

## Organization of American States GENERAL SECRETARIAT

## Report to the Permanent Council ANNUAL AUDIT OF AcCOUNTS AND FINANCIAL STATEMENTS

For the years ended December 31, 2007 and 2006


2007

## Organization of American States Board of External Auditors

The Board of External Auditors ("The Board") is responsible for the external audit of the accounts of the General Secretariat pursuant to the General Assembly Resolution 123 adopted on April 14, 1973, and Permanent Council Resolution 124 dated June 30, 1975. It began to function in March 1976, and adopted detailed rules and procedures to carry out its duties and responsibilities. These rules reflect the standards and requirements prescribed by the General Assembly and the Permanent Council for the external audit of the OAS.

The Board is composed of three Members elected by the General Assembly.

# Organization of American States General Secretariat 

Report to the Permanent Council Annual Audit of Accounts and Financial Statements

For the years ended December 31, 2007 and 2006


By the Board of External Auditors

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ORGANIZACIÓN DE LOS ESTADOS AMERICANOS
ORGANIZAÇAO DOS ESTADOS AMERICANOS ORGANISATION DES ETATS AMERICAINS ORGANIZATION OF AMERICAN STATES

JUNTA DE AUDITORES EXTERNOS
BOARD OF EXTERNAL AUDITORS
JUNTA DE AUDITORES EXTERNOS
COMMISSION DE VERIFICATEURS EXTERIEURS
1889 F Street, N.W. Washington, D.C. 20006

April 18, 2008
To the Permanent Council of the ORGANIZATION OF AMERICAN STATES

The Board of External Auditors (Board) is pleased to present its annual report on the external audits of the accounts and financial statements of the ORGANIZATION OF AMERICAN STATES (OAS) and its related entities in accordance with Article 123 of the OAS General Standards that governs the operations of the General Secretariat and, generally, OAS' related organizations. This report is submitted in accordance with Article 130, which requires that the Board submit its report to the Permanent Council within the first four months of the year.

The report covers the following financial statements for the year ended December 31, 2007:

- Regular, FEMCIDI, Specific and Service Funds of the OAS
- Leo S. Rowe Pan American Fund
- Rowe Memorial Benefit Fund
- Trust for the Americas
- Medical Benefits Trust Fund
- Inter-American Defense Board
- Retirement and Pension Fund

In addition, the report includes comments and recommendations from the Board for improving operating procedures and internal accounting controls.

Ernst \& Young LLP conducted the audits of the 2007 financial statements for significant funds and entities managed by OAS and issued unqualified ("clean") opinions on all of the funds and entities that it audited. E\&Y reported one significant deficiency related to the need for OAS to strengthen the review process over significant accounts and processes. E\&Y also reported one other matter related to ethics training. These issues have been communicated to appropriate officials within OAS.

In preparing this report, the Board considered the financial statement audit work performed by the external contractor and the results of the work performed by OAS' Office of Inspector General. In addition, the Board met with the Inspector General and various management officials, including the Executive Secretary for Administration and Finance and the five Directors under this area; representatives from entities related to OAS; and representatives from the Secretary General, Assistant Secretary General, Committee on Administrative and Budgetary Affairs, and Legal Services, to discuss operations and the internal control environment with them.

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The Members of the Board wish to express their appreciation for the cooperation of the General Secretariat in facilitating its work, and to the General Assembly and Permanent Council for the opportunity to assist in evaluating the financial operations and management of the OAS.


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## SECTION I



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As a result of various accounting scandals world-wide, the role of audit committees has evolved over the past five years, including an expansion of roles and responsibilities. The Board takes its responsibilities over the funds and activities of the Organization of American States (OAS) seriously. As such, this report includes not only an assessment of the financial reporting process, including an analysis of the financial condition of the fund, but also information on modernization initiatives that need focus and control issues that need to be addressed. The Board wishes to bring these issues to the attention of the General Assembly, Permanent Council, and Secretary General.

Overall the Board is extremely concerned about the financial condition of the Regular Fund of the OAS. It is clear that Member States believe in the importance of the OAS mission, because the number of mandates and requested projects continued to grow. However, unless the Member States are willing to invest in this multi-lateral organization, similar to the investments they make in the United Nations, the Board believes within the next five years the programs and activities delivered by OAS will have to be drastically cut back. Member States must develop a mechanism to cover mandatory cost increases or risk losing the benefits of this organization. The Board was informed that at the current quota level, the increased expenditures due to inflation will create a continuing budget shortfall that will exhaust the remaining OAS reserve funds by 2010. The current mismatch between mandatory salary increases without a corresponding increase in quotas is not sustainable, but more importantly it eventually shifts the primary focus from increased effectiveness to remaining a going concern. Although the Board notes that GS/OAS is still striving to attain even more operational efficiencies that could create some limited cost savings, it believes that most opportunities have already been taken advantage of.

As one of the world's most effective and respected multi-lateral organizations, the Board strongly believes that it is important not only to protect but to grow the OAS "brand." In order to sustain the support from the Member States, the Board believes that OAS needs to modernize its policies and business processes to ensure a higher level of transparency and accountability. The Board was pleased to see a number of initiatives underway that will lead to better governance. For instance, the Board learned that OAS has implemented an indirect cost recovery initiative. While the Board feels that this is a critical first step, it is important for OAS to institutionalize this process to ensure that it continues to be viable. The move to international accounting principles will assist the Member States to better understand the serious financial position of the Regular Fund.

The Board would also like to stress the need for OAS to agree upon an integrated real property and capital plan. Currently, OAS manages real property with an estimated market value of $\$ 363$ million, including buildings of historical significance. OAS must maximize the potential of OAS property, and should make a decision on its real property needs and goals. OAS also needs to begin addressing serious deferred maintenance issues in any buildings that will continue to be utilized. At a minimum, the Board believes that the building at 16th Street and Euclid Street should be sold. However, the Board feels strongly that any sale proceeds should not be used to cover operational costs, but instead be used to cover needed capital expenditures in other OAS buildings.

The Board also noted certain internal control issues that OAS needs to address. The Board understands that a number of initiatives are underway to address these issues. However, it wants to stress the need to ensure that control issues are considered during the governance and business process modernization initiatives that are underway.

The following report includes more details on the issues described above, as well as other concerns that the Board noted during its annual meeting. The Board hopes that OAS uses these suggestions to successfully evolve into a more stable, efficient, and effective organization.

## CHAPTER 1

## COMMENTS RELATING TO THE GENERAL SECRETARIAT

This Chapter includes a summary of the financial condition of the Regular, Specific, and Voluntary Funds, and also addresses management initiatives undertaken to implement recommendations contained in last year's Board report as well as new issues identified by the Board. The information presented in this chapter is organized as follows:

- Status of Recommendations from the Board's 2006 Report
- Financial Statement Audit Reports and Supporting Records
- Independent Auditors' Assessment of the Internal Control Environment
- Financial Condition of the OAS Regular, Specific, and Voluntary Funds
- OAS Modernization


## STATUS OF RECOMMENDATIONS FROM

THE BOARD's 2006 REPORT

In its 2006 Report, the Board discussed several issues related to the operation of OAS and provided specific recommendations to address them. The Board is generally satisfied with the progress made by GS/OAS in implementing its recommendations despite OAS' limited resources. The Board is closing three recommen-
 dations made in its 2006 report. Implementing these recommendations has assisted OAS to develop an indirect cost recovery process, identify new accounting principles to use, and consolidate financial management work throughout the organization. Twenty-two recommendations made in the 2006 Report remain open, although the Board has revised some of these to reflect progress made and changing circumstances. Information on these recommendations and new issues are described in detail in the following sections.

## Financial Statement Audit Reports and Supporting Records

The independent external auditing firm, Ernst and Young LLP (E\&Y), conducted the audits of the 2007 financial statements of the significant funds and entities managed by GS/OAS and issued unqualified ("clean") opinions, the highest level audit results, on all of the funds and entities it audited. The financial statement audits were designed to focus on appropriate key areas based on E\&Y's assessment of risk.

## Independent Auditors' Assessment of the Internal Control Environment

Overall, E\&Y reported that OAS' internal control environment was generally effective. However, E\&Y reported a significant deficiency related to the need to strengthen the review process over significant accounts and processes.

E\&Y also reported one other matter related to ethics training. These issues have been communicated to appropriate officials within GS/OAS.

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

The major objectives of the Regular Fund, financed principally by quotas from Member States, is to provide general services required by the General Secretariat, as well as technical supervision and administrative support to the General Assembly, Permanent Council, and other entities including the Inter-American Commission of Human Rights, Inter-American Commission of Women, Inter-American Juridical Committee, Inter-American Children's Institute, Inter-American Commission for Drug Abuse Control, Inter-American Telecommunications Commission, InterAmerican Defense Board, Executive Secretariat for Integral Development, and the Pan American Foundation.

The Specific Funds are financed by grants or bequests for activities specified by donors, and any other contributions by national or international public or private entities for carrying out activities or programs of the General Secretariat. These funds also include designated funds that have been segregated for a specific purpose and whose use is restricted through designation by the General Assembly, the General Secretariat, or the donor.

Voluntary funds consist of the Special Multilateral Fund of the Inter-American Council for Integral Development (FEMCIDI), which finances the multilateral and national cooperation programs, projects, and activities of the InterAmerican Council for Integral Development (CIDI). FEMCICl is financed mainly by voluntary contributions of the Member States to support the programs adopted by the Council and approved by the General Assembly.

While at first glance, it may seem like the Regular Fund was in a good financial position. As noted below, the amount of revenue and expenditures were fairly stable in 2007. For instance, during 2007, the total expenditures and obligations of $\$ 79.9$ million was $\$ 2.5$ million less than the revenue of $\$ 82.4$ million and $\$ 5$ million less than the adjusted budget of $\$ 84.9$ million.

However, a closer look shows that the Regular Fund is, in fact, in a difficult financial position. Currently, GS/OAS funds its budget deficits from the Reserve Subfund. However, the amount in this fund is decreasing rapidly. GS/ OAS currently estimates that it will be in a deficit beginning in 2010, unless something is done.

Tables 1 and 2 show the Regular Fund financial results and quota collections, respectively, from 2003 to 2007.

Table 1
Regular Fund Financial Results (in millions)

|  | 2007 |  | 2006 |  | 2005 |  | 2004 |  | 2003 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Account/Line Item: |  |  |  |  |  |  |  |  |  |  |
| Income ${ }^{(A)}$ | \$ | 82.4 | \$ | 84.0 | \$ | 79.8 | \$ | 68.3 | \$ | 71.9 |
| Decreases |  | 80.5 |  | 80.3 |  | 77.2 |  | 79.9 |  | 76.3 |
| Operating Results Increase (Decrease) |  | 1.9 |  | 3.7 |  | 2.6 |  | (11.5) |  | (4.4) |
| Fund Balance | \$ | 15.8 | \$ | 13.9 | \$ | 10.2 | \$ | 7.6 | \$ | 19.1 |

(A) Income mainly consists of quota collections, but also includes such items as interest and rental income.
(B) This is net of $\$ 21$ million in supplementary appropriations transferred in January 2003 to the Specific Funds due to CP/RES. 831.

Table 2
Regular Fund Quota Collections
(in millions) (A)

Account/Line Item
Beginning balance of quotas from prior years
Current year quotas
Quota collections
Quotas in arrears at year-end ${ }^{(B), ~(C)}$

| 2007 |  |  | 2006 | 2005 | 2004 |  | 2003 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| $\$$ | 12.5 | $\$$ | 18.7 | $\$$ | 21.2 | $\$$ | 14.6 | $\$$ |
|  | 77.3 |  | 73.7 |  | 73.7 |  | 10.6 |  |
|  | $(78.9)$ |  | $(79.9)$ |  | $(76.3)$ |  | $(67.1)$ |  |
| $\$$ | 10.9 | $\$$ | 12.5 | $\$$ | 18.7 | $\$$ | 21.2 | $\$$ |

(A) Balances exclude quotas in arrears from Cuba, which were $\$ 2.2$ million, from many years ago.
(B) Countries with the largest quotas in arrears as of December 31, 2007, include: Argentina, $\$ 7.3$ million, and Brazil, $\$ 3.1$ million.
(C) The number of Member states with quotas in arrears decreased from nine countries in 2006 to five countries at the end of 2007.

Tables 3 and 4 show Specific and Voluntary Funds' financial results, respectively, from 2004 to 2007.

Table 3
Specific Funds Financial Results (in millions)

| Account/Line Item: | 2007 |  | 2006 |  | 2005 |  | 2004 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |
| Contributions | \$ | 62.9 | \$ | 66.7 | \$ | 65.0 | \$ | 110.8 |
| Expenditures and Obligations | \$ | 55.8 | \$ | 57.9 | \$ | 74.9 | \$ | 89.0 |

Table 4
Voluntary Funds Financial Results
(in millions)

```
Account/Line Item:
    Income
    Decreases
    Net Increase (Decrease)
```

| 2007 |  |  | 2006 |  | 2005 |  | 2004 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |
| $\$$ | 7.0 | $\$$ | 6.7 | $\$$ | 1.8 | $\$$ | 8.2 |  |
|  | 6.4 |  | 4.1 |  | 5.6 |  | 9.4 |  |
| $\$$ | 0.6 | $\$$ | 2.6 | $\$$ | $(3.8)$ | $\$$ | $(1.2)$ |  |

## Quota Collections

The collection of quotas is still an issue that impacts OAS' overall financial condition. Currently, Member States establish their own payment plans for quotas. Although some Member States pay their quotas early in the year, in many cases, the Member States provide their quota payments near year-end. This can create a difficult cash flow situation within GS/OAS because the timing of the quota payments is irregular when compared to the budget execution. For instance, OAS at times in the past had a difficult time meeting payroll and other fixed costs on a timely basis. Capital and project planning can be difficult when GS/OAS does not know when or if funds will be available. The Board has regularly made a recommendation that OAS consider changing the quota requirements so that Member States would pay at least a portion of their quotas earlier in the year. This would make the operating budget more consistent.

Unfortunately, this recommendation has not been implemented. The Board is concerned that unless formal changes are made in the process, the financial ability to support ongoing operations could easily worsen in the future. This year OAS anticipates that they will be in a deficit position by October unless a change to the policy is made to require earlier payment.

### 1.1 The Board recommends that the Permanent Council consider changing the quota requirements to have Member States fund their quotas by September 30.

## Budgetary Resources

Even when quotas are collected in a timely manner, the financial condition of the Regular Fund is still a critical issue since the annual quotas do not cover the operating budget of the GS/OAS. For instance, in 2008, the approved budget was $\$ 87.5$ million, while the quota amount was $\$ 77.4$ million. The Regular Fund does collect some additional revenue (approximately $\$ 3$ million) related to interest and rents. However the additional revenue does not close the gap between the budget and the actual.

With annual quotas fixed at $\$ 73.7$ million for many years (raised to $\$ 77.4$ million in 2007), OAS has undergone a continuing decline in the amount of inflation-adjusted cash resources. GS/OAS estimates that if the 1999 quota assessments amount had been adjusted for inflation based on the OAS policy of maintaining parity with United Nations' salary increases, the current assessment would be approximately $\$ 96.2$ million. While the quota rates have not grown with inflation, the costs of the organization, including salaries, utilities, and other costs have increased. Therefore, the Regular Fund has had to absorb these inflationary costs.

In 2007, the Secretary General proposed certain increases in the budget to cover some of the inflationary costs and also proposed that the General Assembly implement, for 2009, a semi-automatic mechanism to increase quotas annually to match cost of living requirements up to three percent. Unfortunately, because of a focus on developing a quota allocation amount among Member States, the Secretary General's proposal was not acted upon.

The Board feels that this is a very critical time for the future of OAS. If the Member States do not begin to take this looming budgetary crisis seriously, within a few years, OAS will no longer be able to continue, without dramatic cutbacks in programs and activities. Although the Board notes that GS/OAS is still striving to attain even more operational efficiencies that could create some limited cost savings, it believes that most opportunities have already been taken advantage of. Member States need to start a dialogue on whether OAS is an organization that they want to continue in the future, and if so, in what capacity. This discussion can not wait until the organization is no longer viable.

However, in the case that Member States do not begin to address the funding issues, GS/OAS should begin developing a long-term plan of action to reduce programs and activities. This plan would need to include drastic cutbacks and the disposal of assets to cover whatever operating costs would still be needed under the reduced operating structure. Member States will have to then expect a reduced capacity of the OAS to support the diverse programs and projects.

### 1.2 The Board reaffirms its recommendation that the Permanent Council ensure consistency between the mechanism of setting OAS quotas and the mechanism of setting expenditures, such as personnel costs, pursuant to parity with the United Nations.

### 1.3 The Board recommends that GS/ OAS develop a long-term strategy for the organization in case the chronic budget shortfall situation does not improve.

## OAS MODERNIZATION

OAS needs to continue to modernize in order to maintain its competitive advantage as it seeks scarce donor resources and also to sustain and increase support for OAS' missions. Good internal governance, which includes operational efficiencies and transparency, is fundamental to successful program execution and Member State support.

The Board would like to note that GS/OAS has a number of initiatives underway to improve operations. However, the Board found that in many cases, OAS' internal policies and procedures were outdated and did not reflect current industry standards. Changes to the standards have been made in a piecemeal fashion, often to solve a specific issue. Business processes are rigid and rules-driven. Most of the reports directed to management and donors are financial and they lack analysis and meaningful links between the use of resources and the intended outcomes.

Despite a significant investment in a modern enterprise resource management system, it was configured to fit an outdated resource management model and business processes. External systems were being developed independently by program areas and not as part of a well-defined organization approach to managing resources and modernizing business processes.

