



Organization of  
American States

Secretariat for Administration and Finance (SAF)

Original: English

# OAS QUARTERLY RESOURCE MANAGEMENT REPORT JUNE 30, 2012

An overview of the financial position of the funds administered by the General Secretariat for the first two quarters (January - June) of 2012 and status report on other management activities

GENERAL SECRETARIAT (GS/OAS)  
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# FREQUENTLY ASKED QUESTIONS

- 1. Where can I find a brief summary of the financial position of the General Secretariat as a whole as well as highlights of the important activities that took place during the first semester?**
  - An executive summary of the financial situation of the General Secretariat can be found on [Section I pages 7 to 10](#) (click the link for direct access).
- 2. How can I determine if management has complied with the reporting requirements on administrative and financial management issues as established by the General Assembly?**
  - [Section I A page 6](#) of the OAS Quarterly Resource Management Report is presented in compliance with resolution AG/RES.1 (XLII-E/11) which mandates the General Secretariat to present its administrative and financial management reports to the CAAP on a quarterly basis showing the progress attained in austerity, efficiency, effectiveness, transparency, and prudence in the use of the Organization's resources.
- 3. Where can I find a report on management progress in addressing recommendations from the Board of External Auditors?**
  - The Board of External Auditors recommendations for 2011 can be found on [Section I page 46](#).
- 4. Where can I find information on administrative efficiencies being achieved?**
  - [Section I pages 31 to 45](#) provides a description of these improvements and efficiencies by department.
- 5. Which reports tell me how many people are employed by the OAS, where they work and how these employment contracts are financed?**
  - Employee information distributed by Chapter, Department, and source of financing is found on [Section II pages 50 to 86](#).
- 6. Where can I find a status report on the execution of the Regular Fund Program-Budget?**
  - [Section I, page 7](#) - the executive summary in compliance with resolution AG/RES.1 (XLII-E/11) provides a discussion on Regular Fund budget execution.
  - [Section II page 50](#) provides a high level execution summary by Chapter and Fund.
  - [Section III page 88](#) provides the most detailed Budget Execution report including transfers between Chapters.
- 7. Where can I find detailed reports on all of the sources of financing to the OAS, the uses of those funds and the projects that are being executed?**
  - All GS/OAS resources at a glance can be seen on the consolidated statements on [Section I page 11](#).
  - GS/OAS inflows by Fund can be found on [Section I pages 7 and 12](#).
  - GS/OAS outflows by Fund, object category, and disbursements by location can be found on [Section I pages 7 and 12](#).
  - Execution by Chapter and Department is reported under [Section II page 50](#).
  - Specific Fund execution by project is reported under [Section III page 88](#).

8. **Where can I find a report on indirect cost recovery and how these funds have been used?**
  - A detailed report on Indirect Cost Recovery (ICR) is found on [Section III page 88](#).
9. **Who are the top contributors to the Organization so far this year?**
  - A summary of the top 15 contributors can be found on [Section I page 12](#). A detailed report on contributions to OAS funds by Donor is found on [Section III page 88](#). In addition a detailed report on contributions by chapter is found on [Section III page 88](#).
10. **What is the cash flow outlook of the Regular Fund for the remainder of the year?**
  - A 2012 Regular Fund actual and projected cash balance by month is found on [Section I page 11](#).
11. **Where can I find information on the number of persons employed under personal service contracts to the OAS, where those services are being provided, and how they are being financed?**
  - Information regarding persons employed under personal service contracts is reported by Chapter and Department on [Section II page 50](#).
12. **Where can I find information on staff separations during the year?**
  - [Section I page 18](#) provides information on separations by Chapter, Source of Funding and employee grade.
13. **What activities have been delayed or suspended as a result of budget cuts and insufficient resources?**
  - [Section I pages 29 to 30](#) provides a description of SAF by Department and Office of the activities that have been delayed or suspended due to insufficient human and financial resources.
14. **Where can I find information on project activities in member states?**
  - Disbursements by country are presented on a map in [Section I page 15](#). Additional project activities in Member States can be found on [Section III page 88](#).
15. **Where can I find a glossary of terms and definitions used throughout the Quarterly Report ?**
  - A glossary of the most frequently used terms in this document can be found on [Section III page 89](#).

## SECTION I

The information included in this section is intended to serve as a comprehensive management guide to the strategic allocation of resources. This information is also intended to inform on the General Secretariat's compliance with mandates of the General Assembly that address policies affecting administration and management, as well as to show progress in attaining austerity, efficiency, accountability, effectiveness, transparency, and prudence in the use of the Organization's resources. Furthermore, these reports include a follow-up of the recommendations from the Board of External Auditors.

This section is divided into the following sub-sections:

**Quarterly Reports in Compliance with AG/RES.1 (XLII-E/11)**

**Activities Currently Delayed Due to Insufficient Human and Financial Resources**

**GS/OAS Improvements and Efficiencies**

**Recommendations of the Board of External Auditors**

# QUARTERLY REPORTS IN COMPLIANCE WITH AG/RES.1 (XLII-E/11)

## ADMINISTRATIVE AND FINANCIAL MANAGEMENT REPORTS

This section is presented in compliance with the quarterly reports requested of the General Secretariat through Resolution AG/RES.1 (XLII-E/11) *“Program-Budget of the Regular Fund of the Organization for 2012 and Contributions to FEMCIDI”* under section III.A.2.b.

This section includes the following reports:

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1. Executive summary / discussion and analysis of the report at the management level that summarizes the financial situation of the General Secretariat.
2. Detailed financial reports, including budgetary execution of the Regular Funds and the voluntary, specific, service, including indirect cost recovery (ICR), and trust funds.
3. Detailed information on the management of human resources, including information on staff transfers, reclassifications, resignations and terminations, and the budgetary impact of these changes, as well as gender distribution and geographic representation.
4. Detailed information on travel expense control measures as detailed in paragraph III.A.11 of this resolution.
5. Detailed information on the income generated through the rental of conference rooms and the Hall of the Americas.
6. Information on external contributions to support the activities of the organization, as well as contributions to building maintenance and improvements.
7. Information on the progress in implementing the International Public Sector Accounting Standards.
8. Information on additional costs incurred further to nonobservance of scheduled meeting times.
9. Information on the foundations, civil society organizations, and other private entities that carry out projects with specific funds, including details on their areas of activity and the work carried out by the Secretariat for External Relations that forges cooperation between the Organization and these private entities.

## 1. Executive Summary / Discussion and Analysis of the report at the management level that summarizes the financial situation of the General Secretariat.

### Regular Fund and Indirect Cost Recovery Account

Resolution AG/RES. 1 (XLII-E/11), authorized the General Secretariat to execute up to USD 85.4 million for 2012 Regular Fund activities. At the end of June 30, USD 76.1 million had been obligated or expended, 39.9% obligated and 49.2% expended. Of the obligations, a 79.6% were for personnel and 20.4% for non-personnel. The unobligated amount of USD 9.3 million corresponds to the appropriations remaining for programming, mostly related to subsidies for the Inter-American Court of Human Rights, Inter-American Defense Board, Pan American Development Foundation, as well as the Building Management and Maintenance account, all of which are paid on a quarterly basis.

As of June 30, 2012, the ICR account reported an operating deficit of USD 1.4 million which includes obligations of USD 1.5 million to cover employment contracts through the end of 2012. This operating deficit drew down the cash balance of the ICR account, reducing it from USD 1.4 million at the beginning of the year to 0.1 million by the end of June. By comparison in the first semester of 2011 the ICR had an ending fund balance of USD 0.6 million which included USD 1.1 million to cover employment contracts. An ICR fund balance deficit of USD 1.0 million it is projected by year end. The subsidy transfer of USD 2.5 million to the Regular Fund it is included in this projection. A reduction of ICR personnel costs of USD 1 million in the 2nd semester can bring this deficit to zero.

### Inflow of Funds

Inflows include cash receipts from member states and donors, as well as interest earnings, rental and miscellaneous income. Inflows for the first semester of 2012 are slightly higher than the same period of last year, showing an increase of about 4.7%. Inflows for the Regular fund maintained the same level when compared to 2011 resulting in a slight decrease of 2%. Inflows exclude USD 11.6 million of transfers between funds and accounts within the General Secretariat.

Notwithstanding the cash decrease in Regular Fund inflows during the first semester of 2012, quota receipts net of prompt-payment credits are similar when compared to 2011. As of June 30, the GS/OAS received USD 47.2 million in quota payments equivalent to 56.1% of its 2012 total quota receivables of USD 84 million, while net quota receipts for the same period in 2011 were USD 48.5 million, equivalent to 59% of the total quota receivable of USD 82.2 million.

The Specific Funds inflows had a considerable increase of 30% or USD 6.4 million, mainly attributed to the reception of the 1st installment of the OAS-CIDA Cooperation Plan (Phase 2). A four-year high point in Specific Fund contributions.

Inflows to the Voluntary Fund (FEMCIDI) amounted to USD 0.9 million, compared to USD 1.5 million in the prior year, mainly due to a decrease in the United States pledge received in 2012 of USD 0.6 million, compared to USD 1.2 million received in 2011.

### Outflow of Funds

Outflows include expenditures, obligations, payroll encumbrance to year end and other decreases. Outflows across all funds declined by 7.3% when compared to 2011. As of June 30, the GS/OAS had spent and entered into commitments USD 130.2 million (compared to USD 140.4 million in the same period in 2011). Outflows exclude USD 11.6 million of transfers between funds and accounts within the General Secretariat.

Outflows in the Regular Fund decreased to USD 76.1 million from USD 80.8 million in 2011, primarily as a result of a change in execution timing of the Building Management and Maintenance account. Specific Fund outflows of USD 31.7 million were significantly lower than the same period in 2011. FEMCIDI outflows of USD 7 thousand were significantly lower than the previous years since there has not been an approved cycle since 2010, which also impacted the administrative support income to the Regular Fund.

## 1. Executive Summary / Discussion and analysis of the report at the management level that summarizes the financial situation of the General Secretariat (continued).

Specific Funds execution amounted to USD 30.0 million. Over 75% of the execution is related to three chapters, Chapter 5 - Secretariat for Multidimensional Security USD 10.1 million, Chapter 6 - Secretariat for Political Affairs USD 8.3 million and Chapter 7 - Secretariat for Integral Development USD 5.1 million. Likewise, execution of the following five projects totaled 25% of overall execution: Support Peace Process Colombia (USD 3.3 million), Civil Registry (USD 1.9 million), Port Security (USD 1.3 million), AICMA/Mine Action Program-Colombia (USD 0.8 million) and Small Business Development Center CARICOM (USD 0.7 million).

### Quota Receivable

Pursuant to AG/RES. 1 (XLII-E/11), the schedule and discount percentages to encourage the timely payment of quotas have been modified. Member states that pay their entire quota assessment for the current fiscal period are now entitled to the following discounts: 3% of the amount paid by January 31; 2% of the amount paid by the last day of February; and 1% of the amount paid by March 31.

Thirteen Member States earned a total of USD 336.9 thousand in prompt payment credits toward their 2013 quota assessment, compared to USD 422.3 earned toward 2012 quota assessment. As of June 30, 2012, there is an outstanding quota receivable of USD 36.8 million, out of which USD 28.8 million is backed by approved payment plans as follows: Barbados (USD 18.3 thousand), Jamaica (USD 56.9 thousand), Nicaragua (USD 79.9 thousand), United States (USD 24.3 million) and Venezuela (USD 4.4 million). Most payments from these plans, equivalent to 84% are due in 2012. No payment plan has been presented to the General Secretariat for the remaining USD 8 million in quota receivable due from (Antigua and Barbuda, Brazil, Dominica, Dominican Republic, El Salvador, Grenada, Haiti, Mexico, Paraguay, Peru, St. Vincent and the Grenadines and Uruguay), hence the timing of these receipts is unknown.

### Regular Fund Liquidity

The Regular Fund cash balance is derived from a combination of inflows, primarily from quota receipts, and outflows in the form of payments. While the Regular Fund has a fairly uniform stream of expenditures throughout the year, the timing of inflows of cash does not directly correlate to the timing of these expenditures. As a result, the cash balance can fluctuate significantly during the course of the year.

Projections of cash inflows are based on an analysis of Member States payment history as well as current payment plans. The Regular Fund began the year with a USD 0.6 million cash balance. During the first semester, cash levels fluctuated between USD 7.3 million and USD 0.6 million. At the end of June 30, the ending cash balance was USD 3.2 million.

Projections of inflows and outflows for the Regular Fund point to cash shortages of USD 4.4 million starting in October 2012 (see bottom of page 11). Cash shortages are projected to grow more severe during November to USD 10.2 million and level out to USD 0.4 million with the U.S. quota payment in December. Thus, measures must be identified and implemented so that the Organization can meet its scheduled commitments for these months.

### GS/OAS Investment Policy

All of the cash available for use in carrying out the activities of the Regular Fund, Specific Funds, Voluntary Fund, Service Funds and certain Trust Funds of the OAS are consolidated in the OAS Treasury Fund administered by the General Secretariat. Amounts not immediately required for

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Note: The OAS Treasury Fund does not contain the investments of the Retirement and Pension Fund, the Medical Benefits Fund or the Rowe Pan American Fund. These assets are managed by separate and independent committees operating under investment policies with risk profiles different from GS/OAS' treasury management policy.



## 1. Executive Summary / Discussion and analysis of the report at the management level that summarizes the financial situation of the General Secretariat (continued).

operations are invested in accordance with the guidelines prescribed in the GS/OAS' investment policy.

GS/OAS applies a conservative risk profile in the management of assets in the OAS Treasury Fund. The investment policy requires that OAS invest in high quality instruments that preserve principal, maintain sufficient liquidity to meet forecasted cash needs, and deliver competitive returns subject to prevailing market conditions. The portfolio is also diversified in order to minimize credit risk and excludes the OAS from investing in complex derivative securities. GS/OAS investment guidelines place emphasis on capital preservation over income generation.

### General Economic Outlook

The biggest concern in this second quarter of 2012 continues to be the growing crisis in Europe. June was the fifth consecutive month that economic activity across the euro zone has declined, and putting pressure on the European Central Bank to take further action to support the economy.

The economic recovery in the United States is still fragile. During a recent hearing on Capitol Hill, Federal Reserve Chairman Ben Bernanke cited significant risks to the U.S. economy recovery due to the situation in Europe. He said that the U.S. economy will continue growing at a moderate pace this year. According to some economists, the slower growth can be attributed to the renewed concerns about Europe which affects consumer and business confidence, and uncertainty about domestic policy, including tax rates that are expected to rise at the end of the year. Employers added a seasonally adjusted 69,000 jobs in May, the smallest increase in a year. The employment rate increased to 8.2% from 8.1% in April. Additionally, U.S. manufacturing growth cooled in May, with sharp drops in both production and exports. Consumer spending increased at a 2.5% rate in the first quarter, but retail sales fell in April and May. Inflation pressures remain low despite the large amount of money that has

been injected into the economy; the Consumer Price Index (CPI-U) decreased 0.3% in May on a seasonally adjusted basis<sup>1</sup>.

A global rush into safer assets dragged yields on U.S., German and U.K. government bonds to new lows. On May 30, Treasury prices rose and yields across a number of maturities plunged to record lows. U.S. 10-year yields fell as far as 1.608%, below the 1.672% record originally set in February 1946<sup>2</sup>. The Fed said it would extend through the end of the year a program known as "Operation Twist," which aims to drive down long-term interest rates and reduce borrowing costs for businesses and households. Under the program, the Fed sells short-term securities and uses the proceeds to buy longer-term securities.

The yield on the 10-year Treasury note, decreased from 2.23%, at the end of the first quarter in 2012, to 1.67% at the end of the second quarter in 2012. Short-term Treasury yields increased slightly, with the three-month Treasury bill yielding 0.09% at the end of the second quarter of 2012<sup>3</sup>.

### GS/OAS Composition and Performance

Following the OAS' investment policy, all funds received by the organization are invested among different financial instruments, each having their own unique characteristics and structure in terms of maturities and returns. All funds not immediately required for operations are consolidated through the Treasury Account; these funds are held in cash, money markets (including repurchase agreements), and in an investment portfolio.

The GS/OAS investment guidelines call for maturities to be distributed among short term (90-365 days), medium term (average weighted matur-

1 - U.S. Department of Labor. Latest Numbers. Retrieved June 2012 from: <http://www.dol.gov/>

2 - Cynthia Lin (May 30, 2012). Treasuries Yields Hit Record Lows. The Wall Street Journal. 12

3 - U.S. Department of the Treasury. Daily Treasury Yield Curve Rates. Retrieved June 2012 from <http://www.treasury.gov/resource-center/data-chart-center/interest-rates/Pages/TextView.aspx?data=yieldYear&year=2012>

## 1. Executive Summary / Discussion and analysis of the report at the management level that summarizes the financial situation of the General Secretariat (continued).

ity of 2 years) and long term (average weighted maturity of 4 years). The percent in short-term securities may reflect Operating Cash. The maturity segments generally should approximate 30-40% of the total portfolio valuation.

As of June 30, the Treasury Fund held USD 97.9 million in cash and investments for the following funds (in millions of USD):

Regular Fund	3.2
Specific Funds	78.3
Voluntary Funds (FEMCIDI)	8.0
Service and Revolving Funds	5.8
Trust Funds Operating Cash	<u>2.6</u>
<b>Total USD</b>	<b><u>97.9</u></b>

All cash and investments of the GS/OAS were comprised of the following financial instruments (in millions of USD):

Cash Equivalents (Money Market Funds, Commercial Paper)	14.0
Government and Agency Bonds	8.8
Asset-Backed Bonds	14.6
Agency Backed Bonds	2.5
Corporate Bonds	<u>58.0</u>
<b>Total USD</b>	<b><u>97.9</u></b>

Of the USD 97.9 million cash and investments of the OAS Treasury Fund, USD 89.5 million or 91.4% are under active management by Bank of America Global Capital Management. This segment of the OAS Treasury Fund serves as the repository for those funds whose operational requirements are greater than a year.

The portfolio continues to outperform its benchmark comprised of: Merrill Lynch 1-3 year government/corporate bond index, Merrill Lynch 1-5 year government/corporate bond index, and Custom Blend (33% Salomon 90 day CD, 33% BofAML 1-3 G/C, 33% BofAML 1-5 G/C). At the end of the second quarter of 2012, the OAS' portfolio had an unrealized gain of USD 438,109.63. During the second quarter there was also a USD 348,000 realized gain resulting from the sale of short term securities in order to align the portfolio composition with the OAS investment guidelines.

The remaining OAS Treasury Fund assets USD 8.4 million are invested in short-term liquid assets such as money market funds and overnight repurchase agreements in order to meet projected short-term (1-3 months) cash requirements. During the second quarter, the OAS Treasury Fund had an average return of 2.073%. It should be noted that the rate of return is slightly higher than the previous quarter due to the realized gain described above. The General Secretariat expects average returns to decline in the near future considering the persistent low interest environment.

## TABLES AND CHARTS - GS/OAS FINANCIAL PERSPECTIVE - AS OF JUNE 30, 2012

### GS/OAS Resources (in millions of USD)

#### CHANGES IN FUND BALANCE

	Regular Fund	Voluntary Funds (FEMCIDI)	Specific Funds	Service and Revolving Funds	Other Funds <sup>(1)</sup>	Interfund Transactions <sup>(2)</sup>	TOTAL 2012
BEGINNING BALANCE	(2.9)	6.4	65.3	2.8	44.3	-	115.9
INFLOWS	47.3	1.3	28.1	9.8	10.6	(11.6)	85.5
OUTFLOWS	(76.1)	(0.0)	(31.7)	(14.6)	(7.8)	11.6	(118.6)
ENDING BALANCE	(31.7)	7.7	61.7	(2.0)	47.1	-	82.8

#### BUDGETARY EXECUTION

	Regular Fund	Voluntary Funds (FEMCIDI) <sup>(3)</sup>	Specific Funds	Service and Revolving Funds	Other Funds	TOTAL 2012
BUDGET	85.4	5.1	104.2	15.0	54.9	264.6
EXECUTION	76.1	4.3	42.5	17.0	7.8	147.7
VARIANCE	9.3	0.8	61.7	(2.0)	47.1	116.9

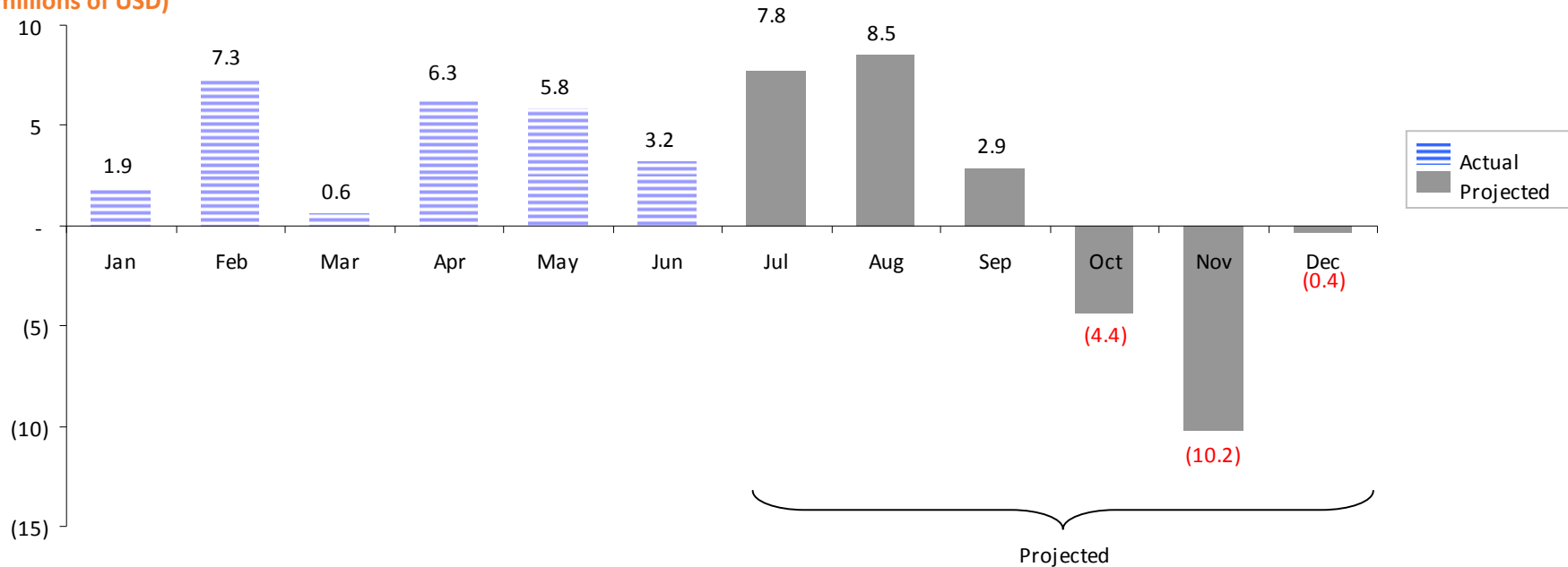
(1) Includes Medical Benefits Trust Fund, Rowe Pan-American Fund and Trust for the Americas.

(2) Includes transactions between funds like such as payment of services and administrative support.

(3) Budget and execution corresponds to FEMCIDI 2009 cycle (May 1, 2010 thru December 31, 2011).

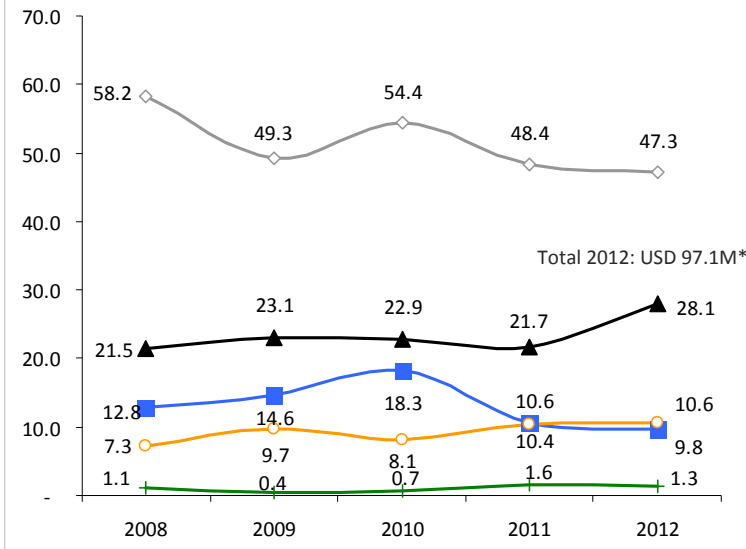
### 2012 Regular Fund Actual and Projected Cash Balance

(in millions of USD)

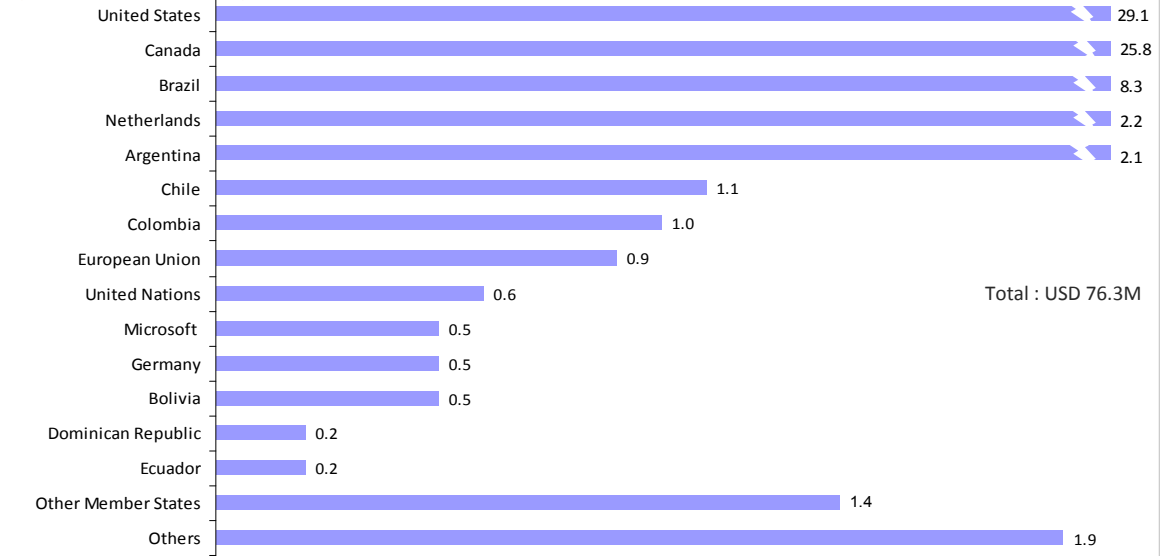


## TABLES AND CHARTS - GS/OAS FINANCIAL PERSPECTIVE - AS OF JUNE 30, 2012

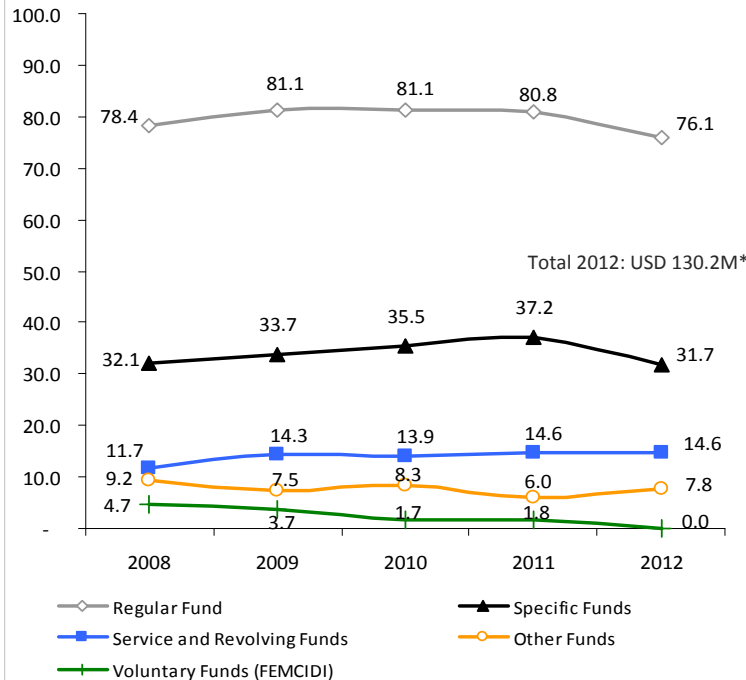
**Trend of Inflows by Fund**  
(in millions of USD)



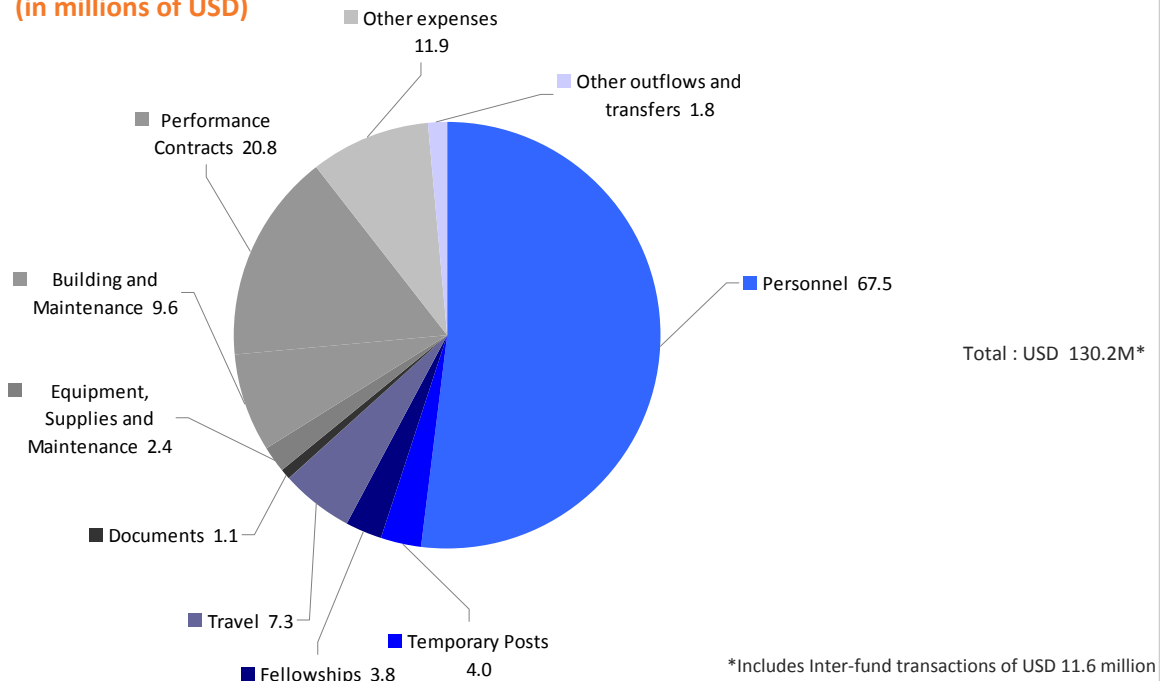
**Top 15 Contributors - Across all Funds**  
(in millions of USD)



