/doc. 5581/20](http://scm.oas.org/doc_public/ENGLISH/HIST_20/CP41862E03.doc)  [CP/doc. 5607/20](http://scm.oas.org/doc_public/ENGLISH/HIST_20/CP42271E03.docx) | [CP/doc. 5579/20](http://scm.oas.org/doc_public/ENGLISH/HIST_20/CP41851E03.doc)  [CP/doc. 5613/20](http://scm.oas.org/doc_public/ENGLISH/HIST_20/CP42396E08.docx) |

1. *Per diem*

**Mandate:**

To request the General Secretariat to present a proposal for new rules and procedures, including sanctions*,* for official travel in the OAS, replacing the current system of automatic payments based on a predetermined scale, with another that includes a pecuniary recognition of the official mission period, and adopts the following criteria:

a. Presentation of receipt for accommodation expenses; in case not available, the maximum amount will be US$50.

b. Methodology for reimbursement for local transportation to and from the airport.

c. In relation to other stipends, as appropriate, based on the schedule established for the official mission.

d. The reconciliation of the per-diem advanced shall be submitted within one (1) month of travel. [AG/RES. 2957 (L-O/20), operative paragraph IV.11]

1. *Human Resources*

**Mandate**

a. To instruct the General Secretariat to continue developing the Comprehensive Human Resource Strategy for the Organization and to submit to the CAAP, by April 30, 2021, a report on the progress made to date, including its alignment with the current rules and regulations, as well as with the implementation of the new ERP.

b. To request the Office of the Inspector General to continue preparing in its semiannual reports on actual personnel transfers, internal and external competitions concluded, and reclassifications included in this program-budget and to ascertain that they are done in strict accordance with the applicable standards.

c. The General Secretariat will provide a detailed report to CAAP by on the status of all open Regular Fund positions. If an open position has not been publicly announced, the General Secretariat will provide a detailed explanation regarding the reason for the delay with cash flow not being an appropriate justification. The status report on the Regular Fund recruitment process shall be provided on a monthly basis.

**Progress to date:** the General Secretariat distributed monthly reports in compliance with the mandate and the following are the last report on the status of all Regular Fund positions: As of December 31, 2020: [CP/CAAP-3713/21](http://scm.oas.org/doc_public/ENGLISH/HIST_21/CP43389E03.docx)

d. The Member States recognize that in order to deal with the significant budget cuts contemplated in this resolution, the Secretaries and Executive Secretaries should be held accountable and authorized to make necessary changes – to reorganize, consolidate and cut. Consequently, in recognition of this principle, the General Secretariat will:

i. Allow hiring of needed personnel under reorganization plans and not implement any hiring freezes until that reorganization is complete; and

ii. Allow reclassification of positions only where budget driven position abolishment requires re-allocation of responsibilities.

iii. Instruct the SG to report to the PC by January 2021, on the re-organization of the Secretariat, in particular hiring and reclassification plans.

[AG/RES. 2957 (L-O/20), operative paragraph IV.12]

1. *Gender Equity and Equality Policies*

**Mandate:** To urge the General Secretariat to continue the work of implementing and executing gender equity and equality policies in the workplace, and in a framework of parity promote access for women in categories where they are currently underrepresented within the Organization and ensure accountability for their implementation and fulfillment of the provisions set forth in resolution [CP/RES.](http://scm.oas.org/doc_public/SPANISH/HIST_20/CP42142S03.docx) [1149 (2278/20)](http://scm.oas.org/doc_public/english/HIST_20/CP42142e03.docx), “Women’s Representation and Participation in the OAS.” [AG/RES. 2957 (L-O/20), operative paragraph IV.13]

1. *Geographical Representation*

***Mandate:*** To take note of the Geographic Representation Strategy presented to the Permanent Council on March 13, 2019, and instruct the General Secretariat to set objectives and indicators for that strategy in order to implement the plan of action and achieve equitable geographic representation of staff in accordance with Article 120 of the Charter of the Organization of American States, which should include, in addition, consultants and interns. [AG/RES. 2957 (L-O/20), operative paragraph IV.14]

**Progress to date/Comments:** the Secretary General distributed document [CP/doc.5480/19 corr. 1](http://scm.oas.org/doc_public/ENGLISH/HIST_19/CP40469E03.doc) which was considered by the Permanent Council at its meeting held on March 13, 2019.