OAS needs to develop a meaningful way to measure performance based on common standards. It needs to stress accountability and the effective use of resources to accomplish goals, and focus on quality service and results. OAS has a number of initiatives under way that should help it to evolve and meet Member States expectations. The Board supports these initiatives and encourages the Member States to assist in these efforts and ensure that they are successful.

## SAF Transformation and Modernization Project

OAS has implemented the SAF Transformation and Modernization Project (STAMP) taskforce. This taskforce is focusing on business process reengineering, including easing the administrative burden and reducing manual processing. As part of this initiative, STAMP is working to simplify and standardize policies, procedures, and definitions. STAMP plans to develop a risk management framework and achieve a reasonable balance between controls and risks. The taskforce includes members from across the organization.

The Board supports this initiative and recognizes the improvements already made by the STAMP taskforce. The Board encourages STAMP to continue to move forward on the improvements to OAS' business processes. STAMP should communicate its plans throughout the organization. The Board believes that the Committee on Administrative and Budgetary Affairs (CAAP) is pivotal in moving the modernization agenda forward.

### 1.4 The Board recommends that GS/ OAS continue with the SAF Transformation and Modernization Project. The taskforce should communicate its plans to internal stakeholders, Member States, and external parties.

## Planning and Strategic Goals

The Office of Planning, Control, and Evaluations developed strategic goals and a results-oriented budget for OAS. These goals are being integrated into performance evaluation standards that specifically reflect OAS' goals. As part
of this initiative the Office of Planning, Control, and Evaluations has developed financial reports that link the use of financial resources to the achievement of specific strategic objectives and priorities. The Board believes that meaningful and commonly understood financial statements are essential to provide transparency of the financial results of an organization. Also, this type of financial reporting will better demonstrate the true costs and benefits at a project level.

Although the Board recognizes this might take several years to implement, it believes that this is an important initiative that is responsive to prior Board recommendations and should be supported throughout the organization. For this project to be successful, it will need the support of all interested parties.


#### Abstract

1.5 The Board reaffirms its recommendation that the Permanent Council continue implementing a planning process that identifies strategic objectives and priorities, allocates scarce budgetary resources to achieve OAS' key goals, helps to generate reliable cost estimates of mandates before their approval, and supports accountability for results.


1.6 The Board recommends, in light of the existing systemic shortfall between quota funding and budget requirements, that the OAS clearly align its priorities to available resources, which may lead to some programs and activities being reduced, deferred, or eliminated.
1.7 The Board reaffirms its recommendation that GS/ OAS continue to develop financial reports that provide a link between the use of resources and achievement of strategic goals and objectives in a manner that is useful to Member States, management, and donors. GS/ OAS should work with all interested parties to ensure that they understand the new format and information being included.

Indirect Cost Recovery (ICR)
In the execution of contributions, there are various costs incurred that, although necessary and incremental, cannot be easily attributed to a particular project or program. Some of these costs include: setup and management of accounts, financial reporting, procurement services, internal/external audit coordination, legal analysis and review, and issuing disbursements. In last year's report, the Board recommended that OAS work to adopt a mechanism to recover indirect costs from Specific Fund donations.

The Board was pleased to learn that OAS had implemented an indirect cost recovery (ICR) process. For all contributions over $\$ 20,000$ that began after the process was approved, GS/OAS will recover a portion (11 percent for Member States and 12 percent for other donors) to cover indirect costs.

Indirect costs incurred in managing contributions occur within various offices, thus, these costs must be allocated transparently among them. GS/OAS implemented a Committee on Administrative Matters (CAM) that is entrusted to oversee the allocation process. The Board found that some of the indirect costs recovered are provided to SAF to cover administrative costs and some of the funds are provided to the specific projects.

Although the Board is pleased with the strides made in this area, it still believes that additional work is needed. GS/ OAS has recently issued a handbook covering ICR guidelines and procedures and is working to improve the proc-
esses needed to fully implement the program. Eventually, OAS will need to implement an activity based costing model. Because the Board feels that GS/OAS is moving forward on this initiative, it is not making any formal recommendations in this report. However, it will continue to focus on this initiative during future Board meetings.

## Accounting Standards

The combined financial statements for the Regular, Voluntary, and Specific Funds are prepared on the basis of Budgetary and Financial Rules of the OAS. These rules were adopted to meet the budgetary and other requirements of the OAS and, as such, result in accounting principles and a financial statement presentation that vary in certain material respects from generally accepted accounting principles.

The Board believes that using these internally developed standards limits OAS' ability to stay current with business developments affecting other international organizations and to adopt best practices. In addition, OAS' financial reporting is not as useful as it could be, and it is not comparable to similar organizations.

The Board was pleased to learn that OAS proposed to the Permanent Council to adopt the International Public Sector Accounting Standards (IPSAS) established by the International Federation of Accountants (IFAC), which are being adopted by other international organizations and are kept up-to-date on emerging accounting and reporting issues. This will allow OAS to show a more comprehensive financial picture of the organization, and provide financial statements that are comparable to similar international organizations. By showing a more realistic financial position, the Board hopes that Member States will better understand the serious financial situation of the Regular Fund.

The transition to the new standards will take time and resources to implement effectively. OAS will need to carefully consider the most advantageous timing and methodology for the transition. However, the benefits will outweigh the costs. OAS is already in the process of upgrading the accounting system, reviewing business processes, and rewriting internal policies and procedures manuals.

GS/OAS will need to implement an outreach effort with both internal and external users of the financial statements to explain how the financial reporting would be impacted under the new standards. For instance, certain employee benefits and other obligations are reported when they are paid, not when they accrue, while quota revenue is not recognized until actually received. The Board believes that outreach is a key issue that should be addressed.

> 1.8 The Board recommends that GS/ OAS develop a plan of action to transition from the Budgetary and Financial Rules to the International Public Sector Accounting Standards. In addition, GS/ OAS should begin outreach efforts with both internal and external users of the financial statements so that the users will understand the significant changes to the information included in the financial statements.

### 1.9 The Board recommends that the Permanent Council adopt IPSAS upon receipt of a plan of action from GS/ OAS per recommendation 1.8.

## Financial and Accounting System

Though it has been in place for several years, OASES has not been fully utilized as the OAS enterprise management tool. Several areas existed where key procedures were being performed outside of the OASES system, manual entry
was still required in instances where modules were not integrated, and OASES was not generally used as a means to monitor all operations and perform analysis to make business decisions.

The Department of Information Technology upgraded the Oracle version used, implemented several modules of OASES, and shut-down old systems replaced by OASES. DBFS began requiring all reports to be submitted using OASES in 2007. Additional modules still need to be implemented and integrated, and reports need to be developed as users get Oracle training and begin to define their needs from the system.


#### Abstract

1.10 The Board reaffirms its recommendation that GS/ OAS fully utilize the Oracle system, OASES, as an enterprise management tool. The Department of Information Technology should continue to implement the remaining modules, determine users' needs, and provide guidance to users on how to better utilize the system.


## Project Management

OAS has hundreds of Specific Fund grants and projects. Many of these projects are funded by multiple sources. GS/ OAS has been implementing processes to assess Specific Fund donations in an organized and comprehensive manner. OAS plans to limit Specific Fund contributions to projects that meet its overall goals. OAS has established the Project Evaluation Committee that evaluates the appropriateness and importance of projects. OAS has also created a Committee on Resource Mobilization to help implement a comprehensive fund-raising strategy, which avoids duplication, focuses on OAS priorities, and ensures that projects follow the guidelines of the Project Evaluation Committee. GS/OAS also recently issued a useful handbook for Specific Fund agreements.

However, the Board determined that OAS did not have an adequate system in place to ensure all grant requirements are known and centralized for ease of access and reference for monitoring purposes. This will be difficult to implement, because many Member States prefer to use their own standardized grant agreement forms. While the Board believes that it is reasonable to allow donors to use their own standardized forms, OAS should develop a list of items that should be included in all agreements and of items that will not be accepted, and ensure that each agreement meets these requirements. OAS could perform this assessment using some type of standardized checklist that is certified and kept with the agreement. The Board also learned that not all technical areas were complying with OAS grant procedures. In addition, OAS has not yet implemented the new project management module in the OASES system. Therefore, OAS is not fully utilizing its enterprise system for grant management.

The volume of Specific Fund projects creates significant project management issues and accounting complexities. Although OAS has made a number of improvements in this area, without a centralized system of administration, OAS cannot ensure that it meets the fiduciary responsibility of project managers. To streamline accounting and fundraising, an alternative approach would be to create theme-based master accounts, such as for electoral observer missions, human rights, drug eradication, or demining.
1.11 The Board reaffirms it recommendation that GS/ OAS create standard requirements for each
project agreement and create a process to ensure that agreements adhere to these require-
ments. These standards should include such things as measurable goals and clear roles and re-
sponsibilities.

### 1.12 The Board reaffirms it recommendation that GS/ OAS should develop a process to centralize the requirements from all project agreements and ensure that compliance with these agreements is appropriately monitored.


#### Abstract

1.13 The Board reaffirms its recommendation that GS/ OAS should implement the project management module in OASES and ensure that users are sufficiently trained in the module's features. In addition, the OAS should consider the use of master accounts based on themes to reduce the administrative burden and streamline the fund-raising process.


## Current Staffing Structure

OAS is a consensus-based organization, responsive to the evolving interests and priorities of its Member States. Consequently, the organization must be somewhat fluid in order to engage people to undertake shorter term projects as well as longer term initiatives.

Nonetheless, the OAS as an entity, should also embody policies and practices that ensure the continuity and consistency of its operations. This core capacity serves as the foundation for the long term delivery of the OAS mandate and its diverse range of activities. Moreover, this core capacity provides for sound management and the proper exercise of fiduciary responsibilities that are essential for maintaining the confidence and continuing support of the OAS Member States and other donors.

The Board is concerned that the staffing of the OAS is predominately short-term in nature. Although it has rules aimed at ensuring a substantial core of continued service (long-term) positions, three quarters of OAS staff are engaged on a short-term employment basis (not including the contractor staff, which further diminishes the proportion of long-term staff.) The Board believes that this situation puts OAS at risk, because a small core of staff with the knowledge and experience to provide for the continuity of sound and consistent operations is essentially supporting an increasing proportion of short-term staff. The Board further believes this situation is a function of the uncertainty regarding the year-to-year cash flow liquidity problems in recent years as well as the pressure to absorb inflationary and other cost increases on a stagnant level of core funding. While the OAS has sought to employ remedies, such as the ICR initiative, to use a small portion of Specific Funds to affect related core support costs, these measures do not address the more fundamental issue, namely sufficiency of amount and receipt of annual funding to ensure the confidence of OAS management to commit to longer term staffing.

### 1.14 The Board recommends that GS/ OAS assess the current staffing structure to ensure that enough emphasis is placed on hiring and retaining long-term staff.

Planning for an Aging Workforce
OAS, along with many other organizations, has an aging workforce, which will lead to a significant loss of institutional knowledge as more staff retires. GS/OAS estimated that up to 25 percent of the workforce may retire in the next five years. OAS has not yet adequately focused on this issue. However, if OAS does not begin to plan for this eventuality, much knowledge will be irretrievably lost.

The Board believes that OAS should begin to prepare for the loss of experienced staff. Some of the initiatives currently in process could be used, including identifying talented people to take over key positions by using the per-
formance evaluation process. The Board believes that OAS also should work to identify specific employees that are approaching retirement and talk with them about their plans and ask the employees to give ample notice of their departure. OAS should also begin to assess employees that could be moved around to back-fill operations as needed, as well as to transfer useful organizational knowledge. In addition, as discussed in the training section of this report, cross-training of individuals will be essential.

### 1.15 The Board recommends that GS/ OAS develop a strategy on how to address its aging workforce to ensure that important institutional knowledge is not lost as long-serving experienced employees retire.

## Job Descriptions

The Board previously recommended that job descriptions be standardized in line with the new performance evaluation system based on position and grade. Fifteen job description families were identified during 2007, and levels are currently being defined for each one based on the United Nation's standards. Completion of this task will also help OAS to ensure that employees performing the same duties will be paid consistently, after taking locality considerations into place.

### 1.16 The Board reaffirms its recommendation that GS/ OAS continue to standardize all job descriptions based on position and grade level.

## Integrated Real Property Strategy

The Board found that OAS had not invested in preserving its real property. Currently, GS/OAS manages real property with an estimated market value of $\$ 363$ million, including buildings of historical significance. The Board believes it is important for OAS to maximize the potential of OAS property, and therefore it needs to implement a real property strategy. OAS should take advantage of its historic location on Constitution Avenue to project the culture and values of the Americas. The centennial celebration for the Main Building in 2010 provides an ideal opportunity to focus on real property investment. A recent report prepared by external contractors developed a long-term capital investment approach.

An external contractor has recently completed a survey of the condition (including structural issues) of all OAS buildings in Washington D.C. This assessment found that after years of chronic budget restrictions, OAS faces costs in excess of $\$ 40$ million for the repair and upgrade of its real property. The survey found that water infiltration and drainage problems in the Main Building, Museum, and Administrative Building are severe. The survey also found that the Art Museum does not have adequate control over humidity, leaving the important cultural pieces in jeopardy. The survey also found that the building currently used by IADB called the Pink Palace (located at 16th Street and Euclid Street in Washington D.C.) has serious issues with the exterior façade and widespread water issues.

There are also safety issues to consider. For instance, the survey found that in an emergency situation, all of the buildings are deficient in exit lighting and signage as well as smoke and fire alarm systems. There are several steel stairs and balcony elements at the Pink Palace that are showing signs of failure. This could lead to a legal liability for the organization in the event of personal injury.

The condition survey also included an assessment of opportunities to improve energy efficiency at the OAS buildings. For instance, the survey reported that antiquated equipment at some of the buildings leads to high energy consumption.

Industry standards indicate that organizations should invest approximately four percent of the replacement value of its buildings each year to ensure adequate upkeep. For OAS, that would mean that approximately $\$ 8$ million each year should be spent on facility upgrades and repairs. However, OAS has averaged only $\$ 2.3$ million per year on regular maintenance and repair. This has led to a significant amount of deferred repairs that must be addressed in upcoming years. If items are not repaired in a timely manner, it could lead to even more costly repairs in the future.

Currently the budget account for maintenance includes operational expenses such as mortgage payments and utilities. In fact, 88 percent of the maintenance budget was being used for operational issues. The Board believes it is important to differentiate between costs related to repairs and upgrades, and operational expenses. Therefore, it believes that GS/OAS should create a new budget account for real property operational expenses, and use the current budget account related to maintenance only for maintenance funds. This will assist the Member States to understand the amount of funds available for repair and asset preservation each year.

The Board believes that this is one of the most significant challenges that OAS must address in the short-term. Based on its assessment of the situation, OAS should make a decision to sell the building called the Pink Palace as soon as possible and re-locate the Inter-American Defense Board staff to suitable accommodations. However, this should only be done if the Member States can agree in advance that the proceeds will be put into a capital investment fund to address some of the serious long-term problems discussed in this section. These funds should not be used to fund any operating expenditures. In addition, the decision to sell this property should not be a factor in any decisions on increasing the quota assessment. The Board strongly believes the Member States should not use this one-time increase in funds as justification to avoid addressing the inflationary cost increases.
1.17 The Board recommends that OAS agree upon a real property and capital plan to maximize the potential of OAS' historic properties. As part of this strategy, OAS should immediately take action to sell the building at 16th Street and Euclid Street and to re-locate the Inter-American Defense Board personnel. The use of the proceeds from this sale should be restricted to capital investment in other existing OAS properties. Part of this plan should include opportunities for fundraising outside of the normal quota structure.
1.18 The Board reaffirms its recommendation that the Permanent Council reevaluate its current process for funding maintenance issues. The Permanent Council should assess the condition survey report prepared by external contractors and ensure that high-priority work, including issues related to health and safety, be funded.
1.19 The Board recommends that the Permanent Council develop a strategy to fund certain energy efficient upgrades that were noted in the external contractors condition survey work. Although these improvements would need an initial investment, the cost savings created will be beneficial over the long-term.
1.20 The Board recommends that GS/ OAS create a new budgetary account for operational expenses related to real property, so that the funds for repairs and asset preservation are differentiated.

Reassessing the Procurement Process
The Board believes that GS/OAS should reassess its process for making small procurements. Currently, the Department of Procurement performs all procurement activity, regardless of the value of the contract. GS/OAS should consider allowing offices to have more control over small purchases from approved vendors. Each office would have a better understanding of its needs, but would have to comply with rules established by the Department of Procurement. SAF would need to implement procedures to oversee this revised procurement process. By empowering managers but holding them accountable, GS/OAS could create a more integrated but streamlined procurement process. Any assessment performed by GS/OAS would need to consider the cost of adding additional responsibilities to the other offices, including training.

> 1.21 The Board recommends that GS/ OAS reassess its process for making small procurements, to determine whether it would be reasonable to allow offices to make small purchases from approved vendors. Any agreed-upon changes should be formalized in GS/ OAS' policies and clearly communicated to all employees.

## Contractor Oversight Process

OAS continued to dedicate resources to resolving issues surrounding the performance contractor (CPR) process and other contracting vehicles used to obtain certain types of services, such as local professionals (LP) and temporary support personnel (TSP). Consistent with past years, OAS continued to extensively use contractors to perform routine operations. This is a long-standing issue because the staffing levels are not adequate to fulfill mandates.

The intent of the contracting process was not to supplement limited staffing, but instead to use the funds for limited projects or to acquire specialized technical skills. The extent of the use of contractors was not known during 2007 though instances were identified where purchase orders were improperly used to procure contractor services, contracts were not approved prior to the contractor's start date, and benefits were paid to contractors. The Board also learned that there is no consistency in how much contractors are paid, even within one Member State.