**Trend of Outflows by Fund**  
(in millions of USD)



**Outflows by Category**  
(in millions of USD)



## TABLES AND CHARTS - REGULAR FUND APPROPRIATION & EXECUTION - AS OF JUNE 30, 2012

### 2012 Appropriations and Financing (in thousands of USD)

	Original	Modified
<b>Appropriations</b>		
Personnel	54,578.5	54,578.5
Non-personnel	30,772.3	30,772.3
	85,350.8	85,350.8
	<b>Established in</b>	<b>Actual</b>
	<b>AG/RES.1 (XLII-E/11)</b>	<b>June 30, 2012</b>
<b>Sources of Financing</b>		
Quota Assessment	81,105.4	46,744.5
Admin. and Tech. Support	2,841.3 <sup>a</sup>	-
Other Income	1,404.1 <sup>b</sup>	521.6
	85,350.8	47,266.1

a) ICR Collection from Specific Funds (USD 2,500.0) and FEMCIDI (USD 341.3)

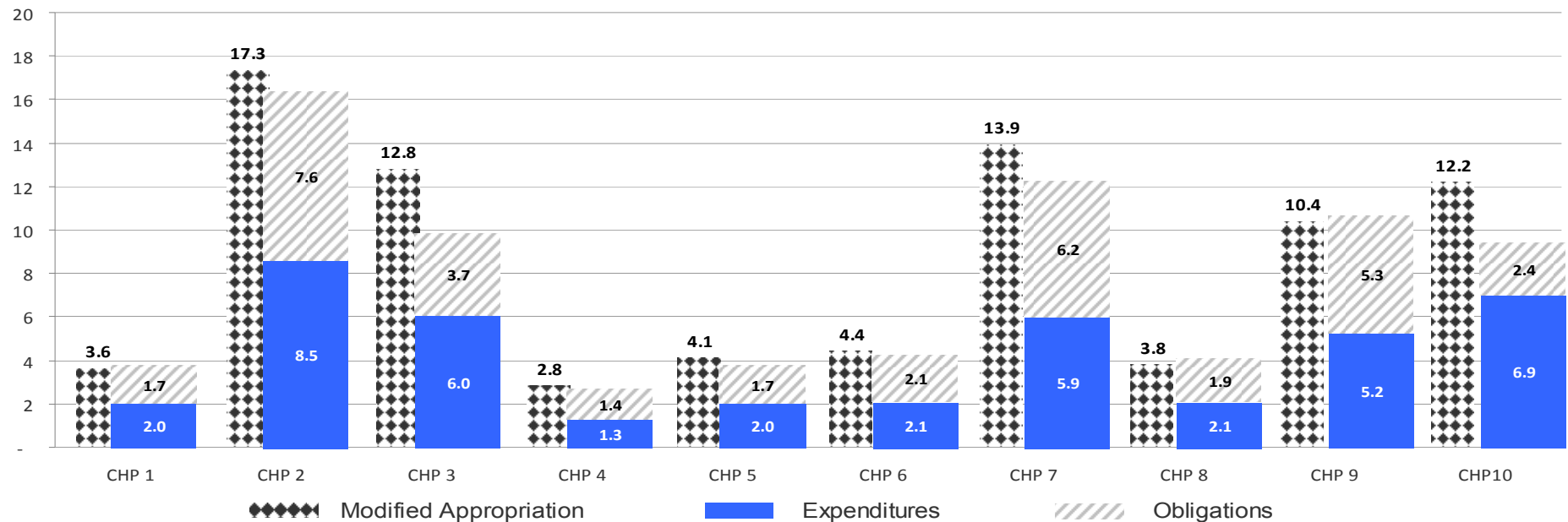
b) Interest, rents, refunds and deobligations income

### 2012 Regular Fund Budget Execution (in thousands of USD)

	Original Appropriation	Transfers	Modified Appropriation	Execution	Variance
CHAPTERS	(a)	(b)	(c)	(d)	(e) = (c) - (d)
Chapter 1 - Office of the Secretary General	3,632.3	-	3,632.3	3,717.2	(84.9) *
Chapter 2 - Office of the Assistant Secretary General	17,142.9	188.9	17,331.8	16,102.8	1,229.0
Chapter 3 - Autonomous and/or Decentralized Entities	12,994.5	(188.9)	12,805.6	9,734.7	3,070.9
Chapter 4 - Secretariat for Legal Affairs	2,757.7	-	2,757.7	2,656.7	101.0
Chapter 5 - Secretariat for Multidimensional Security	4,119.4	-	4,119.4	3,654.6	464.8
Chapter 6 - Secretariat for Political Affairs	4,436.8	-	4,436.8	4,224.3	212.5
Chapter 7 - Executive Secretariat for Integral Development	13,988.8	(129.1)	13,859.7	12,128.4	1,731.3
Chapter 8 - Secretariat for External Relations	3,776.4	-	3,776.4	3,969.5	(193.1) *
Chapter 9 - Secretariat for Administration and Finance	10,254.2	139.1	10,393.3	10,548.6	(155.3) *
Chapter 10 - Basic Infrastructure and Common costs	12,247.8	(10.0)	12,237.8	9,324.1	2,913.7
<b>Grand Total</b>	<b>85,350.8</b>	<b>-</b>	<b>85,350.8</b>	<b>76,060.8</b>	<b>9,289.8</b>

\* Correspond to budgetary and execution personnel variances and reinforcements

### 2012 Regular Fund Budget Execution by Chapter (in millions of USD)



## TABLES AND CHARTS - QUOTAS - AS OF JUNE 30, 2012

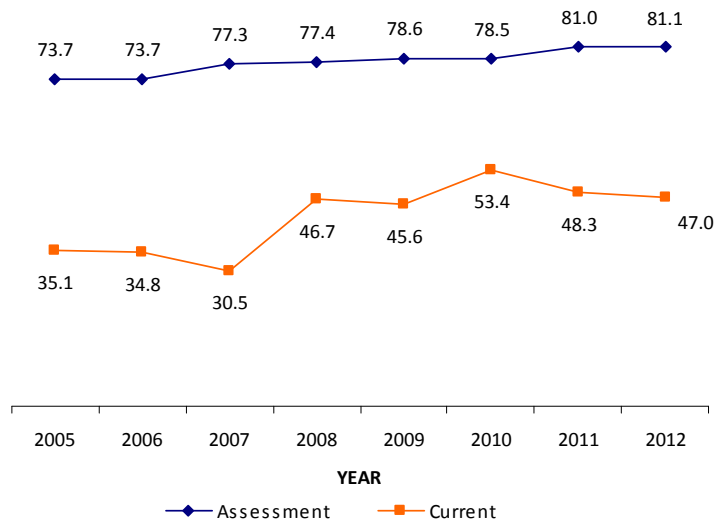
### Quota Receivable vs Quota Payments (in USD)

Member State	Quota Receivable (current and arrears)	Quota Payments	Balance Due
Antigua and Barbuda	35,434	8,767	26,667
Argentina	1,964,300	1,964,300	-
Bahamas	50,600	50,600	-
Barbados	36,700	18,350	18,350 *
Belize	17,900	17,900	-
Bolivia	40,000	40,000	-
Brazil	8,109,400	7,970,836	138,564
Canada	9,766,100	9,766,100	-
Chile	969,900	969,900	-
Colombia	855,700	855,700	-
Costa Rica	180,300	180,300	-
Dominica, Comm. Of	17,900	-	17,900
Dominican Republic	209,600	3,527	206,073
Ecuador	210,500	210,500	-
El Salvador	93,000	-	93,000
Grenada	75,582	-	75,582
Guatemala	137,000	137,000	-
Guyana	17,900	17,900	-

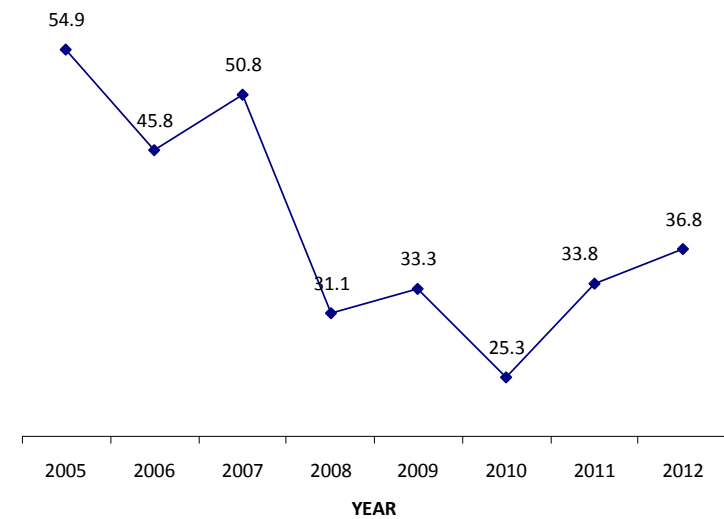
Member State	Quota Receivable (current and arrears)	Quota Payments	Balance Due
Haiti	27,700	-	27,700
Honduras	85,309	85,309	-
Jamaica	126,050	69,125	56,925 *
Mexico	6,755,200	132,822	6,622,378
Nicaragua	165,001	85,105	79,896 *
Panama	128,900	128,900	-
Paraguay	75,900	75,298	602
Peru	561,200	52,342	508,858
St. Kitts and Nevis	17,900	17,900	-
St. Lucia	17,900	17,900	-
St. Vincent and the Grenadines	24,219	6,289	17,930
Suriname	27,700	27,700	-
Trinidad and Tobago	146,800	-	146,800
United States	48,512,700	24,256,375	24,256,325 *
Uruguay	174,600	-	174,600
Venezuela	4,378,752	-	4,378,752 *
<b>Total</b>	<b>84,013,647</b>	<b>47,166,745</b>	<b>36,846,902</b>

\* Has submitted a payment plan.

### Total Quota Assessment vs. Actual Payments (in millions of USD)



### Uncollected balances (in millions of USD)

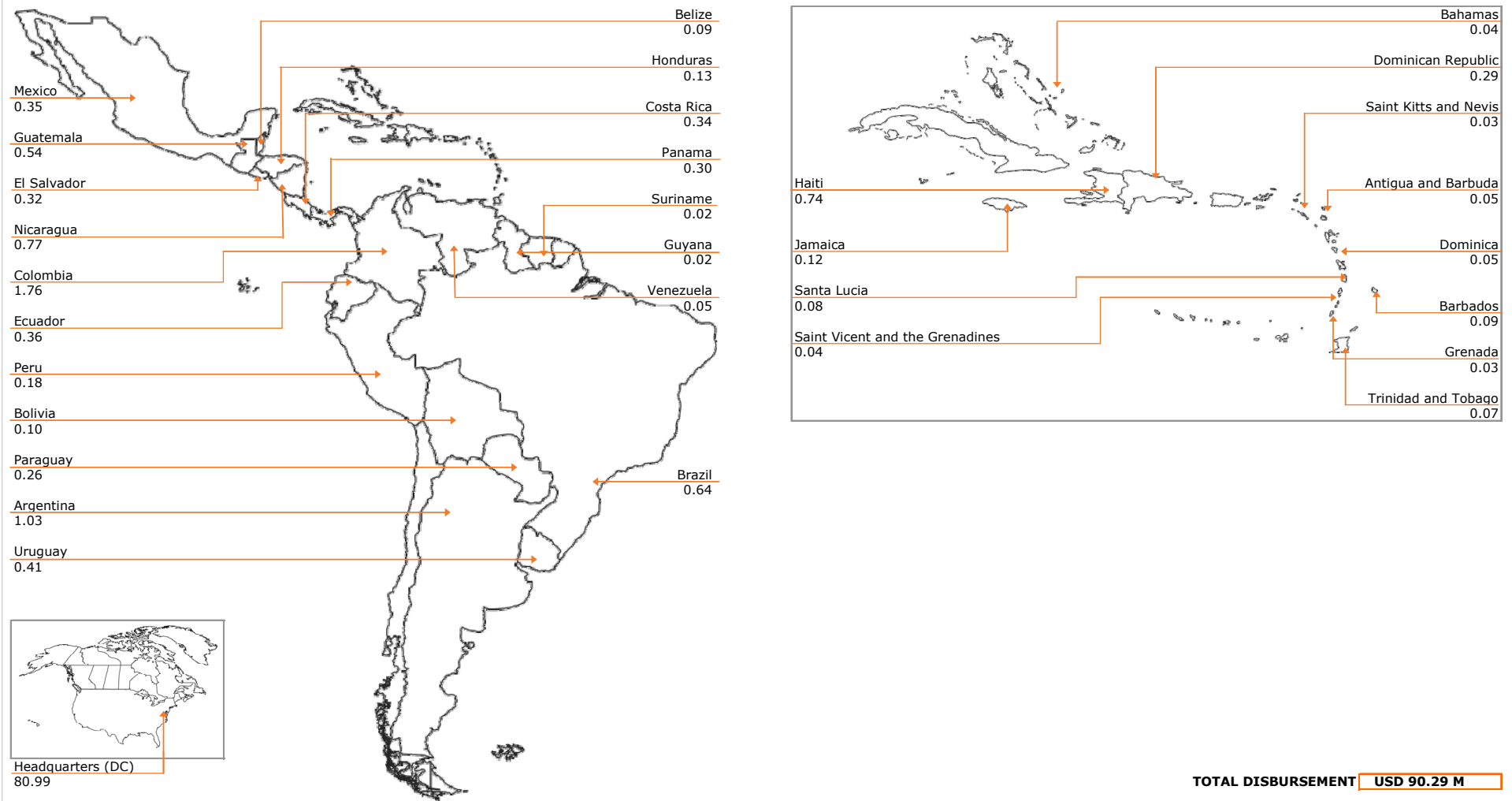


## TABLES AND CHARTS - DISBURSEMENTS BY LOCATION- AS OF JUNE 30, 2012

### Disbursements by Location (in millions of USD)

The General Secretariat executes numerous activities throughout its member states, requiring payment for goods and services in their corresponding local currencies. The following Figure shows disbursements by location through the first semester of 2012, totaling USD 90.29 million. The majority of disbursements occur in Headquarters, mostly due to payroll expenses and infrastructure costs.

In Latin America, a great majority of disbursements are related to the Mission to Support the Peace Process in Colombia (MAPP), sustainable development activities in Argentina, and fire arms control and judicial facilitator activities in Nicaragua. There were no disbursements for activities held in Canada or Chile. Disbursements in the Caribbean are also significant due to projects related to electoral observation and civil registry in Haiti.



## 2. Detailed financial reports, including budgetary execution of the Regular Fund and the Voluntary, Specific, Service, including Indirect Cost Recovery (ICR), and Trust funds.

From January 1, 2012 to June 30, 2012

ALL CHAPTERS

(in thousands of USD)	Regular Fund	Voluntary Funds (FEMCIDI)	Specific Funds	Service and Revolving Funds			TOTAL
				Indirect Cost Recovery (ICR)	Other Accounts <sup>(a)</sup>	Other Funds <sup>(b)</sup>	
<b>Chapter 1 - Office of the Secretary General</b>							
BUDGET	3,632	-	1,089	113	197	-	5,032
EXECUTION	3,717	-	869	113	25	-	4,725
VARIANCE	(85)	-	220	-	172	-	306
<b>Chapter 2 - Office of the Assistant Secretary General</b>							
BUDGET	17,332	-	1,217	368	297	-	19,213
EXECUTION	16,103	-	674	317	185	-	17,278
VARIANCE	1,229	-	543	51	112	-	1,935
<b>Chapter 3 - Autonomous and/or Decentralized Entities</b>							
BUDGET	12,776	-	5,188	553	294	2,138	20,949
EXECUTION	9,717	-	4,019	470	701	1,076	15,984
VARIANCE	3,059	-	1,168	83	(407)	1,062	4,965
<b>Chapter 4 - Secretariat for Legal Affairs</b>							
BUDGET	2,758	-	2,653	43	6	-	5,460
EXECUTION	2,657	-	1,606	30	-	-	4,293
VARIANCE	101	-	1,048	13	6	-	1,167
<b>Chapter 5 - Secretariat for Multidimensional Security</b>							
BUDGET	4,119	-	29,675	828	105	-	34,727
EXECUTION	3,655	-	14,723	616	2	-	18,995
VARIANCE	465	-	14,952	211	103	-	15,732
<b>Chapter 6 - Secretariat for Political Affairs</b>							
BUDGET	4,437	-	14,090	1,027	443	-	19,997
EXECUTION	4,224	-	10,873	695	309	-	16,102
VARIANCE	212	-	3,217	332	134	-	3,896
<b>Chapter 7 - Secretariat for Integral Development</b>							
BUDGET	13,890	5,067 (c)	29,013	485	131	15,017	63,603
EXECUTION	12,146	4,311 (c)	8,123	341	8	205	25,134
VARIANCE	1,743	756	20,891	144	123	14,812	38,469
<b>Chapter 8 - Secretariat for External Relations</b>							
BUDGET	3,776	-	985	305	89	-	5,155
EXECUTION	3,969	-	643	139	95	-	4,847
VARIANCE	(193)	-	341	166	(6)	-	308
<b>Chapter 9 - Secretariat for Administration and Finance</b>							
BUDGET	10,393	-	568	2,886	232	-	14,078
EXECUTION	10,549	-	274	2,364	145	-	13,331
VARIANCE	(155)	-	293	522	87	-	747
<b>TOTAL OTHER ACTIVITIES</b>							
BUDGET	12,238	-	19,744	(2,906)	9,506	37,784	76,366
EXECUTION	9,324	-	781	24	10,448	6,537	27,114
VARIANCE	2,914	-	18,963	(2,930)	(941)	31,247	49,252
<b>TOTAL</b>							
BUDGET	85,351	5,067	104,221	3,703	11,300	54,939	264,581
EXECUTION	76,061	4,311	42,585	5,110	11,918	7,818	147,803
VARIANCE	9,290	756	61,636	(1,408)	(618)	47,121	116,778

(a) Includes accounts such as Parking Services, Rental Hall of the Americas, Building and Maintenance and Tax Equalization. See Section III of this report for further details.

(b) Includes preliminary balances for the Trust for the Americas, Rowe Fund Pan-American and Medical Benefits Trust Fund.

(c) Budget and execution corresponds to FEMCIDI 2009 cycle (May 1, 2010 thru December 31, 2011).



### 3. Detailed information on the management of human resources, including information on staff transfers, reclassifications, resignations and terminations, and the budgetary impact of these changes, as well as gender distribution and geographic representation.

#### A. Staff Transfers From January to June 2012

TRANSFER FROM CHAPTER	No.	TRANSFER TO CHAPTER	FUND	GRADE
Chapter 1. Office of the Secretary General (SG)	1	Chapter 8. Secretariat for External Relations	RF	P03
	1	Chapter 6. Secretariat for Political Affairs	SF	P01
Chapter 3. Autonomous and/or Decentralized Entities	1	Chapter 9. Secretariat for Administration and Finance	RF	G05
Chapter 5. Secretariat for Multidimensional Security (SMS)	1	Chapter 3. Autonomous and/or Decentralized Entities	RF	P05
	1	Chapter 7. Executive Secretariat for Integral Development	FND	Associate
Chapter 6. Secretariat for Political Affairs (SPA)	1	Chapter 2. Office of the Assistant Secretary General	RF	P03
Chapter 8. Secretariat for External Relations (SER)	1	Chapter 7. Executive Secretariat for Integral Development	RF	P05
	1	Chapter 7. Executive Secretariat for Integral Development	SF	P02
	1	Chapter 2. Office of the Assistant Secretary General	RF	G06
	2	Chapter 7. Executive Secretariat for Integral Development	SF	G05
Chapter 9. Secretariat for Administration and Finance (SAF)	1	Chapter 3. Autonomous and/or Decentralized Entities	RF	P04
	1	Chapter 7. Executive Secretariat for Integral Development	RF	P02
	1	Chapter 3. Autonomous and/or Decentralized Entities	RF	P01
	1	Chapter 7. Executive Secretariat for Integral Development	RF	G06
<b>Total Transfers =</b>		<b>15</b>		

<u>NET TRANSFERS OF POSTS</u>	<u>IN</u>	<u>OUT</u>	<u>NET</u>
Chapter 1. Office of the Secretary General (SG)	-	2	-2
Chapter 2. Office of the Assistant Secretary General (ASG)	2	-	2
Chapter 3. Autonomous and/or Decentralized Entities	3	1	2
Chapter 4. Secretariat for Legal Affairs (SLA)	-	-	0
Chapter 5. Secretariat for Multidimensional Security (SMS)	-	2	-2
Chapter 6. Secretariat for Political Affairs (SPA)	1	1	0
Chapter 7. Executive Secretariat for Integral Development (SEDI)	7	0	7
Chapter 8. Secretariat for External Relations (SER)	1	5	-4
Chapter 9. Secretariat for Administration and Finance (SAF)	1	4	-3
<b>Total</b>	<b>15</b>	<b>15</b>	<b>0</b>

RF: Regular Fund SF: Specific Fund FND: No Fund/In-kind

## B. Separation from Service from January to June 2012

CHAPTER	OBSERVATION	No.	FUND	GRADE
<b>Chapter 1. Office of the Secretary General (SG)</b>				
	Termination of Appointment of Position of Trust	1	RF	P05
	Resignation	1	SF	G06
<b>Total Chapter 1 =</b>		<b>2</b>		
<b>Chapter 2. Office of the Assistant Secretary General (ASG)</b>				
	Resignation	1	RF	P04
<b>Total Chapter 2 =</b>		<b>1</b>		
<b>Chapter 3. Autonomous and/or Decentralized Entities</b>				
	Expiration of Contract	1	SF	P01
	Separation by Agreement	1	RF	P04
	Resignation	1	SF	P01
<b>Total Chapter 3 =</b>		<b>3</b>		
<b>Chapter 4. Secretariat for Legal Affairs (SLA)</b>				
	Expiration of Contract	1	SF	P02
<b>Total Chapter 4 =</b>		<b>1</b>		
<b>Chapter 5. Secretariat for Multidimensional Security (SMS)</b>				
	Expiration of Contract	1	SF	P02
	Expiration of Contract	2	FND	Associate
	Resignation	1	RF	G06
	Resignation	1	SF	P02
<b>Total Chapter 5 =</b>		<b>5</b>		
<b>Chapter 6. Secretariat for Political Affairs (SPA)</b>				
	Expiration of Contract	1	SF	P01
	Resignation	1	RF	D02
	Resignation	1	RF	P05
	Resignation	1	RF	P01
	Resignation	2	SF	P02
	Resignation	1	SF	P01
<b>Total Chapter 6 =</b>		<b>7</b>		
<b>Chapter 7. Executive Secretariat for Integral Development (SEDI)</b>				
	Resignation	1	SF	P04
	Resignation	1	FND	Associate
	Retirement	1	RF	G06
<b>Total Chapter 7 =</b>		<b>3</b>		
<b>Chapter 8. Secretariat for External Relations (SER)</b>				
	Termination of Appointment of Position of Trust	2	RF	P05
	Expiration of Contract	1	RF	P02
	Expiration of Contract	1	RF	G06
	Resignation	1	RF	P01
<b>Total Chapter 8 =</b>		<b>5</b>		
<b>Chapter 9. Secretariat for Administration and Finance (SAF)</b>				
	Separation by Agreement	1	RF	P05
	Resignation	1	SF	P01
	Resignation	1	RF	G05
	Retirement	1	RF	P03
<b>Total Chapter 9 =</b>		<b>4</b>		
<b>Total Separation from Service =</b>		<b>31</b>		
			RF	16
			Other	15
			<b>Total</b>	<b>31</b>

## C. New Hires from January to June 2012

CHAPTER	No.	FUND	TYPE OF APPOINTMENT	GRADE
<b>Chapter 1. Office of the Secretary General</b>				
	1	SF	Short term Contract	G06
<b>Total Chapter 1 =</b>		<b>1</b>		
<b>Chapter 2. Office of the Assistant Secretary General</b>				
	1	RF	Short term Contract	P05
	1	RF	Short term Contract	G06
	1	SF	Associate	n/a
	1	RF	Short term Contract	G06
<b>Total Chapter 2 =</b>		<b>4</b>		
<b>Chapter 3. Autonomous and/or Decentralized Entities</b>				
	1	SF	Short term Contract	P01
	1	SF	Short term Contract	G05
	2	FND	Associate	n/a
<b>Total Chapter 3 =</b>		<b>4</b>		
<b>Chapter 4. Secretariat for Legal Affairs</b>				
			n/a	
<b>Total Chapter 4 =</b>		<b>0</b>		
<b>Chapter 5. Secretariat for Multidimensional</b>				
	2	SF	Short term Contract	P02
	3	SF	Short term Contract	P01
	2	RF	Short term Contract	G06
	1	SF	Short term Contract	G06
	1	FND	Associate	n/a
<b>Total Chapter 5 =</b>		<b>9</b>		
<b>Chapter 6. Secretariat for Political Affairs</b>				
	1	RF	Trust/Non-Career	D02
	1	SF	Special Observer Contract	P01
<b>Total Chapter 6 =</b>		<b>2</b>		
<b>Chapter 7. Executive Secretariat for Integral Development</b>				
	1	RF	Short Term Contract	P03
	2	SF	Short Term Contract	P02
	1	FND	Associate	n/a
<b>Total Chapter 7 =</b>		<b>4</b>		
<b>Chapter 8. Secretariat for External Relations</b>				
	1	RF	Short Term Contract	P02
<b>Total Chapter 8 =</b>		<b>1</b>		
<b>Chapter 9. Secretariat for Administration and Finance</b>				
	1	SF	Short Term Contract	P02
	1	RF	Short Term Contract	G03
	2	SF	Short Term Contract	G06
<b>Total Chapter 9 =</b>		<b>4</b>		
<b>Total New Hires =</b>		<b>29</b>		
			RF	9
			Other	20
			<b>Total</b>	<b>29</b>

## D. Geographic Representation

Based on the FAO methodology as of June 30, 2012, Central America region was within the proper ranges.