1. *Cost-efficiencies*

**Mandate:** To instruct the General Secretariat to include in its semiannual resource management and performance report to the CAAP any savings generated as a result of efficiencies in the operations of the General Secretariat, including those related to common costs. [AG/RES. 2957 (L-O/20), operative paragraph IV.19]

1. *Department of Press and Communication*

**Mandate:** To request the Secretary General to instruct the Department of Press and Communication to submit progress reports on implementation of the Communication Strategy and that they be included in the Semiannual Resource Management and Performance Report. [AG/RES. 2957 (L-O/20), operative paragraph IV.20]

**Progress to date/Comments:** Revised Strategy distributed on December 30, 2019 as [CP/doc. 5577/19](http://scm.oas.org/doc_public/ENGLISH/HIST_19/CP41828E03.doc)

1. *Offices of the General Secretariat in the Member States*

**Mandate:** To request the Secretary General to instruct the Coordinating Office for the Offices and Units of the General Secretariat in the Member States to continue optimizing and implementing its current strategy until such time as the comprehensive review and the emanating strategic plan is agreed upon for execution. [AG/RES. 2957 (L-O/20), operative paragraph IV.22]

1. *Columbus Memorial Library*

**Mandate**: To request the Columbus Memorial Library to inform the CAAP on the status of its activities on a semiannual basis. [AG/RES. 2957 (L-O/20), operative paragraph IV.24]

1. *International Public Sector Accounting Standards*

**Mandate**: To instruct the Permanent Council, through the CAAP, to identify the necessary funding for the project on Implementation of the International Public Sector Accounting Standards (IPSAS) within the General Secretariat once the new Enterprise Resource Planning (ERP) system has been implemented, and within a reasonable timeframe. [AG/RES. 2957 (L-O/20), operative paragraph IV.25]

1. *Effectiveness and efficiency*

**Mandate**:

1. To request the General Secretariat to report, within 60 days following the conclusion of regular sessions of the General Assembly, on the cost of the mandates contained in the approved resolutions and on their impact on the program-budget.
2. To request the General Secretariat to align the Organization’s resources and organizational structure with the mandates.

[AG/RES. 2957 (L-O/20), operative paragraph IV.26]

1. *Creation of New Mandates*

**Mandate**

a. To instruct the Permanent Council, through CAAP, to consider establishing a regulatory framework process and practice for the Permanent Council committees and CIDI to review program-budget implications of new mandates, and for such a framework to be completed by June 2021.

b. To instruct the General Secretariat to submit to all Committees, after consideration of the CAAP and approval by the Permanent Council, a template to accompany any draft resolutions including new mandates to be considered for General Assembly approval. Consultations with relevant Departments, and CAAP may respond to the following:

(1) How does the mandate fit within the framework of the Strategic Plan? What indicators will be used to measure the results?

(2) What is the expected time frame (approximate start date/end date) for the achievement of the goals and objectives of the new mandate?

(3) Will the mandate require regular fund or personnel resources? If yes:

(4) What are the estimated budgetary implications of the mandate?

- What level of support from professionals (staff and/or CPRs) would be needed to achieve the mandate?

- Would regular fund or specific fund resources be needed to achieve the mandate? If so, how much is estimated?

- If possible, please provide details on the proposed source of funding for the mandate.

[AG/RES. 2957 (L-O/20), operative paragraph IV.27]

1. *Accountability and transparency*

**Mandate:**

a. The General Secretariat shall continue to publish the following updated information on the Organization’s website, in accordance with the Organization’s legal structure:

(1) Organizational structure of each organizational unit.

(2) The operational plans of the organizational units of the General Secretariat established based on the strategic lines and objectives of the Strategic Plan approved in resolution AG/RES. 1 (LI-E/16) rev. 1 and resolution CP/RES. 1121 (2209/19).

(3) The results of evaluations, monitoring, and audits of programs and operations.

(4) Staffing per organizational unit, also including the salary scale and other benefits, as well as vacant positions.

(5) Results-based contracts awarded for both consultants and goods and services, pursuant to applicable regulations.

[AG/RES. 2957 (L-O/20), operative paragraph IV.28]

1. *Recommendations of the Board of External Auditors*

**Mandate:**

1. Following the presentation of the annual report of the Board of External Auditors, the CAAP shall prepare a formal written response to the recommendations of the Board which shall be transmitted to the Permanent Council by March 1. The Permanent Council shall transmit the approved response to the Board of External Auditors by March 31.
2. The response shall be prepared in collaboration with the General Secretariat and include current status, measures taken, and next steps, as well as identifying those with lead responsibility.  [AG/RES. 2957 (L-O/20), operative paragraph IV.29]

**Progress to date/Comments:** Board of External Auditors report presented to the Permanent Council on October 16, 2020 ([CP/doc.5642/20](http://scm.oas.org/IDMS/Redirectpage.aspx?class=CP/doc.&classNum=5642&lang=e))

1. *Recommendations of the Inspector General*

**Mandate:**

a. To instruct the Inspector General to continue presenting to the CAAP on a quarterly basis an analysis on the status of implementation of recommendations made.