Through the STAMP process, GS/OAS is working to clearly define the various contracting vehicles used to acquire professional services from both individuals and companies. HR is in the process of evaluating if and when CPRs have eligibility for employee benefits. While the Board understands that contractors will probably always be utilized within OAS, the Board is concerned that GS/OAS does not have a clear vision of when and how they are being used. GS/ OAS needs to complete the STAMP assessment and clearly define the entire process for using CPRs and other types of contractors.
1.22 The Board reaffirms its recommendation that GS/ OAS continue to strengthen the contractor oversight process and reevaluate the process for using contractors, including the extent of needing to use contractors and if alternate contracting vehicles would be preferable to the use of CPRs. The Board also recommends that GS/ OAS develop a consistent methodology to establish contractor pay amounts.

## Travel Vouchers

Currently, OAS utilizes a per diem policy for overseas travel. This means that a certain amount of funds are provided to cover normal travel expenditures such as hotels and meals. Even though a per diem policy is used, OAS requires that all expenditures incurred during travel be supported by documentation. Other organizations, such as the United States Government, have found that the cost of tracking all expenditures incurred during travel actually exceeded the savings created from this level of review.

The Board believes that GS/OAS should reassess its travel voucher policies. It has already implemented a per diem policy for travel. These amounts should be regularly reviewed and modified to better approximate the actual cost of traveling to each location. Each manager could certify that the funds for travel are available and that there is a need for the travel. When an employee returns from travel, the traveler would need to support any incidental expenses that were not included in the per diem, for instance certain types of transportation. The manager would also need to certify that the employee traveled to the authorized locations. If an employee felt that the per diem did not cover the valid and reasonable costs incurred during the travel, then there should be an opportunity for the employee to provide documentation to justify the need for additional funds.
1.23 The Board recommends that GS/ OAS perform a cost/ benefit analysis of the current travel policies to determine whether it would be appropriate to modify the reporting requirements for travelers returning from trips. Any agreed-upon changes should be formalized in GS/ OAS' policies and clearly communicated to all employees.

In conjunction with the assessment of the current travel voucher policy, GS/OAS should ensure that an adequate process is implemented to ensure that all employees provide support for their official travel expenditures in a timely manner. While GS/OAS has made some improvements in this area, the Board found that this issue remained unresolved.

### 1.24 The Board reaffirms its recommendation that GS/ OAS review travel expense vouchers on a timely basis.

## Training

Human capital is one of OAS' most significant assets. As such, an adequate training program is important to maintain and upgrade the skills of OAS' employees. A training plan was developed and great strides were made in 2007 to implement the plan, which significantly improved the quality of training received by GS/OAS personnel. All methods were utilized to provide training, including internal on-line training; external vendor classroom instruction; internal train-the-trainer sessions that facilitated internal instruction; and professional certification courses.

However, efforts to perform cross-training of duties were not extensively accomplished and significant technical training will be needed when GS/OAS implements comprehensive accounting standards. Further internal instruction will be necessary on the operation of OASES as additional modules are implemented in the next year. Continuing professional education will be mandatory for employees to retain the professional certifications received.
1.25 The Board reaffirms its recommendation that GS/ OAS continue to reexamine the training budget. The Board encourages OAS to provide adequate OASES training, as well as cross-
training opportunities to ensure that all key functions have adequate coverage. GS/ OAS should provide technical training, in particular to accounting and finance employees, in preparation for the implementation of new accounting standards.

## Web Pages

The OAS website is the public face of the OAS, and includes substantial content. However, there are more than 250 web pages within the website, most of which were not developed from a common design or based on any guidance that considers content, usability, appearance, and visibility on the Internet. This causes inconsistency in quality and increases the chance that conflicting or incorrect information will be included in the OAS website.

OAS needs to assess the needs of the organization in providing information to the public via the website, and consider feedback from its users. As the Internet has become the public's main resource for obtaining information, it is essential for OAS to develop and maintain a useful and accessible website that clearly and accurately communicates OAS' vision and goals, and provides beneficial information to satisfy the needs of its users.

The Board also learned that OAS has 17 people employed by Specific Funds that are working on various web design issues. The Board believes that if the responsibility for website maintenance issues were consolidated into GS/OAS, the Specific Funds would benefit from some economies of scale.

### 1.26 The Board reaffirms its recommendation that GS/ OAS determine an effective process for consolidating its web pages and design parameters to standardize presentation and content.

### 1.27 The Board recommends that GS/ OAS work with the project managers to consolidate the responsibilities for development and maintenance of web pages.

## Control Environment

Internal control is a major part of managing an organization. It comprises the plans, methods, and procedures used to meet missions, goals, and objectives. Internal control also serves as the first line of defense in safeguarding assets and preventing and detecting errors.

## National Offices

The Board, the external financial statement auditor, the Office of Inspector General (OIG), and GS/OAS management have previously identified concerns with the control environment at the National Offices. OAS is working to coordinate and reassess the role of the National Offices to ensure they are meeting OAS' intended goals. OAS focused on opportunities to improve communication and oversight during 2007 and also increased site visits to key offices. OAS is also planning on developing clear objectives on what each office will be expected to do to represent the OAS in the Member State.

Although OAS has made progress, more needs to be done. It needs to consider the internal controls in place at the National Offices to ensure that they are appropriate for the current level of staffing. For instance, OlG identified a number of internal control issues at National Offices during 2007, including weaknesses in such areas as petty cash, cash receipts, purchases, vehicle use, and expenses.

The Board is concerned with the inability to ensure proper separation of duties at the National Offices. For instance, one employee at each office signs checks and maintains accounting records, with minimal oversight from Headquarters. While the Board did not find any evidence of fraudulent activities, the lack of separation of duties is certainly a risk indicator for fraud. Consequently, OAS needs to implement stronger compensating controls, including additional site visits by GS/OAS and independent and timely bank reconciliations performed by DBFS.

In addition, GS/OAS should assess the staffing plans for National Offices, taking into account Specific Fund projects. Presently, each National Office is mandated to have the same number of employees funded by the Regular Fund, regardless of the workload.

### 1.28 The Board reaffirms its recommendation that GS/ OAS ensure that each National Office has a reasonable staffing level based on workload and that an appropriate methodology to monitor internal controls at the National Offices is established.

## Vendor Listings

There is a formal vendor listing in the OASES system. In order for a requisition to be processed, the vendor name must already be in the vendor listing. During the 2006 meeting, the Board determined that there was no formal process to ascertain that new or existing vendors were valid or to remove vendors no longer needed from the system. This issue increases the risk that unauthorized disbursements and misappropriations of cash would not be identified and prevented. During 2007, GS/OAS took some action to remove inactive or duplicate vendors from the system. However, it has not fully corrected the deficiencies in this area.

### 1.29 The Board reaffirms its recommendation that GS/ OAS improve controls over approved vendor listings. This should include developing a formal process to ascertain that new and existing vendors are valid.

Information Technology System
The Department of Information Technology made progress in ensuring data integrity in OASES during 2007 by implementing modules and shutting-down systems previously used to manage the data, restricting access of data in OASES to appropriate employees, upgrading the Oracle version of OASES, establishing network policies for OAS server use, and improving system access controls. Additional modules have yet to be implemented and data migrated to the new Oracle version is scheduled to be put into production in May 2008.

DBFS is addressing data integrity issues from the reporting aspect by working to create a chart of accounts including a definition of what each account means. Instances occurred where people entered transactions incorrectly because they did not understand how things should be reported. In addition, DBFS believes that it will be important to integrate some type of controls in Oracle that can assist users to validate that the data was entered properly.

The Department of Information Technology made progress in implementing a contingency plan. A back-up site in the United States has been established to store information, a location to serve as an off-site operational facility has been selected, and additional services from commercial companies with back-up server capacities have been researched. Testing will need to be performed after all phases of the contingency plan have been established.
1.30 The Board reaffirms its recommendation that GS/ OAS implement a plan to improve the data integrity of the OASES system through implementing and integrating modules, educating users, and by designing system controls for data validation purposes.

### 1.31 The Board reaffirms its recommendation that GS/ OAS implement and test an appropriate contingency plan.

## Accountable Advances

Accountable advances are provided to Project Coordinators to fund certain costs during the implementation of specific projects. GS/OAS regulations require that supporting documentation related to accountable advances be provided within 15 working days following the completion of project activity.

The Board found that GS/OAS needs to improve controls over accountable advances. For instance, the written policies and procedures need to be improved, and GS/OAS should improve its oversight process to ensure that supporting documentation related to accountable advances are provided in a timely manner.


#### Abstract

1.32 The Board recommends that GS/ OAS assess current controls related to accountable advances and make any necessary changes to policies and procedures to ensure an appropriate level of control.


## Departure Process

OAS utilizes a dated manual checklist process to determine if departing employees have returned equipment and badges, have outstanding advances, and have access rights terminated. There is no automated way to determine if employees owe balances to OAS (travel or accountable advances requiring repayment) prior to issuing the employee their final payroll payment. The external auditors found that several outstanding receivable balances were due from long-departed employees, and took measures to write-off the receivables. OAS should consider developing a process that effectively ensures that departing employees have appropriately returned all OAS property, repaid any outstanding debts, and have access rights terminated timely.

> 1.33 The Board recommends that GS/ OAS improve the employee departure process to ensure that assets have been returned, no debts are due to OAS, and that proper access rights have been terminated on a timely basis.

Performance Evaluation and Award Process
OAS implemented a new performance system, and trained and converted about 80 percent of employees to use the new evaluation process. OAS needs to convert all employees to be on a consistent evaluation system, but should also consider putting a process in place to monetarily recognize outstanding performance. Currently there is no mechanism available to provide financial rewards to high-performing employees as recognition of providing a quality of service that exceeds their peers. Conversely, OAS should consider developing guidelines for use in its new performance system to effectively acknowledge non-performing employees in a manner that provides them with assistance to improve their performance or be terminated. Analysis of performance ratings should be performed and considered as a means to identify high-performing individuals that would be suitable candidates to advance into management positions that will likely be vacated in the future due to retirements.
1.34 The Board recommends that GS/ OAS require all employees to be evaluated using the new performance evaluation system. Options should be explored to provide rewards to highperforming employees.

## Inventory Tracking

The Board found that inventory tracking remains an issue of concern. Both the external financial statement auditor and the Inspector General noted issues related to the inadequacy of GS/OAS' inventory records. For instance, the OIG noted that not all inventory transactions were recorded in a timely manner and data integrity was not ensured, complete instructions were not provided on conducting inventories, the new fixed assets module was not effectively integrated with the procurement module, and inventory items were not properly stored and safeguarded. During audits of National Offices, the OIG often found that the inventory lists were not accurate.

GS/OAS did take some steps during the year to improve its controls over fixed assets. For instance, it performed a physical inventory of fixed assets in 2007. However, many exceptions were noted during the inventory, and GS/OAS is still working to address these exceptions. In addition, the Oracle fixed assets module was recently implemented, which should improve the standardization of transactional data.

While these improvements are beneficial, the Board believes that more work is needed in this area to ensure that controls over fixed assets are adequate. This internal control weakness could lead to misplaced or misappropriated assets. Protection of assets, including confirmed existence and custody, is a fundamental fiduciary responsibility. The Board believes it is unacceptable that inventory tracking remains a chronic issue.
1.35 The Board reaffirms its recommendation that GS/ OAS improve the reconciliation of fixed asset tracking records and the inventory accounts.

Ownership of Assets
Many projects funded by contributions require certain types of equipment to complete the work. The Board was informed that Specific Fund agreements include a clause that any assets acquired during projects should be given to either the host country or another non-profit organization. Currently, GS/OAS includes these assets in its financial management system. When a project is completed, GS/OAS is supposed to be notified to remove the assets from the financial management system. The Board is concerned that this mechanism is not always very effective, and therefore, some assets related to Specific Funds may remain in the system after the project is complete. However, the Board is also concerned that the ownership of the asset is not clearly determined. Although the Board believes that some process is needed to track the assets related to Specific Funds, until a legal opinion is obtained related to these assets, it is possible that OAS should not include them as assets.
1.36 The Board recommends that GS/ OAS work with the Department of Legal Services, to determine whether OAS owns assets acquired by Specific Fund contributions that will be donated to another recipient at the end of the Project. If OAS does not own these assets, they should be removed from the assets account in the financial management system. However, a methodology should be developed so that these assets can be tracked. If OAS does own the assets, GS/ OAS should develop a better mechanism to ensure that they are removed from the system when the assets transfer to a new recipient.

## Personally Identifiable Information

The Board was concerned that GS/OAS had not focused on protecting personally identifiable information (PII). PII is any piece of information which can potentially be used to uniquely identify, contact, or locate a single person. It is extremely important for organizations to adequately protect PII, as information technology has made it much easier to collect information that can be exploited to steal the identification of a person.

### 1.37 The Board recommends that GS/ OAS develop a process to adequately protect personally identifiable information.

## CHAPTER 2

## COMMENTS RELATING TO OTHER OAS and RELATED ENTITIES

The Board is pleased to note that OAS has arranged audits of the various entities within the OAS organizational structure that have material amounts of OAS resources. Independent audits provide information and assurances that controls are in place to protect OAS resources. In the complex organizational structure that constitutes the OAS, management attention needs to be focused on all major entities or parts of entities that manage material amounts of OAS resources.

As discussed earlier, the external auditors expressed unqualified ("clean") opinions, the highest level audit results, on the following 2007 financial statements of OAS entities:

- Leo S. Rowe Pan American Fund (Rowe Pan American)
- Rowe Memorial Benefit Fund (Rowe Memorial)
- Medical Benefits Trust Fund (Medical Benefits)
- Trust for the Americas (The Trust)
- Inter-American Defense Board Fund (IADB)
- Retirement and Pension Fund (Pension)


## STATUS OF RECOMMENDATIONS FROM THE BOARD's 2006 REPORT

In its 2006 Report, the Board discussed two issues related to the operation of other OAS and related entities and provided specific recommendations to address them. The Board is satisfied with the progress made by these entities and GS/OAS related to these issues and is therefore closing both of these recommendations.

## Leo S. Rowe Pan american Fund (Rowe Pan American)

The Rowe Pan American Fund is a trust fund established to provide loans to students from Member States, other than residents and citizens of the United States, and to make
 loans to OAS employees for educational and emergency purposes. Student loans are interest-free and repayments commence after students have completed their courses of study. Loans to employees bear interest rates approximately one percent below the prevailing prime rate in the United States. Employees repay these loans through payroll deductions.

New loans to students decreased by about three percent to $\$ 227,275$ in 2007 compared to $\$ 233,762$ in 2006. The amount of loans collected decreased from $\$ 766,725$ in 2006 to $\$ 608,954$ in 2007. New loans to employees for education or emergencies increased from \$65,178 in 2006 to \$91,838 in 2007.

Total assets of the Fund increased by about four percent from $\$ 14$ million in 2006 to $\$ 14.5$ million in 2007. The main assets of the Fund as of December 31, 2007, were financial investments ( 89 percent), loans to students (six percent) and loans to OAS employees (one percent).

Table 1 summarizes the financial results of the Rowe Pan American Fund for 2007 and 2006.

Table 1
Rowe Pan American Fund Financial Results (in thousands)

| Account/Line Item: | 2007 |  | 2006 |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |
| Income | \$ | 1,081 | \$ | 1,316 |
| Expenses |  | (492) |  | (386) |
| Change in net assets |  | 589 |  | 930 |
| Net assets, beginning of year |  | 13,859 |  | 12,928 |
| Net assets, end of year | \$ | 14,448 | \$ | 13,858 |

## Rowe Memorial Benefit Fund (Rowe Memorial)

The assets of the Rowe Memorial Benefit Fund have been accumulated principally from contributions received from Dr. Leo S. Rowe, a former Director General of the Pan-American Union. These assets are held in trust to provide certain welfare benefits for OAS employees.

Table 2 summarizes the financial results of the Rowe Memorial Fund for 2007 and 2006.

Table 2
Rowe Memorial Benefit Fund Financial Results

|  | 2007 |  | 2006 |  |
| :---: | :---: | :---: | :---: | :---: |
| Account/Line Item: |  |  |  |  |
| Dividends and Income | \$ | 9,497 | \$ | 10,911 |
| Subsidies |  | $(2,527)$ |  | - |
| Award and other expenses |  | - |  | $(15,300)$ |
| Technical services |  | $(1,850)$ |  | $(5,725)$ |
| Change in net assets |  | 5,120 |  | $(10,114)$ |
| Net assets, beginning of year |  | 238,138 |  | 248,252 |
| Net assets, end of year | \$ | 243,258 | \$ | 238,138 |

## Medical Benefits Trust Fund (Medical Benerits)

The Medical Benefits Trust Fund provides medical benefits to OAS staff members. Fund activity is limited to paying covered employees' health claims. Claim adjudication is handled by Carefirst Blue Cross Blue Shield. As of Decem-
ber 31, 2007, total assets of the Trust were $\$ 22.5$ million (a 15 percent increase) compared to $\$ 19.5$ million in 2006.

Table 3 summarizes the financial results of the Medical Trust Fund for 2007 and 2006.

Table 3
Medical Trust Fund Financial Results (in thousands)

```
Account/Line Item:
    Income
    Expenses
        Change in net assets
    Net assets, beginning of year
    Net assets, end of year
```

| 2007 |  | 2006 |  |
| :--- | :---: | :---: | :---: |
|  |  |  |  |
| $\$$ | 12,233 | $\$$ | 12,419 |
|  | $(9,338)$ | $(8,199)$ |  |
|  | 2,895 | 4,221 |  |
|  | 18,954 |  | 14,733 |
| $\$$ | 21,849 | $\$$ | 18,954 |

## Trust for the americas (The Trust)

The Trust for the Americas is a not-for-profit organization that works to expand hemispheric cooperation and enhance economic development. Resources have been provided by contributions from corporate donors and Federal grants. OAS supports the Trust with the provision of financial, material, and staff support. As of December 31, 2007, the Trust for the Americas held $\$ 1,874,771$ in total assets compared to $\$ 840,465$ in 2006 (a 123 percent increase).