### Staff Distribution at the GS/OAS as of June 30, 2012

Total Points:	1220.2
Membership Points (40%)	488.1
Contribution Points (55%)	671.1
Population Points (5%)	61.0

	Membership (40%)	POPULATION (5%)			Quota (55%)		Total Points	Range		Current	Status
		Population*	Pop %	Points by Pop	Quota	Points by Q		Minimum	Maximum		
<b>CARICOM</b>											
Antigua and Barbuda	13.9	88,354	0.010%	0.0	0.02	0.1	14.1	10.6	21.1	10.4	Below
Bahamas	13.9	344,497	0.037%	0.0	0.08	0.5	14.5	10.9	21.7	3.2	Below
Barbados	13.9	296,600	0.032%	0.0	0.06	0.4	14.4	10.8	21.6	8.7	Below
Belize	13.9	310,706	0.033%	0.0	0.02	0.1	14.1	10.6	21.2	6.8	Below
Dominica	13.9	67,058	0.007%	0.0	0.02	0.1	14.1	10.6	21.1	8.8	Below
Grenada	13.9	105,860	0.011%	0.0	0.02	0.1	14.1	10.6	21.1	4.8	Below
Guyana	13.9	733,904	0.079%	0.0	0.02	0.1	14.1	10.6	21.2	5.5	Below
Haiti	13.9	10,214,956	1.100%	0.7	0.05	0.3	14.9	11.2	22.4	10.7	Below
Jamaica	13.9	2,777,574	0.299%	0.2	0.12	0.8	15.0	11.2	22.4	6.2	Below
Saint Kitts and Nevis	13.9	52,647	0.006%	0.0	0.02	0.1	14.1	10.6	21.1	10.9	Within Range
Santa Lucia	13.9	170,888	0.018%	0.0	0.02	0.1	14.1	10.6	21.2	15.9	Within Range
Saint Vincent and the Grenadines	13.9	122,710	0.013%	0.0	0.02	0.1	14.1	10.6	21.2	10.2	Below
Suriname	13.9	468,589	0.050%	0.0	0.05	0.3	14.3	10.7	21.4	14.6	Within Range
Trinidad and Tobago	13.9	1,347,052	0.145%	0.1	0.15	1.0	15.1	11.3	22.6	31.8	Above
<b>Subtotal</b>	<b>195.2</b>	<b>17,101,395</b>	<b>1.841%</b>	<b>1.1</b>	<b>0.68</b>	<b>4.6</b>	<b>200.9</b>	<b>150.7</b>	<b>301.4</b>	<b>148.5</b>	<b>Below</b>
<b>South America</b>											
Argentina	13.9	40,883,799	4.401%	2.7	3.21	21.5	38.2	28.6	57.3	88.7	Above
Bolivia	13.9	10,185,076	1.096%	0.7	0.05	0.3	14.9	11.2	22.4	30.9	Above
Brazil	13.9	199,759,155	21.505%	13.1	7.95	53.4	80.4	60.3	120.7	44.7	Below
Chile	13.9	17,170,524	1.849%	1.1	1.07	7.2	22.3	16.7	33.4	77.1	Above
Colombia	13.9	48,373,306	5.208%	3.2	0.84	5.6	22.8	17.1	34.1	125.5	Above
Ecuador	13.9	13,895,039	1.496%	0.9	0.21	1.4	16.2	12.2	24.4	22.4	Within Range
Paraguay	13.9	6,551,621	0.705%	0.4	0.12	0.8	15.2	11.4	22.8	15.8	Within Range
Peru	13.9	29,109,579	3.134%	1.9	0.55	3.7	19.6	14.7	29.4	105.4	Above
Uruguay	13.9	3,383,690	0.364%	0.2	0.18	1.2	15.4	11.5	23.1	45.3	Above
Venezuela	13.9	29,237,376	3.148%	1.9	2.06	13.8	29.7	22.3	44.5	60.1	Above
<b>Subtotal</b>	<b>139.5</b>	<b>398,549,165</b>	<b>42.906%</b>	<b>26.2</b>	<b>16.25</b>	<b>109.0</b>	<b>274.7</b>	<b>206.0</b>	<b>412.0</b>	<b>615.9</b>	<b>Above</b>
<b>Central America</b>											
Costa Rica	13.9	4,698,907	0.506%	0.3	0.19	1.3	15.5	11.6	23.3	24.8	Above
Dominican Republic	13.9	10,241,313	1.103%	0.7	0.21	1.4	16.0	12.0	24.0	11.8	Below
El Salvador	13.9	7,198,611	0.775%	0.5	0.11	0.7	15.1	11.3	22.7	25.9	Above
Guatemala	13.9	14,601,371	1.572%	1.0	0.19	1.3	16.2	12.1	24.2	29.6	Above
Honduras	13.9	7,649,858	0.824%	0.5	0.05	0.3	14.7	11.1	22.1	10.7	Below
Nicaragua	13.9	5,891,609	0.634%	0.4	0.05	0.3	14.6	11.0	22.0	6.5	Below
Panama	13.9	3,526,659	0.380%	0.2	0.16	1.1	15.3	11.5	22.9	15.2	Within Range
<b>Subtotal</b>	<b>97.6</b>	<b>53,808,328</b>	<b>5.793%</b>	<b>3.5</b>	<b>0.94</b>	<b>6.3</b>	<b>107.4</b>	<b>80.6</b>	<b>161.2</b>	<b>124.5</b>	<b>Within Range</b>
<b>North America</b>											
Canada	13.9	33,747,141	3.633%	2.2	13.76	92.4	108.5	81.4	135.6	37.4	Below
Mexico	13.9	111,147,431	11.966%	7.3	8.14	54.6	75.9	56.9	113.8	67.5	Within Range
United States	13.9	314,533,173	33.861%	20.7	59.47	399.1	433.7	325.3	433.7	226.4	Below
<b>Subtotal</b>	<b>41.8</b>	<b>459,427,745</b>	<b>49.460%</b>	<b>30.2</b>	<b>81.37</b>	<b>546.1</b>	<b>618.1</b>	<b>463.6</b>	<b>683.2</b>	<b>331.3</b>	<b>Below</b>
<b>Total</b>	<b>474.13</b>	<b>928,886,633</b>	<b>100%</b>	<b>61.0</b>	<b>99.24</b>	<b>666.0</b>	<b>1201.1</b>	<b>900.8</b>	<b>1557.7</b>	<b>1220.2</b>	

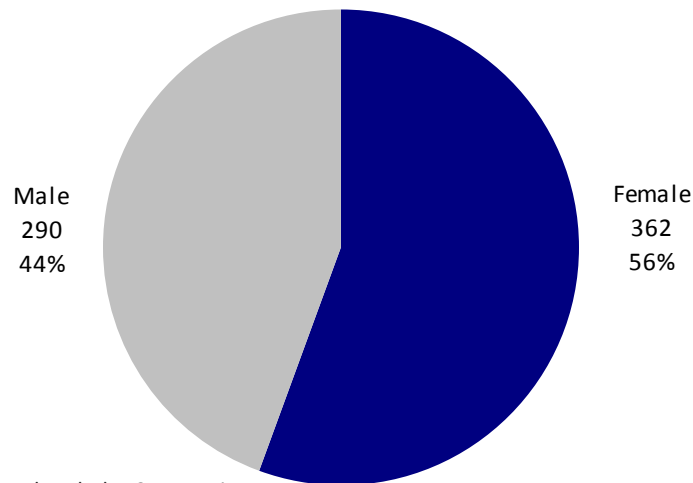
\* Source: UN Statistical Service. Data corresponds to 2010 estimates, using constant fertility rate variant

## E. Gender Distribution

The GS/OAS continues to emphasize gender equity at all levels of the Organization.

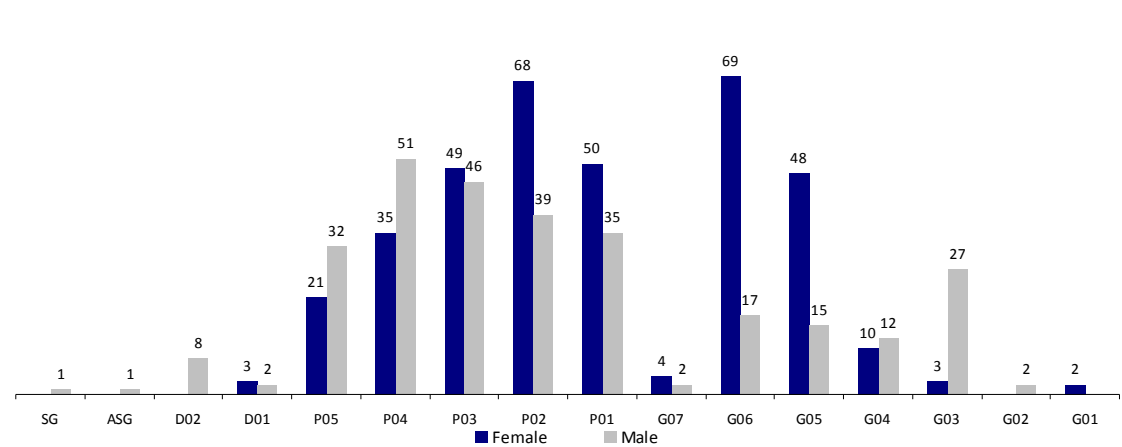
- As of June 30, 2012, 56% of staff was female and 44% male.

**Gender Distribution at the GS/OAS as of June 30, 2012**



Note: Total excludes 31 Associates

**Gender Distribution by Level at the GS/OAS, as of June 30, 2012**



## F. CPR's By Type of Fund

**CPR's as of June 30, 2012**

Chapter	Fund		Total by Chapter	Total USD
	Regular Fund	Specific Funds		
Chapter 1. Office of the Secretary General (SG)	-	5	5	76,912
Chapter 2. Office of the Assistant Secretary General (ASG)	17	5	22	329,271
Chapter 3. Autonomous and/or Decentralized Entities	13	17	30	497,613
Chapter 4. Secretariat for Legal Affairs (SLA)	0	7	7	81,599
Chapter 5. Secretariat for Multidimensional Security (SMS)	1	45	46	649,176
Chapter 6. Secretariat for Political Affairs (SPA)	1	116	117	628,742
Chapter 7. Executive Secretariat for Integral Development (SEDI)	30	83	113	1,581,444
Chapter 8. Secretariat for External Relations (SER)	5	6	11	197,810
Chapter 9. Secretariat for Administration and Finance (SAF)	18	5	23	310,150
<b>Total CPR's =</b>	<b>85</b>	<b>289</b>	<b>374</b>	<b>4,352,716</b>

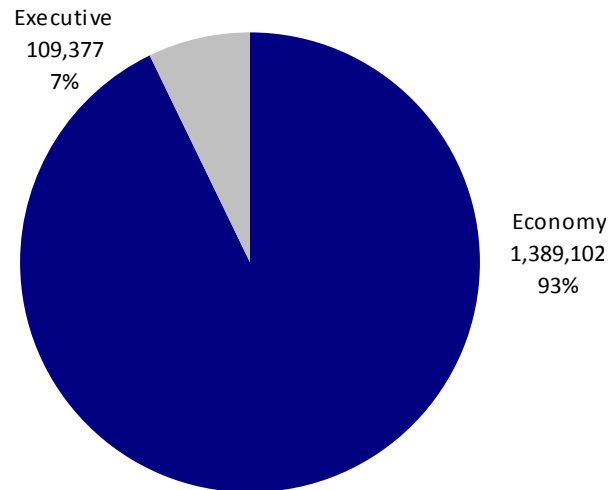
#### 4. Detailed information on travel expense control measures as detailed in paragraph III.A.11 of this resolution.

##### Tickets purchased in Economy using all funds:

The Department of Procurement (DP) monitors and provides summary information related to travel and compliance with the Permanent Council resolution requiring that all tickets paid for by the Regular Fund, FEMCIDI, specific funds, and trust funds administered by the General Secretariat be purchased in economy class, except for travel by the Secretary General, the Assistant Secretary General, and the Chair of the Permanent Council. The following chart provides the information registered by the OAS Preferred Travel Service Provider, Omega World Travel. All non economy travel was approved in accordance to the rules.

Travel purchased outside Omega World Travel is closely monitored by DP to ensure that reservations are made following the corresponding rules and regulations.

##### 2012 2nd Quarter travel (in USD)



## 5. Detailed information on the income generated through the rental of conference rooms and the Hall of the Americas.

**Rental Hall of the Americas and Other Conference Rooms**  
**STATEMENT OF CHANGES IN FUND BALANCE**  
**For the period January 01, 2012 to June 30, 2012**  
**(in USD)**

<b>Increases</b>	
Rental income	205,331
Interest income	849
<b>Total increases</b>	<b>206,180</b>
<b>Decreases</b>	
<i>Expenditures &amp; Obligations</i>	
Personnel Contracts	8,237
Equipment, Supplies and Maintenance	13,984
Building and Maintenance	137,464
Performance Contracts	36,000
Other Expenses	2,356
<b>Total decreases</b>	<b>198,041 <sup>(A)</sup></b>
<b>Net change during period</b>	<b>8,139</b>
<b>Cash balance at beginning of period</b>	<b>300,798</b>
<b>Fund balance</b>	<b>308,937</b>

<sup>(A)</sup> Includes obligations in the amount of USD 99,509

**Rental Hall of the Americas and Other Conference Rooms**  
**Rental Income Detail - Top 20 Renters**  
**For the period January 01, 2012 to June 30, 2012**  
**(in USD)**

<b>Contributor</b>	<b>Amount</b>
The George Washington University	19,369
Norwuz Commission	18,575
Microsoft Corporation	18,376
The Heights, Inc	14,760
Catholic Charities	14,115
Council for Court Excellence	13,550
Committee for Western Civilization	7,096
Fross Zelnick Lehrman & Zissu	6,760
American University	6,757
Excel Academy Pcs	6,745
Friends of the Art Museum of the Americas	6,520
The Latino Student Fund	6,352
International Intellectual Property Institute	5,275
Kilpatrick Townsend & Stockton Llp	5,000
Florida International University	4,850
Opera Camerata of Washington	4,692
Chevron Products Company	4,638
Institute for Diplomatic Dialogue in the Americas	4,250
William Singleton	3,415
Institute of Intl Education	3,275
Other Contributors	30,961
	<b>205,331</b>

## 6. Information on external contributions to support the activities of the organization, as well as contributions to building maintenance and improvements.

	Regular Fund				Trust for the Americas	(in USD)
	2012	Prior Years	FEMCIDI	Specific Funds		TOTAL
<b>Member States</b>						
Antigua and Barbuda	-	8,767	6,988	-	-	15,755
Argentina	1,964,300	-	-	120,000	-	2,084,300
Bahamas, Commonwealth of	50,600	-	-	17,900	-	68,500
Barbados	18,350	-	-	29,250	-	47,600
Belize	17,900	-	-	-	-	17,900
Bolivia	40,000	-	-	462,438	-	502,438
Brazil	7,970,836	-	-	267,380	-	8,238,215
Canada	9,766,100	-	-	15,926,251	-	25,692,351
Chile	969,900	-	113,000	112,000	-	1,194,900
Colombia	855,700	-	-	127,839	-	983,539
Costa Rica	180,300	-	-	-	-	180,300
Dominica, Commonwealth of	-	-	-	-	-	-
Dominican Republic	3,527	-	-	239,082	-	242,609
Ecuador	210,500	-	-	-	-	210,500
El Salvador	-	-	-	35,000	-	35,000
Grenada	-	-	-	-	-	-
Guatemala	137,000	-	-	20,055	-	157,055
Guyana	17,900	-	-	2,265	-	20,165
Haiti	-	-	-	-	-	-
Honduras	41,600	43,709	-	-	-	85,309
Jamaica	18,975	50,150	-	4,985	-	74,110
Mexico	132,822	-	-	(b)	-	132,822
Nicaragua	27,700	57,405	17,300	-	-	102,405
Panama	128,900	-	-	5,000	-	133,900
Paraguay	75,298	-	-	-	-	75,298
Peru	52,342	-	-	130,000	-	182,342
St. Kitts and Nevis	17,900	-	-	-	-	17,900
St. Lucia	17,900	-	-	5,219	-	23,119
St. Vincent and the Grenadines	-	6,289	-	-	-	6,289
Suriname	27,700	-	-	67,370	-	95,070
Trinidad and Tobago	-	-	-	49,244	-	49,244
United States	24,256,375	-	-	(b) 4,410,017	414,757	29,081,149 (a)
Uruguay	-	-	-	-	-	-
Venezuela	-	-	10,000	-	-	10,000
<b>Total Member States</b>	<b>47,000,425</b>	<b>166,320</b>	<b>147,288</b>	<b>22,031,294</b>	<b>414,757</b>	<b>69,760,084</b>

As of June 30, 2012, no contributions were received for building maintenance and improvements.

(Continues on next page)

## 6. Information on external contributions to support the activities of the organization, as well as contributions to building maintenance and improvements. (Continued)

	Regular Fund				Trust for the Americas	(in USD)
	2012	Prior Years	FEMCIDI	Specific Funds		TOTAL
<b>Permanent Observers</b>						
China	-	-	-	117,390	-	117,390
European Union	-	-	-	865,323	-	865,323
France	-	-	-	94,216	-	94,216
Germany	-	-	-	542,098	-	542,098
Korea	-	-	-	40,000	-	40,000
Luxembourg	-	-	-	49,989	-	49,989
Netherlands	-	-	-	2,222,930	-	2,222,930
Republic of Serbia	-	-	-	20,000	-	20,000
Sweden	-	-	-	118,491	-	118,491
Switzerland	-	-	-	19,975	-	19,975
United Kingdom	-	-	-	46,684	-	46,684
<b>Total Permanent Observers</b>	-	-	-	<b>4,137,096</b>	-	<b>4,137,096</b>
<b>Institutions and Others</b>						
American Association of Museums	-	-	-	41,773	-	41,773
Citibank	-	-	-	-	100,000	100,000
Electoral and Citizen Participation Institute	-	-	-	38,745	-	38,745
I-A Development Bank	-	-	-	96,084	52,880	148,964
Julius Baer Foundation	-	-	-	-	49,973	49,973
Microsoft	-	-	-	-	549,000	549,000
Renewable Energy and Energy Efficiency Partnership	-	-	-	48,086	-	48,086
United Nations	-	-	-	619,301	-	619,301
Western Union Foundation	-	-	-	-	50,000	50,000
Multiple Funding Sources	-	-	-	625,221	145,161	770,382
<b>Total Institutions and Others</b>	-	-	-	<b>1,469,210</b>	<b>947,014</b>	<b>2,416,224</b>
<b>GRAND TOTAL</b>	<b>47,000,425</b>	<b>166,320</b>	<b>147,288</b>	<b>27,637,600</b>	<b>1,361,771</b>	<b>76,313,404</b>

- (a) Does not include contributions to the Tax Equalization Fund and an estimated USD 32 thousand contributed through "Penalty Mail".  
 (b) Does not include USD 600 thousand from the United States and USD 200 thousand from Mexico programmed to FEMCIDI (transferred from Specific Funds) as these amounts have already been reported in 2011.



## 7. Information on the progress in implementing the International Public Sector Accounting Standards.

The firm International Business and Technical Consultants (IBTCI) and staff of the Department of Financial and Administrative Management Services (DFAMS) worked in connection with the IPSAS implementation Project. The implementation of IPSAS is a complex undertaking that requires financial and human resources solely dedicated to it. In light of the challenging financial situation it currently faces, the GS/OAS has delayed further implementation until such time that funds are identified to carry the project forward.

### Update of GAP Analysis

The firm International Business and Technical Consultants (IBTCI) in conjunction with the Department of Financial and Administrative Management Services (DFAMS) reviewed and updated the GS/OAS' preliminary gap analysis between relevant OAS Budgetary and Financial Rules and IPSAS. The updated document confirms the need to develop a new chart of accounts and reflects the changes needed to close the gap between the two reporting methods, focusing on presentation of and disclosures in the financial statements.

### Fixed Assets

Following up on the IBTCI recommendation to complete a thorough analysis of the Organization's policy for fixed assets, a draft recommendation on capitalization and asset tracking thresholds has been presented by DFAMS to the external auditors for comments prior to updating the current policy. The revised fixed assets policy includes an increment on the current fixed assets capitalization threshold of USD 500, which has become outdated due to inflation and changes in technology consequently not being adequate to the financial operations of the GS/OAS, and not in line with the International Public Sector Accounting Standards although funds have not yet been allocated for implementing IPSAS. The expected long-term effect on having a higher fixed assets capitalization threshold will be a lower administrative burden in general, enhance control and stewardship over the inventory and improve compliance for required external audits.

### OASES

IBTCI, DFAMS and DOITS met to discuss the cost/benefit and feasibility of achieving IPSAS-compliant statements through the use of manual spreadsheets and adjustments to convert cash/budget balances to an accrual basis in lieu of upgrades/updates to the Organization's enterprise resource planning tool (OASES) that would automatically perform these accruals. The OECD an organization whose purpose and activities is comparable to the OAS is using this approach. In March 2012, a final report with results of this analysis was received and it is currently under review.

## 8. Information on additional costs incurred further to nonobservance of meetings' scheduled times.

Financial loss due to cancelled meetings and half day meetings that did not share interpretation costs with other meetings

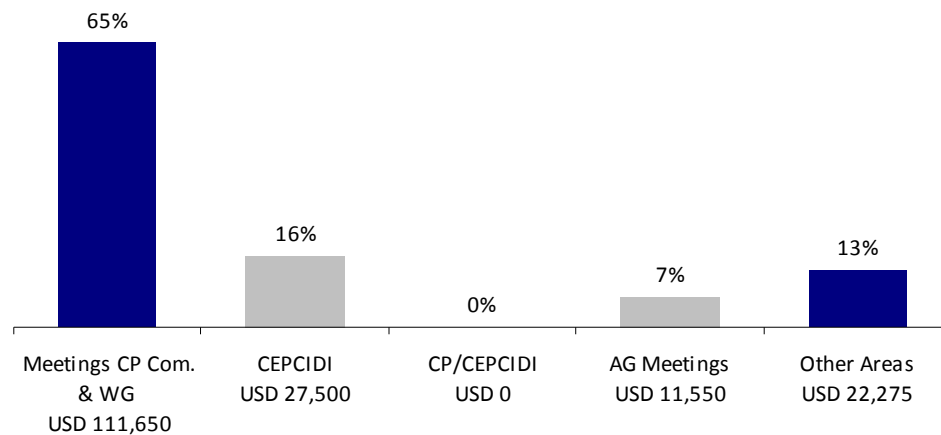
**TOTAL: All half-day meetings not shared**

Political Bodies / Areas	Half-day meetings	Interpretation shifts	Half-day rate (USD)	Loss (USD)
CP, its Committees and Work Groups	75	406	275	111,650
CEPCIDI	29	100	275	27,500
CP/CEPCIDI	0	0	275	-
General Assembly Preparation	10	42	275	11,550
Other Areas	30	81	275	22,275
<b>TOTAL, All meetings</b>	<b>144</b>	<b>629</b>	<b>275</b>	<b>172,975</b>

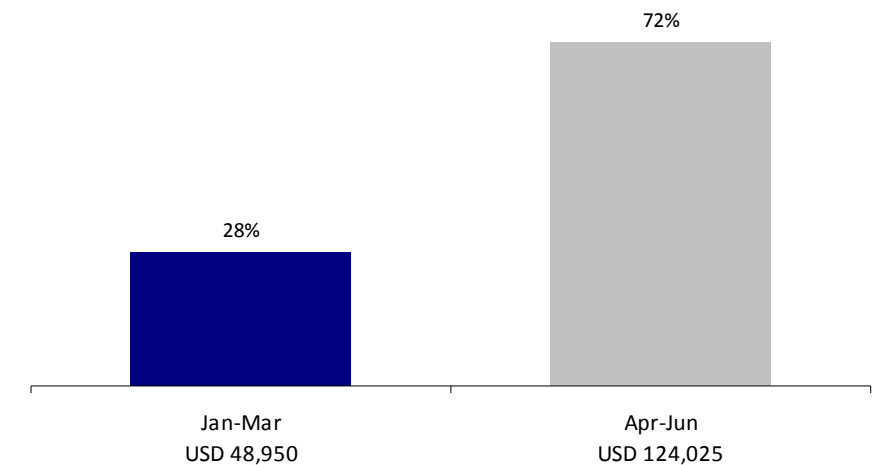
**Meetings of the OAS per quarter (in USD)**

Political Bodies / Areas	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	TOTAL
CP, its Committees and Work Groups	34,100	77,550	-	-	111,650
CEPCIDI	9,350	18,150	-	-	27,500
CP/CEPCIDI	-	-	-	-	-
AG	-	11,550	-	-	11,550
Other Areas	5,500	16,775	-	-	22,275
<b>TOTAL</b>	<b>48,950</b>	<b>124,025</b>	<b>-</b>	<b>-</b>	<b>172,975</b>

**Percentage of financial loss for half-day meetings that did not share interpretation costs with other meetings January - June, 2012**



**Half-day Meetings that did not Share Interpretation Costs January - June, 2012**

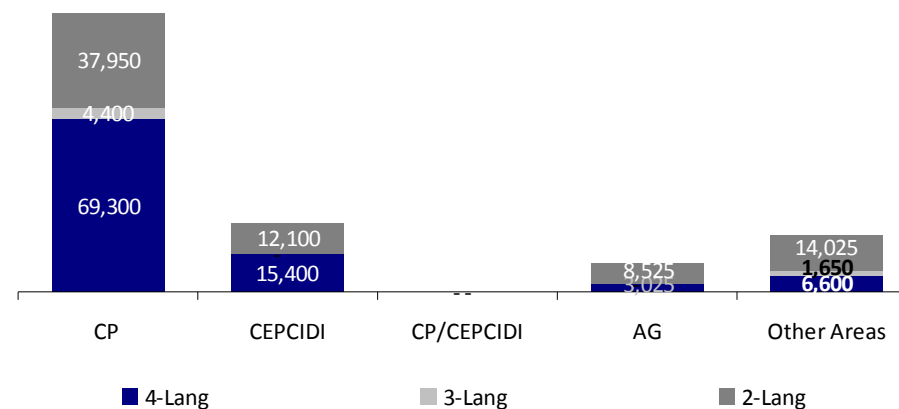


## 8. Information on additional costs incurred further to nonobservance of meetings' scheduled times.

### Divided by political body and language

Political Body / Area	Languages	Half-day meetings	Interpreters hours	Half-day rate	Loss (USD)
CP and its Committees and Working Groups	2-Lang	37	138	275	37,950
	3-Lang	4	16	275	4,400
	4-Lang	34	252	275	69,300
Subtotal	All Lang	75	406	275	<b>111,650</b>
CEPCIDI	2-Lang	22	44	275	12,100
	3-Lang	0	0	275	-
	4-Lang	7	56	275	15,400
Subtotal	All Lang	29	100	275	<b>27,500</b>
CP/CEPCIDI	2-Lang	0	0	275	-
	3-Lang	0	0	275	-
	4-Lang	0	0	275	-
Subtotal	All Lang	0	0	275	-
AG - General Assembly Preparatory Meetings	2-Lang	8	31	275	8,525
	3-Lang	0	0	275	-
	4-Lang	2	11	275	3,025
Subtotal	All Lang	10	42	275	<b>11,550</b>
Other Areas of the GS/OAS	2-Lang	25	51	275	14,025
	3-Lang	1	6	275	1,650
	4-Lang	4	24	275	6,600
Subtotal	All Lang	30	81	275	<b>22,275</b>
<b>Total 2012</b>		<b>144</b>	<b>629</b>	<b>275</b>	<b>172,975</b>

### Half-day Meetings that did not Share Interpretation Costs January - June, 2012 (in USD)



## 9. Information on the foundations, civil society organizations, and other private entities that carry out projects with specific funds, including details on their areas of activity and the work carried out by the Secretariat for External Relations that forges cooperation between the Organization and these private entities.

### Contributions received

From January 1 to June 30, 2012

Donor	Subprogram	Contribution (in USD)
American Association of Museums	The Art Museum of the Americas (82D)	41,773
DC Arts	The Art Museum of the Americas (82D)	14,345
Electoral and Citizen Participation Institute	The Department of Electoral Cooperation and Observation (62B)	38,745
Inter American Development Bank	The Executive Secretariat of the Inter-American Drug Abuse Control Commission (CICAD) (52C)	3,412
	The Department of Effective Public Management (62D)	64,672
	The Department of Human Development, Education, and Culture (72G)	28,000
Pan American Health Organization	The Department of Sustainable Development (72D)	1,400
Renewable Energy and Energy Efficiency Partnership	The Department of Sustainable Development (72D)	48,086
Save the Children - Sweden	The Executive Secretariat of the Inter-American Commission on Human Rights (IACHR) (32B)	35,682
Underwriters Laboratories Inc.	The Department of Social Development and Employment (72E)	15,000
United Nations	The Executive Secretariat of the Inter-American Commission on Human Rights (IACHR) (32B)	43,000
	The Permanent Secretariat of the Inter-American Commission of Women (CIM) (32I)	51,136
	The Department of International Law (42B)	4,676
	The Department of Sustainable Development (72D)	520,489
Memberships, affiliations and course fees	The Secretariat of the Inter-American Telecommunication Commission (CITEL) (32K)	273,623
	The Office of the Executive Secretary for Integral Development (72A)	124,820
Various	Resolution CP 831/2002	20,000
	The Columbus Memorial Library (22F)	7,519
	The Department of Human Development, Education, and Culture (72G)	75,285
	The Department of International Affairs (82C)	35,575
	The Art Museum of the Americas (82D)	21,972
<b>Total</b>		<b>1,469,210</b>

Details of the work carried out by the Secretariat for External Relations are explained in the following presentation:

<http://scm.oas.org/pdfs/2012/CP28516E.ppt>

## GS/OAS ACTIVITIES CURRENTLY DELAYED DUE TO INSUFFICIENT HUMAN AND FINANCIAL RESOURCES

As a result of insufficient human and financial resources, the Secretariat for Administration and Finance (SAF) was unable to carry on the following activities, by Department and Office:

### Department of Financial and Administrative Management Services (DFAMS)

- Implementation of International Public Sector Accounting Standards (IPSAS):
  1. Contract a dedicated project manager to oversee IPSAS project implementation.
  2. Contract of IPSAS specialists to conduct the review of current processes/policies, the review of the Chart of accounts, and the completion of an IPSAS-compliant accounting manual.
  3. Completion of IPSAS training on standards.
- Timeliness of account and inter-module reconciliations.
- Requirements definition for Tax Reimbursement System.
- Review and streamlining of business processes for payment of OAS Country Office expenses .

### Department of Human Resources (DHR)

- Integration of all human resources that have a working relationship with the GS/OAS into the HR Module (CPR's and Local Staff).
- Electronic filing system for all active personnel files and medical files.
- New travel document to be machine readable and meet ICAO standards to replace current OAS travel documents.
- Barcode system for personnel files and travel documents and creation of a database to keep track of all movements related to these documents.
- Implementation of the HR self service module.

- PES training to Country Offices. Due to resources constraints, the Department of Human Development, Education and Culture (DHDEC), involved in the development of PES online training program, has not been able to deliver the following PES trainings: "Performance Conversation" for English speaking countries and the third phase of PES "Formal Performance Evaluation Meeting".
- Background checks for candidates as part of the OAS recruitment process.

### Department of Information and Technology Services (DOITS)

- Maintenance and update of licenses for all desktop software.
- Maintain up to date software versions in all application servers.
- The configuration and full implementation of a lab environment for testing new technologies.
- Increase data and backup storage according to current application needs.
- Follow up of the OAS-SDF (OAS Software Development Framework) in every detail, developing all the necessary documentation for every software project.
- Respond to all application development requests by the Areas (the backlog in responses is growing).

### Department of Planning and Evaluation (DPE)

- Launching of the Project Management System: postponed to the third quarter due to the need for additional adjustments in the Formulation Module.
- Registration of executed results: postponed until 2013 due to the need for a new procedure to capture the information on executed budgets.

- Developing a module for monitoring budget implementation: postponed to the second half of 2012 due to the need a new procedure to capture the information on executed budgets.

### Department of General Services (DGS)

- Deferred maintenance in several buildings estimated at USD 38.4 million, detailed in document CP/CAAP-3089/11 add.1 corr.1, dated April 18, 2011.