**Progress to date/Comments:** Most recent report by the Inspector General in compliance with (a) above was distributed as [CAAP/GT/RTPP-212/20](http://scm.oas.org/doc_public/ENGLISH/HIST_20/CP43228E03.docx).

b. To instruct the General Secretariat to present, for consideration by the CAAP in preparation for the program-budget 2022 discussions, an overview of the proposed organizational changes to strengthen the Office of the Inspector General and resource requirements associated with these proposed changes.

c. To instruct the General Secretariat, for consideration by the CAAP in preparation for program-budget 2022 discussions, to develop with the Board of External Auditors options for establishing an Audit Committee as proposed by the Inspector General, including structure and costs associated with it. [AG/RES. 2957 (L-O/20), operative paragraph IV.30]

**Progress to date/Comments:** The proposal presented, prepared jointly by the Inspector General and the Board of External Auditors, was distributed as document: [CP/CAAP-3657/20 corr.2](http://scm.oas.org/doc_public/ENGLISH/HIST_20/CP42887E03.docx)

*25. Ethics/harassment*

**Mandate:** To instruct the Office of the Inspector General and the Office of the Ombudsperson to present to member states a report detailing the number of cases – among them the fraud, harassment, and whistleblower cases – that were handled annually, the time spent in the course of each proceeding of those investigations, the measures generally adopted as well as identification of potential weaknesses and violations observed with respect to the implementation of the Organization’s policies on fraud, harassment, and whistleblowers and whistleblower protections. [AG/RES. 2957 (L-O/20), operative paragraph IV.31]

1. *Real estate strategy*

**Mandate:**

a. To confirm the decision, made by the Permanent Council at its meeting on May 13, 2020, regarding the suspension of the real estate project mandated by resolution AG/RES. 2911 (XLVII-O/17) for the sale of the General Secretariat Building, located at F Street, NW, Washington, D.C.; the construction of a new building on the lot adjacent to and forming part of the Main Building (17th Street and C Street); and the refurbishing of the Administrative Building located on Constitution Avenue, NW.

b. To instruct the Secretariat to explore, in close collaboration with the CAAP and as part of the Real Estate Strategy, alternatives for the optimal use of the Organization's real estate assets and, to that end, to look into possibilities of obtaining the resources required for their maintenance. [AG/RES. 2957 (L-O/20), operative paragraph IV.32]

1. *Implementation of the Institutional Resource Planning (ERP) System*

**Mandate** To instruct the General Secretariat to continue with the implementation of the ERP system, pursuant to resolution [CP/RES.](http://scm.oas.org/doc_public/SPANISH/HIST_20/CP42590S03.docx) [1155 (2290/20)](http://scm.oas.org/doc_public/english/HIST_20/CP42590e03.docx), and to inform the CAAP on a monthly basis, on the progress. [AG/RES. 2957 (L-O/20), operative paragraph IV.33]

**Progress to date:** The following progress reports have been distributed by the Secretariat since the approval of the resolution:

[CP/CAAP-3686/20](http://scm.oas.org/doc_public/ENGLISH/HIST_20/CP42927E03.docx)

[CP/CAAP-3706/20](http://scm.oas.org/doc_public/ENGLISH/HIST_20/CP43290E03.docx)

[CP/CAAP-3711/20](http://scm.oas.org/doc_public/ENGLISH/HIST_20/CP43357E06.docx)

In addition to the 27 matters mentioned in detailed above, the Committee will take up any request and mandates arising from the resolutions of the General Assembly and of the Permanent Council when applicable.

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1. **FINANCIAL RESOURCES**

The Permanent Council, pursuant to resolution CP/RES. 1163 (2308/20), “Adoption of the Subprogram Distribution of Resources for 2021, pursuant to resolution AG/RES. 2957 (L-O/20) Program-Budget for the Organization for 2021” approved US$99,800 to finance all CAAP and its Working Groups’ meetings for year 2021.

I am pleased to present for its consideration this draft Work Plan, which will serve as a general framework for the work of the CAAP from January to December 2021.

Hugh Adsett

Ambassador, Permanent Representative of Canada to the OAS

Chair of the Committee on Administrative and Budgetary Affairs

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