Table 4 summarizes the financial results of The Trust for 2007 and 2006.

## Table 4

The Trust Financial Results
(in thousands)

Account/Line Item:
Income
Expenses: Including realized and unrealized losses on investments Change in unrestricted net Assets
Temporarily restricted contributions
Change in net assets
Net assets, beginning of year
Net assets, end of year

| 2007 |  | 2006 |  |
| ---: | ---: | ---: | ---: |
|  | 5,117 | $\$$ | 2,626 |
| $\$$ | $(5,094)$ | $(2,549)$ |  |
|  | 24 | 77 |  |
|  | 990 | 124 |  |
|  | 1,014 | 201 |  |
|  | 825 | 623 |  |
| $\$$ | 1,839 | $\$$ | 824 |

The Board was very interested in the various initiatives being undertaken by the Trust. However, the Board learned that the Trust has not completed its strategic planning initiative. The Board believes that it is very important for this vital organization to have a clear plan for the future.

### 2.1 The Board recommends that the Trust for the Americas completes its strategic planning initiative and develop a strategic plan that can be used as a guide for future initiatives and continued growth.

## INTER-AMERICAN DEFENSE BOARD FUND (IADB)

IADB was established in 1942 and is comprised of military officers representing the highest echelons of their nation's defense establishments. The Board's expenses were primarily for four functions: the Council of Delegates, the Sub Secretariat for Advisory Services, the Inter-American Defense College, and administrative support. In 2007, IADB's net assets decreased to $\$ 411,550$ from the net amount of assets in 2006 of $\$ 531,397$. The total amount of revenue decreased from $\$ 5.5$ million in 2006 to $\$ 5.2$ million in 2007 . In addition, the total amount of expenses decreased from $\$ 5.7$ million in 2006 compared to $\$ 5.2$ million in 2007.

Table 5 summarizes the financial results of the IADB for 2007 and 2006.

Table 5
IADB Financial Results
(in thousands)

| Account/Line Item: | 2007 |  | 2006 |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |
| Income including net assets released from restrictions | \$ | 5,156 | \$ | 5,513 |
| Expenses |  | $(5,207)$ |  | $(5,701)$ |
| Change in net assets |  | (51) |  | (188) |
| Non-operating income |  | ) |  | 158 |
| Net assets, beginning of year |  | 355 |  | 385 |
| Net assets, end of year | \$ | 304 | \$ | 355 |

In 2006, by OAS resolution, IADB became an entity of the OAS, although the two maintain separate management structures. GS/OAS and IADB should gain a better understanding on what the change in status means for the management structure of IADB. If GS/OAS were to provide administrative support to IADB, it could lead to economies of scale. Because IADB has few staff, it is difficult for them to develop the expertise in certain technical areas, such as financial management, that is available in GS/OAS. This change might also improve internal controls. With such a small staff, it is virtually impossible for IADB to maintain a proper separation of duties.

> 2.2 The Board recommends that the Inter-American Defense Board and GS/ OAS work together to develop an appropriate administrative support structure that will allow for economies of scale and to take advantage of GS/ OAS administrative support expertise.

## Retirement and Pension Fund (PENSION)

This fund includes both the Retirement and Pension Fund and the Provident Plan. The Pension Plan is a contributory retirement plan maintained for the benefit of most staff members of the OAS. The Provident Plan is a contributory savings plan established for the benefit of employees' under short term contracts. The amount of net assets available for benefits slightly decreased from $\$ 302.6$ million in 2006 to $\$ 302.5$ million in 2007.

Table 6 summarizes the financial results of the Pension Fund for 2007 and 2006.

Table 6
Pension Fund Financial Results
(in thousands)
Account/Line Item:
Income
Expenses
$\quad$ Change in net assets
Net assets, beginning of year
Net assets, end of year

| 2007 |  | 2006 |  |
| :--- | ---: | ---: | ---: |
|  | 35,795 | $\$$ | 50,881 |
| $\$$ | $(35,939)$ | $(54,345)$ |  |
|  | $302,636)$ | $(3,464)$ |  |
|  | 302,492 | $\$$ | 306,100 |
| $\$$ | 302,636 |  |  |

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## CHAPTER 3

## COMMENTS RELATING TO THE OfFICE OF THE Inspector GENERAL

This Chapter discusses issues related to the OIG. The status and role of OIG within OAS is important to the Board since OIG is an essential continuing safeguard to assess and maintain the internal control environment. Under Executive Order 95-05, the Internal Audit Function of the General Secretariat and the Office of the Inspector General, OIG is charged with the responsibility of assisting the Secretary General and the governing bodies to monitor various levels of management with respect to the General Secretariat's and OAS' programs and resources, and adherence to the legal system governing them.

- Status of Recommendations from the Board's 2006 Report
- OIG Staffing and Budget
- Training and Professional Development
- Professional Standards Review
- Cooperation and Coordination
- 2007 OIG Audit Work Including Status of OIG Recommendations
- 2008 OIG Work Plan


## Status of Recommendations from the Board's 2006 Report

In its 2006 report, the Board discussed several issues related to OIG operations and provided specific recommendations to address them. The Board is satisfied with the progress made by OIG in implementing its recommendations despite limited resources. The Board is closing one recommendation that it made in its 2006 report. Three of the recommendations remain open, although the Board has revised some of these to accommodate changing circumstances.

## OIG STAFFING AND BUDGET

OIG staff levels improved slightly during 2007. All eight of OIG's positions were filled (although two of the positions were filled in 2008). In addition to the Inspector General, OIG has three senior auditor positions, one junior auditor, two trainees, and one administrative assistant. The administrative assistant position is funded by Specific Funds.

Although the staffing level has improved, the Board believes that OIG may still be

understaffed, especially considering the numerous requests it receives for assistance. Ol G's limited resources could still be a factor impacting adequate response to OAS audit needs. Given the importance of the work performed by OIG to ensure a sound internal control environment and the importance of obtaining timely audit results, it is essential to adequately staff OIG.

The Board understands the harsh realities of OAS' budget. Therefore, it recommends that OAS take action on a recommendation made last year to provide some funding to OIG from the ICR initiative. Although GS/OAS and OIG have discussed this opportunity, no conclusions have been reached on how to implement this.


#### Abstract

3.1 The Board reaffirms it recommendation that GS/ OAS, in conjunction with the Office of Inspector General, develop a methodology to ensure appropriate indirect cost recovery funds are provided for audit oversight activities.


## Training and Professional Development

OIG's internal policies require OIG staff to obtain at least 80 hours of continuing education over each two-year period. A minimum of 20 hours must be done each year. The IG indicated that OIG's 2007 annual budget of approximately $\$ 11,000$ had increased approximately $\$ 3,000$ from 2006. In 2007, in addition to the in-house training offered to all GS/OAS staff on such issues as OASES, OIG employees took a number of different courses including ones related to audit evidence and writing audit reports.

The IG has developed a list of courses for its staff, including interviewing techniques and fundamentals of auditing. However, OIG can not fund all of this planned training. The Department of Human Resources indicated that it might be able to provide some additional funding to OIG for some additional training.

### 3.2 The Board reaffirms its recommendation that the Office of Inspector General's budget be sufficient to obtain training that meets minimum professional requirements.

## PROFESSIONAL STANDARDS REVIEW

The General Secretariat's Executive Order 95-05 makes reference to the need for the Office of the Secretary General to provide for a comprehensive evaluation or peer review of the internal audit function conducted every three years by independent auditors from outside OAS. The independent auditors should report on compliance in accordance with the Standards for the Professional Practice of Internal Auditing. No evaluation has been performed or scheduled, and no funds have been budgeted for this purpose.

While the IG should continue pursuing funding for this initiative, and should consider working with another international organization in the Washington D.C. area, OAS might also consider revising the internal policies to comply with the internal auditing standards. The Standards for the Professional Practice of Internal Auditing requires that a peer review be done every five years rather than every three years. Considering the limited budget of the organization, it is more likely that this initiative will be funded if it is scheduled less often.


#### Abstract

3.3 The Board reaffirms its recommendation of the need for a peer review evaluation to be performed. The Board recommends that the Office of Inspector General include this item in the annual budget request and recommends that the requirement be properly funded. However, OAS should also consider revising the internal policies to require a peer review every five years rather than every three years.


## COOPERATION AND COORDINATION

The Board was pleased with the continued strong cooperation between OIG and GS/OAS. The Inspector General continues to regularly consult with management on high-risk issues, reviews draft policies and procedures, and attends various OAS meetings related to business processes. The Board was also pleased to note beneficial cooperation between the OIG and the financial statement auditors. The Board encourages all parties to maintain this open and constructive working relationship.

## 2007 OIG AUDIT WORK INCLUDING STATUS OF OIG RECOMMENDATIONS

During 2007, OIG worked on 10 audits, one inspection, and four memorandum reports. Not all of these reports have been issued in final. These reports contain a total of 53 recommendations ( 34 considered high risk and 19 considered medium risk). OIG reported that as of the date of this report, 40 of the recommendations were in the process of being implemented and 13 recommendations had been implemented. According to OIG, 21 recommendations from 2006 were also still in process. Table 1 outlines the work performed by OIG in 2007 and the recommendations for each report by risk level.

Table 1
Summary of OIG Reports and Recommendations for 2007

| Report Number | Date | Report Title | Recommendations |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | High | Medium | Low | Total |
| AUDIT-01 | Sep. 2007 | Risk Assessment of the Procurement, Disbursement, and Payroll Processes at Headquarters and the National Offices Managed by the Secretariat for Administration and Finance | - | - | - | - |
| AUDIT-02 | Dec. 2007 | Remote Blind Penetration Analysis of the Internet Attachment Environment | 4 | - | - | 4 |
| AUDIT-03 | Dec. 2007 | Remote Seeded Penetration Analysis of the Internet Attachment Environment | 1 | - | - | 1 |
| AUDIT-04 | Dec. 2007 | Accountable Advances Managed by DBFS | 6 | 1 | - | 7 |
| AUDIT-05 | DRAFT | Inventory of GS/OAS Fixed Assets Recorded for the Year Ended Dec. 31, 2007 | 8 | - | - | 8 |
| AUDIT-06 | Dec. 2007 | Implementation of the Strategic Action Program for the Bermejo River Binational Basin Managed by the Department of Sustainable Development | 1 | - | - | 1 |
| AUDIT-07 | Dec. 2007 | GS/OAS Office in Venezuela | 3 | 1 | - | 4 |
| AUDIT-08 | Dec. 2007 | GS/OAS Office in Guatemala and Selected Projects | 4 | 2 | - | 6 |
| AUDIT-09 | Dec. 2007 | GS/OAS Office in Guyana | - | 3 | - | 3 |
| AUDIT-10 | Dec. 2007 | GS/OAS Office in Nicaragua and Selected Projects | - | 4 | - | 4 |
| INSP-01 | Dec. 2007 | Emergency and Petty Cash Funds at Headquarters | 1 | - | - | 1 |
| INVEST-01 | Mar. 2008 | Report on the Complaint of an Employee | 3 | - | - | 3 |
| MEMO 54-07 | Jun. 2007 | Employees Hired at a Higher Step on Initial Appointments During 2006 and 2007 | - | - | - | - |
| MEMO 57-07 | Jul. 2007 | Review of GS/OAS Office in Suriname | 1 | 1 | - | 2 |
| MEMO 100-07 | Sep. 2007 | OIG Observation of the Bidding Process on Auqust 15, 2007 | 2 | 7 | - | 9 |
| TOTAL |  |  | 34 | 19 | - | 53 |

The Board recognizes OIG's continuing achievements despite limited resources, and encourages it to continue its ongoing audit follow-up process, so that adequate action is taken on open recommendations.

## 2008 OIG WORK PLAN

The IG presented the Board with its tentative 2008 audit work plan. Annually the IG performs a risk assessment to identify areas to audit. Because of the limited resources, the IG must prioritize the work performed. During the planning process, the IG considers recommendations made by the Board of External Auditors; resolutions from Member States; referrals from other sources; and areas internally identified as high risk. For instance, the IG indicated that, in her opinion, some of the high risk areas for GS/OAS in 2007 are data integrity, internal control at National Offices, GS/OAS oversight of the National Offices, implementation of the ICR initiative, and the move to results based performance.

The IG also tries to audit each National Office on a cyclical basis, and will therefore choose ones that have not been reviewed in some time. This is consistent with a recommendation made by the Board in 2002. For 2008, nine of the 15 audits planned ( 60 percent) relate to National Offices.

OIG periodically gets special requests for audits or investigations that must be performed. Sometimes, due to limited staffing, other ongoing work will be delayed to address these special requests.

The Board supports and agrees with the OIG's planned audit activities for 2008. However, it would like to recommend that the OIG consider adding an audit of potential duplicate payments to its audit plan. There are a number of standardized audit programs available on this topic because of recent interest within the United States Government. The Board encourages OIG to continue to focus its limited resources on areas with a high degree of risk and/or those with the highest potential for increasing efficiency, economy, and effectiveness within OAS.

### 3.4 The Board recommends that OIG consider performing an audit of duplicate payments during 2008.



Financial Statements of the Organization of American States (OAS)

43 Management Discussion and Analysis (MD\&A) Responsibility for Financial Statements

111 Chapter 6 - Rowe Memorial Benefit Fund
119 Chapter 7 - OAS Medical Benefits Trust Fund

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This section presents an overview of the financial results of the General Secretariat and a status report on other management activities. Where possible, information is presented on a comparative basis.

## Budget Execution of THe 2007 Regular Fund Program-Budget

## Approved Levels

For 2007, through resolution AG/RES. 2257, the General Secretariat was authorized to execute up to $\$ 81.5$ million for Regular Fund activities. Budgetary appropriations were further supplemented through resolution CP/RES. 911 to a level of up to $\$ 84.4$ million. Table 1 presents the 2007 approved and modified appropriations and corresponding sources of financing.

## Budgetary Execution

At the end of the fiscal period, $\$ 78.7$ million (93.3\%) of the approved budget had been committed. Personnel obligations amounted to $\$ 52.6$ million, out of which $\$ 52.5$ million (99.9\%) were expended. Non-personnel obligations amounted to $\$ 26.1$ million, out of which $\$ 24.0$ million ( $92.0 \%$ ) were expended. Approximately $\$ 5.7$ million ( $6.7 \%$ ) remained unobligated. Figure 1 presents budgetary execution and the unobligated appropriations segregated by personnel and non-personnel.

## Unobligated Appropriations

Most of the unobligated appropriations were as follows:

a) ICR collection from Specific Funds $(\$ 2,532.3)$ and FEMCIDI ( $\$ 190.5$ )
b) Includes income from rental space, interest and miscellaneous revenue.
Figure 1
Budgetary Execution by Object of Expenditure
As of December 31, 2007 (in thousands)


- Chapter 3 (Autonomous and/or Decentralized Entities) ( $\$ 5.3$ million). This amount remained unobligated due to the continued review of new fellowships by the Selection Committee (approximately $\$ 5.2$ million) and $\$ 47.0$ thousand corresponding to the Office of the Inspector General.
- Chapter 2 (Assistant Secretary General) (\$172.2 thousand). These resources correspond mainly to Subprogram Office of Conferences and Meetings (21B) ( $\$ 75.4$ thousand) and Unprogrammed Meetings (21C) (\$61.7 thousand).
- Chapter 9 (Basic Infrastructure and Common Costs) ( $\$ 62.7$ thousand). These resources correspond mainly to Terminations and Repatriations (91H) (\$49.5 thousand).

Part of the 2007 unobligated appropriations have been allowed to expense through 2008. Pursuant to AG/RES. 2353 (XXXVII-O/07), the Human Development Fund Committee (31E) will continue spending on fellowships, in 2008 and in subsequent years, all appropriations approved for OAS scholarships under resolution AG/RES. 2257 (XXXVIO/06) that have neither been appropriated nor spent in 2007 as a result of the pause mandated in the latter resolution.

Figure 2 shows the level of budgetary execution by Chapter, broken down by personnel and non-personnel categories, and unobligated appropriation, as of December 31, 2007.

Based on the trend of the budgetary execution throughout the year, some programs required additional resources to cover their operational costs. The programs identified that required a significant amount of additional resources were: Board of External Auditors (31F), Recruitment and Transfers (91G), Home Leave (91I) and Education and Language Allowance, Medical Examinations (91J).

## Regular Fund

## Quota Payments

OAS General Standards require Member States to pay their quota assessment in full on January 1st of the applicable year; otherwise, they are required to negotiate a payment plan with the GS/OAS. Member States that pay their quota assessment by April 30 of the corresponding year are entitled to the following discounts: 3\% of the amount
paid by January 31, and 2\% of the amount paid between February and April 30. In 2007, \$431 thousand were credited in discounts to Member States for prompt payment, applied to their 2008 assessment.

At the beginning of 2007, the GS/OAS had $\$ 89.8$ million in quota receivables, including $\$ 12.5$ million in quotas in arrears. By year-end, the GS/ OAS received $\$ 78.9$ million towards this receivable. From this amount, $\$ 8.5$ million were applied to quotas in arrears.

Quota payments to the Regular Fund (current and arrears) have experienced a slight decline in comparison to the increasing trend over the past three years. Quota payments in 2007, current and prior-year balances (Figure 3) was $\$ 78.9$ million, representing $\$ 1.0$ million less, or $1.3 \%$, compared to 2006 ( $\$ 79.9$ million).