### Department of Procurement Services (DPS)

- Digitization of data storage (currently still stored in paper form)
- Rely on an industry best-practice buying team: The DP currently has three full time buyers and one part-time buyer. Industry best practices recommend assigning a dedicated buyer per area of expertise, e.g. computer equipment purchases, furniture, vehicles, etc. but we simply do not have the human resources to allow for this division of labor. Nonetheless, with recent changes to the direct purchase threshold, our buyers have more time to perform value added reviews of purchase orders, and we believe this will improve even further once the implementation of purchasing cards is complete.
- Purchase Card implementation postponed to fourth quarter.
- Hiring of a Procurement Card Administrator: Successful implementation of a procurement card program includes having a trained Procurement Card Administrator on staff. DP was unable to secure sufficient funding to cover a one-year position in 2011. We are working closely with the credit card provider to obtain a signing bonus that will allow us to fund this position. In addition, we renegotiated our agreement with the existing credit card provider (AMEX) and have begun to earn points towards a rebate, which DP will use to offset the cost of this position.

## GS/OAS IMPROVEMENTS AND EFFICIENCIES

As discussed in Section I, Activities Currently Delayed Due to Insufficient Human and Financial Resources, budget reductions are having an impact on the General Secretariat's efforts to transform its administrative processes and gain efficiencies; nevertheless, the Secretariat continues to give these reforms priority and some of these efforts are summarized below:

### DEPARTMENT OF FINANCIAL ADMINISTRATION AND MANAGEMENT SERVICES (DFAMS)

#### Cross-training of financial officers between AMS sections and DFAMS

Continuing the success of prior cross-trainings, the Secretariat for Political Affairs (SPA) and DFAMS joined forces again this past quarter to implement the longest running (three months) cross-training program thus far to be established with an Administrative Management Support (AMS) Section.

This well-established exchange program allows one financial officer from each area to perform regular day-to-day activities of the other area. This experience opens and streamlines communication between AMS sections and DFAMS, and makes the delivery of financial and administrative services more efficient, as well as strengthens internal controls.

#### Sharing of DFAMS tools with AMS sections

DFAMS continues its efforts of bringing new and better tools and is now leveraging on its updated tool "FINSTAT" for the automated production of donor financial statements by sharing it with AMS sections. This past quarter, selected employees within DFAMS provided a three-hour training on the use of FINSTAT to AMS personnel from the Secretariat for Political Affairs (SPA) and the Inter-American Commission on Human Rights (IACHR). The main objective of the training course "FINSTAT training to AMS" is to empower AMS personnel in the preparation of donor financial statements. This knowledge provides the opportunity to discuss best practices in the full financial life-cycle of Specific Fund projects, including

monitoring budgetary execution, financial audits and compliance with donor financial requirements.

DFAMS training courses are presented in a language that participants can relate to, are focused on encouraging a culture of knowledge sharing in an informal setting and use real-life examples.

#### Electronic Local Currency Funding to GS/OAS Country Offices

DFAMS continues moving forward with the implementation of INTL Global Currencies LTD (IGC) platform to execute local currency funding from Headquarters to the GS/OAS Country Offices. As of June 2012, electronic local currency funding was extended to 13 additional offices: Antigua & Barbuda, Brazil, Inter-American Judicial Committee (Rio), Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and The Grenadines, Uruguay, Inter-American Children Institute (Uruguay), Venezuela.

This initiative targets the elimination of the risk associated with issuing and managing USD paper checks and aims to streamline the currency exchange operations for the GS/OAS Country Offices. This currency funding modality also allows the Organization to save resources by accessing more competitive rates through a foreign exchange broker. As of June 2012, electronic funding has been implemented in 25 GS/OAS Country Offices achieving savings of 2% or USD 65,000 of the total electronic foreign exchange funding transactions.

#### Automation of Invoicing Process for GS/OAS Country Offices Expenses

During the second quarter of 2012, DFAMS was able to complete automation of the invoicing process for the GS/OAS Country Offices expenses for local currency and USD. An automated upload program is now used to generate payables invoices using expense information received from the Offices in both local currency and USD. This streamline initiative has resulted in time savings allowing staff to focus their efforts on reviewing and monitoring activities.

## DEPARTMENT OF INFORMATION AND TECHNOLOGY SERVICES (DOITS)

DOITS continued with the implementation of the OAS Universal Desktop project (Windows 7 and Office 2010) by which 65 OAS computers were successfully upgraded. As part of this project, the new OAS Email System infrastructure was installed and tested, enabling the up-coming migration of users to the new platform (MS Exchange 2010) without any service interruption.

DOITS has started the first two phases (kick-off and planning) of the infrastructure modernization project, which includes among other tasks the revision and approval of the scope of work, final network design and bill of materials.

Additionally, DOITS continued the constant monitoring of the OAS Workstation Energy Management Strategy (OWEMS) in order to maintain the estimated savings around USD 100,000/year at current energy costs.

DOITS has continued with the development of the Travel and Expense Claim System (TEC), the Leave Management System, with implementation of the First Phase of the Results Based Contracting System (RBCS) and has implemented enhancements to the Fellowship Management System (FMS) to handle the applications for the Partnership Program for Education and Training (PAEC).

In conjunction with the Department of International Legal Cooperation DOITS has presented, at the working group meeting held in Paraguay last May, the current status and future technological enhancements to be applied to the Mutual Legal Assistance Criminal Matters Network.

In conjunction with the Inter-American Committee Against Terrorism (CICTE) and the United Nations Crime Investigation Unit (UNICRI) DOITS presented IPO Americas Project at a meeting held in Panama, May 23rd and 24th of 2012. The IPO Americas Initiative involves the implementation of a Knowledge Management System to exchange information related to major events security strategies among OAS Member states.

DOITS is analyzing with different software factories alternative architectures for the development of new systems that would improve quality and reduce maintenance costs in order to reduce current systems development backlog.

DOITS has started the implementation of a cyber-security lab and continues working in conjunction with CICTE, along with cyber security experts from Brazil, Mexico, and Colombia, in the preparation of new Cyber Security exercises that will take place in OAS Member states during 2012. These technical exercises will focus on simulated cyber-attacks to key country infrastructures.

## DEPARTMENT OF PLANNING AND EVALUATION (DPE)

### Costs estimations for the 2012 General Assembly Resolutions

Based on the methodology agreed and tested in 2011, the DPE estimated the costs related to the draft resolutions presented at the 2012 General Assembly in Cochabamba, and updated those estimations for the resolutions finally approved.

### Development of tools for Results Based Management

The DPE continued to assist the CAAP and its Working Group on the Review of OAS Programs in the process of identifying and prioritizing mandates, through the preparation of basic information on mandates and related programmed resources. Specifically, through the coordination of the Permanente Mission of Mexico, the DPE supported the exercise for the identification of obsolete mandates. This exercise was the trigger for the Pilot Plan for Mandates Depuration approved by the Permanent Council on June 28.

Additionally, during this quarter the mandates database was updated in order to link the operational goals included in the 2010, 2011 and 2012 Annual Operational Plans to the mandates approved in the 2009, 2010 and 2011 sessions of the General Assembly. As a result, the information on programmed resources allocated to these mandates will be available.

In April, a training session on the functions of the Mandates Management System was delivered for members of the Permanent Missions.



## Operational Plan and Budget Formulation for 2013

The DPE updated the Annual Operational Plan and the draft Program-Budget for 2013, including projected incomes and expenditures for the Regular Fund, the specific funds and ICR.

The DPE is preparing a preliminary document that will illustrate the 2013 Program-Budget format to the CAAP. It will include comparative tables showing the projected resources and expenditures available to the Regular, Specific and ICR funds.

## Evaluation of Project Proposals

The DPE, in its role as Technical Secretariat of the Project Evaluation Committee (PEC), continues to organize and facilitate meetings of the PEC Working Group and of the PEC. During this quarter 4 (four) meetings of the Working Group and 4 (four) meetings of PEC took place. PEC evaluated 23 (twenty-three) project proposals presented by the Secretariat of Multidimensional Security, the Secretariat of Political Affairs, the Secretariat of Legal Affairs, the Secretariat of Integral Development, the Secretariat of Integral Development, the Summits Secretariat, the Secretariat for Administration and Finance and the Secretariat for International Relations. They are:

1. (SID1206) - Sistema continuo de reportes sobre migración internacional en las Américas SICREMI – FASE 3. (Approved)
2. (SPA1207) - Apoyo a la modernización de las compras públicas en las Américas. (Approved)
3. (SAJ1201) - Equitable Access to Public Information. (Approved)
4. (SAJ1202) - International commercial dispute settlement and arbitration related to trade. (Approved)
5. (SER1201) - Improved consultation with civil society and social actors regarding OAS programs, activities and policy making processes of OAS political organs. (Approved)
6. (SAF1201) - Strengthen OAS' capacity to implement results-based management. (Approved)
7. (SID1208) - Improve existing formal opportunities and public participation for sustainable development. Phase 2 (Approved)
8. (SID1209) - Country Needs Assessments for Enhancing National Systems for Disaster Risk Reduction and Improving Hemispheric Coordination and Cooperation. (Approved)
9. (SPA1205) - Modernization of the Civil Registries of the Eastern Caribbean States and Belize. (Approved)
10. (SPA1209) - Modernization and Integration of Haiti's Civil Registry – Support to the Legislative and Local Electoral Process. (Approved)
11. (SID1211) - Institutional Strengthening of Micro, Small and Medium Enterprises (MSME) Support Institutions for Promoting the Productivity, Innovation and Internationalization of this Sector. (Approved)
12. (SMS1205) - OAS Specialized Capacity Building Project on Border Controls. (Approved)
13. (SID1207) - Capacity Building Program of Country Officials for the Sustainable Use of Natural Resources. (Approved)
14. (SID1210) - Trade-related technical assistance (TRTA) program for government officials. (Approved)
15. (SID1213) - Expanding the Socio-Economic Potential of Cultural Heritage in the Caribbean - PHASE I: Needs Assessment and Project Selection. (Approved)
16. (SID1214) - Strengthening Teachers Skills to Meet the Needs of the 21st Century Learners. 2012-2013. (Approved)
17. (SPA1212) - Acompañamiento al uso del sistema electrónico para la recepción del voto mediante urna electrónica en el Estado de Jalisco, México, para el proceso electoral del 1 de julio de 2012. (Approved)
18. (SER1202) - Promoting awareness of the importance of responsible business practices among key stakeholders of the Inter-American Cooperation. (Pending approval)

19. (SID1212) - Promoting Corporate Social Responsibility (CSR) Program. (Approved)
20. (SUM1201) - Strengthening the performance management capacity of the OAS and improving consultation and outreach with stakeholders. (Approved)
21. (SID1215) - Promoción de políticas sensibles al género de migración laboral en Costa Rica, Haití, Nicaragua, Panamá y República Dominicana. (Pending approval)
22. (SPA1213) - Plan Operativo Anual 2012 MAAP. (Approved)
23. (SMS1206) - Acción Integral contra Minas Antipersonal y Seguridad Física y Gestión de Armas, Municiones, Explosivos y Otros Materiales Relacionados. (Approved).

### Project Formulation and Follow-up

The DPE has received and reviewed thirty-three (33) new proposals (profiles), and four (4) project documents, and has continued advising other areas of the General Secretariat on using results-based project design methodology. This review process entails preparing detailed comments and recommendations which are given to the project proponents and holding meetings with the projects teams as requested. The process may be repeated if needed to ensure that the profile meets all the requirements for presentation to CEP. DPE has received and reviewed eight (8) progress and final reports of projects executed since 2007 and funded by Spain. DPE has also prepared verification reports for those projects revised.

### Training on Project Management

A workshop on the new Project Management System has been delivered to staff and consultants of the General Secretariat. In the workshop staff was trained to use the system for the formulation of project documents and project profiles.

### Evaluation of Programs and Projects

A new process, aimed at sharing the results and recommendations of the external evaluations with beneficiary States, has been inaugurated

through the presentation of the evaluation of PUICA projects to the representatives of Bolivia, El Salvador, Guatemala and Peru. This new practice is an additional expression of the SG/OAS efforts towards a Results Based Management, in this case directly oriented to the principal stakeholders of the OAS initiatives.

The final report and its recommendations of the external evaluation of a group of projects geared to strengthening electoral institutions in the Americas, was presented to the Secretary of Political Affairs.

The firm selected after a competitive process for the evaluation of projects coordinated and implemented by the Inter-American Commission of Women (CIM), began the review of documentation and the collection of information in Washington, D.C. and with field visits to Guatemala, Panama, and Peru. A mid-term report was presented at the end of June and a final report is expected for September 2012.

A competitive bidding process to hire a consultancy for the external evaluation of a group of projects financed by Spain in support of the "Political Analysis and Multiple Scenarios System" (SAPEM, by its acronym in Spanish) took place and a firm was selected in June. To begin the process DPE compiled the documentation on the projects for transmittal to the firm selected.

DPE completed the review, for compliance with the terms of reference, of the final report of the external evaluation of the OAS/CIDA Cooperation Plan 1998-2001. The final report submitted by the consultancy was presented to CIDA in May 2012.

Technical advice continues to be provided to various areas of the Secretariat, such as CICAD, CICTE and DECO, in the preparation of terms of reference (TORs) for external evaluators, the circulation of the TORs among networks of consultants, the review of the proposals received, the determination of criteria for selection and the review of interim and final reports for consistency with the terms of reference.

## DEPARTMENT<sup>1</sup> OF PROCUREMENT SERVICES (DP)

### Purchasing/Procurement

During the second quarter of 2012, DP issued over 9,600 purchase orders for an approximate total of USD 18.5 million. Some of the most significant categories used when recording these transactions are shown in the following chart:

Category	Lines	Order Amount (USD)
Consulting <sup>2</sup>	819	4,819,870
Travel	4,425	3,703,420
General	700	2,826,773
Nat'l Office Requisition	893	2,108,979
General Services	590	1,214,678
Other	2,197	3,828,491
<b>Grand Total</b>	<b>9,624</b>	<b>18,502,211</b>

Travel expenses (which include purchase orders for per diem, terminal expenses, and tickets) represent 20% of the total dollar value of transactions processed by DP. At the same time, they account for 46% of the total volume of actions processed during the quarter. In a SAF effort, DP continued to work with DOITS and DFAMS to automate the processing of these relatively low-value, high-volume transactions in 2012.

### Contracting

During the 2nd quarter of 2012, a total of 5 new formal bidding processes were initiated. Some of the main products and services acquired through those bids included:

- Bid 07/12: Bioterrorism Training in Costa Rica
- Bid 08/12: Electoral Observation Mission in Mexico.
- Bid 09/12: Joint Procurement of Stockless Office Supplies.
- Bid 10/12: Aquisition of four trucks by the MAPP en Colombia.

1 - Please note that according to Executive Order 08-01 Rev. 5, "STRUCTURE OF THE GENERAL SECRETARIAT" which was signed on April 20, 2012, the Office of Procurement Services was renamed Department of Procurement.

- Bid 23/11: RFP BID 23/11 - Travel Management Services for the General Secretariat of the Organization of American States.

During the evaluation phase, the DP's objective is to negotiate prices with the best-qualified bidders in order to obtain savings for the Organization. Examples of savings recently obtained include the following:

- USD 26,000 in Bid 25/11
- USD 10,570 in Bid 21/11
- USD 6,315 in Bid 05/12
- USD 3,300 in Bid 06/12.

### Efficiencies in Travel

The GS/OAS accumulated more than 291,423 Business ExtrAA points during this quarter. Through the American Airlines' Business ExtrAA program, points are added to regularly accumulated miles for approved official travel. As little as 3,000 of these points can be exchanged for "award" fares at no cost for the Organization.

With regards to airfare discount arrangements made with other airlines like Copa, Taca and AVIANCA, DP estimates that the GS/OAS saved over USD 25,197 in tickets during this quarter. These savings are calculated by comparing what actual tickets would have cost versus the negotiated discounted amount. DP is negotiating an agreement with AeroMexico, which initiated a non-stop Washington-Mexico City route in May 2012.

As part of our special operations in the travel section, DP provided support for the General Assembly. For that purpose, DP negotiated with AA a 5% discount for all tickets from Washington to La Paz or Santa Cruz and with AVIANCA 22% for all tickets from Washington to La Paz for the GS/OAS staff members. Also, DP negotiated a 10% discount with AVIANCA for the Member States delegates around the Americas.

In addition to the GA, DP also negotiated discounts for with AVIANCA for the tickets for the Summit to Cartagena (special discount of 18%).

2 - The CONSULTING category includes approximately USD 4 Million in 700 POs issued to Natural CPRs. These POs were issued automatically in favor of Independent Consultant Individuals through a new process as defined by the RBCS.

The travel office also managed the procedures to provide consular visas for travelers leaving the country on Official Mission. During this quarter a total 281 visas were processed, including 132 for the GA.

### Hotels

Preferred corporate agreements have proven to reduce lodging costs for the Organization. By using such agreements with preferred hotels in the DC Metro Area, the GS/OAS continued to realize savings during this quarter. The agreement with these contracted hotels generated approximately USD 20,000 in savings during this quarter when compared to the rates offered to the general public. Additional savings were obtained by areas that decided to pay for hotel accommodations directly rather than pay per diem to guests. This was due to hotel rates being lower than the predetermined UN scale per diem rates.

DP signed agreements to obtain a single preferred rate for 2012 with the State Plaza Hotel, the Beacon Hotel, the St. Gregory Hotel, Park Hyatt Hotel and the Virginian Suites Hotels in the Washington Metropolitan Area. In addition, DP signed agreements with the Marriott Hotels in Buenos Aires, Dominican Republic, Panama and Bogota. DP is negotiating agreements with Hilton Hotels, Inter-Continental Hotels and Best Western Hotels.

Additionally, we are working with all our hotel partners to implement agreement templates that are pre-screened by DP and DLS. Areas using those templates will reduce the length of the approval process in half, because there will not be a need to have DLS review the agreement again.

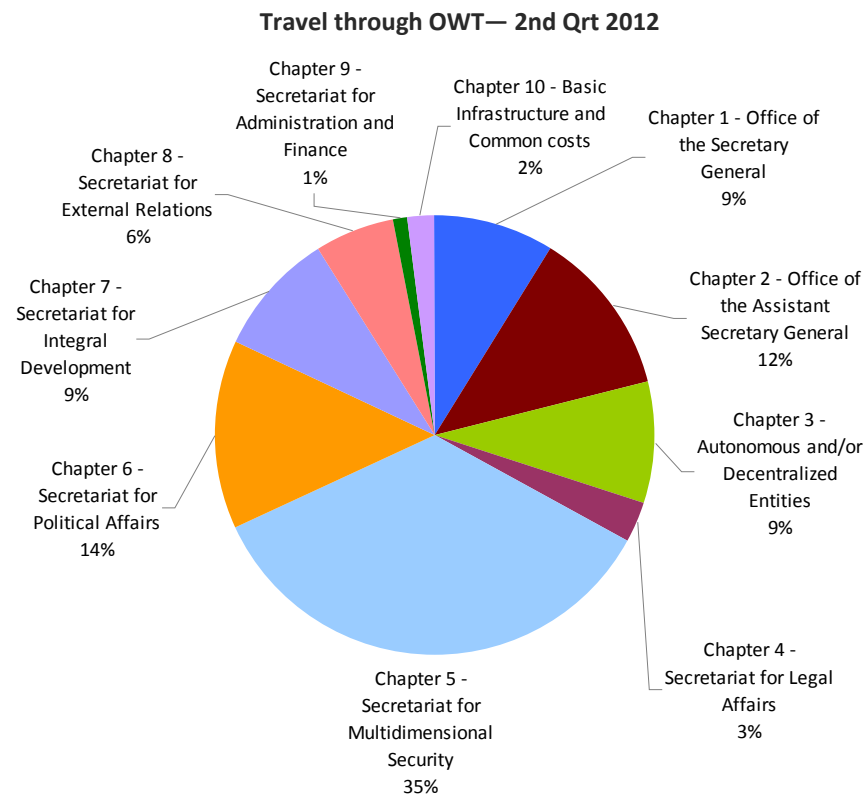
### Travel Expenditures<sup>3</sup>

During this quarter, a total of USD 3.74 million expenses were reported as travel, which included travel expenses associated with fellowships and other costs. Approximately 16% (USD 0.59 million) of this is Regular Fund use and the remaining USD 3.15 million was created using Specific and other Funds. Further breakdown is shown in the table :

Type	Regular Fund	Specific & Other	Grand Total
Fellow Travel	0.08	-	0.08
Fares	0.29	1.45	1.74
Per Diem	0.17	1.10	1.27
Terminal Exp	0.02	0.13	0.15
Other	0.03	0.47	0.50
<b>Grand Total</b>	<b>0.59</b>	<b>3.15</b>	<b>3.74</b>

Also, DP continued the distribution of a report that provides Program heads with information regarding future travel plans recorded with our preferred travel service provider by week.

Below we present the summaries by Chapters for the fares recorded with Omega Word Travel, our preferred service provider, during the 2nd quarter:



3 - Refers to expenses rather than obligations. The total reported as travel obligations for the first quarter may therefore be different.

## Insurance

The DP reduced the renewal price of the GS/OAS foreign insurance policy 2012-13 with Rutherford by USD 15,588 equivalent to a 16.63% decrease in overall cost.

## Other Activities

An additional 8 users from different areas of the Organization were certified in the purchasing module of OAS Enterprise System (OASES). DP also continued its series of internal training sessions to further update its own staff in operational details of purchasing activities. DP also worked in conjunction with DHRS to create a special program to reinforce training to further develop best practices in procurement, contracting, supply administration and insurance management. Some of the trainings provided included Insurance and Procurement & Contracting courses. Additional courses related to travel, vendor, and corporate card management are expected to happen before the end of the year.

As in previous years, DP continued to provide special support to electoral observation missions and other special activities. Among these activities, DP provided support to the electoral observation mission in Mexico, Dominican Republic, Bahamas and El Salvador.

With regards to its operational obligations and other requirements, DP fulfilled the demands for quarterly reports, we responded to internal and external audits, and contributed to the preparation of a variety of customized reports.

## Purchasing / Corporate Cards

Preparatory work on the establishment of a corporate card program for the GS/OAS is still underway. DP anticipates moving forward on a corporate card program with Bank of America in the second half of the year. In the meantime, DP continued to accumulate rebate points with American Express for the card registered with OWT, our travel service provider. DP is saving these points to help offset the cost of hiring the program administrator position that will be needed once the new corporate card program is rolled out.

## Vendor Management

During this period DP processed within 24 hours all 1,142 requests to open new vendors or to update existing ones. Also, in an effort to minimize duplication when recording new vendors or updating existing records, DP prepared new Desktop procedures for DP staff and end users. These new procedures are expected to help standardize the information and the format in which information is received and entered into the system. A training session was provided to DP staff.

The analysis of vendor performance continued as part of the effort to comply with an audit recommendation to establish a preferred vendor list. For this purpose DP also developed a customer satisfaction survey to evaluate major suppliers. Special efforts were made to create a review program for all the hotels that are currently used by the GS/OAS travelers.

DP and DOITS also continued work to purge vendors that remained inactive for periods longer than 18 months.

## DEPARTMENT OF GENERAL SERVICES (DGS)

### 2012 Building Maintenance and Operations

The Department of General Services (SAF/DGS) has two sources of funding for building maintenance and operations. The approved 2012 Regular Fund Budget allocated USD 5.2 million, and rental income allocated another USD 1.4 million. Thus, this Department had a total of USD 6.6 million available for mortgage payments, outsourced contracts, and maintenance operations.

As of June 30th, 2012, this Department paid a total of USD 4.56 million, including obligations, as follows: USD 2 million in mortgage payments, USD 0.765 million in utilities (electricity, water, and steam), USD 1.273 million in outsourced contracts (security, cleaning, and other maintenance personnel), and USD 0.492 million in building maintenance that include repairs, general maintenance, capital investment, services, and supplies.

## Building Improvements

As of June 30, 2012 the buildings improvements total over USD 125,000, represented mainly in the replacement of equipment, such as a new cooling tower (MNB), nine new exhaust fans (GSB), surveillance camera (MUS), structural survey (Pink Palace). This amount includes over USD 14,000 to improve and to prepare the 3rd floor of GSB for leasing.

## Reduction in Energy Usage

Constant capital investments and upgrades have substantially contributed to the reduction of energy use. As of June 30th, 2012, the Secretariat has saved USD 108,000, or 19%, in electricity costs compared with the same period in 2011: USD 73,000, in the first quarter and USD 35,000, in the second quarter of 2012.

## Office Space Efficiency and Rental Income

As part of the Office Space Efficiency Plan to make better usage of the available office space and to free space for rent, during the second quarter of 2012 SAF/DGS accomplished the following.

- The Department of General Services negotiated and signed a new Lease Agreement with the World Health Organization (WHO) on behalf of UNAIDS, to lease 2,817.50 sq ft of office space on the third floor of the GSB. The term of the Lease is for five years, beginning on June 1, 2012 and it will generate an additional income of USD 126,787.50 per year.
- The Department of General Services completed 183 office moves to consolidate, as much as possible, the Departments of each Secretariat on one floor.
- The 4th floor upgrade of the Casa del Soldado was completed, including office painting, and the installation of 6 cubicles and office furniture for 16 persons. In coordination with DOITS, the Secretariat completed 40 network installations, and the space is ready to be occupied by the Trust of the Americas and other Secretariat units as assigned.
- A structural evaluation and air quality control study were also performed to ensure the habitability of the facility. The results were all satisfactory.

## Special Events

The Department of General Services worked very closely with the Office of Protocol to host several special events in the Hall of the Americas, and other venues. The income generated at the Main Building by these events during the first semester of 2012 totals USD 180,289, almost USD 80,000 more than during the same period last year.

## Fixed Assets Inventory

During the second quarter of 2012, the Inventory Section completed the 2011 Headquarter Asset Inventory Report that containing an analysis of all assets, their categories, and date of service, status, and challenges encountered. The report also recommended the elimination of 2,229 assets from Organization Fixed Assets (OFA) that are more than 10 years old and have a zero net book value, and were fully depreciated.

The Department of General Services obtained approval from Covent and processed the retirement of 47 assets from OFA, on April 13, 2012, and also drafted a second Covent to include furniture and laptops.

Regarding the inventory of the National Offices, this Section performed the following tasks:

- Revised the registration of all assets and their requests for retirement for 2012.
- Prepared reports to e-mail to the respective offices for reconciliation with OFA's information.
- Identified in OFA the list of Projects and their managing areas in the OAS, in order to update information as to the status and assets acquired for the Projects.
- Analyzed two major Inventories: MAPP- Colombia (2000 items) and Haiti (1300 items) in order to request updates and reconcile with the information currently in OFA.

## LEED-EB Certification for the GSB

The Department of General Services is working with the firm Above Green in order to obtain the Silver Leadership in Energy and Environmental Design (LEED) certification for the General Secretariat Building (GSB). This

firm is completing required reports regarding pollution, transportation, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality, among others. The certification will help the GS/OAS measure operations, improvements and maintenance on a consistent scale, with the goal of maximizing operational efficiency while minimizing environmental impacts. LEED for Existing Buildings addresses whole-building cleaning and maintenance issues (including chemical use), recycling programs, exterior maintenance programs, and systems upgrades.

In addition, the GS/OAS is in the process of obtaining the Energy Star certification for 2011, which will be for the 4th consecutive year.

### Parking

The parking waiting list has been updated every month. In the last 6 months over 15 new permits have been granted to Staff members in the GSB building alone. We have also reduced the amount of Staff members who used to park their vehicles at the Colonial Parking by including them in our Parking lots, bringing the numbers of Staff spaces at Colonial down to 40 permits a month. This change allows the Parking Fund to save around USD 3,500 per month.

## DEPARTMENT OF HUMAN RESOURCES (DHR)

### Modernization Efforts

As part of the post-implementation of the first phase of the new Results Based Contracting System (RBCS) the DHR in conjunction with DOITS, continued providing technical support services to users through the RBCS help desk email account and telephone extension. According to the issues and suggestions received in the RBCS help desk, final adjustments to the tool were implemented in the second quarter in order to strengthen the operation of the RBCS.

Additionally, the DHR in conjunction with DOITS, continued the analysis and development of the OAS Personnel Database (OPDB), a tool intended to gather and report all OAS personnel information in a single system (including staff members, CPR's and interns). For this purpose, the DHR

provided relevant reporting and personnel information in order to be considered in the development of the OPDB. The new OPDB tool is expected to be completed by the third quarter of 2012.

Moreover, during the second quarter of 2012, the DHR continued working towards the implementation of Taleo, an electronic recruitment and selection tool that will be used in the GS/OAS competition process. Currently the implementation of Taleo is in its final phase and it is expected to be completed by the third quarter of 2012.

### Training Program

On May 18th, 2012 the "Performance Conversations" training program addressed to the Offices of the General Secretariat in the Member States, concluded satisfactorily with the participation of 19 staff members. This training session provided staff members with the necessary tools to conduct effective performance conversations with their supervisors.

In addition, the Online Language Training Program for National Offices concluded with the participation of 15 staff members who studied one of the four official languages of the GS/OAS for a 9 months period. Currently, the DHR is working on the evaluation of the program and assessing the effectiveness of the online methodology.

Moreover, the DHR signed a memorandum of understanding with George Washington University to provide GS/OAS personnel with tuition discounts on Master of Business Administration (MBAs) programs. The DHR is currently negotiating new agreements with different Universities in order to support continuous education of the GS/OAS personnel.

Finally, during the second quarter of 2012, a total of 9 staff members were certified in OASES as requisition preparers, 3 as requisition approvers and 3 as requisition receivers.

### Health Insurance

The Health Unit continued providing occupational health services to all staff, consultants and interns of the GS/OAS through its Wellness Program, encouraging them to adopt a healthy lifestyle. During the 2nd quarter of

2012, the Red Cross Blood Drive was held in the GS/OAS at which 19 units of packed red blood cells, plasma and platelets were collected.

In May, the Annual Health Fair was successfully held in the GS/OAS facilities with a record number of 45 health providers and volunteers including doctors, nurses, health educators, safety personnel, pharmacists and nutritionists. More than 280 people including OAS staff members, CPRs, interns, retirees, members of the Permanent Missions and their family members, took advantage of the Health Fair variety of services: preventive health testing and screenings, Yoga and Zumba classes, First Aid and CPR demonstrations, as well as lectures on stress management and heart disease.