The quota assessment to Member States was increased by $\$ 3.6$ million in 2007 to $\$ 77.3$ million (Figure 4). Payments for current period assessment also increased in 2007 over 2006 levels. Current quota payments in 2007 reached 91.1\% of quota assessment, representing an increase of $2.1 \%$ over prior year payments. The gap of unpaid quota assessment of $8.9 \%$ has been covered by quota payments in arrears.

A decline in quota payments in arrears occurred during 2007 as compared to 2006 (Figure 5). Payments of balances in arrears were $\$ 8.5$ million in 2007 compared to $\$ 14.3$ million in 2006. These figures represent $68.0 \%$ and $76.9 \%$ of the balances in arrears, respectively. Nevertheless, the dollar amount of quotas in arrears has been declining since 2004. For 2008, the opening balance of outstanding quotas was $\$ 10.9$ million.

Figure 3
Quota Receivables versus Quota Payments (current and arrears) As of December 31 (in millions)


Figure 4
Quota Assessment versus Quota Payments
As of December 31 (in millions)


Figure 5
Quota in Arrears versus Prior Years Quota Payments
As of December 31 (in millions)


At year-end, there were thirty "current" Member States, one Member State "considered current" and three Member States "not current" with respect to payments of their assessment to the Regular Fund.

## Regular Fund Financial Position

As of December 31, 2007, the net change of the Regular Fund resulted in a $\$ 2.0$ million positive balance in operating activities (Figure 6). Together with 2007 beginning balance of $\$ 13.8$ million, yielded a positive Fund Balance of $\$ 15.8$ million for 2007. This $\$ 15.8$ million Fund Balance is divided in two categories: Restricted Balance ( $\$ 9.4$ million) and Unrestricted Balance ( $\$ 6.4$ million). The Restricted Balance is composed of two categories: 1) reserved for fellowships ( $\$ 4.1$ million, from 2006 and 2007 unused appropriations); and, 2) $\$ 5.3$ million ( $\$ 2.7$ million as an exception to Article 72 (b) of the General Standards and $\$ 2.6$ million from 2007 unobligated appropriations) to cover 2008 budget financing pursuant to AG/RES. 1 (XXXIII-E/07).

Figure 6
Increases, Decreases, Net Change and Fund Balance
From January 1 to December 31 (in millions)

a) Includes a restricted balance of $\$ 3.0$ million for Fellowships.
b) Includes a restricted balance of $\$ 4.1$ million for Fellowships and $\$ 5.3$ million to cover 2008 budget financing.

## FEMCIDI

## New Developments

SEDI (Executive Secretariat for Integral Development) prepared the "Preliminary Programming Proposal for Development Activities" for the 2007 FEMCIDI programming cycle. There has been significant interest from institutions of Member States to receive funding from FEMCIDI 2007 resources. Member States have submitted their proposals on behalf of the institutions requesting funding. The projects included in the Preliminary Proposal place a special emphasis on the most urgent needs of Member States, especially

| Table 2 <br> Project Proposals by Sector |
| :--- | ---: |
| Sectors Number of <br> Projects <br> Trade 10 <br> Social Development 17 <br> Education 34 <br> Culture 6 <br> Science \& Technology 19 <br> Democracy 8 <br> Tourism 13 <br> Sustainable Development 18 <br> Total 125 | the lesser developed countries.

A consultant was hired to train the FEMCIDI team in project design and Result-based-management and to help the team review projects. Onsite training and support was provided by FEMCIDI to the project presenters in Nicaragua, Honduras, Bolivia, Colombia, Haiti and St Kitts and Nevis.

Table 3
Payments by Member State
From January 1 to December 31, 2007

| Member State | Amount |  |
| :--- | ---: | ---: |
|  |  |  |
| Antigua and Barbuda | 6,988 |  |
| Argentina | $\$ 0,031$ |  |
| Bahamas, Commonwealth of |  | 20,000 |
| Barbados | 16,400 |  |
| Belize | 7,800 |  |
| Bolivia | 29,100 |  |
| Brazil | 433,311 |  |
| Chile | 110,000 |  |
| Colombia | 104,061 |  |
| Costa Rica | 32,900 |  |
| Dominica, Commonwealth of | 5,100 |  |
| Dominican Republic | 35,000 |  |
| Ecuador | 16,678 |  |
| El Salvador | 20,000 |  |
| Grenada | 6,000 |  |
| Guatemala | 25,128 |  |
| Guyana | 3,260 |  |
| Haiti | 5,000 |  |
| Honduras | 8,360 |  |
| Jamaica | 39,800 |  |
| Mexico | 50,000 |  |
| Nicaragua | 18,000 |  |
| Panama | 39,600 |  |
| Paraguay | 2,980 |  |
| Peru | 55,000 |  |
| St. Kitts and Nevis | 5,100 |  |
| St. Lucia | 7,600 |  |
| St. Vincent and the Grenadines | 5,100 |  |
| Suriname | 10,000 |  |
| Trinidad and Tobago | 31,200 |  |
| United States | $4,702,500$ |  |
| Venezuela | 155,980 |  |
|  |  | $6,507,977$ |

The Executive Secretariat has modified the formats for project presentation to follow the Results-based-Management Model and will provide support to the institutions in preparing their projects according to these standards. Support will include revision of the projects by external project design, monitoring and evaluation experts, as well as travel by SEDI staff to some of the Member States.

## Pledges and Payments

Member States have been diligent in meeting the new July 31st deadline for voluntary pledges. Major contributions have been from the United States, Mexico and Brazil.

At year-end, 33 Member States have made pledges to the Fund totaling $\$ 6,528,357$. As compared to prior year pledges ( $\$ 5,983,146$ ), there has been an overall increase of $9.1 \%$ in voluntary pledges, with noticeable increases from Brazil and Argentina. Payments received during 2007 of \$6,507,977 (Table 3) were allocated to the nine sectoral accounts for programming. As of December 31, 2007, Guyana and Paraguay had not paid the full amount of their pledge. Uruguay did not make any payments during the year and Venezuela continued to have an outstanding balance from prior years.

## FEMCIDI Execution

FEMCIDI 2006 programming cycle was approved and the implementation of project activities commenced on April 1, 2007. The Fund is moving in the direction of accomplishing one of its goals of improving the execution of projects. Although the Fund's 2006 programming cycle officially ends on March 31, 2008, it has executed a total of $68.2 \%$ of its 2006 programming budget as of December 31, 2007.

The execution of FEMCIDI projects has been dominated in the sectors of Education, Science and Technology, Social Development and Sustainable Development over the past four years as shown in Figure 7. This trend indicates that these are the sectors where Member States contribute the most, as they have been deemed crucial to eliminating poverty.

## Specific Funds

As defined by the General Standards that Govern the Operations of the General Secretariat, "Specific funds are made up of special contributions, including those received without purposes and limitations specified by the donor, from Member States and permanent observer states of the Organization and from other Member States of the United Nations, as well as from individuals or public or private institutions, whether national or international for the execution and or strengthening of development cooperation activities or programs of the General Secretariat and other organs and entities of the Organization in accordance with agreements and contracts entered into by the General Secretariat in exercise of the powers conferred under the Charter."

## Overall Contributions

Contributions to Specific Funds amounted to a net of $\$ 60.8$ million in 2007 compared to $\$ 59.7$ million during the year 2006 (Figure 8), increasing by a net of $\$ 1.1$ million, or $1.8 \%$.

Three major contributors to Specific Funds during 2007 (Table 4) were the United States with $19.6 \%$ of total contributions (\$11.9 million), followed by Canada ( $\$ 10.9$ million) and Spain (\$9.1 million).

From the $\$ 60.8$ million net contributions to Specific Funds, 50.9\% were received from Member States, 33.4\% from Permanent Observers and the remaining $15.7 \%$ from other donors. Member States oriented more than half of their contributions to programs managed by

Figure 8
Overall Contributions
From January 1 to December 31 (in millions)

a) Does not include pass-through funds from the Government of Mexico to finance Specialized Conferences ( $\$ 9.9 \mathrm{M}$ in 2003 and $\$ 31.7 \mathrm{M}$ in 2004), as well as to establish the Mexican Fund for Cooperation with Latin America and the Caribbean ( $\$ 10.5 \mathrm{M}$ in 2004).
b) Includes $\$ 4.9 \mathrm{M}$ in Unprogrammed Funds for Cooperation from the United States.
c) Does not include pledges to FEMCIDI from the United States ( $\$ 4.7 \mathrm{M}$ ) and Mexico ( $\$ 0.3 \mathrm{M}$ ). In addition, it does not include ( $\$ 2 \mathrm{M}$ ) for the Mexican Fund for Cooperation with Latin America and the Caribbean.
d) Does not include ( $\$ 2.1 \mathrm{M}$ ) for the Mexican Fund for Cooperation with Latin America and the Caribbean.

Table 4
Contributions to Specific Funds by Donor
From January 1 to December 31, 2007 (in thousands)

areas under Chapter 5 - Secretariat for Multidimensional Security and Chapter 7 - Executive Secretariat for Integral Development, while Observers oriented more than half of their contributions to Chapter 6-Secretariat for Political Affairs, Chapter 5—Secretariat for Multidimensional Security, and Chapter 3-Autonomous and/or Decentralized Entities (Figure 9).

Figure 9
Contributions to Specific Funds by Chapter
From January 1 to December 31, 2007 (in thousands)


Legend:

$$
\begin{aligned}
& \text { Ch } 2 \text { - Assistant Secretary General } \\
& \text { Ch } 3 \text { - Autonomous and/or Decentralized Entities }
\end{aligned}
$$

- Ch 6 - Secretariat for Political Affairs
- Ch 7 -Executive Secretariat for Integral Development
- Ch 5 - Secretariat for Mulltidimensional Security
Ch 7 - Executive Secretariat
$\square$ Other Chapters
a) Does not include $\$ 2.1 \mathrm{M}$ for the Mexican Fund for Cooperation with Latin America and the Caribbean


## Audits requested for Specific Fund Projects

The General Secretariat is required to conduct financial audits of Specific Fund projects when stipulated in the donor agreement. During 2007, four financial audits were conducted within this context.

- Strengthening Democracy in Venezuela (European Union). The final report for this audit reported financial, management control and compliance findings. The GS/OAS reimbursed approximately $\$ 154$ thousand to the European Union.
- Electoral Observation Mission in Honduras for the General Elections that took place on November 27, 2005 (Denmark). The final report for this audit was unqualified.
- Gender Participation and Equality in the Municipal Public Finances of Nicaragua (The Netherlands). The terms of reference for the audit have been presented to the donor. Its approval is still pending.
- Support for the Electoral System in Guatemala 2005-2007 (Sweden). The terms of reference for the audit have been approved by the donor and the process will start in 2008.


## Indirect Cost Recovery (ICR) from Specific Funds

Public or private organizations recognize the need to fully cost their activities to enable informed decisions. Public organizations understand that there is a need to attain partial reimbursement of these costs through an ICR policy. Thus, ICR is not a new concept; it's an industry standard in the public sector and a mechanism to partially recover indirect costs incurred, for example, in the administration of grants.

The OAS Regular Fund budget partially covers indirect costs for basic operations and infrastructure. However, the OAS has increasing mandates financed through Specific Funds, with minimal increase to its Regular Fund budget.

Implicitly, incremental Specific Funds have a heavy impact on OAS basic operations and infrastructure. Thus, the OAS needs a sustainable mechanism to partially recover these incremental costs.

On May 23, 2007, supporting this concept, the Permanent Council approved Resolution CP/RES. 919 (1597/07), ad referendum of the General Assembly. Amendments to Articles 78 and 80 of the General Standards were approved in order to establish a clear policy for the General Secretariat regarding the recovery of direct and indirect costs for projects funded by Specific Funds and Trust Funds. On May 29, 2007, the Secretary General, through Executive Order 07-01, issued institutionalized definitions of direct and indirect costs, and indirect cost recovery percentages.

Representatives from the Secretariat of Administration and Finance (SAF), in cooperation with the Department of Planning, Control and Evaluation (DPCE), have been meeting with representatives from Primary Dependencies to clarify concepts and help institutionalize the new ICR policy at the OAS. These meetings have continued in 2008 under the umbrella of the newly created Committee on Administrative Matters (CAM). CAM discussions are focused mainly on i) ICR definitions and principles, ii) preparation of adequate project budgets that properly account for direct and indirect costs, and iii) bring internal consensus on indirect cost requirements of Primary Dependencies.

Although progress has been made in these areas, more efforts are still needed through this transition period. SAF has further institutionalized ICR through its presentation on "ICR 101: Indirect Cost Recovery Policy and Procedures" and the publication of the "ICR Guidelines and Procedures", not only to OAS dependencies but to external donors as well. On some occasions, additional efforts have been required to apply the new ICR policy to Specific Fund contributions either through direct negotiations with donors or adjustments to project budgets. Notwithstanding these efforts, some external resistance still exists that could risk the effectiveness of the new ICR policy.

## SERVICE FUNDS

The OAS manages various activities through the Service Accounts, allowing it to handle certain administrative functions not directly related to contributor agreements or Trust Funds. The Service Accounts include the Building Management and Maintenance, Tax Equalization, and Indirect Cost Recovery accounts (discussed under Specific Funds section), among others

## Building Management and Maintenance

This account is established for the purpose of administering costs related to the mortgage, management and maintenance of OAS buildings. The main source of income for this account comes from the 2007 Regular Fund (approximately $\$ 4.8$ million) and supplemented with rental space income (approximately $\$ 1.3$ million) from the " F " Street Building (GSB). Total income through this account was $\$ 6.1$ million as of December 31, 2007.

## 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. At the end of December, as a result of the fourth quarter tax advance to employees, the Tax Equalization account has a cash deficit of $\$ 3.6$ million. A temporary inter-fund receivable account covers this deficit within the Regular Fund.

## OAS Financial Management Framework (OASFMF)

The OAS Financial Management Framework (OASFMF) establishes the standards for sound financial management and control across the Organization and is a mandatory reference point for anyone within the Organization that has the responsibility to manage and execute the Organization's funds. Its main purpose is to put in place a robust financial management governance framework that clearly:

- Defines the policies that govern the use of the Organization's financial resources;
- Outlines the Organization's core values and principles with respect to the management of these resources;
- Establishes delegated authorities and financial management accountabilities for all resource managers;
- Defines roles and responsibilities; and,
- Standardizes and optimizes key business processes and systems in order to safeguard and ensure efficient and effective use of the Organization's resources.

The OASFMF is "work-in-progress" and its being updated over time as we continue to transform, modernize and standardize our business policies and processes.

## SAF Transformation and MOdernization Project (STAMP)

The Secretariat for Administration and Finance (SAF) has embarked on a project to transform and modernize the Organization's resource management systems. The project was introduced to all General Secretariat administrative and financial officers during SAF's 1st Quarterly Resource Management Review held on May 1, 2007 and at the same time, SAF has been discussing this initiative in our recent meetings with the Assistant Secretaries and Directors of each program area. This project is supported by a grant from the Canadian International Development Agency (CIDA). SAF's transformation agenda is centered on five key objectives:

- Standardization of our resource management policies and processes in order to bring them in line with the best practices of other international organizations;
- Enhancing transparency by developing policies and frameworks that demystify the way in which the Organization's resources are managed;
- Establishing clear lines of accountability for resources and providing meaningful reports and analyses to our donors and our senior managers throughout the General Secretariat on the use of those resources;
- Providing training to all those responsible for planning, budgeting and executing donor resources; and,
- Implementing a strong code of ethics for finance and administrative personnel at all levels.

The intended outcome of this effort is a more streamlined and accountable financial and administrative management structure that provides world-class service commensurate with the Secretary General's vision of the role of the OAS as "the principal inter-American, multilateral political organ."

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The General Assembly approved the administration of the funds under its purview, to the General Secretariat and the Executive Secretariat for Integral Development (SEDI), and granted autonomy to certain organizations, agencies and/or entities.

During the years 2007 and 2006, the administration of the OAS entities contained in this report was divided as folIows: the General Secretariat was responsible for financial administration of the Regular Fund and Specific Fund projects. The SEDI was responsible for the financial administration of Special Multilateral of the Inter-American Council Fund for Integral Development (FEMCIDI) funds. The Leo S. Rowe Pan American Fund was under the administrative responsibility of SEDI and its treasury was under the General Secretariat. The Inter-American Defense Board received contributions from the OAS but operated administratively as an autonomous entity. The Retirement and Pension Fund conducts a separate independent audit which is included in this publication under Section IV.

According to the separation of administrative responsibility mentioned above, the annual audit book for year 2007 is divided into four sections: Section I relates to the comments and recommendations by the Board of External Auditors to improve operating procedures and internal controls; Section II incorporates the financial statements of the funds administered by the General Secretariat; Section III incorporates the financial statements of entities related to the OAS that operate administratively autonomous; and Section IV reflects the financial statements of the Retirement and Pension Fund.

As reflected in Section II, the General Secretariat has prepared and is responsible for the integrity of the financial data included in the accompanying financial statements. The combining statements for the Regular Fund, FEMCIDI, the Specific Funds and Service Funds have been prepared in conformity with accounting practices prescribed by the Budgetary and Financial Rules of the Organization, which include the financially oriented General Standards that Govern the Operations of the General Secretariat and other provisions approved by the General Assembly. The accounting practices utilized by the General Secretariat for these statements differ in certain respects from accounting principles generally accepted in the United States of America customarily applied in the presentation of financial statements.

A description of the significant differences with the accounting principles generally accepted in the United States of America is set forth in Note 2 to the combining financial statements.

The General Secretariat maintains an accounting system and related controls to provide reasonable assurance that financial records are reliable for preparing financial statements. The accounting system includes internal controls to provide assurance that proper procedures and methods of operations are used to implement plans, policies and directives of the General Secretariat.

In addition, the Board of External Auditors, consisting of three members elected by the General Assembly, is authorized to audit all accounts, funds, and operations of the Organization. The Board of External Auditors has engaged the services of the independent accounting firm Ernst \& Young LLP to audit the financial statements. Ernst \& Young LLP auditing procedures include a review of internal controls and selected tests of transactions and records. These audit-
ing procedures are intended to provide a reasonable level of assurance that the financial statements are fairly stated in all material respects. The Board periodically meets with the independent auditors, officials of the General Secretariat, and internal auditors to review and evaluate accounting, auditing and financial reporting activities and responsibilities. The Board of External Auditors, the independent auditors, as well as the internal auditors, have unlimited access to all records maintained by the General Secretariat. For the Regular, FEMCIDI, Specific and Service Funds, the Trust for the Americas, Rowe Memorial Benefit Fund, and the OAS Medical Benefits Fund, the General Secretariat acts as their Treasurer and in that capacity has prepared those financial statements, and is responsible for the integrity of the data contained therein.

However, the Leo S. Rowe Pan American Fund (Rowe Pan American) is administratively under the Department of Human Development, a department of the SEDI, and accordingly, the SEDI is responsible for all operational aspects of the Rowe Pan American Technical Secretariat.


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# 퀘 ERNST\&Young 

# Report of Independent Auditors 

The Board of External Auditors<br>Organization of American States

We have audited the accompanying combining statement of assets, liabilities and fund balance of the Organization of American States (the Organization) Regular Fund, FEMCIDI, Specific Funds and Service Funds as of December 31, 2007 and the related combining statement of changes in fund balance for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior year summarized comparative information has been derived from the Organization's 2006 financial statements, which were audited by other auditors whose report dated March 23,2007 , expressed an unqualified opinion on those statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States and the external auditing requirements prescribed in Chapter IX of the General Standards of the Organization of American States. Those standards and requirements require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. We were not engaged to perform an audit of the Organization's internal control over financial reporting. Our audit included consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

As described in Note 2, the Organization prepares its combining financial statements on the basis of accounting principles prescribed by the Budgetary and Financial Rules (which include the applicable financially-oriented General Standards adopted by the General Assembly of the Organization of American States), which is a comprehensive basis of accounting other than accounting principles generally accepted in the United States.

In our opinion, the 2007 financial statements referred to above present fairly, in all material respects, the assets, liabilities and fund balance of the Organization as of December 31, 2007, and the changes in its fund balance for the year then ended on the basis of accounting described in Note 2.

Our audit has been made primarily for the purpose of expressing an opinion on the basic combining financial statemints referred to in the first paragraph of this report taken as a whole. The accompanying information in the Management's Discussion and Analysis and in Supplementary Schedules 1 through 8 is presented for the purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the procedures applied in our audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic combining financial statements mentioned above taken as a whole.


April 25, 2008

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Organization of American States
Combining Statement of Assets, Liabilities and Fund Balance
As of December 31, 2007 with comparative totals for 2006
Assets
Cash and Equity in OAS Treasury Fund
Deferred charges related to future year's appropriations ${ }^{(8)}$
Due from Tax Equalization
Advances to employees and other receivables
Total Assets
Liabilities and Fund Balance
Unliquidated obligations
Quotas / Pledges collected in advance
Amounts to be charged to future year's appropriations ${ }^{(B)}$
Due to Regular Fund
Accounts payable and other liabilities
Payroll Terminations
Deferred Income - Tax Equalization Fund
Demand notes payable
Total Liabilitie
Fund Balance
Financing for 2008 Regular
Operating subfund surplus
Reserve subfund
Rind 1 (XXXIII-E/07)
11,353
236
-
11,589

| $\circ$ |
| :--- |
| 0 |

$\begin{array}{llllll}\$ & 88,638 & \$ & 13,514 & \$ & 87,403\end{array}$
Organization of American States
Combining Statement of Changes in Fund Balance
For the year ended December 31, 2007 with comparative totals for 2006 (in thousands)


## 1. Organization and Combining Financial Statements

The Charter of the Organization of American States (OAS) was signed in Bogota in 1948 and amended by the Protocol of Buenos Aires in 1967, by the Protocol of Cartagena de Indias in 1985, by the Protocol of Washington in 1992, and by the Protocol of Managua in 1993. In this charter, the OAS was created as an international organization to achieve an order of peace and justice, to promote solidarity, to strengthen collaboration, and to defend the Member States' sovereignty, territorial integrity, and independence. The OAS is a regional agency, within the United Nations. The OAS accomplishes its purposes by means of a) the General Assembly, b) the Meeting of Consultation of Ministers of Foreign Affairs, c) the Councils, d) the Inter-American Juridical Committee, e) the Inter-American Commission on Human Rights, and f) the General Secretariat.

The General Secretariat is the central and permanent organ of the OAS. To ensure observance of limitations and restrictions placed on the use of resources available to OAS, the accounts of OAS are maintained in accordance with fund accounting principles. Separate accounts are maintained for each fund. The combining financial statements of the OAS include the financial statements of the Regular Operating Fund, The Special Multilateral Fund of the InterAmerican Council for Integral Development (FEMCIDI), Specific Funds, and Service Funds.

The financial position and changes in fund balance of the Regular Fund, FEMCIDI, Specific Funds and Service Funds are reflected in Exhibits 1 and 2 on a combining basis and all interfund activity has been eliminated. Combining statement totals for 2006, including the footnotes, are presented for comparative purposes. The Operating Subfund Unappropriated account for SEDI is shown as part of the Service Funds. For 2007, this fund did not receive subsidies from the OAS or voluntary pledge contributions. The FEMCIDI Reserve Subfund is a fund for unforeseen activities that may arise during the course of the year.

In the accompanying combining financial statements, the funds administered by the General Secretariat are grouped in the following categories, according to their source of financing and purpose:

## Regular Fund

The Regular Fund is financed primarily by the assessment of quotas to the Member States and contributions from certain other OAS funds. The purpose of this fund is to provide the General Secretariat with general support as well as technical supervision and administrative services to the programs. In addition to the General Secretariat, the following organs, specialized organizations, agencies and entities are financed wholly or in part through budgetary appropriations of the Regular Fund and are included in the financial statements of the Regular Fund:

- General Assembly
- Permanent Council of the OAS
- Inter-American Commission on Human Rights
- Inter-American Court on Human Rights
- Inter-American Commission of Women
- Inter-American Juridical Committee
- Inter-American Children's Institute
- Inter-American Commission for Drug Abuse


## Control

- Inter-American Telecommunications


## Commission

- Inter-American Defense Board
- Executive Secretariat for Integral Development
- Pan American Development Foundation

The Special Multilateral Fund of the Inter-American Council for Integral Development (FEMCIDI)
FEMCIDI is financed mainly by voluntary contributions of the Member States to support the programs adopted by the Council and approved by the General Assembly. FEMCIDI finances the multilateral and national cooperation programs, projects and activities of the Inter-American Council for Integral Development (CIDI). FEMCIDI consists of the Integral Development account and the following Sectoral accounts:

- Economic Diversification and Integration, Trade Liberalization and Market Access
- Social Development and Creation of Productive Employment
- Education
- Culture
- Scientific Development, and Exchange and Transfer of Technology
- Strengthening of Democratic Institutions
- Sustainable Development and Environment
- Sustainable Development of Tourism


## Specific Funds

The Specific Funds are financed by grants or bequests for activities specified by the donor, and any other contributions by national or international, public or private entities, for carrying out or strengthening specific activities or programs of the General Secretariat. These funds have been segregated for specific purposes and their use is restricted through designation by the General Assembly, the General Secretariat and/or the donor.

## Service Funds

The OAS manages several activities identified as Service Funds, which allows the OAS to handle certain administrative activities not directly related to donor agreements or Trust Funds. Since 2005, OAS segregated these funds from the Specific Funds' financial statements to reflect the impact of those Funds.

## Other Entities and Specialized Organizations

The assets and liabilities as of December 31, 2007 and 2006, and the related income and expenses for the years then ended of the following organizations, which are subject to separate budgetary control and financial reporting, are not included within the accompanying financial statements of OAS (Exhibits 1 and 2):

- Inter-American Indian Institute
- Inter-American Institute for Cooperation on Agriculture *
- Inter-American Library Simon Bolivar *
- Leo S. Rowe Pan American Fund *
- Rowe Memorial Benefit Fund *
- OAS Medical Benefits Trust *
- Inter-American Defense Board *
- Pan-American Development Foundation *
- Pan American Health Organization
- Retirement and Pension Fund
* Recipients for cash and/or in kind contributions or administrative services from the Regular Fund.


## 2. Accounting Principles

The accompanying Combining financial statements have been prepared in accordance with the Budgetary and Financial Rules of the OAS (Rules). The Rules provide the basis for the accounting principles applied in the preparation of the Combining financial statements. The Rules were adopted to meet budgetary and other requirements of OAS, and as such result in accounting principles and a financial statement display which vary in certain material respects from accounting principles generally accepted in the United States of America. OAS has not quantified the impact of these differences on the financial statements. The significant deviations are listed as follows and in various other notes.
A. The General Secretariat deems impractical to evaluate the collectibility of assessed but uncollected quotas; therefore, quotas and pledges are included in the financial statements of the various funds only to the extent collected. Contributions from Member States and from other interested parties for specific purposes are similarly recorded at the time of collection.
B. Unliquidated obligations in certain funds include amounts related to commitments to disburse monies for the procurement of goods or services in future periods. Such amounts represent liabilities to third parties at the end of the respective periods and are anticipated to be expended in the subsequent year in the completion of a particular program or activity. Unliquidated obligations in the Regular Fund are de-obligated upon the expiration of the related appropriation. Those de-obligated obligations are recorded as other income in the accompanying financial statements.
C. OAS provides certain benefits to its employees that accrue to them during periods of employment and are payable at various times during employment or upon separation, whether voluntary or involuntary. Costs for such employee benefits have historically been recorded upon payment rather than as such benefits accrue. Table 1 shows these expenditures and obligations for the years ended December 31, 2007 and 2006.
D. The General Assembly of the OAS adopts a consolidated program budget which includes the budgets for the Regular Fund. In the combining

Table 1
Cost of Employee Benefits
From January 1 to December 31

| Home travel | 2007 |  | 2006 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | \$ | 237,199 | \$ | 180,440 |
| Repatriation of family and household goods upon separation |  | 70,949 |  | 91,312 |
| Separation indemnity and termination pay |  | 951,921 |  | 2,622,142 |
| Medical Benefits subsequent to separation |  | 2,649,528 |  | 2,664,660 |
| Total | \$ | 3,909,597 | \$ | 5,558,554 |

Unrecorded earned annual and special leave approximated $\$ 6,554,109$ and $\$ 6,178,163$, as of December 31, 2007 and 2006, respectively.
budget, the amounts appropriated for substantially all approved career personnel costs are included in the Regular Fund's budget. In addition, certain other administrative costs benefiting all funds are included in the budget of the Regular Fund. In lieu of allocating these costs to various funds on a services-rendered basis, the General Assembly has provided that the other funds pay a contribution to the Regular Fund for administrative and technical support. The amount of the contribution may not bear a direct relationship to the actual cost of the services provided to those funds during the period.
E. The Statement of Assets, Liabilities and Fund Balance of the Regular Fund include certain amounts to be charged against future appropriations. These expenditures are deferred as there is no approved budgetary financing. This deferral does not relate to the period in which the benefits accrue.
F. The Statements of Assets, Liabilities and Fund Balance of the Regular Fund do not account for unexpended advances issued in the performance of certain OAS programs as they are recorded as expenses (Note 7).
G. Contributions from Member States and other interested parties in the form of use of facilities and services are received for certain activities administered by the General Secretariat. No amounts are recorded in the accompanying combining financial statements relating to the use of such facilities or services in as much as the General Secretariat currently does not have an objective procedure to value these amounts.
H. A cash flow statement is not provided and certain other provisions pertaining to accounting principles generally accepted in the United States of America related to financial statement display are not applied. In addition, unrealized gains/(losses) on investments are not included in income, and investments are recorded at historical cost, not at fair market value.
I. OAS has created revolving accounts (Service Funds) according to its Rules for the allocation of common costs among the various OAS funds and entities and other administrative activities that are not necessarily donor related. The major purpose of Service Funds is the identification of costs that should be allocated to various GS/OAS dependencies or to manage administrative activities. Those GS/OAS entities to which the costs are allocated recognize the amount as expenditures and a reduction in cash, and the service funds recognize the related income and the expenditures to third party vendors for 2007.
J. FEMCIDI pledges received in a fiscal year are expended in the next fiscal year. Revenue is recognized in the year it is received and credited to the FEMCIDI sectoral accounts as instructed by the contributing countries until project execution the following fiscal year. This policy reflects the provisions of the FEMCIDI statutes.

## 3. USE OF ESTIMATES

The preparation of combining financial statements in accordance with the Rules requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities as of the date of the financial statements and the reported amounts of income and expenses during the reporting period. Actual results could differ from those estimates.

## 4. Foreign Currencies

Certain income and expense transactions during 2007 and 2006 were in currencies other than the United States dolIar. These transactions have been translated into United States dollar equivalents at rates of exchange in effect at the time of the transactions. Foreign currency assets included in the accompanying combining financial statements,
consisting principally of cash and time deposits amounting to approximately $\$ 1,068,566$ and $\$ 1,491,000$ as of December 31, 2007 and 2006, respectively, have been translated into the United States dollar at the applicable exchange rates at December 31. Certain currencies are restricted as to convertibility and, therefore, must be utilized in foreign local currency for OAS activities.

## 5. EQUITY IN OAS TREAsURY FUND

## OAS Treasury Fund

All U.S. dollars available for use in carrying out the activities of the various funds of the OAS are consolidated in the OAS Treasury Fund. Each fund administered by the General Secretariat maintains equity to the extent of its cash balance retained therein. The General Secretariat administers the OAS Treasury Fund, and amounts not immediately required for operations are invested. Income earned by the OAS Treasury Fund is added to the equity of each fund in proportion to its balance. The composition of the OAS Treasury Fund as of December 31 is shown in Table 2.

## The Regular Fund

The Regular Fund is divided into two subfunds: Operating Subfund and the Reserve Subfund.

Table 2
OAS Treasury Fund
As of December 31

|  |  | 2007 |  | 2006 |
| :---: | :---: | :---: | :---: | :---: |
| Demand and Time Deposits, net of \$623,738 and \$576,000 representing checks not presented for payment as of December 31, 2007 and 2006, respectively. | \$ | 132,345,683 | \$ | 119,371,000 |
| Accrued Interest Receivable |  | 146,792 |  | 87,000 |
| Scheduled Disbursements |  | $(97,137)$ |  | $(219,000)$ |
| Local Currency at OAS Country Offices |  | 1,068,566 |  | 1,491,000 |
|  |  | 133,463,904 |  | 120,730,000 |
| Less Equity of: Trust Funds (Rowe, Medical Benefits, Trust for the Ameri |  | 3,177,034 |  | 1,501,000 |
| Add: |  | 10,900 |  | 19,000 |
| Total | \$ | 130,297,770 | \$ | 119,248,000 |

## The Operating Subfund

In accordance with the Regular Fund Program-Budget, all income of the Regular Fund is credited to, and all obligations and expenditures are charged to the Operating Subfund, except for those amounts allocated to the Reserve Subfund or Supplementary Appropriations.

## The Reserve Subfund

The purpose of the Reserve Subfund is to ensure the regular and continuous financial functioning of the General Secretariat. The amount of this Subfund shall be equivalent to 30 percent of the total annual quotas of the Member States. Amounts in excess of the 30 percent shall be available for any purpose approved by the General Assembly. As of December 31, 2007 and 2006, the total fund balance was insufficient to provide 30 percent to this balance.

## Regular Fund Balances

Within the Reserve Subfund, $\$ 4,094,950$ has been restricted to cover Fellowships 2006 and 2007 appropriated to be executed in 2008 and in subsequent years, pursuant to AG/RES. 2257 (XXXVI-O/06) and \$5,352,200 has been restricted for financing 2008 Regular Fund from 2007 unobligated funds per AG/RES. 1 (XXXIII-E/07).

Table 3 is a roll forward of the Regular Fund fund balance accounts from December 31, 2006 to December 31, 2007.

## 6. FIXED AsSETS

The General Secretariat follows the practice of charging to current fiscal period's operations/appropriations the amount disbursed in acquiring real property, equipment, and works of art and subsequently capitalizing such acquisitions in a separate Fixed Assets Fund. This practice allows the GS/OAS to continue to reflect those expenditures for fixed as-
sets against the amounts appropriated for such purposes while, at the same time, presenting them as capitalized assets on the Statement of Assets, Liabilities and Fund Balance. Only those assets under direct control of the General Secretariat at its headquarters, its offices in the Member States and certain assets within the missions are included in the financial statements. Fixed assets are recorded at cost and depreciated on a straight line basis over their estimated useful lives.
The composition of fixed assets as of December 31 is shown in Table 4. OAS capitalized approximately $\$ 650,678$ of building costs associated with renovations to their existing properties, the GSB Building, the Main Building and the Museum for the year ended December 31, 2007. During 2007, fixed assets acquired in prior years were incorporated. The book value of these assets

| Table 4 <br> Composition of Fixed Assets <br> For the years ended December 31 |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Asset | Depreciation Basis |  | 2007 |  | 2006 |
| Land | N/A | \$ | 5,491,305 | \$ | 5,491,305 |
| Buildings | 50 years |  | 62,336,539 |  | 61,864,333 |
| Vehicles | 5 years |  | 5,205,834 |  | 3,833,132 |
| Furniture | 10 years |  | 4,580,709 |  | 4,868,387 |
| Technical Machinery and Equipment | 5 years |  | 13,462,272 |  | 13,091,614 |
| Works of Art | N/A |  | 3,052,098 |  | 3,048,248 |
| Collections | N/A |  | 1,350 |  | 1,350 |
|  |  |  | 94,130,107 |  | 92,198,369 |
| Less: accumulated depreciation |  |  | $(36,896,023)$ |  | 34,382,835) |
| Net Book Value as of December 31 |  | \$ | 57,234,084 | \$ | 57,815,534 | amounted to $\$ 716,307$.