In addition, the DHR launched the “OAS Help Day”, where a representative from Carefirst BlueCross BlueShield is available once every month at the GSB building to individually and personally address inquiries related to the Health Insurance Plan. The initiative has had a positive acceptance within the GS/OAS staff members and retirees.

### Benefits

During the second quarter of 2012, the Benefits Section worked on two Access databases aimed to control and expedite two key processes in the Section. These databases are currently in the testing phase and are expected to be implemented in the next quarter.

The first Access database is intended to better manage the transmittal of Insurance Claim forms between the Health Unit and BlueCross BlueShield. This database automatically assigns control number to the claim forms that Blue Cross BlueShield sends to the GS/OAS with information regarding the different claims. This information will also be uploaded into the database for inquiries and reporting.

The second Access database aims to facilitate the task of drafting DHR Certifications. The database uploads information from Oracle which is later merged into the different certification templates. The database also keeps track of the turnaround time for the certifications.

### Internships

In May 2012, 5 new interns began their participation in the GS/OAS Internship Program in Country Offices in Colombia, Costa Rica and Venezuela; accounting for a total of 16 interns in 2012. In June 2012, a total of 85 interns started their participation in the Summer Session of the GS/OAS Internship Program. The most represented countries are USA (28%), Mexico (13%), Colombia (12%), Brazil and Chile (7%).

Also in June, the OAS Internship Program Coordinator attended the Global Internship Conference in Berkeley, CA as an expositor. The Conference analyzed the best practices regarding internships as well as the role of company recruiters. It was also an excellent opportunity to promote the OAS Internship Program among 200 Universities and Companies attending such Conference.

### Staffings

During the 2nd quarter of 2012, the DHR supported the GS/OAS with human resources-related information for the preparation of the proposed Program-Budget of the Organization for 2013, and will continue with this initiative in the third quarter of 2012 until the proposed Program-Budget for 2013 is submitted for Member States' approval.

In addition, the DHR successfully executed a great volume of personnel actions, including the extension of 182 staffing contracts that were due to expire on June 30, 2012. Such extensions were executed in accordance with the extension policy for the second semester of 2012.

### Selection Competitions

With regard to the selection competition working plan to regularize the backlog of 160 positions (10 groups of 16 cases each), in April, 2012 the DHR published the fourth group of 17 cases and a total of 558 applications were received as shown next page:



SELECTION COMPETITIONS - GROUP 4  
- GENDER DISTRIBUTION -

No.	Employment Opportunity / Internal Recruitment (EO - IR)	Job Title	Competition Grade	Number of Applications received		
				Female	Male	Total
1	EO-12-12	Messenger Chauffeur	G03	0	8	8
2	EO-14-12	Senior Specialist	P04	3	7	10
3	EO-15-12	Specialist	P02	8	7	15
4	EO-16-12	Specialist	P02	26	11	37
5	EO-17-12	Area Coordinator of Communication and Information.	P02	71	53	124
6	EO-18-12	Assistant	G05	23	5	28
7	EO-19-12	Press Officer	P03	12	7	19
8	EO-20-12	Specialist	P02	28	31	59
9	EO-21-12	Human Resources Officer	P02	11	3	14
10	EO-22-12	Specialist	P02	24	19	43
11	EO-23-12	Committee Secretary	P03	13	19	32
12	EO-24-12	Specialist	P01	67	52	119
13	EO-25-12	Administrative Assistant	G05	31	15	46
14	IR-05-12	Specialist	P03	1	0	1
15	IR-06-12	Coordination Officer	P04	1	0	1
16	IR-07-12*	Human Resources Officer	P03	2	0	2
<b>TOTAL</b>				<b>321</b>	<b>237</b>	<b>558</b>

\* Two (2) positions available

As part of its customary practice, the DHR is coordinating the recruitment and selection process for the fourth group and will present the recommendations of the areas before the Advisory Committee on Selection and Promotion (ACSP), and subsequently, before the Secretary General for his final approval in July, 2012.

The fifth group of 16 cases is scheduled to be published in July, 2012 and will be advertised on the Web externally and internally for 21 calendar days. The DHR will be conducting the preliminary screening of applicants and the applications of those who are preselected will be sent to the pertinent areas of the GS/OAS. It is projected that the competition process of this group will finish in October, 2012.

Finally, the General Assembly at the second plenary session held on June 4, 2012 AG/RES.2755 (XLII-O/12), requested the Secretary General to complete no later than July, 2014 the competition process for all staff members who have waited longer than the period provided in the General Standards for the scheduling of their competitions.

SELECTION COMPETITIONS - GROUP 4  
- GEOGRAPHIC REPRESENTATION -

	Employment Opportunity / Internal Recruitment (EO - IR)													TOTAL		
	EO-12-12	EO-14-12	EO-15-12	EO-16-12	EO-17-12	EO-18-12	EO-19-12	EO-20-12	EO-21-12	EO-22-12	EO-23-12	EO-24-12	EO-25-12		IR-05-12	IR-06-12
<b>CARICOM</b>																
Antigua and Barbuda																0
Bahamas																0
Barbados							1					2				3
Belize																0
Dominica																0
Grenada																0
Guyana																0
Haiti																0
Jamaica				1	2				1	1	1	1	1			8
Saint Kitts and Nevis																0
Saint Lucia									1		1	1	1			4
Saint Vincent and the Grenadines																0
Surinam																0
Trinidad and Tobago				1					1			2	2	1		7
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>22</b>
<b>SOUTH AMERICA</b>																
Argentina		1		4	13	1	1	3		4	2	4	3		1	37
Bolivia	1			2	2	1		2			1	5	2		1	15
Brazil			1	2	3	3	1	4	2	6	2	15	3			42
Chile	1	2		13	1	1	2	1	1	1	1	2				26
Colombia	1	2	3	4	29	3	2	5	2	2	2	15	3		1	74
Ecuador			1	2	1	1		1	1	2	1	6	3			19
Paraguay								1		1						2
Peru			1	1	8	2	1	3	2	2	1	6	1	1		29
Uruguay					23	1					1	1	2			28
Venezuela			1		1	1		2		1	1	2	1			10
<b>Subtotal</b>	<b>3</b>	<b>3</b>	<b>9</b>	<b>13</b>	<b>93</b>	<b>14</b>	<b>6</b>	<b>23</b>	<b>8</b>	<b>19</b>	<b>12</b>	<b>55</b>	<b>20</b>	<b>1</b>	<b>1</b>	<b>282</b>
<b>CENTRAL AMERICA</b>																
Costa Rica				3	4		2	1			1	2	1			14
Dominican Republic			1	2				3	2	6		5				19
El Salvador					3	1		1		1	1	4	3			14
Guatemala		1						1	1	1		1	1			6
Honduras	2			1								1				4
Nicaragua		1	1		2			2			2	1	3			12
Panama								1		1		1				3
<b>Subtotal</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>10</b>	<b>1</b>	<b>2</b>	<b>9</b>	<b>3</b>	<b>9</b>	<b>4</b>	<b>15</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>72</b>
<b>NORTH AMERICA</b>																
Canada			1	2				1	4			2	8			18
Mexico	2	1		8		9	2	10		3	5	22	12			74
United States		2	1	3	14	2	3	7		5	3	9	2			51
<b>Subtotal</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>13</b>	<b>14</b>	<b>11</b>	<b>6</b>	<b>21</b>	<b>0</b>	<b>8</b>	<b>10</b>	<b>39</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>143</b>
<b>OTHER COUNTRIES **</b>																
Spain	1	2	1	2	5		3	2	2	2	2	2				24
Italy				1		1		1		1		1	1			6
France					1								1			2
Senegal											1					1
Unknown ***					1	1	1				1			2		6
<b>Subtotal</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>39</b>
<b>Total</b>	<b>8</b>	<b>10</b>	<b>15</b>	<b>37</b>	<b>124</b>	<b>28</b>	<b>19</b>	<b>59</b>	<b>14</b>	<b>43</b>	<b>32</b>	<b>119</b>	<b>46</b>	<b>1</b>	<b>1</b>	<b>558</b>

\* Two (2) options available.

\*\* The applications of candidates from "Other Countries" were not considered in the evaluation process as preference is given to nationals of Member States

\*\*\* The applicants did not indicate their nationality

## COORDINATING OFFICE OF THE OFFICES AND UNITS OF THE GENERAL SECRETARIAT IN THE MEMBER STATES (COGSMS)

In the 2nd quarter of 2012 the Coordinating Office within the Office of the Assistant Secretary General has continued its focus on 3 main areas to increase the efficiency and effectiveness of the OAS Country Offices: Communications, Administration and Finance and Infrastructure.

### Communications

In accordance with the Coordinating Office's policy of maintaining a direct and constant communication with the National Offices, the Coordinating office continues to expand the implementation of a series of tools and procedures:

#### National Office Collaborative Space (NOCS)

Officially launched in November 2011, the National Offices Collaborative Space (NOCS) has been adopted by offices as the platform for sharing documents amongst themselves and with Headquarters. Information shared so far includes:

- 2012 Yearly budgets and budget execution spreadsheets
- Supporting documentation for requisitions
- 2011 inventory information (in collaboration with the Dpt. of General Services)
- New Annual reports and work plans
- Communiqués from the Coordinating Office to the Country Offices
- Tutorials on IT issues (in collaboration with DOITS)

The coordinating office continues to work with the different technical areas in order to upload the following information to NOCs:

- Petty cash reconciliation documentation (DFAMS)
- Financial documents (in collaboration with DFAMS)
- Information relevant to technical areas and the Country offices regarding projects/programs/initiatives in the field
- Time sheet/leave reports (DFAMS)
- Annual Work Plans, Quarterly and Activities Reports

As of the present date nearly 130 staff members across 28 offices and in 8 departments in HQ have access to NOCS.

### Training and Development

Given the strained financial resources of the organization, but cognizant that training in the Country Offices is sorely lacking, the coordinating office has endeavored to find creative solutions and has made use of new interface tools for communication and training.

In the 2nd quarter of 2012 the coordinating office has worked with areas of the secretariat on the following initiatives:

- Training of offices in the use of RBCS (New CPR system) using Adobe connect on a need basis
- National Offices Collaborative Space – Maximizing the use(s) of NOCS
- Offices Web Page – improving Website for OAS country offices
- Identification in collaboration with DOITS of a screen casting tool which will allow short training sessions on a variety of topics to be available to offices on NOCS
- Performance Evaluation system (PES)- ongoing discussions with DHR regarding the implementation of PES in the National Offices

### Administration and Finance

The collaboration between the Coordinating office and the various areas of SAF continues with work on ongoing and new initiatives.

#### Standard budget and Business Intelligence

The coordinating office continues to work with the offices on the new standardized budgets. In the 2nd quarter of 2012 the coordinating office worked with the 28 offices to review the execution reports which had been uploaded to NOCS. As the mid-year point was reached all offices were asked to conduct a thorough review of their budget execution to identify shortfalls/excessive funds in certain purchase orders so that these could be addressed in a timely manner.

#### Yearly Requisitions

Yearly requisitions have been implemented in most offices and have thus far proven a great success. The coordinating office continues to monitor the execution of funds through the above mentioned Discoverer reports and Standardized budgets.

- Recurring expenses such as rent, water, electricity, phone, cleaning services, maintenance, gasoline etc were obligated for the entire year instead of the quarter, reducing the number of requisitions for each expense from 4 to 1.
- Yearly obligations of recurring expenses brought about a reduction in the workload in the Country offices, the Office of Procurement Services (OPS) as for each recurring obligation only 1 and not 4 requisitions have been created, approved, reviewed and converted into Purchase Orders
- Following negotiation with the respective landlords, yearly payment of rent has resulted in “discounts” in rent payments in the office in Antigua and Barbuda. Other similar negotiations are ongoing as rental agreements are renewed.

#### **Bank Reconciliation Pilot Program**

In the second quarter of 2012, the Coordinating Office, in collaboration with the Bank Reconciliation Team of the Department of Financial and Administrative Management Services (DFAMS/SAF) performed a review of the information required for the bank reconciliation process.

In an effort to simplify and streamline the OAS Offices’ process of submitting bank reconciliation documentation, a pilot program was launched whereby the financial documentation would no longer be photocopied and sent through courier to Headquarters. Instead, documentation is being scanned and uploaded electronically to NOCS/ECON. The Bank reconciliation team also reviews the documentation directly on NOCS. Five offices were selected to be part of the 1st phase of the pilot project: St. Kitts and Nevis, Guatemala, Mexico, Peru and Panama. The coordinating office hopes to add an additional 4-5 office per month to the pilot project and aims to have all offices uploading bank reconciliation documentation onto NOCS by the end of the year thereby further reducing shipping and photocopying costs. To assist the offices in this new process, the DFAMS and Coordinating office teams are in communication with the offices in the pilot group using primarily spark as a communication tool:

#### **Review of Financial Processes**

In its collaboration with DFAMS, the Coordinating office continues to review several financial processes to seek synergies while creating efficiencies and has continued to work on the following initiatives:

- Review and simplification of the invoicing process allowing the offices to enter their own invoices into OASES;
- Use of NOCS to upload leave reports
- Change of the petty cash threshold.

#### **Infrastructure Improvement**

Considering that the country offices are the “face” of the OAS in the member states the Coordinating Office aims to give the offices the tools and equipment necessary to be able to perform their assigned duties to the best degree possible in the current financial circumstance. The infrastructure needs in the country offices continue to be significant. The regular fund budget assigned to the offices is barely sufficient to cover the running costs of the offices and many are in dire need of basic, updated office equipment.

The Coordinating Office has been working on developing a standard agreement between OAS country offices and technical programs seeking to operate a program/project out of an office. In this regard, the Coordinating office has developed a budgetary formula for calculating contributions to country offices and specific projects and programs.

#### **PAHO Initiative**

The coordinating office continues to work on this initiative started in the first quarter of 2012 to reduce the cost of renting office space in several countries. The coordinating office has held two meetings with representatives of the Pan-American Health Organization to gauge interest and to start informal negotiations towards a closer cooperation between the offices away from Headquarters of both organizations. The medium/long-term strategy is to work towards the sharing of office space which could represent considerable savings of rent and maintenance cost for OAS offices.

The ongoing collaboration between the Coordinating office, the office of the Assistant Secretary General, the country offices, SAF and the other key areas of the secretariat have continued to create significant synergies and efficiencies in 2012. The Office of the Assistant Secretary General and the Secretariat for Finance hope to replicate and expand this proven collaboration with other technical areas of the Secretariat triggering a net gain in effectiveness and increased efficiency for the organization as a whole.

## OTHER SECRETARIATS

### Secretariat for Legal Affairs (SLA)

In the second quarter of 2012, the Secretariat for Legal Affairs (SLA) continued its efforts to help surmount the financial crisis confronting the Organization. Thus it took a 3.11% cut in its annual budget by drastically lowering operating costs while, nevertheless, striving to continue with all 2012 activities outlined in the POAs.

No new staff was recruited. In keeping with the austerity program for this area, we currently have only 1 administrative assistant (CPR) in the Rio de Janeiro office of the Inter-American Juridical Committee and only 3 consultants (CPRs), financed by specific funds, to work on the rights of the indigenous and on commercial arbitration.

Pursuant to Executive Order 08/02 Rev. 5 and Memorandum SAF/083-12, an Administrative Support Section is being put in place in the Secretariat for Legal Affairs. This will bring substantial savings in staff costs; maximize organizational efficiency; and minimize administrative processing time.

This Secretariat continues to use technological advances in communications and in the Internet to reduce costs related to the printing of publications, dissemination of activities, travel, and meetings and conferences away from headquarters. We continue to promote use of the Internet to attract more on-line users of the Organization's services.

In another area of the Secretariat's work, the Inter-American Judicial Facilitators Program is also operating successfully in Guatemala, Nicaragua, Panama, and Paraguay, and has now been extended to Argentina. The average number of facilitators in the field has increased by 182%, from 75 to 198, without needing to increase administrative support or support from staff at headquarters for this program. At the same time, a major contribution of approximately USD 15 million over four years is expected from the Dutch government to strengthen that program in Central America (Panama, Nicaragua and Guatemala).

### Secretariat for Multidimensional Security (SMS)

- Increase in specific funds in the first half of 2012. Specific-fund contributions in the first half of 2012 came to USD 9.5 million, which represents a year-on-year increase of 10.8% in contribution receipts compared with the same period in 2011.
- Design and implementation of comprehensive programs by multi-functional teams composed of specialists from the various SMS departments, including:
  - Evaluation of National Security Systems in El Salvador, Honduras, Belize, and Costa Rica.
  - Cooperation Process with the Security Reform Commission in Honduras.
  - Border Control Program. The CICTE Secretariat recently completed its evaluation of the first courses offered over recent years. The observations of the evaluator were widely welcomed and will be used in the design and implementation of future phases.
  - Coordination and follow-up of the pacification process in El Salvador, where the SG/OAS has been invited to act as a guarantor. (This process included staff from the Office of the Secretary General, the Office of the Secretary for Multidimensional Security, CICAD, DPS, and the Trust for the Americas).
- The Program for Comprehensive Action against Antipersonnel Mines (AICMA) is working in cooperation with the Department of Procurement and the Department of Legal Services to provide better life insurance coverage in Colombia for staff working in the field at a lower cost to the Organization.
- Synergies with other international and regional organizations for implementing joint programs in different member states, which maximizes program impact at a lower cost. Such is the case of the Subregional Drug Information and Research Project, which combines the efforts of UNODC, CICAD, and the participating countries (Argentina, Bolivia, Chile, Colombia, Ecuador, Peru, and Uruguay) in comparative epidemi-

ological studies with the aim of generating information with reliable data based on scientific research, in order to facilitate the design of evidence-based drug policies. To date, this project has published five highly regarded and widely referenced reports.

- The Secretariat of the Inter-American Committee against Terrorism (CICTE) recently successfully concluded negotiations with the Brazilian Government for the implementation of a program on Security at Large-Scale Events. This project will shortly be carried out with the support of UNICRI and the Government of Brazil. As part of its commitment to support security in the Hemisphere, the Government of Mexico assigned a second official to support anti-terrorism efforts.
- Establishment of the SMS Consolidated Activities Schedule for the first half of the year, which has facilitated coordination with the country offices.
- For some time it has been the practice of the SMS to negotiate hotel packages that include board and lodging for participants and speakers (including OAS staff) at seminars and meetings financed with OAS funds. This practice brings a saving in OAS resources and expedites internal administrative processes by reducing the number of transactions that need to be carried out. The Secretariat has also begun to work in coordination with the Department of Procurement to secure better offers from hotels used by the SMS. At a future stage, the SMS will work with the Department of Procurement to develop an evaluation system to assess the service offered by each hotel.

### Annual Audit of Accounts and Financial Statements for the years ended December 31, 2011 and 2010

In its 2011 Report, the Board discussed several issues related to the operation of OAS and provided specific recommendations to address them. The Board was generally satisfied with the progress made by OAS as exemplified by the reduction in recommendations from 21 to 13 from two years ago. These recommendations are described in detail in the following sections. The Board presented its report to the Permanent Council on May 4, 2011. A status of their recommendations is presented below.

#### 1 – COMMENTS RELATING TO THE GENERAL SECRETARIAT

##### Financial Conditions of the OAS Regular, Specific, and Voluntary Funds

###### Budgetary Resources

*1.1 The Board reaffirms its recommendation that the Permanent Council avoid a structural deficit in the future by ensuring consistency between the mechanism of setting OAS quotas and the mechanism of setting expenditures.*

The Secretary General's presentation to the General Assembly on the Financing the 2013 program budget made reference to the issue of the structural deficit and proposed to approve a reduction of the budget ceiling by 3.9 percent.

*1.2 The Board recommends that the OAS introduce penalties for late payment of quotas.*

No initiatives have taken place to address this recommendation in 2012.

###### OAS Administrative Streamlining

*1.3 The Board reaffirms its recommendation that the OAS continue implementing the SAF streamlining initiatives and other cost reduction measures across the OAS.*

As detailed in Section I-B on OAS Improvements and Efficiencies, SAF continues to implement a robust set of streamlining initiatives. SAF's Business Process Working Group has focused on business process automation projects with the greatest potential for reducing the complexity and increasing the cost-effectiveness of OAS business practices. These include automation of travel booking and travel expense claims and implementation of a purchase card procurement system to automate expense recording and payments for all purchases under USD 2,500. These two categories of procurement represented over three-fourths of all procurement transactions in 2010. In addition, the GS/OAS implemented its position control system, a significant step toward automated budgeting of personnel costs, and made significant progress toward full automation of inventory control.

###### Accounting Standards

*1.4 The Board reaffirms its recommendation that the Permanent Council allocate funding to develop an implementation strategy and adopt IPSAS.*

###### Fixed Assets

Following up on the IBTCI recommendation to complete a thorough analysis of the Organization's policy for fixed assets, a draft recommendation on capitalization and asset tracking thresholds has been presented by DFAMS to the external auditors for comments prior to updating the current policy. The revised fixed assets policy includes an increment on the current fixed assets capitalization threshold of USD 500, which is not adequate to the financial operations of the GS/OAS, and not in line with the International Public Sector Accounting Standards although funds have not yet been allocated for implementing IPSAS.

## Workforce Management Reforms

*1.5 The Board recommends the Secretariat and the General Assembly authorize changes to the General Standards and implement human resources reforms.*

As required in AG/RES I (XLII-E/11) Program-Budget of the Regular Fund of the Organization for 2012 and Contributions to FEMCIDI III.A.7 Human resource policy, the Secretariat for Administration and Finance (SAF/DHR) presented on April 24, 2012 a final and revised Comprehensive Human Resource Management Strategy to CAAP, which considered, among other elements, the modification of some of the GS/OAS contracting practices including, Trust Positions, Executive Secretaries and Directors for I-A Commissions and Committee, Managerial positions and, open competitions for all staff positions.

Subsequently, the General Assembly resolved at the second plenary session held on June 4, 2012, AG/RES- 2755 (XLII-O/12), to instruct the GS/OAS to present a revised Comprehensive Human Resource Strategy, by August 30, 2012, including any required revisions of Chapter III. Personnel, of the General Standards to Govern the Operations of the General Secretariat and also, a plan to reform the current set of competitive, contracting, classification, promotion, advancement, and performance evaluation mechanisms to ensure an efficient, transparent, and competitive recruitment process in the GS/OAS for all staff contracts.

*1.6 The Board reaffirms its recommendation that the OAS maintain a thorough workforce planning process and determine those positions which should be staffed through employment mechanisms versus contract mechanisms.*

The DHR continued working with different areas within the GS/OAS to convert some of its CPR contracts to staff. In the second quarter of 2012, out of 10 new staff members, 3 were previously contracted under a CPR contract.

## Real Property Strategy

*1.7 The Board reaffirms its recommendation that the OAS implement a sustainable real property strategy that addresses the current deferred maintenance problems and preserves the assets for future use. This should include selling the Casa del Soldado.*

SAF/DGF is implementing an Office Space Efficiency Plan to make better usage of the available office space throughout the Secretariat. The Department of General Services negotiated and signed a new Lease Agreement with UNAIDS, to lease 2,817.50 sq. ft. of office space on the third floor of the GSB. The term of the Lease is for five years, beginning on June 1, 2012 and it will generate an additional income of USD 126,787.50 per year. The Department of General Services also completed 183 office moves to consolidate, as much as possible, the Departments of each Secretariat on one floor. Finally, the 4th floor upgrade of the Casa del Soldado was completed, including office painting, and the installation of 6 cubicles and office furniture for 16 persons. In coordination with DOITS, the Secretariat completed 40 network installations, and the space is ready to be occupied by the Trust of the Americas and other Secretariat units as assigned. A structural evaluation and air quality control study were also performed to ensure the habitability of the facility. The results were all satisfactory.

SAF provided technical support to the Chair of the CAAP in developing a draft resolution to authorize sale of the Casa del Soldado, as recommended by the Board. SAF also met with the Council of Delegates of the Interamerican Defense Board and delivered a presentation on the recommendations of the Board along with supporting financial information.

*1.8 The Board recommends that the funding and responsibility for the maintenance and repairs of the Casa del Soldado be transferred to the OGS.*

SAF has assumed partial responsibility for funding maintenance costs of the Casa del Soldado and has jointly managed repairs and upgrades needed to support the move of Secretariat units into the Casa del Soldado.

## National Offices

*1.9 The Board reaffirms its recommendation that OAS evaluate alternatives for supporting program delivery and improving internal controls in National Offices.*

### I. Alternatives for supporting program delivery:

- i. Initiative by the Coordinating office in the form of meetings with key personnel in the technical areas aimed at improving collaboration and communication between the technical areas and the OAS Offices in the member states. The aim of the meetings is to identify strengths and weaknesses of the current collaboration and identify new potential avenues for project delivery through the OAS offices in the member states.
- ii. Annual Work Plans, Quarterly and Activities Reports: the Coordinating office has developed and implemented a series of reports to be completed and uploaded by OAS offices which allows the coordinating offices to be kept informed of activities and initiatives occurring in the offices allowing it to liaise with the technical areas at HQ more effectively.
- iii. New web-site specifically for OAS offices containing information relevant to technical areas and the Country offices regarding projects/ programs/ initiatives in the field will facilitate exchange of information and support program delivery.
- iv. New cost sharing model developed by the coordinating office in collaboration with the OAS offices in Guatemala and Haiti is currently being implemented. The model offers an option for technical areas to share office space and costs with the OAS office in the member states for specific projects and programs representing a viable and cost effective alternative for program delivery.
- v. Initiative with Global Environmental Facility Small grants Program (GEF SGP) whereby the Offices in Barbados and the Eastern Caribbean (Grenada, St Vincent and the Grenadines, St. Lucia, Antigua and Barbuda, St. Kitts and Nevis) would act as host/executing partners for GEF projects.

### II. Improving internal controls in the National Offices:

- i. Move of Financial officer from Office of the Assistant Secretary General/Coordinating office of the offices of the General Secretariat in the member state (ASG/CO-OGSMS) to the Secretariat for Administration and Finance has allowed for increased collaboration between the Offices and SAF. Process analysis and streamlining of SAF procedures are underway bringing about improved efficiency and greater controls.
- ii. Creation and implementation of standardized budget and budget execution documents allow for increased control and transparency. Mid-year budget review conducted by the Coordinating Office/SAF allows offices to better control their budget execution.
- iii. Implementation of yearly requisitions for recurring costs (rent, electricity etc) reduced the number of open purchase orders, thereby improving budget execution and financial control.
- iv. Improved communication and exchange of information through the use of National Offices Collaborative Space web-site (NOCS), instant messaging (SPARK) and Adobe Connect allows for increased oversight of the offices. Improved collaboration between the Coordinating Office, SAF and the Office of the Inspector General allows for the early identification of concerns, timely intervention and the prioritization of audits in offices where concern exists.

### Information Technology Infrastructure

*1.10 The Board recommends that the IT Governance Committee establish formal operational structure policies and procedures, including the documentation of strategic decisions.*

The General Secretariat established an IT Governance Committee, with an operational structure, policies, and procedures, and produced documentation on a major decision to proceed with modernization of IT and telecommunication systems beginning in the fourth quarter of 2012.



## 2 – COMMENTS RELATING TO OTHER OAS AND RELATED ENTITIES

*No recommendations*

## 3 – COMMENTS RELATING TO THE OFFICE OF THE INSPECTOR GENERAL

Answers to the recommendations to the OIG will be addressed upon arrival of the new Inspector General as requested by the Board.