## 7. Accountable Advances

In the performance of various activities, the administrators of the various funds may deem it necessary to advance funds for conducting a program or a specific event prior to the actual incurrence of the expenses, such as activities in remote locations. In the opinion of the administrators of the funds, such action is necessary to assure the timely performance of such activities. Recipients of advances are required to submit an accounting or suitable supporting documentation for the resulting expenditures in a form deemed adequate by the administrators of the funds and by
the Department of Budgetary and Financial Services. Advances of this nature are recorded as expenditures in the period in which funds are advanced.
8. CONTRIBUTIONS TO SpECIFIC FUNDS

| Table 5 |  |  |
| :--- | ---: | ---: |
| Contributions to Specific Funds |  |  |
| From January 1 to December 31 |  |  |
| Member states |  |  |
| Argentina | 206,370 |  |
| Bahamas | 22,200 |  |
| Barbados | 40,452 |  |
| Bolivia | 133,070 |  |
| Brazil | $2,793,739$ |  |
| Canada | $10,870,911$ |  |
| Chile | $1,197,000$ |  |
| Colombia | $1,386,635$ |  |
| Costa Rica | 29,288 |  |
| Dominica | 13,500 |  |
| Ecuador | 10,000 |  |
| El Salvador | 347,038 |  |
| Guyana | 4,837 |  |
| Honduras | 399,858 |  |
| Jamaica | 22,532 |  |
| Mexico | $3,188,882$ |  |
| Nicaragua | 3,000 |  |
| Panama | 160,411 |  |
| Peru | 55,000 |  |
| St. Lucia | 20,981 |  |
| St. Vincent and the Grenadines | 3,333 |  |
| Trinidad and Tobago | 185,434 |  |
| United States | $11,903,215$ |  |
| Venezuela | 60,000 |  |
| Total Member states |  | $\$ 33,057,686$ |
|  |  |  |
|  |  | $53 \%$ |


| Observers |  |  |
| :---: | :---: | :---: |
| Austria | 61,600 |  |
| China | 173,000 |  |
| Denmark | 277,049 |  |
| European Union | 1,111,715 |  |
| Finland | 320,559 |  |
| France | 194,086 |  |
| Germany | 15,300 |  |
| Greece | 30,000 |  |
| Ireland | 524,740 |  |
| Italy | 681,166 |  |
| J apan | 140,900 |  |
| Korea | 100,000 |  |
| Netherlands | 1,573,778 |  |
| Norway | 1,897,132 |  |
| Portugal | 18,200 |  |
| Spain | 9,122,746 |  |
| Sweden | 3,767,418 |  |
| Switzerland | 27,077 |  |
| Turkey | 125,000 |  |
| United Kingdom | 137,424 |  |
| Total Observers |  | 32\% |


| Non Member states and others |  |  |  |
| :---: | :---: | :---: | :---: |
| CONAE | 326,510 |  |  |
| I-A Development Bank | 644,986 |  |  |
| International Development Research Centre | 234,237 |  |  |
| International Organization for Migration | 790,000 |  |  |
| OSI Dev. Foundation | 246,919 |  |  |
| United Nations | 1,814,988 |  |  |
| World Bank | 3,074,893 |  |  |
| Multiple Funding Sources \& Others | 2,418,815 |  |  |
| Total non Member states and others |  | 9,551,348 | 15\% |
| Total contributions to Specific Funds |  | \$ 62,907,924 | 100\% |

Contributions by donor to Specific Funds during the year ended December 31, 2007, as reflected in Exhibit 2 of the accompanying combining financial statements, are shown in Table 5.

## 9. TAX Reimbursements

Tax reimbursements represent amounts paid to certain employees of the General Secretariat of the Organization of American States (GS/OAS) for income taxes paid to their respective Member State. The GS/OAS is responsible for reimbursement of income taxes to qualified individuals. At the same time, the Member States are responsible for reimbursement to the GS/OAS for the amount disbursed to the employee. The Regular Fund is sometimes required to reimburse taxes to staff members prior to receipt of payment by the Member States.

## 10. Demand Notes <br> Payable

Demand Notes Payable were incurred solely by the Regular Fund under the terms and conditions presented in Table 6 on the following page.

On October 24th, 2001, GS/OAS issued Twenty-Five Million Dollars
$(\$ 25,000,000)$ in the aggregate principal amount of The General Secretariat of the Organization of American States Taxable Variable Rate Demand Notes, Series A (Demand notes), and used the proceeds to pay off an existing mortgage, pay financing fees and finance the cost of improvements to the General Secretariat Building (GSB) located at 1889 F Street N.W.

Table 6
Demand Notes Terms and Conditions

| Principal balance as of 12/31/2007: | \$ | 23,530,000 |
| :---: | :---: | :---: |
| Repayment terms | Due on demand, scheduled payments due in monthly installments beginning on Sep. 1, 2003, through Mar. 1, 2033. Scheduled payments are made semiannually. |  |
| Annual interest rate |  | 6.37\% |
| Interest expense and fees: |  |  |
| 2006 | \$ | 1,703,727 |
| 2007 | \$ | 1,788,103 |
| Scheduled Principal Payments |  |  |
| Prior Years | \$ | 1,110,000 |
| 2007 |  | 360,000 |
| 2008 |  | 390,000 |
| 2009 |  | 410,000 |
| 2010 |  | 440,000 |
| 2011 and there after |  | 22,290,000 |
| Total | \$ | 25,000,000 | Secreriat

The Demand notes will mature on March 1, 2033. In support of the Demand notes, Bank of America N.A. provided GS/OAS with a letter of credit which will expire on November 1, 2011. Although the Demand notes were issued in a variable rate mode, GS/OAS entered into a SWAP agreement with Bank of America locking in the interest it will pay on the Demand notes to $6.37 \%$.

## Swap agreement

As GS/OAS does not follow accounting principles generally accepted in the United States of America, GS/OAS does not account for the interest rate swap agreement under Statement of Financial Standards No. 133, "Accounting for Derivative Instruments and Hedging Activities." Thus, OAS has not determined whether this swap is an effective or ineffective hedge relationship, and has not recorded the fair value of the swap.

During fiscal years 2007 and 2006, OAS paid $\$ 1,715,298$ and $\$ 1,703,727$ respectively, of interest expense and fees related to the swap agreement, of which $\$ 31,598$ and $\$ 24,235$ relates to bank fees, respectively.

The GS/OAS has various debt covenants related to the Demand notes. Not all of the requirements of those covenants were met during fiscal years 2007 and 2006. The terms of the Demand notes agreement require the bank to issue a letter of notification requesting that the default be remedied within 30 days. The GS/OAS has not received a letter of notification from the bank as of the date of the audit opinion, and thus is not considered to be in default on the Demand notes.

## 11. LEASES

The General Secretariat leases certain facilities and equipment. Rental costs for such leases totaled \$1,101,206 and $\$ 1,142,111$ for the years ended December 31, 2007 and 2006, respectively. The GS/OAS leases space in its GSB building to other tenants, and occasionally rents the Hall of the Americas and the Art Museum of the Americas. These leases have varying terms of 5 and 15 years extending through June 2018. The GS/OAS earned rental income totaling \$2,001,299 and 1,879,331 for the years ended December 31, 2007 and 2006, respectively.

## 12. RETIREMENT PLANS

Staff members of the General Secretariat of OAS are required to join the Retirement and Pension Plan, Provident Plan or 401 (M) Plan, as a condition of employment. In addition under special agreements, employees of other agen-
cies of the Inter-American system may also participate in these Plans. The following agencies are current participants: the Inter-American Institute for Cooperation on Agriculture (IICA), the Inter-American Defense Board (IADB), and the Inter-American Court of Human Rights (ICHR).

The Retirement and Pension Plan is a contributory defined benefit retirement plan. Compulsory contributions are shared $2 / 3$ by the institution and $1 / 3$ by the staff member. The Provident Plan is a contributory savings plan established for the benefit of employees under short-term contracts. Compulsory contributions to the Provident Plan are made in equal amounts and participants are fully vested at all times on their respective balances in the Plan.

The 401 (M) plan is also a contributory plan designed for members with a contract for a limited time in excess of one year or for members who have not elected participation in the Retirement and Pension Plan. The 401(M) is similar in its nature to an Individual Retirement Account (IRA). Pension expense for the Retirement and Pension, Provident and 401(M) Plans borne by the Regular Fund amounted to \$7,638,860 in 2007 and \$7,036,795 in 2006.

In addition to the retirement plans described above, the General Secretariat provides a lifetime annuity to former Secretary Generals and Assistant Secretary Generals with survival benefits for their spouses and has extended pension benefits to certain former staff members with expired fixed term pensions. The approximate cost of these annuities, $\$ 362,439$ and $\$ 515,149$ in 2007 and 2006 respectively, is budgeted and recognized in the year paid. The approximate present value of estimated future payments of $\$ 6.6$ million and $\$ 6.8$ million as of December 31, 2007 and 2006, respectively, is reflected in the amounts to be charged to future year's appropriations in the Statement of Assets, Liabilities and Fund Balance of the Regular Fund.

## 13. Post Employment Health Care and Life Insurance Benereits

In addition to providing pension benefits as described in Note 12 above, the General Secretariat provides health care and life insurance benefits for retirees and their dependents. The cost of health care is partially borne by the retirees. The cost to the General Secretariat for its portion of the health care as well as the life insurance is recognized when paid. For the years ended December 31, 2007 and 2006, those costs were $\$ 2,857,898$ and $\$ 2,760,190$ respectively.

## 14. CONTINGENCIES

There are several claims asserted by various individuals arising from the normal course of the Organization's activities. In the opinion of management, these cases and assertions will not result in a material adverse financial effect on the financial condition of OAS.

## 15. FELLOWSHIPS

During the fiscal year 2007 the OAS General Secretariat, thru the Department of Human Development, conducted two selection cycles to award new fellowships. The first selection cycle was conducted under parameters established specifically for that cycle by a joint Permanent Council CEPCIDI Resolution No. 912 dated December 14, 2006 that
temporarily lifted the pause that had been imposed in the Fellowship program. The second selection cycle was conducted under the new Manual of Procedures approved by Member States thru General Assembly Resolution AG/RES. 2353 (XXXVII-0/07) of June 2007.

The General Assembly Resolution AG/RES. 2353 (XXXVII-0/07) of June 2007 also authorized the use of unspent budget resources from FY 2007, as a result of the pause that had been imposed on the program, in future budgetary years as follows: "To authorize the General Secretariat, through the Department of Human Development, to use for both new and second-year graduate and undergraduate scholarships in 2008 and subsequent years, all appropriations approved for OAS scholarships under resolution AG/RES. 2257 (XXXVI-O/06) that have been neither obligated nor spent in 2007 as a result of the pause mandated in that resolution."

Since the 2006 General Assembly had also re-authorized the use of unobligated and unspent 2006 appropriations for new graduate and undergraduate fellowships in 2007 and in subsequent years, the Department of Human Development used the money on a first-in, first-out basis to account in FY 2007 for the cost of

## Table 7

Fellowship Commitments

| 2008 | $\$$ | $2,279,127$ |
| :--- | ---: | ---: |
| 2009 |  | 222,715 |
|  | $\$ 2,501,842$ |  | new scholarships granted in the first cycle referred to above. The cost associated with the second cycle will be accounted for during 2008 as students are placed in different educational institutions and the corresponding contracts are signed. Total budget execution in 2007 amounted to $\$ 2,258,450$ financed with FY 2006 unspent funds and from the FY 2007 appropriated budget.

## 16. GRANTS

Grants received by the GS/OAS may be subject to donor audit. Donors may request the GS/OAS financial reports of funds received and expended as prescribed in the corresponding donor agreements. Management believes it is in compliance with all significant donor requirements.
FEMCIDI
Statement of Pledges, Payments and Balances
As of December 31, 2007
Payments
for 2007 and
prior years

(A) Mexico's Pledge for 2007 was $\$ 500,000$. This Amount in composed of $\$ 350,000$ received during 2007 and transfer of $\$ 150,000$ form prior years contributions.

Organization of American States
Schedule 3
Regular Fund
Summary of Appropriations
As of December 31, 2007

(a) AG/RES. 2257 (XXXVI-O/06)
(b) CP/RES. 911 (1573/06)
(c) Americas Magazine (US $\$ 306,840$ ), FONDEM (US $\$ 160,000$ )
(d) CP/CAAP-2913/07, CP/CAAP/2917/07, and CP/CAAP-2931/07 corr. 1

Organization of American States
Schedule 4
Regular Fund
Summary of Disposition of Appropriations
As of December 31, 2007

|  |  |  | Actuals |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Adjusted <br> Budget |  | Charges for Expenditures |  | Unliquidated Obligations |  | Total Expenditures and Obligations |  | Unused Appropriations |  |
| Secretary General | \$ | 8,318,940 |  | 8,289,040 |  | 21,900 | \$ | 8,310,940 | \$ | 8,000 |
| Assistant Secretary General |  | 19,617,500 |  | 18,902,700 |  | 542,500 |  | 19,445,200 |  | 172,300 |
| Autonomous and/or Decentralized Entities |  | 13,153,700 |  | 7,159,400 |  | 700,263 |  | 7,859,663 |  | 5,294,037 |
| Department of International Legal Affairs |  | 2,332,400 |  | 2,321,000 |  | 5,700 |  | 2,326,700 |  | 5,700 |
| Secretariat for Multidimensional Security |  | 3,749,300 |  | 3,650,200 |  | 58,400 |  | 3,708,600 |  | 40,700 |
| Secretariat for Political Affairs |  | 4,174,200 |  | 4,048,000 |  | 123,400 |  | 4,171,400 |  | 2,800 |
| Executive Secretariat for Integral Development |  | 8,074,800 |  | 7,967,600 |  | 59,900 |  | 8,027,500 |  | 47,300 |
| Secretariat for Administration and Finance |  | 10,421,400 |  | 10,090,700 |  | 285,800 |  | 10,376,500 |  | 44,900 |
| Basic Infrastructure and Common Costs |  | 11,829,300 |  | 11,335,700 |  | 430,800 |  | 11,766,500 |  | 62,800 |
| Subsidies: |  |  |  |  |  |  |  |  |  |  |
| Inter-American Court of Human Rights |  | 1,656,300 |  | 1,656,300 |  | - |  | 1,656,300 |  | - |
| Inter-American Defense Board |  | 1,436,200 |  | 1,436,200 |  | - |  | 1,436,200 |  | - |
| Pan-American Development Foundantion |  | 130,000 |  | 130,000 |  | - |  | 130,000 |  | - |
| Total | \$ | 84,894,040 | \$ | 76,986,840 | \$ | 2,228,663 | \$ | 79,215,503 | \$ | 5,678,537 |


| Budgeted Funding: |  |  |
| :--- | ---: | ---: |
| Quotas | $\$$ | $77,277,200$ |
| Supplementary Appropriations: | $2,927,200$ |  |
| FONDEM | 160,000 |  |
| Americas Magazine Subscription Revenue | 306,840 |  |
|  |  | $80,671,240$ |
| Interest, Rental and Other Income | $4,222,800$ |  |
| Total | $\$ 8$ | $84,894,040$ |

Organization of American States
FEMCIDI
Summary of Appropriations
As of December 31, 2007

As of December 31, 2007

|  | 2007 Budget |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Available Resources(a),(b) |  | Transfers Approved by IACD Management Board (c) |  | Unavailable Resources <br> (a) |  | 2007 <br> Adjusted Budget |  |
| Integral Development Account | \$ | 463,827 | \$ | $(463,827)$ | \$ | - | \$ | - |
| Economic Diversification and Integration, Trade Liberalization and Market Access |  | 467,442 |  | 575,316 |  | - |  | 1,042,758 |
| Social Development and Creation of Productive Employment |  | 708,732 |  | 233,737 |  | - |  | 942,469 |
| Education |  | 2,991,333 |  | $(325,421)$ |  | 427,509 |  | 2,238,403 |
| Culture |  | 200,106 |  | $(73,379)$ |  | 93,408 |  | 33,319 |
| Scientific Development, Exchange and Transfer of Technology |  | 1,720,375 |  | $(215,023)$ |  | 267,982 |  | 1,237,370 |
| Strengthening of Democratic Institutions |  | 326,301 |  | 25,301 |  | - |  | 351,602 |
| Sustainable Development of Tourism |  | 626,237 |  | 366,169 |  | - |  | 992,406 |
| Sustainable Development and Environment |  | 1,011,997 |  | $(122,873)$ |  | 145,874 |  | 743,250 |
| Projects Preparation |  | 1,064,411 |  | - |  |  |  | 1,064,411 |
| Projects Evaluation |  | 210,019 |  | - |  | - |  | 210,019 |
| Contribution for Administrative and Technical |  | 896,047 |  | - |  | - |  | 896,047 |
| Total | \$ | 10,686,827 | \$ | - | \$ | 934,773 | \$ | 9,752,054 |

(a) AICD/JD/doc.104/07 rev .1, dated March 12, 2007
(b) Includes the remaining budget of the 2002-2004 FEMCIDI awards and the 2005-2006 FEMCIDI awards for Projects Preparation and Evaluation and the 2006 FEMCIDI award for Administrative and Technical Support.
(c) IACD/JD/DE.59/07 corr. 1, dated March 13, 2007

Organization of American States Specific Funds
Statement of Changes in Fund Balance (Summary by Organization) From January 1, 2007 to December 31, 2007