### Professional Standards Review

*3.1 The Board requests the new Inspector General do a full organizational review of OIG operations, including prior Board reports and the Raven Global Training report of 2011 (an interim evaluation), and provide the Board with an action plan for improved operations by December 31, 2012.*

*3.2 The Board reaffirms its recommendation of the need for a peer review evaluation to be performed on the Office of Inspector General (after completion of recommendation 3.1).*

### 2012 OIG Work Plan

*3.3 The Board reaffirms that the Inspector General report to the Permanent Council annually by March 31 on the status of completion of the planned audits for the previous year, the status of management actions regarding outstanding audit recommendations, and the proposed plan of audits for the new fiscal year.*

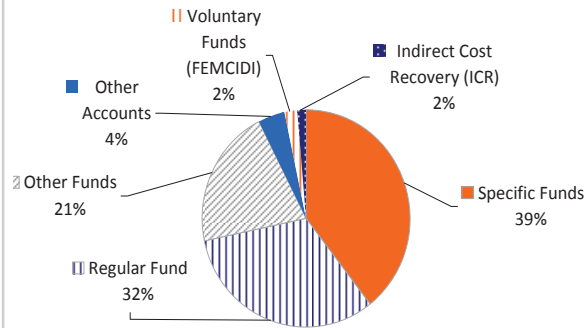
## SECTION II

### 2012 OAS RESOURCES BY CHAPTER

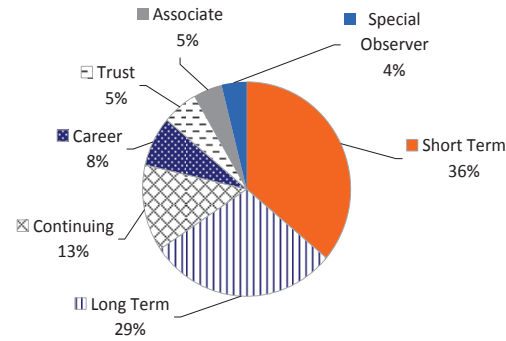


## Statistics at a Glance

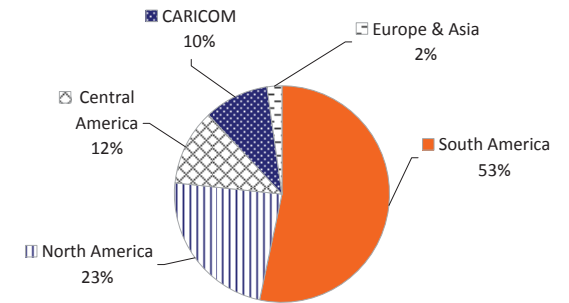
**Figure 1**  
Sources of Financing



**Figure 2**  
Staff and Associates by Type of Contract



**Figure 3**  
Staff and Associates by Region



**Table 2**  
Headcount by Chapter  
As of June 30, 2012

Chapter	Secretary	Assistant Secretary	Senior	Professional	General	Associates	Active CPRs (Natural)	Interns	Total
	General	General	Executive (D)	(P)	Services (G)				
Chapter 1 - Office of the Secretary General	1	-	3	13	11	1	5	6	40
Chapter 2 - Office of the Assistant Secretary General	-	1	1	58	77	1	22	5	165
Chapter 3 - Autonomous and/or Decentralized Entities	-	-	3	62	27	16	30	20	158
Chapter 4 - Secretariat for Legal Affairs	-	-	1	13	7	-	7	3	31
Chapter 5 - Secretariat for Multidimensional Security	-	-	1	56	12	5	46	5	125
Chapter 6 - Secretariat for Political Affairs	-	-	1	74	7	-	117	11	210
Chapter 7 - Secretariat for Integral Development	-	-	1	60	15	8	113	17	214
Chapter 8 - Secretariat for External Relations	-	-	1	20	11	-	11	6	49
Chapter 9 - Secretariat for Administration and Finance	-	-	1	70	44	-	23	12	150
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>13</b>	<b>426</b>	<b>211</b>	<b>31</b>	<b>374</b>	<b>85</b>	<b>1,142</b>

**Table 3**  
**Budgetary Execution by Chapter**  
**As of June 30, 2012**

**ALL CHAPTERS**

(in thousands of USD)	Regular Fund	Voluntary Funds (FEMCIDI)	Specific Funds	Service and Revolving Funds		Other Funds <sup>(b)</sup>	TOTAL
				Indirect Cost Recovery (ICR)	Other Accounts <sup>(a)</sup>		
<b>Chapter 1 - Office of the Secretary General</b>							
BUDGET	3,632	-	1,089	113	197	-	5,032
EXECUTION	3,717	-	869	113	25	-	4,725
VARIANCE	(85)	-	220	-	172	-	306
<b>Chapter 2 - Office of the Assistant Secretary General</b>							
BUDGET	17,332	-	1,217	368	297	-	19,213
EXECUTION	16,103	-	674	317	185	-	17,278
VARIANCE	1,229	-	543	51	112	-	1,935
<b>Chapter 3 - Autonomous and/or Decentralized Entities</b>							
BUDGET	12,776	-	5,188	553	294	2,138	20,949
EXECUTION	9,717	-	4,019	470	701	1,076	15,984
VARIANCE	3,059	-	1,168	83	(407)	1,062	4,965
<b>Chapter 4 - Secretariat for Legal Affairs</b>							
BUDGET	2,758	-	2,653	43	6	-	5,460
EXECUTION	2,657	-	1,606	30	-	-	4,293
VARIANCE	101	-	1,048	13	6	-	1,167
<b>Chapter 5 - Secretariat for Multidimensional Security</b>							
BUDGET	4,119	-	29,675	828	105	-	34,727
EXECUTION	3,655	-	14,723	616	2	-	18,995
VARIANCE	465	-	14,952	211	103	-	15,732
<b>Chapter 6 - Secretariat for Political Affairs</b>							
BUDGET	4,437	-	14,090	1,027	443	-	19,997
EXECUTION	4,224	-	10,873	695	309	-	16,102
VARIANCE	212	-	3,217	332	134	-	3,896
<b>Chapter 7 - Secretariat for Integral Development</b>							
BUDGET	13,890	5,067 (c)	29,013	485	131	15,017	63,603
EXECUTION	12,146	4,311 (c)	8,123	341	8	205	25,134
VARIANCE	1,743	756	20,891	144	123	14,812	38,469

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**Table 3 (continued...)**  
**Budgetary Execution by Chapter**  
**As of June 30, 2012**

**ALL CHAPTERS**

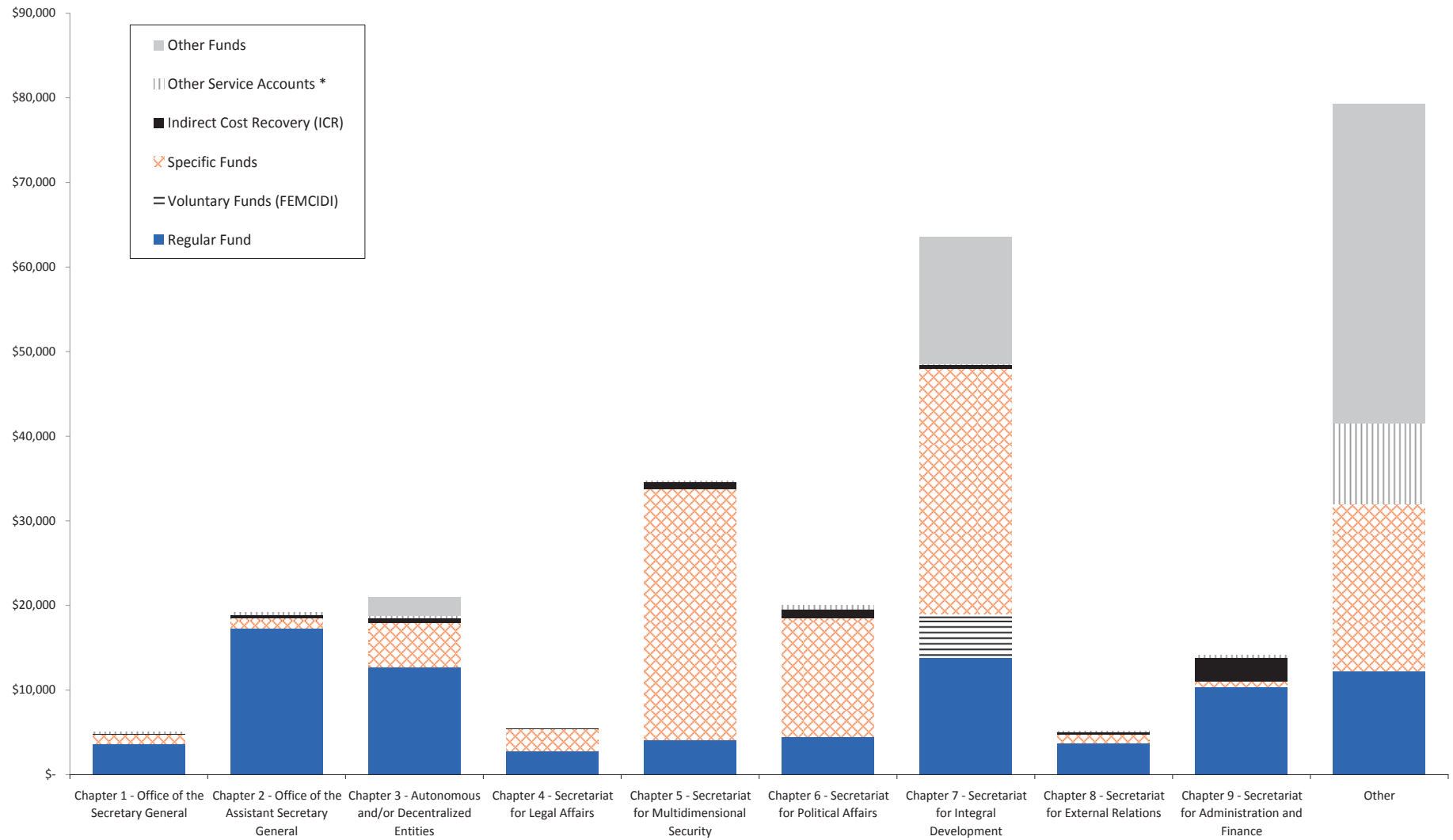
(in thousands of USD)	Regular Fund	Voluntary Funds (FEMCIDI)	Specific Funds	Service and Revolving Funds			TOTAL
				Indirect Cost Recovery (ICR)	Other Accounts <sup>(a)</sup>	Other Funds <sup>(b)</sup>	
<b>Chapter 8 - Secretariat for External Relations</b>							
BUDGET	3,776	-	985	305	89	-	5,155
EXECUTION	3,969	-	643	139	95	-	4,847
VARIANCE	(193)	-	341	166	(6)	-	308
<b>Chapter 9 - Secretariat for Administration and Finance</b>							
BUDGET	10,393	-	568	2,886	232	-	14,078
EXECUTION	10,549	-	274	2,364	145	-	13,331
VARIANCE	(155)	-	293	522	87	-	747
<b>TOTAL OTHER ACTIVITIES</b>							
BUDGET	12,238	-	19,744	(2,906)	9,506	37,784	76,366
EXECUTION	9,324	-	781	24	10,448	6,537	27,114
VARIANCE	2,914	-	18,963	(2,930)	(941)	31,247	49,252
<b>TOTAL</b>							
BUDGET	85,351	5,067	104,221	3,703	11,300	54,939	264,581
EXECUTION	76,061	4,311	42,585	5,110	11,918	7,818	147,803
VARIANCE	9,290	756	61,636	(1,408)	(618)	47,121	116,778

(a) Includes accounts such as Parking Services, Rental Hall of the Americas, Building and Maintenance and Tax Equalization.  
See Section III of this report for further details.

(b) Includes preliminary balances for the Trust for the Americas, Rowe Fund Pan-American and Medical Benefits Trust Fund.

(c) Budget and execution corresponds to FEMCIDI 2009 cycle (May 1, 2010 thru December 31, 2011).

**Figure 4**  
**GS/OAS Budget by Chapter and Sources of Financing (in thousands of USD)**  
**As of June 30, 2012**

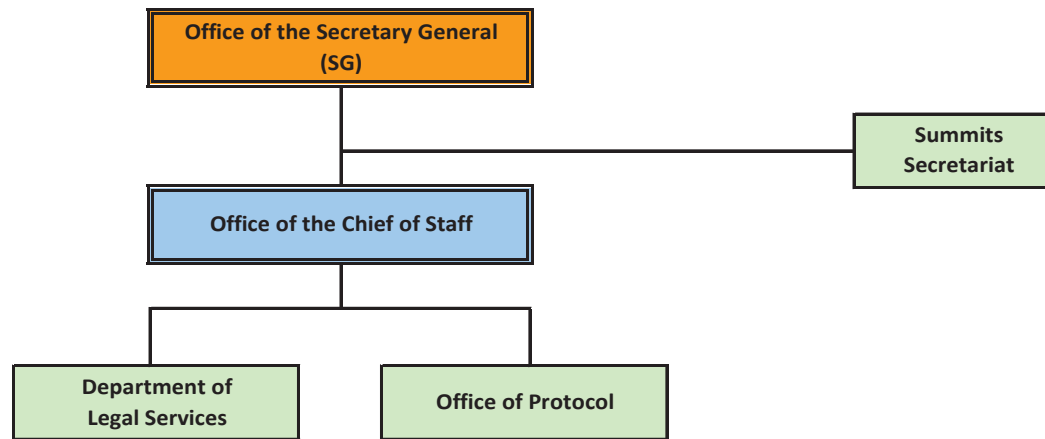


\* Includes accounts such as Parking Services, Rental Hall of the Americas, Building and Maintenance and Tax Equalization. See Section III of this report for further details.

## CHAPTER 1 - OFFICE OF THE SECRETARY GENERAL (SG)

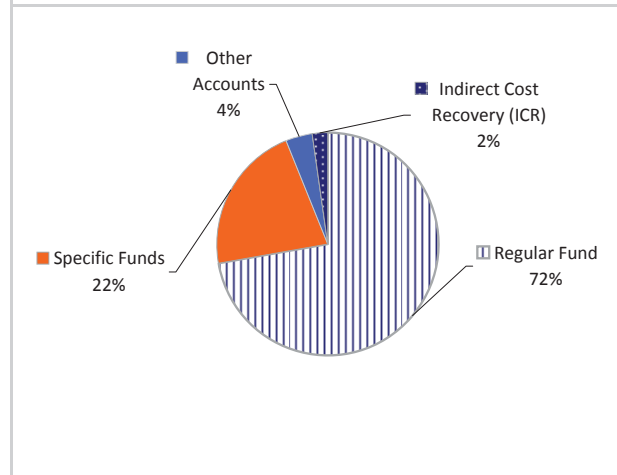
### Mission and Organizational Structure

The Secretary General performs the functions assigned by the OAS Charter, the Inter-American treaties and agreements, the resolutions of the General Assembly, including the General Standards, and the resolutions of the other political bodies in their areas of competence.

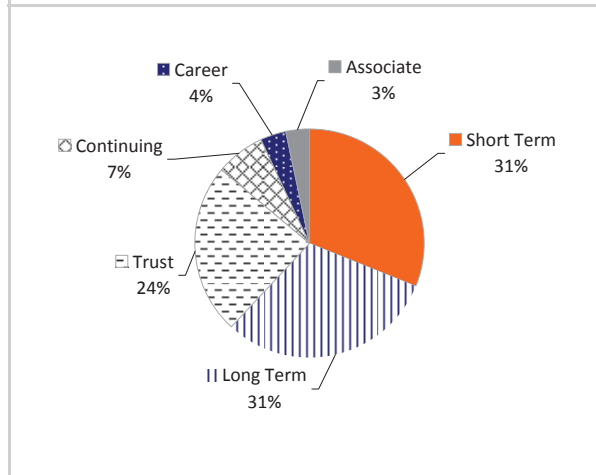


### Statistics at a Glance

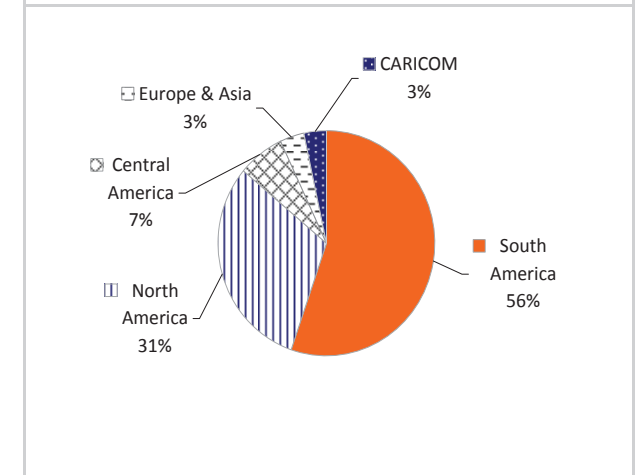
**Figure 5**  
Sources of Financing



**Figure 6**  
Staff and Associates by Type of Contract



**Figure 7**  
Staff and Associates by Region





**Table 4**  
**Budgetary Execution, Common Costs and Human Resources**  
**As of June 30, 2012**

(in thousands of USD)	Service and Revolving Funds							TOTAL								
	Regular Fund	Voluntary Funds (FEMCIDI)			Indirect Cost Recovery (ICR)		Other Accounts				Other Funds					
<b>Chapter 1 - Office of the Secretary General</b>																
BUDGET	3,632	-	1,089			113	197	-			5,032					
EXECUTION	3,717	-	869			113	25	-			4,725					
VARIANCE	(85)	-	220			-	172	-			306					
COMMON COSTS *	327	-	-			1	232	-			559					
<b>HUMAN RESOURCES BY GENDER</b>																
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	
Secretary General	1	-	1	-	-	-	-	-	-	-	-	-	1	-	1	
Assistant Secretary General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Senior Executive (D)	2	1	3	-	-	-	-	-	-	-	-	-	2	1	3	
Professional (P)	7	5	12	-	-	-	1	-	1	-	-	-	8	5	13	
General Services (G)	3	7	10	-	-	-	-	1	1	-	-	-	3	8	11	
	13	13	26	-	-	-	1	1	2	-	-	-	14	14	28	
															Associates	1
															Active CPRs (Natural)	5
															Interns	6
																40

\* Estimated amount of infrastructure and common costs allocated and pro-rated by headcount.

**Table 5**  
**Regular Fund Budgetary Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

Chapter	Original Appropriation AG/RES. 1 (XLII-E/11) (a)	Transfers Jan. 2012 to Jun. 2012 (b)	Modified Appropriation as of June 30, 2012 (c)	% of Appropriation Transfers (d= b / a)	Obligations (e)	Expenditures (f)	% Executed of Modified Appropriation (g = e / c)	Unobligated Appropriation as of June 30, 2012 (h = c - e)
<b>Chapter 1 - Office of the Secretary General</b>								
Office of the Secretary General (12A)	1,582.1	347.9	1,930.0	22.0%	1,750.3	954.9	90.7%	179.7
Summits Secretariat (12B)	504.3	4.0	508.3	0.8%	480.2	261.5	94.5%	28.1
Department of Legal Services (12E)	1,002.0	(19.6)	982.4	-2.0%	981.5	487.9	99.9%	0.9
Office of Protocol (12F)	543.9	(8.4)	535.5	-1.5%	505.2	259.8	94.4%	30.2
Control Account (PRG01)	-	(323.9)	(323.9)	0.0%	-	-	0.0%	(323.9)
<b>Sub-Total</b>	<b>3,632.3</b>	<b>-</b>	<b>3,632.3</b>	<b>0.0%</b>	<b>3,717.2</b>	<b>1,964.1</b>	<b>102.3%</b>	<b>(84.9)</b>

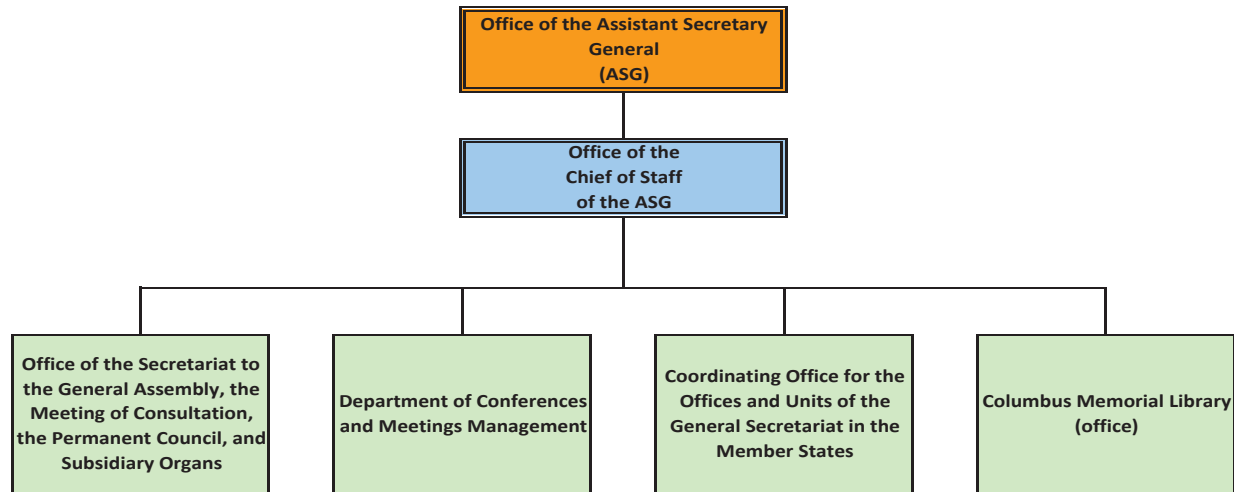
**Table 6**  
**Specific Funds Budget Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

	BUDGET (Opening Balance 01/01 plus Income) (A)	EXECUTION (Expenditures and Obligations) (B)	VARIANCE (C) = (A) - (B)
The Office of the Secretary General (12A)	81	81	(1)
The Summits Secretariat (12B)	1,008	787	220
	<u>1,089</u>	<u>869</u>	<u>220</u>

## CHAPTER 2 - OFFICE OF THE ASSISTANT SECRETARY GENERAL (ASG)

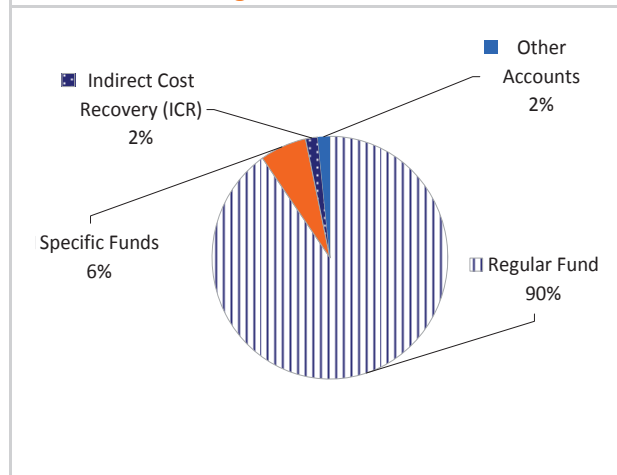
### Mission and Organizational Structure

The Assistant Secretary General, as established by the OAS Charter, serves as the Secretary of the Permanent Council, as advisory officer to the Secretary General, and as the Secretary General's delegate in all matters the latter may entrust to the Assistant Secretary General. During the temporary absence or disability of the Secretary General, the Assistant Secretary General performs his/her functions. The Assistant Secretary General also carries out the functions assigned by the Secretary General, including those expressly set out in Executive Order 08-01 Rev.4.

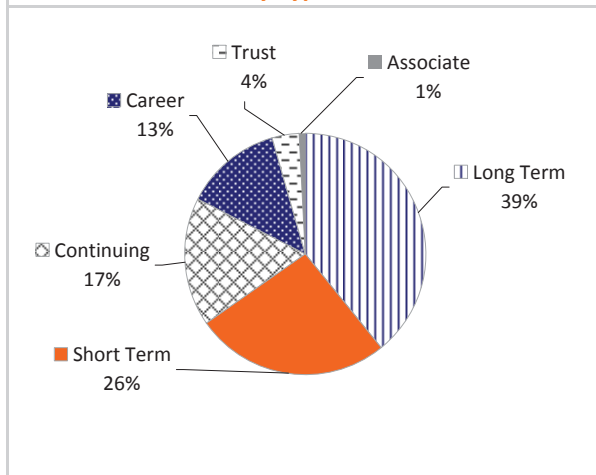


### Statistics at a Glance

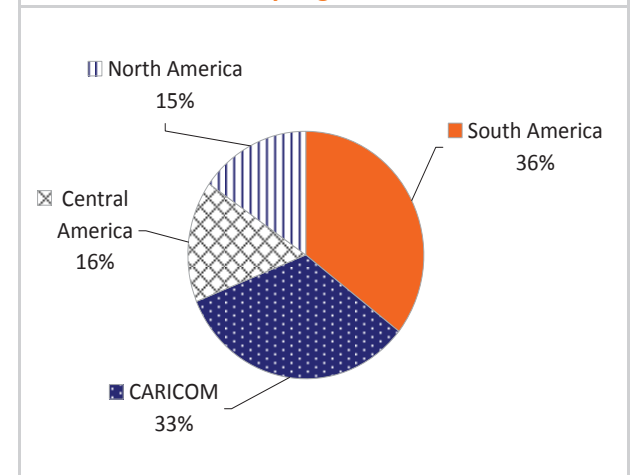
**Figure 8**  
Sources of Financing



**Figure 9**  
Staff and Associates by Type of Contract



**Figure 10**  
Staff and Associates by Region



**Table 7**  
**Budgetary Execution, Common Costs and Human Resources**  
**As of June 30, 2012**

(in thousands of USD)	Service and Revolving Funds										TOTAL										
	Regular Fund			Voluntary Funds (FEMCIDI)			Specific Funds			Indirect Cost Recovery (ICR)			Other Accounts			Other Funds					
<b>Chapter 2 - Office of the Assistant Secretary General</b>																					
BUDGET	17,332			-			1,217			368			297			-			19,213		
EXECUTION	16,103			-			674			317			185			-			17,278		
VARIANCE	1,229			-			543			51			112			-			1,935		
COMMON COSTS *	1,347			-			-			3			955			-			2,306		
<b>HUMAN RESOURCES BY GENDER</b>																					
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Secretary General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assistant Secretary General	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1
Senior Executive (D)	-	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Professional (P)	31	26	57	-	-	-	-	-	-	-	1	1	-	-	-	-	-	-	31	27	58
General Services (G)	33	44	77	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	33	44	77
	65	71	136	-	-	-	-	-	-	-	1	1	-	-	-	-	-	-	65	72	137
																			Associates	1	
																			Active CPRs (Natural)	22	
																			Interns	5	
																				165	

\* Estimated amount of infrastructure and common costs allocated and pro-rated by headcount.

**Table 8**  
**Regular Fund Budgetary Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

Chapter	Original Appropriation AG/RES. 1 (XLIIE/11) (a)	Transfers Jan. 2012 to Jun. 2012 (b)	Modified Appropriation as of June 30, 2012 (c)	% of Appropriation Transfers (d= b / a)	Obligations (e)	Expenditures (f)	% Executed of Modified Appropriation (g = e / c)	Unobligated Appropriation as of June 30, 2012 (h = c - e)
<b>Chapter 2 - Office of the Assistant Secretary General</b>								
Office of the Assistant Secretary General (22A)	1,567.8	(84.2)	1,483.6	-5.4%	1,444.2	738.5	97.3%	39.3
Office of the Secretariat to the General Assembly, the Meeting of Consultation, the Permanent Council, and Subsidiary Organs (22B)	1,378.0	(28.0)	1,350.0	-2.0%	1,328.4	678.0	98.4%	21.6
Department of Conferences and Meetings Management (22C)	5,453.4	(136.1)	5,317.3	-2.5%	4,865.4	2,859.2	91.5%	451.9
Coordinating Office for the Offices and Units of the General Secretariat in the Member States (22D)	7,643.5	(63.5)	7,580.0	-0.8%	7,475.7	3,782.3	98.6%	104.2
Columbus Memorial Library (22F)	870.4	19.4	889.8	2.2%	876.0	448.4	98.5%	13.7
General Assembly (22H)	168.1	0.0	168.1	0.0%	113.0	43.2	67.2%	55.1
OAS Unprogrammed Meetings (22I)	61.7	(61.7)	-	-100.0%	-	-	0.0%	-
Control Account (PRG02)	-	543.1	543.1	0.0%	-	-	0.0%	543.1
Sub-Total	17,142.9	188.9	17,331.8	1.1%	16,102.8	8,549.7	92.9%	1,229.0

**Table 9**  
**Specific Funds Budget Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

	BUDGET (Opening Balance 01/01 plus Income) (A)	EXECUTION (Expenditures and Obligations) (B)	VARIANCE (C) = (A) - (B)
The Office of the Assistant Secretary General (22A)	(319)	0	(319)
The Office of the Secretariat to the General Assembly, the Meeting of Consultation, the Permanent Council, and Subsidiary Organs (22B)	6	0	6
The Department of Conferences and Meetings Management (22C)	180	1	178
Coordinating Office for the Offices and Units of the General Secretariat in the Member States (22D)	580	235	345
The Columbus Memorial Library (22F)	25	12	13
General Assembly (22H)	555	425	130
OAS Unprogrammed Meetings (22I)	190	-	190
	<u>1,217</u>	<u>674</u>	<u>543</u>

## CHAPTER 3 - AUTONOMOUS AND/OR DECENTRALIZED ENTITIES

### **The Secretariat of the Inter-American Court of Human Rights (the Court)**

The Court operates under the direction of the Secretary of the Court, in accordance with the administrative rules of the OAS General Secretariat, in so far as long as this does not conflict with the independence of the Court.

### **The Executive Secretariat of the Inter-American Commission on Human Rights (IACHR)**

The mission of the Executive Secretariat of the Inter-American Commission on Human Rights is to promote the observance and protection of human rights.

### **The Secretariat of the Administrative Tribunal of the OAS (TRIBAD)**

Provides legal advice to members of the Administrative Tribunal and exercises control over the processing of complaints presented to the Tribunal.

### **The Office of the Director General of the Inter-American Children's Institute (IIN)**

Performs the functions assigned to the General Directorate of the IIN in the Statutes and Rules of Procedure and by the IIN Directing Council and other competent bodies, according to the resources provided.

### **The Permanent Secretariat of the Inter-American Commission of Women (CIM)**

Performs the functions assigned to the Permanent Secretariat of the CIM in the Statute and Regulations of the CIM and by the Executive Commission of the CIM, the President of the CIM, and other competent bodies, according to the resources allocated.

### **The Secretariat of the Inter-American Telecommunication Commission (CITEL)**

Acts as a central and permanent administrative organ of CITEL in accordance with the provisions in the Statutes and the Regulations of CITEL and in accordance with available resources, and performs the duties established in them.

### **The Academic and Technical Studies Scholarship Selection Committee**

Entrusted with awarding the academic scholarships under the OAS Scholarships Program, in accordance with the Organization's legal system.

### **The Office of the Inspector General**

Assists the Secretary General and the governing bodies in monitoring both proper fulfillment of the responsibilities of the various levels of management with respect to the General Secretariat's programs and resources and adherence to the legal system governing the General Secretariat.

### **The Board of External Auditors**

Examines the accounts of the General Secretariat and consists of three members designated by the General Assembly.

### **The Trust for the Americas**

The Trust serves the OAS as an entry point to expand hemispheric cooperation and enhance economic development by providing a channel for information, services, goods and funds.



**Table 11**  
**Regular Fund Budget Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

Chapter	Original Appropriation AG/RES. 1 (XLI- E/11 ) (a)	Transfers Jan. 2012 to Jun. 2012 (b)	Modified Appropriation as of June 30, 2012 (c)	% of Appropriation Transfers (d= b / a)	Obligations (e)	Expenditures (f)	% Executed of Modified Appropriation (g = e / c)	Unobligated Appropriation as of June 30, 2012 (h = c - e)
<b>Chapter 3 - Autonomous and/or Decentralized Entities</b>								
Inter-American Court of Human Rights (32A)	2,161.0	-	2,161.0	0.0%	1,080.5	1,080.5	50.0%	1,080.5
Inter-American Commission on Human Rights (32B)	4,779.7	(360.7)	4,419.0	-7.5%	4,281.9	2,295.2	96.9%	137.2
OAS Administrative Tribunal (32C)	53.0	-	53.0	0.0%	11.0	6.5	20.8%	42.0
Office of the Inspector General (32D)	1,162.3	(170.0)	992.3	-14.6%	784.9	347.1	79.1%	207.4
Board of External Auditors (32E)	175.2	-	175.2	0.0%	174.4	171.5	99.5%	0.8
Inter-American Defense Board (32G)	1,256.0	-	1,256.0	0.0%	628.0	628.0	50.0%	628.0
Pan American Development Foundation (32H)	131.8	-	131.8	0.0%	65.9	65.9	50.0%	65.9
Permanent Secretariat of the Inter-American Commission of Women (CIM) (32I)	1,254.0	(153.0)	1,101.0	-12.2%	1,025.8	552.9	93.2%	75.2
Trust for the Americas (32J)	188.9	18.5	207.4	9.8%	207.4	102.9	100.0%	-
The Secretariat of the Inter-American Telecommunication Commission - CITEL (32K)	622.6	(25.3)	597.3	-4.1%	542.9	291.1	90.9%	54.4
Secretariat of the Inter-American Committee on Ports (CIP) (32L)	195.9	(195.9)	-	-100.0%	-	-	0.0%	-
Office of the Director General of the Inter-American Children's Institute (32M)	1,014.1	(6.4)	1,007.7	-0.6%	914.1	460.6	90.7%	93.6
Control Account (PRG03)	-	673.9	673.9	0.0%	-	-	0.0%	673.9
<b>Sub-Total</b>	<b>12,994.5</b>	<b>(218.9)</b>	<b>12,775.6</b>	<b>-1.7%</b>	<b>9,716.7</b>	<b>6,002.2</b>	<b>76.1%</b>	<b>3,058.9</b>

**Table 12**  
**Specific Funds Budget Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

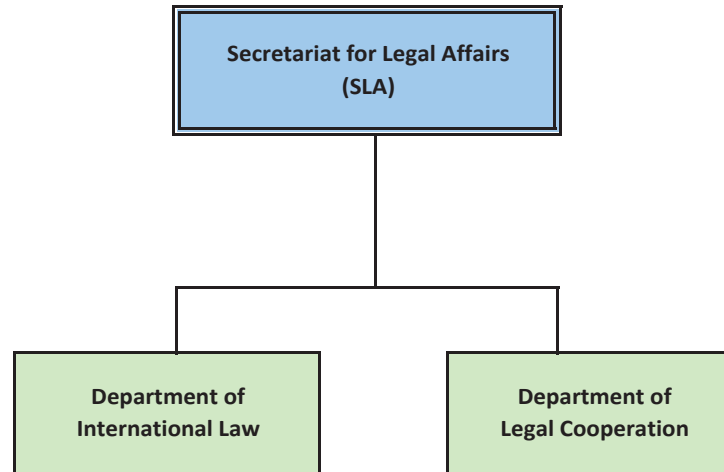
	BUDGET (Opening Balance 01/01 plus Income) (A)	EXECUTION (Expenditures and Obligations) (B)	VARIANCE (C) = (A) - (B)
The Executive Secretariat of the Inter-American Commission on Human Rights (IACHR) (32B)	3,542	2,690	852
The Secretariat of the OAS Administrative Tribunal (TRIBAD) (32C)	25	25	0
The Office of the Inspector General (32D)	2	-	2
The Permanent Secretariat of the Inter-American Commission of Women (CIM) (32I)	975	786	189
The Secretariat of the Inter-American Telecommunication Commission (CITEL) (32K)	351	222	129
The Office of the Director General of the Inter-American Children's Institute (IIN) (32M)	292	297	(4)
	<b>5,188</b>	<b>4,019</b>	<b>1,168</b>



## CHAPTER 4 - SECRETARIAT FOR LEGAL AFFAIRS (SLA)

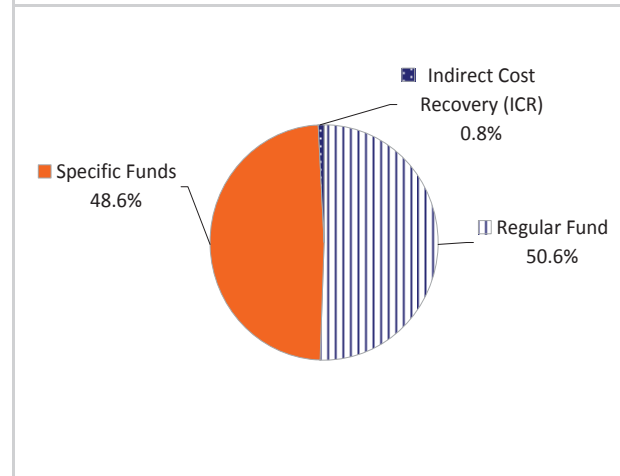
### Mission and Organizational Structure

The Secretariat for Legal Affairs (SLA) develops, promotes, and implements the Inter-American Program for the Development of International Law; provides advisory services concerning international law and the development and codification of inter-American law; supports the follow-up mechanisms for certain Inter-American conventions; serves as a depository and source of information for inter-American treaties and the agreements of the OAS and its organs; disseminates information on the legal instruments of the OAS and its legal programs.

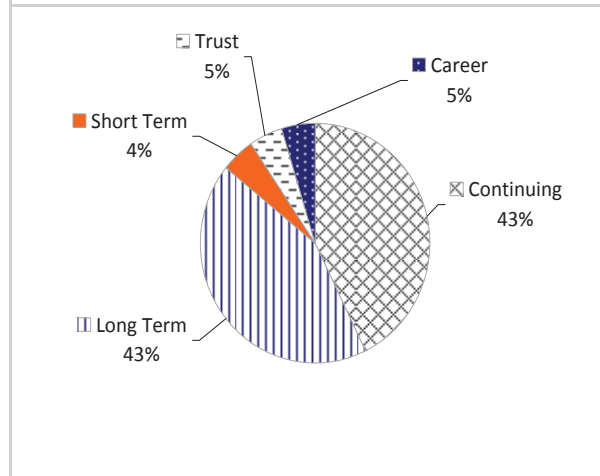


### Statistics at a Glance

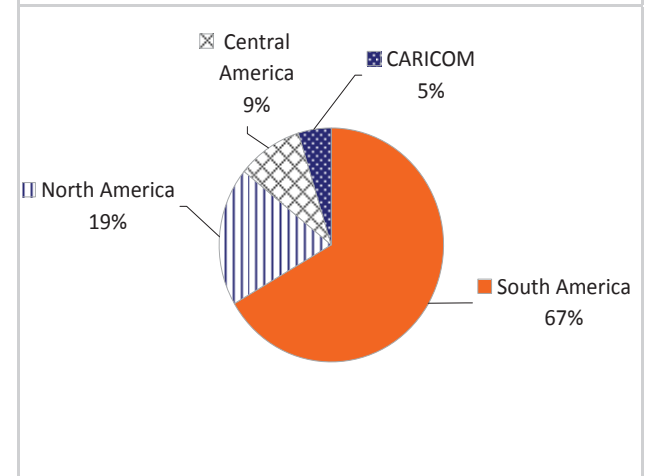
**Figure 14**  
Sources of Financing



**Figure 15**  
Staff and Associates by Type of Contract



**Figure 16**  
Staff and Associates by Region



**Table 13**  
**Budgetary Execution, Common Costs and Human Resources**  
**As of June 30, 2012**

(in thousands of USD)	Regular Fund			Voluntary Funds (FEMCIDI)			Specific Funds			Service and Revolving Funds									TOTAL		
										Indirect Cost Recovery (ICR)			Other Accounts			Other Funds					
<b>Chapter 4 - Secretariat for Legal Affairs</b>																					
BUDGET	2,758			-			2,653			43			6			-			5,460		
EXECUTION	2,657			-			1,606			30			-			-			4,293		
VARIANCE	101			-			1,048			13			6			-			1,167		
COMMON COSTS *	253			-			-			1			179			-			433		
<b>HUMAN RESOURCES BY GENDER</b>																					
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Secretary General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assistant Secretary General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Executive (D)	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1
Professional (P)	9	2	11	-	-	-	2	-	2	-	-	-	-	-	-	-	-	-	11	2	13
General Services (G)	1	5	6	-	-	-	-	1	1	-	-	-	-	-	-	-	-	-	1	6	7
	11	7	18	-	-	-	2	1	3	-	-	-	-	-	-	-	-	-	13	8	21
																			Associates	-	
																			Active CPRs (Natural)	7	
																			Interns	3	
																				31	

\* Estimated amount of infrastructure and common costs allocated and pro-rated by headcount.

**Table 14**  
**Regular Fund Budgetary Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

Chapter	Original Appropriation AG/RES. 1 (XLII-E/11) (a)	Transfers Jan. 2012 to Jun. 2012 (b)	Modified Appropriation as of June 30, 2012 (c)	% of Appropriation Transfers (d= b / a)	Obligations (e)	Expenditures (f)	% Executed of Modified Appropriation (g = e / c)	Unobligated Appropriation as of June 30, 2012 (h = c - e)
<b>Chapter 4 - Secretariat for Legal Affairs</b>								
Secretariat for Legal Affairs (42A)	517.3	57.0	574.3	11.0%	568.1	287.1	98.9%	6.2
Department of International Law (42B)	1,460.1	(33.0)	1,427.1	-2.3%	1,334.4	666.0	93.5%	92.7
Department of Legal Cooperation (42C)	780.3	(20.0)	760.3	-2.6%	754.2	373.7	99.2%	6.1
Control Account (PRG04)	-	(4.0)	(4.0)	0.0%	-	-	0.0%	(4.0)
Sub-Total	2,757.7	-	2,757.7	0.0%	2,656.7	1,326.8	96.3%	101.0

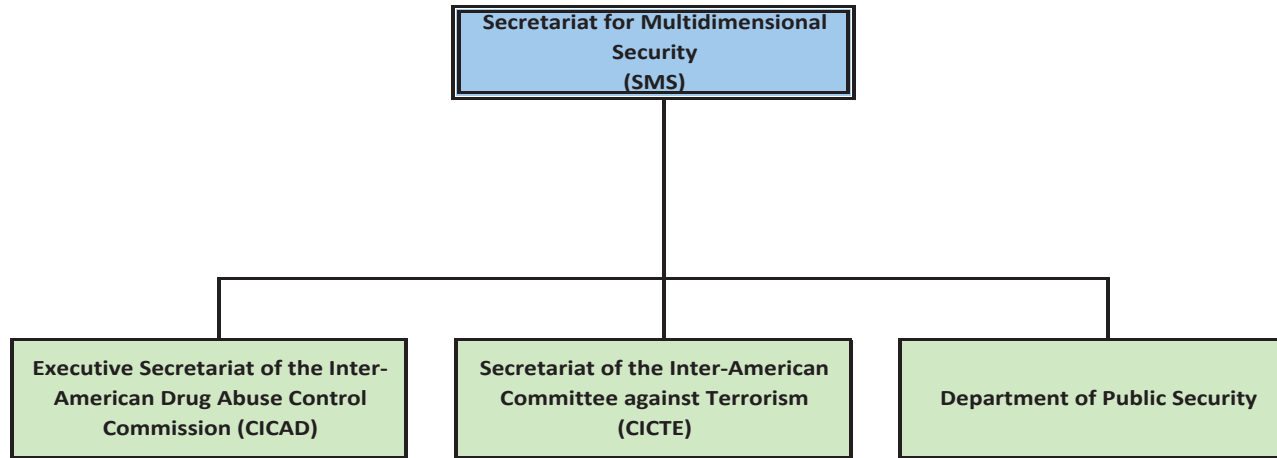
**Table 15**  
**Specific Funds Budget Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

	BUDGET (Opening Balance 01/01 plus Income) (A)	EXECUTION (Expenditures and Obligations) (B)	VARIANCE (C) = (A) - (B)
The Secretariat for Legal Affairs (42A)	1,167	906	261
The Department of International Law (42B)	333	287	46
The Department of Legal Cooperation (42C)	1,153	413	741
	<u>2,653</u>	<u>1,606</u>	<u>1,048</u>

## CHAPTER 5 - SECRETARIAT FOR MULTIDIMENSIONAL SECURITY (SMS)

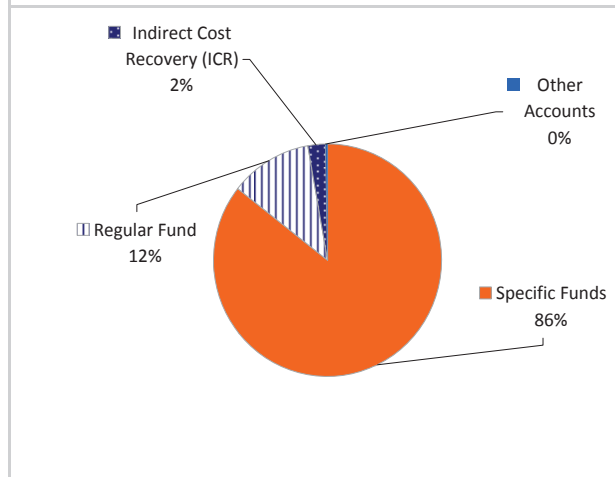
### Mission and Organizational Structure

The mission of the Secretariat for Multidimensional Security (SMS) is to coordinate cooperation among the member states to fight threats to national and citizen security, and to work to mitigate the harmful effects of those threats on the health and well-being of citizens and societies in the member states and to prevent the abuse of psychotropic substances, crime, and violence; capacity-building; legal and legislative assistance; and the promotion of health and education.

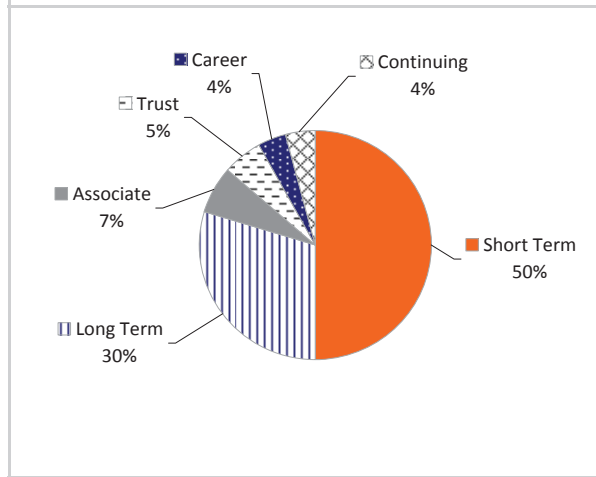


### Statistics at a Glance

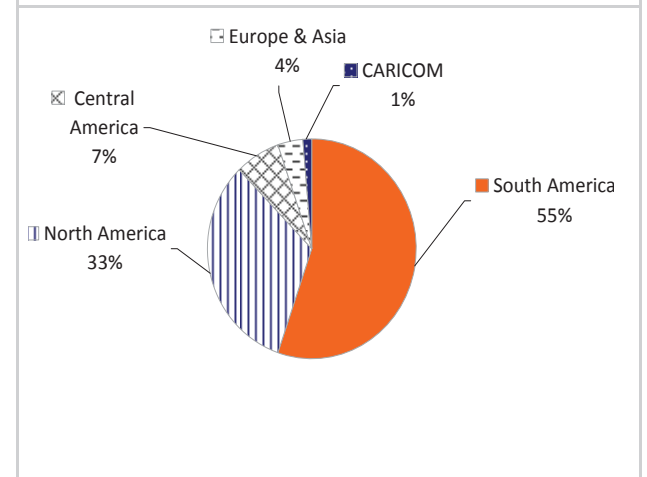
**Figure 17**  
Sources of Financing



**Figure 18**  
Staff and Associates by Type of Contract



**Figure 19**  
Staff and Associates by Region



**Table 16**  
**Budgetary Execution, Common Costs and Human Resources**  
**As of June 30, 2012**

(in thousands of USD)	Regular Fund			Voluntary Funds (FEMCIDI)			Specific Funds			Service and Revolving Funds			Other Funds			TOTAL					
										Indirect Cost Recovery (ICR)											
<b>Chapter 5 - Secretariat for Multidimensional Security</b>																					
BUDGET	4,119			-			29,675			828			105			-			34,727		
EXECUTION	3,655			-			14,723			616			2			-			18,995		
VARIANCE	465			-			14,952			211			103			-			15,732		
COMMON COSTS *	1,021			-			-			3			723			-			1,747		
<b>HUMAN RESOURCES BY GENDER</b>																					
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Secretary General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assistant Secretary General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Executive (D)	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1
Professional (P)	11	6	17	-	-	-	17	17	34	2	3	5	-	-	-	-	-	-	30	26	56
General Services (G)	-	5	5	-	-	-	-	2	2	1	4	5	-	-	-	-	-	-	1	11	12
	12	11	23	-	-	-	17	19	36	3	7	10	-	-	-	-	-	-	32	37	69
																			Associates	5	
																			Active CPRs (Natural)	46	
																			Interns	5	
																				125	

\* Estimated amount of infrastructure and common costs allocated and pro-rated by headcount.

**Table 17**  
**Regular Fund Budgetary Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

Chapter	Original Appropriation AG/RES. 1 (XLII-E/11 ) (a)	Transfers Jan. 2012 to Jun. 2012 (b)	Modified Appropriation as of June 30, 2012 (c)	% of Appropriation Transfers (d= b / a)	Obligations (e)	Expenditures (f)	% Executed of Modified Appropriation (g = e / c)	Unobligated Appropriation as of June 30, 2012 (h = c - e)
<b>Chapter 5 - Secretariat for Multidimensional Security</b>								
Secretariat for Multidimensional Security (52A)	458.0	354.8	812.8	77.5%	805.3	394.1	99.1%	7.4
Secretariat of the Inter-American Drug Abuse Control Commission (CICAD) (52C)	1,793.0	(100.8)	1,692.2	-5.6%	1,514.6	788.2	89.5%	177.6
Secretariat for the Inter-American Committee against Terrorism (CICTE) (52D)	493.6	(153.9)	339.7	-31.2%	309.8	229.8	91.2%	29.9
Department of Public Security (52E)	1,015.7	(207.3)	808.4	-20.4%	790.5	421.6	97.8%	17.9
Department of Defense and Hemispheric Security (52F)	359.1	(122.3)	236.8	-34.1%	234.3	142.3	99.0%	2.5
Control Account (PRG05)	-	229.6	229.6	0.0%	-	-	0.0%	229.6
Sub-Total	4,119.4	-	4,119.4	0.0%	3,654.6	1,976.1	88.7%	464.8

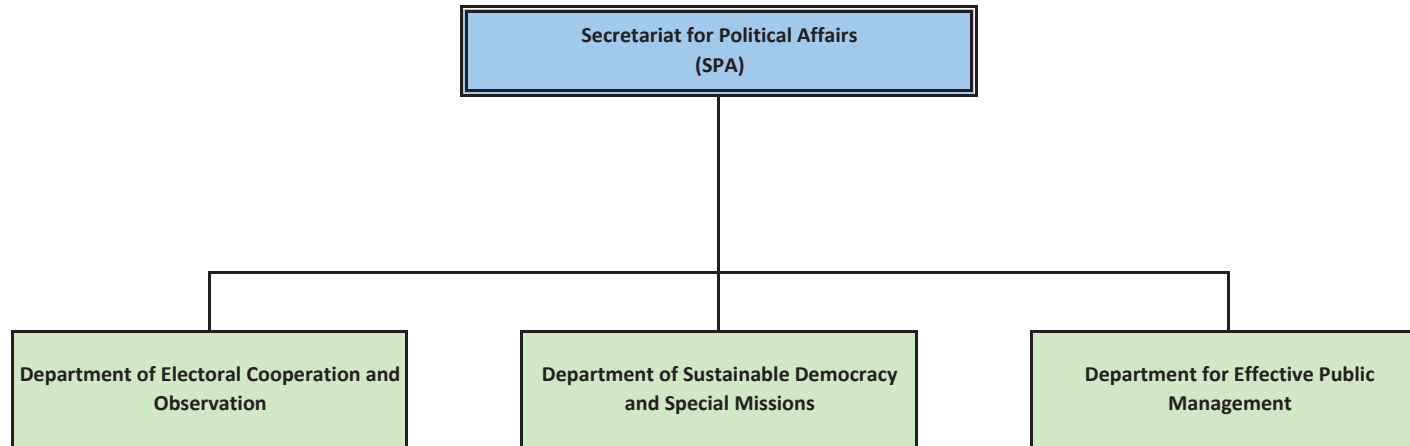
**Table 18**  
**Specific Funds Budget Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

	BUDGET (Opening Balance 01/01 plus Income) (A)	EXECUTION (Expenditures and Obligations) (B)	VARIANCE (C) = (A) - (B)
The Secretariat for Multidimensional Security (52A)	294	471	(177)
The Executive Secretariat of the Inter-American Drug Abuse Control Commission (CICAD) (52C)	17,213	5,724	11,490
The Secretariat of the Inter-American Committee Against Terrorism (52D)	8,678	5,480	3,198
The Department of Public Security (52E)	3,489	3,048	441
	<u>29,675</u>	<u>14,723</u>	<u>14,952</u>

## CHAPTER 6 - SECRETARIAT FOR POLITICAL AFFAIRS (SPA)

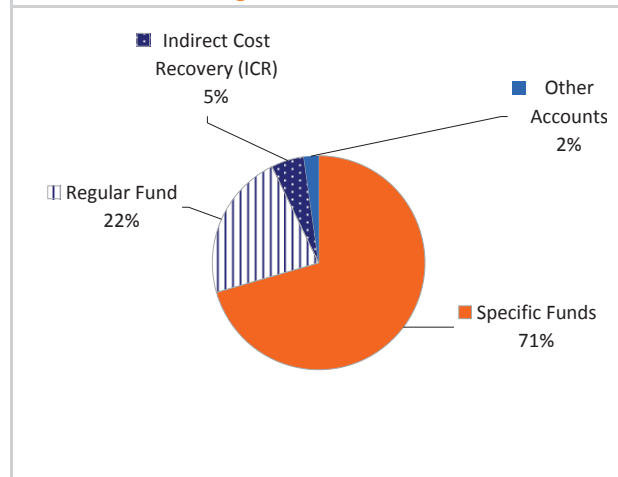
### Mission and Organizational Structure

The mission of the Secretariat for Political Affairs (SPA) is to help to strengthen political processes in the member states, in particular to support democracy as the best option for ensuring peace, security, and development. The SPA focuses on strengthening the role of the Organization as the primary political forum in the inter-American system and on actively helping to maintain democracy in the member states.

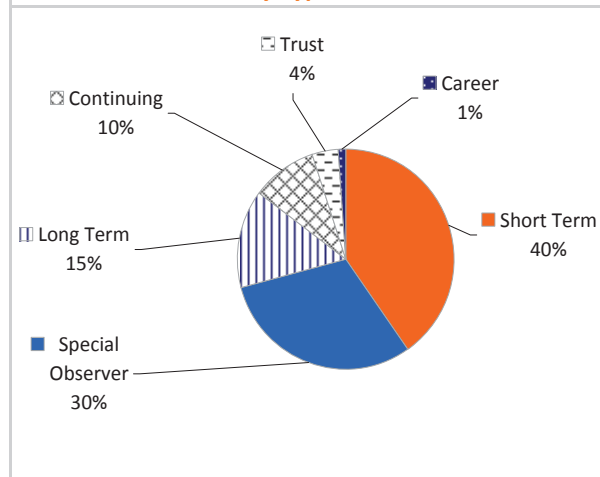


### Statistics at a Glance

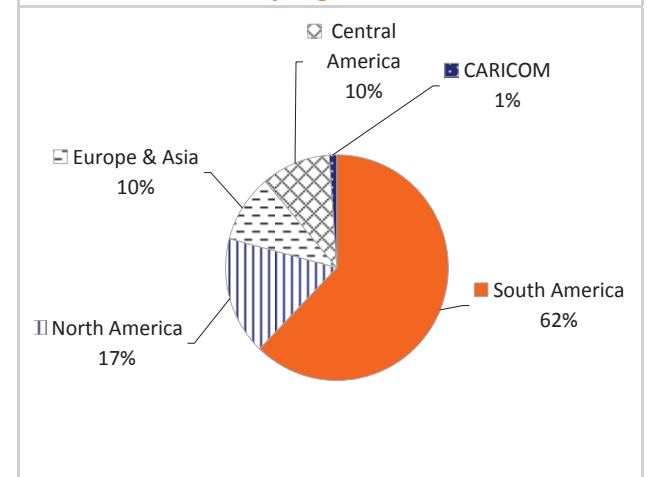
**Figure 20**  
Sources of Financing



**Figure 21**  
Staff and Associates by Type of Contract



**Figure 22**  
Staff and Associates by Region







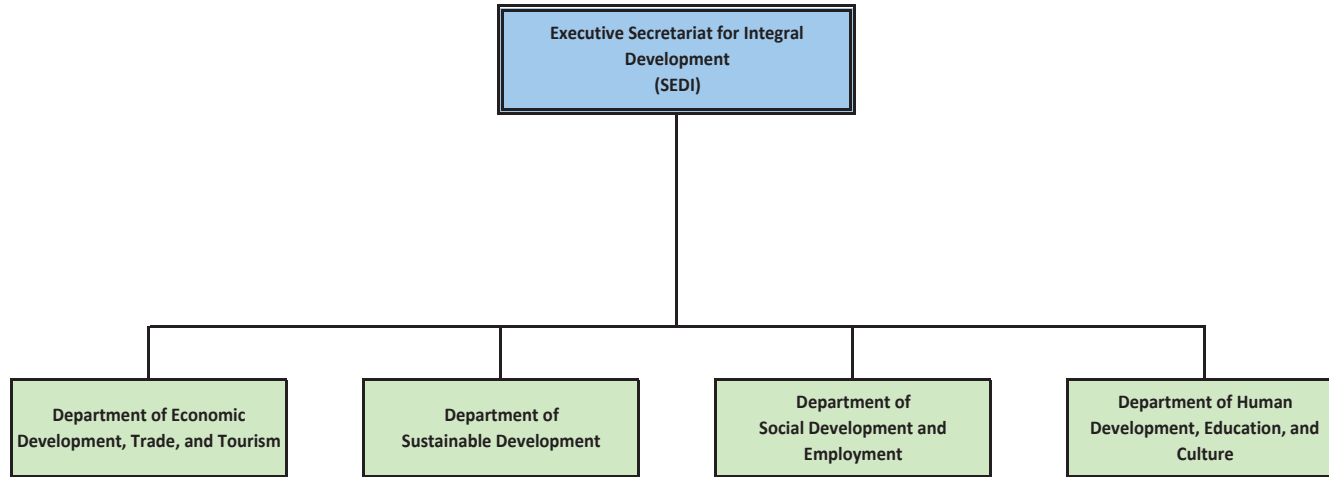
**Table 21**  
**Specific Funds Budget Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

	BUDGET (Opening Balance 01/01 plus Income) (A)	EXECUTION (Expenditures and Obligations) (B)	VARIANCE (C) = (A) - (B)
The Secretariat for Political Affairs (62A)	32	14	18
The Department of Electoral Cooperation and Observation (62B)	2,322	1,874	448
The Department of Sustainable Democracy and Special Missions (62C)	7,477	5,140	2,336
The Department of Effective Public Management (62D)	4,259	3,844	415
	<u>14,090</u>	<u>10,873</u>	<u>3,217</u>

## CHAPTER 7 - EXECUTIVE SECRETARIAT FOR INTEGRAL DEVELOPMENT (SEDI)

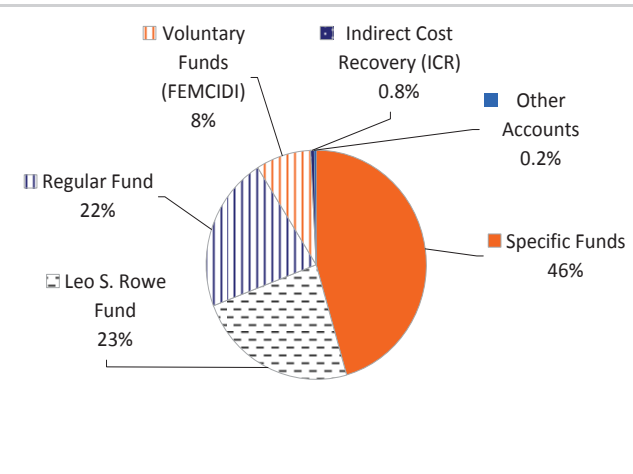
### Mission and Organizational Structure

The purpose of the Executive Secretariat for Integral Development (SEDI) is to support, facilitate, and foster integral development in the member states in coordination with measures to strengthen democracy, multidimensional security, and the promotion of human rights. SEDI also promotes intersectoral dialogue, public-private partnerships, and consensus-building in the integration of government policies on sustainable human development.

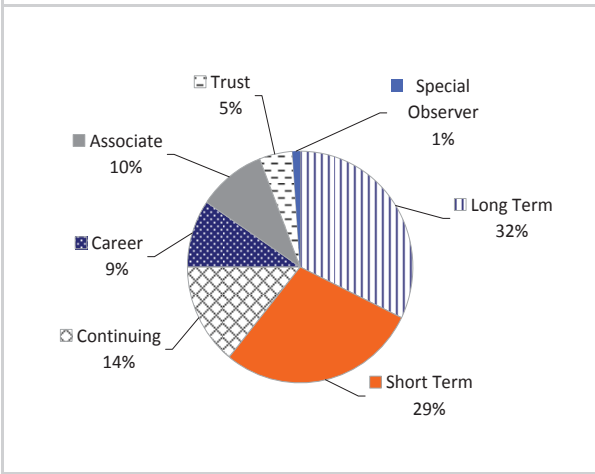


### Statistics at a Glance

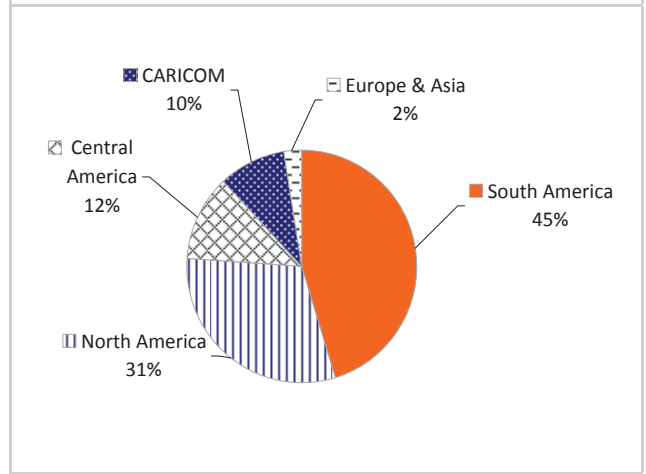
**Figure 23**  
Sources of Financing



**Figure 24**  
Staff and Associates by Type of Contract



**Figure 25**  
Staff and Associates by Region



**Table 22**  
**Budgetary Execution, Common Costs and Human Resources**  
**As of June 30, 2012**

(in thousands of USD)	Voluntary Funds (FEMCIDI)			Service and Revolving Funds			Leo S. Rowe Fund	TOTAL													
	Regular Fund	Specific Funds	Indirect Cost Recovery (ICR)	Other Accounts																	
<b>Chapter 7 - Secretariat for Integral Development</b>																					
BUDGET	13,890	5,067 (a)	29,013	485	131	15,017	63,603														
EXECUTION	12,146	4,311 (a)	8,123	341	8	205	25,134														
VARIANCE	1,743	756	20,891	144	123	14,812	38,469														
COMMON COSTS (b)	1,747	-	-	4	1,239	-	2,990														
<b>HUMAN RESOURCES BY GENDER</b>																					
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T			
Secretary General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Assistant Secretary General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Senior Executive (D)	1	-	1	-	-	-	-	-	-	-	-	-	1	-	1	23	37	60			
Professional (P)	17	28	45	-	-	-	5	8	13	1	-	1	-	1	1	4	11	15			
General Services (G)	2	7	9	-	-	-	-	1	1	1	2	3	-	-	-	1	1	2			
	20	35	55	-	-	-	5	9	14	2	2	4	-	-	-	1	2	3	28	48	76
																			Associates	8	
																			Active CPRs (Natural)	113	
																			Interns	17	
																				214	

(a) Budget and execution corresponds to FEMCIDI 2009 cycle (May 1, 2010 thru December 31, 2011).  
(b) Estimated amount of infrastructure and common costs allocated and pro-rated by headcount.

**Table 23**  
**Regular Fund Budgetary Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

Chapter	Original Appropriation AG/RES. 1 (XLII-E/11) (a)	Transfers Jan. 2012 to Jun. 2012 (b)	Modified Appropriation as of June 30, 2012 (c)	% of Appropriation Transfers (d= b/a)	Obligations (e)	Expenditures (f)	% Executed of Modified Appropriation (g= e/c)	Unobligated Appropriation as of June 30, 2012 (h= c - e)
<b>Chapter 7 - Executive Secretariat for Integral Development</b>								
Executive Secretariat for Integral Development (72A)	1,273.9	379.6	1,653.5	29.8%	1,432.6	759.0	86.6%	220.9
Department of Economic Development, Trade and Tourism (72C)	2,410.6	(273.0)	2,137.6	-11.3%	1,886.8	989.7	88.3%	250.7
Department of Sustainable Development (72D)	1,393.6	145.8	1,539.4	10.5%	1,487.6	754.2	96.6%	51.8
Department of Social Development and Employment (72E)	1,229.3	116.3	1,345.6	9.5%	1,319.3	676.4	98.0%	26.3
Department of Human Development, Education and Culture (72G)	7,530.4	35.2	7,565.6	0.5%	5,992.0	2,677.2	79.2%	1,573.5
CIDI Mtgs., Ministerial & IA Committees Meetings (72H)	151.0	-	151.0	0.0%	28.1	28.1	18.6%	122.9
Control Account (PRG07)	-	(502.9)	(502.9)	0.0%	-	-	0.0%	(502.9)
<b>Sub-Total</b>	<b>13,988.8</b>	<b>(99.1)</b>	<b>13,889.7</b>	<b>-0.7%</b>	<b>12,146.4</b>	<b>5,884.6</b>	<b>87.4%</b>	<b>1,743.3</b>

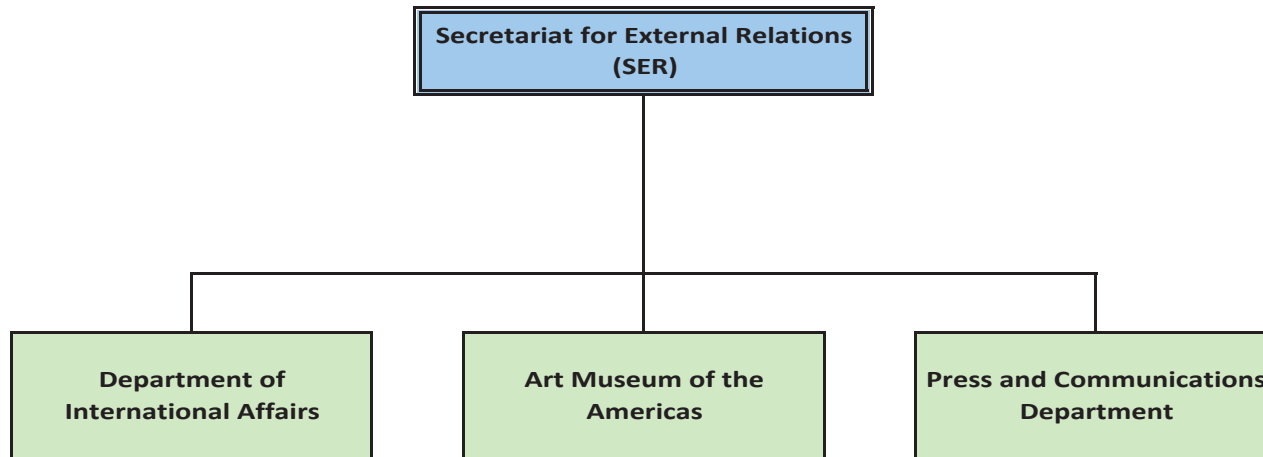
**Table 24**  
**Specific Funds Budget Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

	BUDGET (Opening Balance 01/01 plus Income) (A)	EXECUTION (Expenditures and Obligations) (B)	VARIANCE (C) = (A) - (B)
The Office of the Executive Secretary for Integral Development (72A)	13,645	400	13,245
The Department of Economic Development, Trade, and Tourism (72C)	2,313	920	1,393
The Department of Sustainable Development (72D)	8,829	4,875	3,954
The Department of Social Development and Employment (72E)	1,765	1,118	647
The Department of Human Development, Education, and Culture (72G)	2,202	770	1,431
CIDI Mtgs., Ministerial & IA Committees Meetings (72H)	259	39	220
	<u>29,013</u>	<u>8,123</u>	<u>20,891</u>

## CHAPTER 8 - SECRETARIAT FOR EXTERNAL RELATIONS (SER)

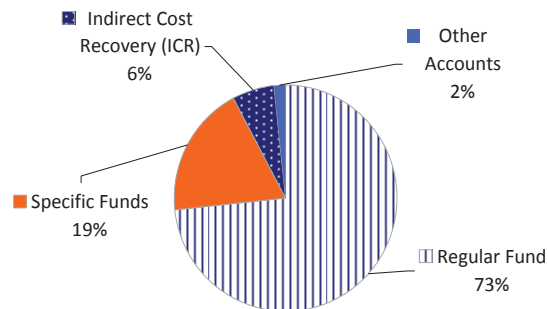
### Mission and Organizational Structure

The mission of the Secretariat for External Relations (SER) is to disseminate the role of the Organization as the institution for promoting democratic governance, sustainable development, multidimensional security, and respect for human rights in the Hemisphere; and to contribute to the strengthening of the Organization's institutional image.

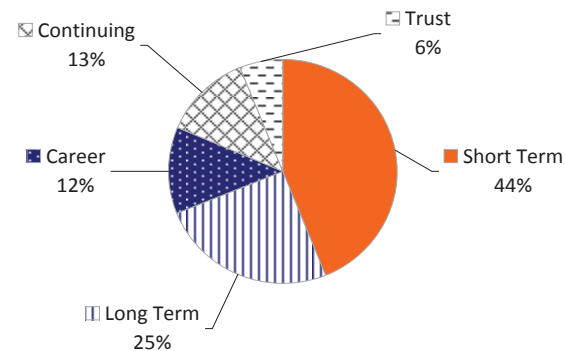


### Statistics at a Glance

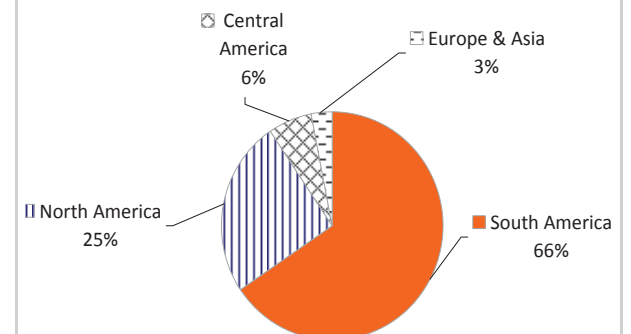
**Figure 26**  
Sources of Financing



**Figure 27**  
Staff and Associates by Type of Contract



**Figure 28**  
Staff and Associates by Region



**Table 25**  
**Budgetary Execution, Common Costs and Human Resources**  
**As of June 30, 2012**

(in thousands of USD)	Regular Fund			Voluntary Funds (FEMCIDI)			Specific Funds			Service and Revolving Funds			Other Funds			TOTAL					
										Indirect Cost Recovery (ICR)			Other Accounts								
<b>Chapter 8 - Secretariat for External Relations</b>																					
BUDGET	3,776			-			985			305			89			-			5,155		
EXECUTION	3,969			-			643			139			95			-			4,847		
VARIANCE	(193)			-			341			166			(6)			-			308		
COMMON COSTS *	400			-			-			1			284			-			685		
<b>HUMAN RESOURCES BY GENDER</b>																					
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Secretary General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assistant Secretary General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Executive (D)	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1
Professional (P)	9	10	19	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	10	10	20
General Services (G)	5	4	9	-	-	-	-	-	-	-	2	2	-	-	-	-	-	-	5	6	11
	15	14	29	-	-	-	1	-	1	-	2	2	-	-	-	-	-	-	16	16	32
																			Associates	-	
																			Active CPRs (Natural)	11	
																			Interns	6	
																				49	

\* Estimated amount of infrastructure and common costs allocated and pro-rated by headcount.

**Table 26**  
**Regular Fund Budgetary Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

Chapter	Original Appropriation AG/RES. 1 (XLIIE/11) (a)	Transfers Jan. 2012 to Jun. 2012 (b)	Modified Appropriation as of June 30, 2012 (c)	% of Appropriation Transfers (d= b / a)	Obligations (e)	Expenditures (f)	% Executed of Modified Appropriation (g = e / c)	Unobligated Appropriation as of June 30, 2012 (h = c - e)
<b>Chapter 8 - Secretariat for External Relations</b>								
Secretariat for External Relations (82A)	814.6	25.8	840.4	3.2%	800.6	420.2	95.3%	39.9
Department of Press and Communications (82B)	1,597.0	392.6	1,989.6	24.6%	1,983.1	1,087.4	99.7%	6.4
Department of International Affairs (82C)	841.9	(284.7)	557.2	-33.8%	556.9	308.3	99.9%	0.3
Art Museum of the Americas (82D)	522.9	106.7	629.6	20.4%	628.9	313.9	99.9%	0.8
Control Account (PRG08)	-	(240.4)	(240.4)	0.0%	-	-	0.0%	(240.4)
Sub-Total	3,776.4	-	3,776.4	0.0%	3,969.5	2,129.9	105.1%	(193.1)

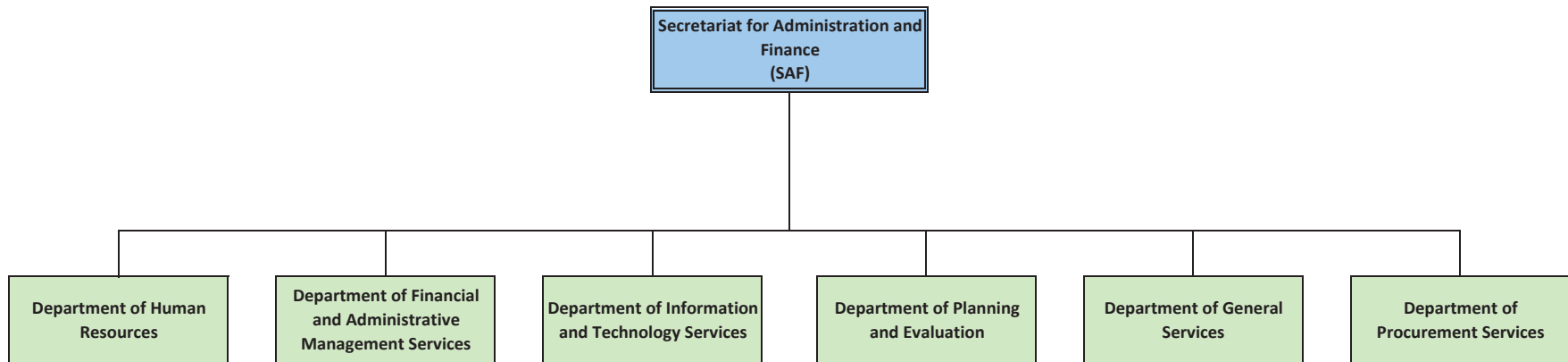
**Table 27**  
**Specific Funds Budget Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

	BUDGET (Opening Balance 01/01 plus Income) (A)	EXECUTION (Expenditures and Obligations) (B)	VARIANCE (C) = (A) - (B)
The Secretariat for External Relations (82A)	314	209	104
The Department of International Affairs (82C)	437	208	229
The Art Museum of the Americas (82D)	200	189	11
The Department of Press and Communication (82X)	34	37	(3)
	<u>985</u>	<u>643</u>	<u>341</u>

## CHAPTER 9 - SECRETARIAT FOR ADMINISTRATION AND FINANCE (SAF)

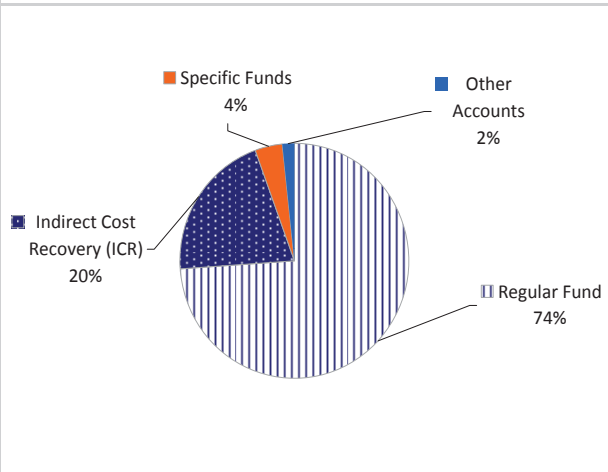
### Mission and Organizational Structure

The mission of the Secretariat for Administration and Finance (SAF) is to provide the General Secretariat and the political bodies of the Organization with the management tools required to run an efficient, effective and transparent Organization. The SAF provides management leadership, guidance, and services in the areas of budgetary and financial planning and execution, procurement and contracting services, human resources, information technology, project and program analysis and general services, including security and maintenance of OAS assets, in accordance with internationally recognized standards and principles of professional management.

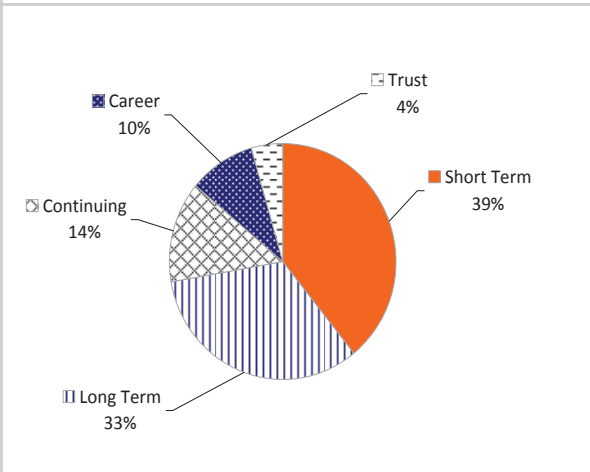


### Statistics at a Glance

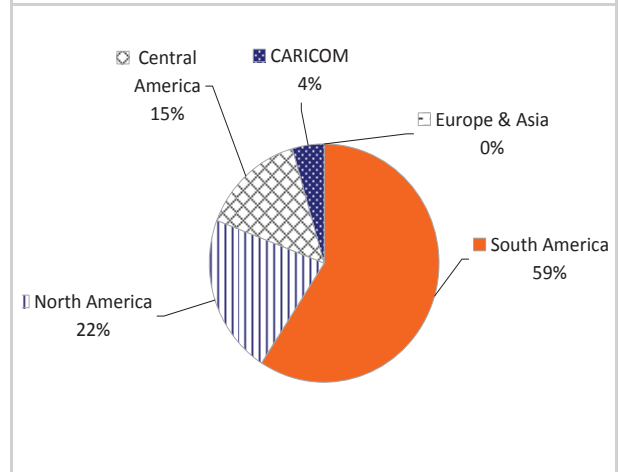
**Figure 29**  
Sources of Financing



**Figure 30**  
Staff and Associates by Type of Contract



**Figure 31**  
Staff and Associates by Region







**Table 30**  
**Specific Funds Budget Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

	BUDGET (Opening Balance 01/01 plus Income) (A)	EXECUTION (Expenditures and Obligations) (B)	VARIANCE (C) = (A) - (B)
The Department of Human Resources (92B)	59	29	31
The Department of Financial and Administrative Management Services (92C)	35	33	2
The Department of Planning and Evaluation (92G)	473	212	261
	<u>568</u>	<u>274</u>	<u>293</u>

## OTHER ACTIVITIES

### **Resolution CP 831/2002**

In 2002, the Permanent Council, through CP/RES831 (1342/02), approved the “Use of Excess Resources of the Reserve Sub-fund for Capital Investment and to Meet OAS Mandates.” The appropriated excess resources of the Reserve Subfund amounted to USD 20,600,000

### **Fund for Cooperation with Latin America & the Caribbean**

This Fund was established in 2004 through an Agreement between the GS/OAS and the Government of Mexico. It was created with the purpose of granting scholarships and supporting other areas related to human development for youth population in Latin America and the Caribbean.

### **Projects to Strengthen Democracy and Governance in Haiti**

Projects such as the Modernization of the Civil Registry in Haiti, which are being temporarily administered by the Secretariat for Administration and Finance (SAF).

### **Oliver Jackman Voluntary Capital Fund**

The purpose of the Fund is to help finance with income produced by capital contributions, the operations of the I-A Court of Human Rights and the I-A Commission on Human Rights, in addition to resources from the Regular Fund and other specific funds.

### **Unprogrammed Funds**

Funds which have not yet been programmed.

### **Interest to be reimbursed to USINL**

As required by United States law, interest earned on contributions to Specific Funds from USINL must be returned to them by year-end.

### **Tax Equalization**

This account is established to reimburse eligible employees of the General Secretariat for income taxes paid to their respective member state on their OAS income. These reimbursements are sponsored by their corresponding member state.

### **Medical Benefits Trust Fund**

This Fund was established to support the health care expenses of GS/OAS employees enrolled in its health care plan. It is a self-funded health benefits plan.

**Table 31**  
**Budgetary Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

(in thousands of USD)	Regular Fund	Voluntary Funds (FEMCIDI)	Specific Funds	Service and Revolving Funds		Medical Benefits Trust Fund	TOTAL
				Indirect Cost Recovery (ICR)	Other Accounts		
<b><u>Resolution CP 831/2002</u></b>							
BUDGET	-	-	5,280	-	-	-	5,280
EXECUTION	-	-	706	-	-	-	706
VARIANCE	-	-	4,574	-	-	-	4,574
<b><u>Fund for Cooperation with Latin America &amp; the Caribbean</u></b>							
BUDGET	-	-	2,792	-	-	-	2,792
EXECUTION	-	-	-	-	-	-	-
VARIANCE	-	-	2,792	-	-	-	2,792
<b><u>Projects to Strengthen Democracy and Governance in Haiti</u></b>							
BUDGET	-	-	296	-	-	-	296
EXECUTION	-	-	75	-	-	-	75
VARIANCE	-	-	221	-	-	-	221
<b><u>Oliver Jackman Fund</u></b>							
BUDGET	-	-	152	-	-	-	152
EXECUTION	-	-	-	-	-	-	-
VARIANCE	-	-	152	-	-	-	152
<b><u>Unprogrammed Funds</u></b>							
BUDGET	-	-	11,430	(2,967)	-	-	8,463
EXECUTION	-	-	0	-	-	-	0
VARIANCE	-	-	11,430	(2,967)	-	-	8,463
<b><u>Interest to be reimbursed to USINL</u></b>							
BUDGET	-	-	29	-	-	-	29
EXECUTION	-	-	-	-	-	-	-
VARIANCE	-	-	29	-	-	-	29
<b><u>Tax Equalization</u></b>							
BUDGET	-	-	-	-	1,339	-	1,339
EXECUTION	-	-	-	-	3,838	-	3,838
VARIANCE	-	-	-	-	(2,499)	-	(2,499)
<b><u>Common Costs and Services</u></b>							
BUDGET	12,238	-	-	61	8,167	-	20,466
EXECUTION	9,324	-	-	24	6,610	-	15,958
VARIANCE	2,914	-	-	37	1,558	-	4,508
<b><u>OAS Medical Benefits Trust Fund</u></b>							
BUDGET	-	-	-	-	-	37,784	37,784
EXECUTION	-	-	-	-	-	6,537	6,537
VARIANCE	-	-	-	-	-	31,247	31,247

**Table 31 (continued...)**  
**Budgetary Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

(in thousands of USD)	Regular Fund	Voluntary Funds (FEMCID)	Specific Funds	Service and Revolving Funds		Medical Benefits Trust Fund	TOTAL
				Indirect Cost Recovery (ICR)	Other Accounts		
<b>Reconciliation / Write-Off</b>							
BUDGET	-	-	(235)	-	-	-	(235)
EXECUTION	-	-	-	-	-	-	-
VARIANCE	-	-	(235)	-	-	-	(235)
<hr/>							
<b>TOTAL OTHER ACTIVITIES</b>							
BUDGET	12,238	-	19,744	(2,906)	9,506	37,784	76,366
EXECUTION	9,324	-	781	24	10,448	6,537	27,114
VARIANCE	2,914	-	18,963	(2,930)	(941)	31,247	49,252

**Table 32**  
**Regular Fund Budget Execution**  
**As of June 30, 2012**  
**(in thousands of USD)**

Chapter	Original Appropriation AG/RES. 1 (XLII- E/11 ) (a)	Transfers Jan. 2012 to Jun. 2012 (b)	Modified Appropriation as of June 30, 2012 (c)	% of Appropriation Transfers (d= c / a)	Obligations (e)	Expenditures (f)	% Executed of Modified Appropriation (g = e / c)	Unobligated Appropriation as of June 30, 2012 (h = c - e)
<b>Chapter 10 - Basic Infrastructure and Common costs</b>								
Equipment and Supplies - Computers (102A)	868.0	-	868.0	0.0%	466.8	354.7	53.8%	401.2
Office Equipment and Supplies (102B)	29.5	-	29.5	0.0%	14.6	7.9	49.5%	14.9
OASES System (102C)	453.6	-	453.6	0.0%	360.7	168.5	79.5%	92.9
Building Management and Maintenance (102D)	5,201.3	0.0	5,201.3	0.0%	3,215.8	3,204.1	61.8%	1,985.6
General Insurance (102E)	396.1	-	396.1	0.0%	327.8	310.9	82.7%	68.3
Recruitment and Transfers (102G)	56.0	65.3	121.3	116.6%	92.7	78.6	76.4%	28.6
Terminations and Repatriations (102H)	1,126.1	-	1,126.1	0.0%	1,062.0	664.7	94.3%	64.1
Home Leave (102I)	207.3	-	207.3	0.0%	165.6	136.2	79.9%	41.7
Education and Language Allowance, Medical Examinations (102J)	67.4	-	67.4	0.0%	43.3	30.5	64.2%	24.1
Pension for Retired Executives and Health and Life Insurance for Retired Employees (102K)	3,505.7	-	3,505.7	0.0%	3,505.7	1,883.0	100.0%	-
Human Resources Development (102L)	277.9	(32.3)	245.6	-11.6%	58.9	40.3	24.0%	186.7
Contribution to the Staff Association (102M)	5.1	-	5.1	0.0%	5.1	5.1	100.0%	-
Contribution to the AROAS (102N)	5.1	-	5.1	0.0%	5.1	5.1	100.0%	-
Reserve Subfund (102O)	48.7	-	48.7	0.0%	-	-	0.0%	48.7
Control Account (PRG10)	-	(43.0)	(43.0)	0.0%	-	-	0.0%	(43.0)
<b>Sub-Total</b>	<b>12,247.8</b>	<b>(10.0)</b>	<b>12,237.8</b>	<b>-0.1%</b>	<b>9,324.1</b>	<b>6,889.7</b>	<b>76.2%</b>	<b>2,913.8</b>

## SECTION III

### FINANCIAL STATEMENTS AND REPORTS - LINKS

Click on the following links for direct access to the Financial Statements and Reports as of June 30, 2012:

### REGULAR FUND

- [Combining Financial Statements](#)  
Financial position and changes in fund balance for the Regular Fund, FEMCIDI, Specific Fund and Service/Revolving Funds.
- [Regular Fund Budget Execution Status Report](#)  
Detailed 2012 Regular Fund budget execution and transfers between chapters at the object of expenditure level.
- [Quota Payments](#)  
Regular Fund quota collections and balances due from Member States.
- [Compliance Report](#)  
Payment status of Member States' quota assessment to the Regular Fund.
- [Regular Fund Cash Flow: Liquidity Risk Analysis](#)  
Inflows and outflows (cash activity) by month with projections through June 30, 2012.

### SPECIFIC FUNDS

- [Specific Funds: Statement of Changes in Fund Balance](#)  
Detailed report sorted by Chapter, Subprogram and Project for specific contributions.
- [Specific Funds: Net Programming by Donor and Chapter](#)  
Refers to 2012 contributions plus transfers in/out between chapters and assignment of unprogrammed balances.
- [Resolution CP/RES. 831 \(1342/02\)](#)  
Statement of supplementary appropriations pursuant to Resolution CP/Res. 831.

### SERVICE AND REVOLVING FUNDS

- [Indirect Cost Recovery \(ICR\)](#)  
Detail of ICR collections, execution and cash flows by Chapter, Subprogram and object of expenditure.
- [Service and Revolving Funds: Statement of Changes in Fund Balance](#)  
Detailed activity by Chapter and Subprogram for service and revolving funds (Building Management and Maintenance, Tax Equalization, Parking Services, Indirect Cost Recovery, and others).

### OTHERS

- [Cash Contributions to the OAS by Donor and Fund](#)
- [Activities of the Offices of the General Secretariat in the Member States](#)  
Detailed list of projects executed by Member States.
- [Projects Submitted to the Project Evaluation Committee \(PEC\) in 2012](#)



# GLOSSARY

- **Award:** Is used to identify a grant, contract, or other agreement derived from a donor contribution in our system (OASES).
- **Contribution:** Amounts of funds received by the GS/OAS for Specific Funds activities. The donor may restrict the use of the funds.
- **Disbursement:** Actual money paid for goods and services, regardless of budget period.
- **Execution:** Disbursements and obligations related to the current budgetary year.
- **Grant:** An award of financial assistance in the form of money with no expectation that the funds will be paid back.
- **Indirect Cost Recovery (“ICR”):** Recovery of indirect costs incurred by the General Secretariat in administrating contributions/grants. This amount partially defrays costs incurred in the administration of projects including, among others, the following products and services: planning, monitoring, review and evaluation of projects; resource mobilization services; financial management framework (e.g., financial manuals, handbooks, guidelines, and training); staff recruitment; overall administrative functions of the General Secretariat; legal and financial review of agreements; banking operations (e.g., receipt of funds, check emission, bank reconciliations); financial reporting; external audit coordination and representation; internal audits; setup and management of accounts; procurement of goods and services; recording and processing of transactions; facilities and utilities; and general use office equipment and supplies (e.g., networks).
- **Inflows:** Under the Regular Fund include current quotas, quotas in arrears, interest income, rental space income, and miscellaneous income, received during the year. Under FEMCIDI include voluntary contributions from member states, interest and reimbursements. For Specific Funds include current year contributions for specific activities as mandated by the donor agreement, interest income and transfers. Service Funds include Regular Fund transfers for basic infrastructure and common costs, tax reimbursements, indirect cost recovery and other income. For Other Funds (which includes Medical Benefit, Rowe Pan-American and Trust for the Americas) vary depending on the nature for which these funds were established and may include unrealized gain from investments.
- **Operating Deficit:** Negative amount generated in a fiscal year by excess of outflows over inflows.
- **Outflows:** Under the Regular, Specific and Service Funds include expenditures, obligations, payroll encumbrances to year-end, transfers, and other decreases. Under FEMCIDI include only non-payroll expenditures, obligations and transfers. Other Funds include only expenditures and transfers.
- **Project:** A temporary endeavor with a pre-determined timeframe and well-defined phases or activities, undertaken to deliver a unique product or service that contributes to a common organizational goal. It is both measurable and observable, and precisely identifies and allocates the sources of financing for each phase or activity.
- **Program:** A collection of related projects to achieve a common organizational goal, carried out in a periodic and coordinated manner, but not necessarily in a pre-determined timeframe.
- **Unliquidated Obligation:** Amounts committed requiring future payments for the procurement of goods or services. Such amounts represent liabilities with third parties at the end of a period. Unliquidated obligations in the Regular Fund are de-obligated one year after the year of appropriation.