[^0] Affairs (41B)
Juridical Cooperation Office (41E) Americal Executive Secretariat of the Inter-American Drug Abuse
Control Commission (51C)
Secretariat for the Inter-American Committee against Terrorism (CICTE) 51 E )
Department for the Prevention of Threats against Public Secretariat for Political Affairs (61A) Department of Electoral Cooperation and Governance (61D)
Executive Secretariat for Integral Development (71A) Department of Science and Technology (71D) Department of Trade, Tourism and Competitiveness (71E)
Department of Sustainable Development (71F) Department of Sustainable Development (71F)
Department of Social Development and Employment (71G)
Department of Education and Culture (71H) Secretariat for Administration and Finance (81A) Department of Budgetary and Financial Services (81C)
Department of Information and Technology Services (81D) Resolution CP 831/2002 Fund for Cooperation with Latin America \& the Caribbean
Unprogrammed Funds Interest Income to be reimbursed to USINL
Reconciliation / Write-Off Reconciliation /Write-Off
Inter-American Emergency Aid Fund (FONDEM) Specific Funds ICR-Interest
GRAND TOTAL



| Organiz | tion of American States |  |  |  |  |  |  |  |  |  | Schedule 7B |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Specific F | unds |  |  |  |  |  |  |  |  |  |  |
| Statemen | of Changes in Fund Balance (Detail by | ion) |  |  |  |  |  |  |  |  |  |
| From Jan | uary 1, 2007 to December 31, 2007 |  |  |  |  |  |  |  |  |  |  |
| Organization, | Donor \& Project | Cash Balance Jan 01, 2007 | Contributions | Transfers | Interest Income | Return, Refunds \& Other Income | Expenditures | Net Change | Cash Balance Dec 31, 2007 | Unliquidated Obligations | Fund Balance Dec 31, 2007 |
| Canada | Second Meeting Small Islands | $(3,871)$ |  | - | - |  | - | - | $(3,871)$ | - | $(3,871)$ |
| Mexico | Special Conference on Security | 8,461 | - | - |  | - | - |  | 8,461 |  | 8,461 |
| Venezuela | Traffic people meeting | 17,505 | - | - | - | - | - | - | 17,505 |  | 17,505 |
| Guatemala | VI Negotiations Meeting Indigenous People | 6,996 | - | - | - |  | - | - | 6,996 | 687 | 6,309 |
| Brazil | VII Meet. Neg. Ind. Peop. | 31,038 |  | - | - | - | 1,400 | $(1,400)$ | 29,638 | - | 29,638 |
| Panama | VII Regular Session CICTE |  | 50,000 |  | - | - | 34,642 | 15,358 | 15,358 | 995 | 14,364 |
| TOTAL |  | 171,433 | 260,335 | $(21,665)$ | - | - | 113,959 | 124,711 | 296,144 | 7,727 | 288,417 |
| Office of Cu | Itural Services (21D) |  |  |  |  |  |  |  |  |  |  |
| Paraguay | Art Mus. Amer-Perm. FD | - | - | - | - | (358) | - | (358) | (358) | - | (358) |
| Various | Art Mus. Amer-Perm. FD | 9,129 | 3,485 | - | - | 34,569 | 27,576 | 10,478 | 19,607 | 10,477 | 9,130 |
| Various | Hipolito Unanue Library | 4,587 | - | (365) |  | 30,472 | 36,527 | $(6,419)$ | $(1,832)$ | 161 | $(1,993)$ |
| Brazil | Museum Infrastructure Renovation | 10,000 |  | - | - | - | 9,757 | $(9,757)$ | 243 | - | 243 |
| China | Museum Infrastructure Renovation |  | 15,000 | - | - |  | 11,897 | 3,103 | 3,103 | 3,103 |  |
| Qatar | Museum Infrastructure Renovation | 1,850 |  | - | - |  | 1,830 | $(1,830)$ | 20 | - | 20 |
| Turkey | Museum Infrastructure Renovation | 4,244 | - | - | - | - | 4,244 | $(4,244)$ | - |  |  |
| Paraguay | Museum of Art Americas | 408 |  | - | - | - | - | - | 408 | - | 408 |
| Other | Palco to New Museum | 2,363 |  | - | - | - |  |  | 2,363 |  | 2,363 |
| Various | Sales - OAS Microfilm Sales | 2,406 |  | - | - |  |  |  | 2,406 |  | 2,406 |
| Various | Sales-Museum of Art Americas | 14,110 | - | - | - | - | - | - | 14,110 | - | 14,110 |
| Xerox Corp. | Xerox-Grant Latin Amer.Art | 706 |  | (365) | - | - |  | (9,027) | 706 | - | 706 |
| TOTAL |  | 49,804 | 18,485 | (365) | - | 64,684 | 91,831 | $(9,027)$ | 40,777 | 13,741 | 27,036 |
| Coordinatin | Office for the Offices and Units of the General | in the Member | tates (21E) |  |  |  |  |  |  |  |  |
| Chile | Caribbean Journalists Sem. | - | - | 63,307 | - | 222 | 63,529 | - |  | - |  |
| Other | Hurricane George Relief | 1,818 |  | - | - | - | - | - | 1,818 | - | 1,818 |
| IICA | IICA to Office of Guyana | 2,340 |  | - | - | $\square$ | - | $\checkmark$ | 2,340 | - | 2,340 |
| Various | Office in the Member States | 598,189 | 257,766 | $(148,000)$ | - | 34,206 | 270,548 | $(126,576)$ | 471,613 | 32,509 | 439,104 |
| FOAL | Social Network Project - OAS | 21,101 | 85,306 |  |  | 5 | 106,244 | $(20,933)$ | 168 | 162 |  |
| TOTAL |  | 623,448 | 343,072 | $(84,693)$ | - | 34,433 | 440,322 | $(147,510)$ | 475,939 | 32,671 | 443,268 |
| Office of th | Secretariat to the General Assembly, Meeting or | tion, Permanen | Council and Sub | diary Organs (2 |  |  |  |  |  |  |  |
| Various | Unprogrammed Conferences | 7,019 |  | - | - | - | 1,040 | $(1,040)$ | 5,979 | 38 | 5,941 |
| General Ass | sembly (21G) |  |  |  |  |  |  |  |  |  |  |
| Grenada | Grenada- VII General | $(14,341)$ | - | - | - | - | - | - | $(14,341)$ | - | $(14,341)$ |
| CONEP | III Forum Private Sector/OAS | 806 |  | - | - | - |  | - | 806 | - | 806 |
| Nicaragua | NI XXIII General Assembly | 2,207 | - | - | - | - |  | - | 2,207 | - | 2,207 |
| Dom. Rep. | XXXVII Sess.Gen Assembly (RepD) | 118,940 |  | - | - | $(118,424)$ | - | $(118,424)$ | 516 | - | 516 |
| Colombia | XXXVII Sess.Gen Assembly (PN) |  | 489,014 | - | - | - | - | 489,014 | 489,014 | - | 489,014 |
| Panama | XXXVII Sess.Gen Assembly (PN) | 399,730 |  | . | - |  | 346,692 | $(346,692)$ | 53,039 | 559 | 52,480 |
| TOTAL |  | 507,342 | 489,014 | - | - | $(118,424)$ | 346,692 | 23,899 | 531,241 | 559 | 530,682 |
| Permanent | Secretariat of the Inter-American Commission of | 211) |  |  |  |  |  |  |  |  |  |
| USAID | Counter Trafficking of Women | $(33,822)$ | 2,500 | 33,822 | - | $(2,500)$ | - | 33,822 |  | - |  |
| USDS | Implementation Activities Trafficking Persons | $(2,242)$ |  | - |  | 2,242 | $\square$ | 2,242 |  | - |  |
| France | Meer Exp. Foll. Con. Belem do Para | - | 10,000 | - | - | - | 200 | 9,800 | 9,800 | - | 9,800 |
| Argentina | Meer Exp. Mech. Con. Belem do Para | - | 9,200 | - | - | - | 6,470 | 2,730 | 2,730 | - | 2,730 |
| Various | Meer Exp. Mech. Con. Belem do Para | - | 335 | - |  |  | 335 | - |  | - |  |
| Mexico | Meet. of Exp. Follow-up Mech. Conv. Belem do Para | 101,491 | 54,895 | - | - | - | 10,448 | 44,446 | 145,937 | 1,084 | 144,853 |
| Brazil | Meeting of Experts Convention of Belém do Pará | 19,800 |  | - | - | - | 9,721 | $(9,721)$ | 10,079 | 376 | 9,703 |
| Netherlands | Participation \& Gender Equality in Public Finance | 66,241 | 241,606 | - | 1,432 | (133) | 187,152 | 55,753 | 121,993 | 41,676 | 80,318 |
| China | Training Course - Lima, Peru | 847 |  | - |  | - |  |  | 847 | 847 |  |
| Hunt Alt. F. | Training Course G,C \& P-B | 17,506 | - | - | - | 8 | 16,897 | $(16,889)$ | 617 | 617 |  |
| USDS | US Participate Anti Traffic Vza. | 185 | - | (185) | - | - | - | (185) |  | - |  |
| China | Violence and HIV/AIDS Project | - | 33,000 | - | - | - |  | 33,000 | 33,000 |  | 33,000 |
| TOTAL |  | 170,004 | 351,536 | 33,637 | 1,432 | (383) | 231,224 | 154,999 | 325,003 | 44,600 | 280,403 |
| Secretariat | of the Inter-American Committee on Ports (21) |  |  |  |  |  |  |  |  |  |  |
| Various | CIP Port Program | 447,641 | 291,551 | 20,852 | - | 1,292 | 354,810 | $(41,116)$ | 406,526 | 23,350 | 383,176 |
| Various | Technical Advisory Groups | 59,523 | 18,039 | 1,950 |  |  | 19,080 | 909 | 60,432 | 7,458 | 52,974 |
| TOTAL |  | 507,164 | 309,590 | 22,802 | - | 1,292 | 373,890 | $(40,206)$ | 466,958 | 30,808 | 436,150 |
| Office of th | Director General of the Inter-American Children | (21K) |  |  |  |  |  |  |  |  |  |
| SAIC | AECI-IA Children's Institute | 2,549 | - | $(2,549)$ | - | - | - | $(2,549)$ | - | - |  |


| Organiz | ation of American States |  |  |  |  |  |  |  |  |  | chedule 7B |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Specific | unds |  |  |  |  |  |  |  |  |  |  |
| Statemen | of Changes in Fund Balance (Detail by Or | tion) |  |  |  |  |  |  |  |  |  |
| From Jan | uary 1, 2007 to December 31, 2007 |  |  |  |  |  |  |  |  |  |  |
| Organization, | Donor \& Project | Cash Balance <br> Jan 01, 2007 | Contributions | Transfers | Interest Income | Return, Refunds \& | Expenditures | Net Change | Cash Balance Dec 31, 2007 | Unliquidated Obligations | Fund Balance Dec 31, 2007 |
| Unicef | AECI-IA Children's Institute | 151 |  |  |  | . |  |  | 151 |  | 151 |
| USDS | AECI-IA Children's Institute | 142,254 |  | $(142,254)$ |  |  |  | $(142,254)$ |  |  |  |
| Uruguay | Basic Patrimonial Subfund | 88,053 |  |  |  |  |  |  | 88,053 |  | 88,053 |
| ICBF | Children's Rights Videos | 2,551 |  |  |  |  |  |  | 2,551 |  | 2,551 |
| China | China-IACI Videogame Project | 8,919 |  |  |  |  |  |  | 8,919 |  | 8,919 |
| SCS | Design of the Communicational Strategic Plan | 6,000 |  | 1,500 |  |  |  | 1,500 | 7.500 |  | 7.500 |
| AECI | Spain AECI 91 BO/HO | (186) |  |  |  |  |  |  | (186) |  | (186) |
| Spain | Identity Right Video | 2,302 |  | $(2,302)$ |  |  |  | $(2,302)$ |  |  |  |
| scs | Integral Study on Legislation and Public Policies | 1,500 |  | $(1,500)$ |  |  |  | $(1,500)$ |  |  |  |
| FPI | International Plan IIN | 10,751 |  |  |  |  |  |  | 10,751 |  | 10,751 |
| Dif Nacional | Mexico Children's Rights Video | 2,415 |  |  |  |  |  |  | 2,415 |  | 2,415 |
| Dif Nacional | Mexico - DIF XIX Congress | 265 |  | (265) |  |  |  | (265) |  |  |  |
| OAS GA | OAS-IDBA-1942 Friendship Fun | 4,532 |  |  |  |  |  |  | 4,532 |  | 4,5 |
| Philippines | Phili ppines - Children's Rights | 147 |  |  |  |  |  |  | 147 |  |  |
|  | Prog. IA Information on Children | 26 |  | - |  |  |  |  | 26 |  | 26 |
| Canada | UNESCO Special Education | 422 |  |  |  |  |  |  | 422 |  | 422 |
| TOTAL |  | 272,650 |  | $(147,370)$ |  |  |  | $(147,370)$ | 125,281 |  | 125,281 |
| Secretariat | of the Inter-American Telecommunications Commi |  |  |  |  |  |  |  |  |  |  |
| Various | CITEL Special Activities | 29,047 | 151,825 | $(7,207)$ |  | 55 | 155,776 | $(11,104)$ | 17,943 | 4,281 | 13,662 |
| Various | Per. Consul. Committee I | 23,710 | 109,296 |  |  |  | 121,528 | (12,232) | 11,477 |  | 11,477 |
| Various | Per. Consul. Committee II | 9,009 | 187,737 |  |  | 121 | 194,494 | $(6,636)$ | 2,373 | 13,020 | $(10,647)$ |
| TOTAL |  | 61,765 | 448,857 | $(7,207)$ |  | 176 | 471,798 | (29,972) | 31,793 | 17,301 | 14,492 |
| Inter-Amer | ican Commission on Human Rights and its Executiv | tariat (31B) |  |  |  |  |  |  |  |  |  |
| EEC | Ethnic, Racial Equality \& Rights |  | 364,256 |  |  |  | 162,850 | 201,406 | 201,406 | 174,182 | 27,224 |
| Sweden | Follow Up of Demobilization Process in Colombia | 200,981 |  |  | 4,265 |  | 133,809 | (129,544) | 71,436 | 3,296 | 68,140 |
| Brazil | I-A Commission on Human Rights | 574 |  |  |  | 2,408 | 247 | 2,161 | 2,735 |  | 2,735 |
| Canada | I-A Commission on Human Rights | 6,167 |  |  |  |  |  |  | 6,167 |  | 6,167 |
| Ford Found. | I-A Commission on Human Rights | 134 |  | (134) |  |  |  | (134) |  |  |  |
| France | I-A Commission on Human Rights | 740 |  |  |  |  |  |  | 740 |  | 740 |
| IADB | I-A Commission on Human Rights | 95 |  |  |  |  |  |  | 95 |  | 95 |
| MERCK | I-A Commission on Human Rights | 129 |  | (129) |  |  |  | (129) |  |  |  |
| Mexico | I-A Commission on Human Rights | 40 |  |  |  |  |  |  | 40 |  | 40 |
| OAS GA | 1 -A Commission on Human Rights | 1,097 | - | - |  |  | - |  | 1,097 |  | 1,097 |
| Spain | 1 -A Commission on Human Rights | 64 |  |  |  |  |  |  | 64 |  |  |
| Uni ND | I-A Commission on Human Rights | 6,158 | 50,842 |  |  |  | 26,748 | 24,093 | 30,252 | 5,072 | 25,180 |
| USDS | I-A Commission on Human Rights | (467) |  |  |  |  |  |  | (467) |  | (467) |
| Various | I-A Commission on Human Rights | 8,053 | 6,708 |  |  |  | 8,500 | $(1,792)$ | 6,262 |  | 6,262 |
| OSI DF | Initiative on Citizen Security and H.R. in the Americas | 89,974 |  |  |  |  | 79,988 | (79,988) | 9,985 | 9,982 |  |
| Chile | Promote \& Protect Human Rights | 55,000 | 10,000 |  |  |  | 29,859 | (19,859) | 35,141 | 3,044 | , 0937 |
| Colombia | Promote \& Protect Human Rights |  | 200,000 |  |  |  | 188.527 | 11,473 | 11,473 | 11,091 | 382 |
| Dom. Rep. | Promote \& Protect Human Rights | 25,000 |  |  |  |  | 25,000 | (25,000) |  |  |  |
| France | Promote \& Protect Human Rights | 71,492 | 50,000 | - |  |  | 65.046 | $(15,046)$ | 56,446 | 22,090 | 34,356 |
| Mexico | Promote \& Protect Human Rights | 90,305 | 100,000 |  |  |  | 95,227 | 4,773 | 95,078 | 86,725 | 8,353 2659 |
| UsDS | Promote \& Protect Human Rights | 468,231 |  | 450,000 | 2,212 | 2,311 | 764,572 | (310,049) | 158,182 | 131,523 | 26,659 |
| Various | Promote \& Protect Human Rights | 1,093 |  |  |  |  | 1,093 | $(1,093)$ |  |  |  |
| Italy | Promoting HR Education in the Caribbean | 32,282 |  |  |  |  | 36,272 | $(36,272)$ | $(3,990)$ |  | $(3,990)$ |
| Italy | Promoting Human Rights in Andean Countries | 47,325 |  | $(27,600)$ |  |  | 2,975 | $(30,575)$ | 16,750 |  | 16,750 |
| Italy | Promoting Human Rights in Central America | 30,438 | 27,421 | $(24,649)$ |  |  | 7.568 | $(4,797)$ | 25,642 |  | 25,642 |
| Colombia | Rapport Rights Indigenous People |  | 67,000 |  |  | (1,451) | 6,812 | 51,737 | 51,737 | 39,266 | 12,471 |
| Denmark | Rapport Rights Indigenous People |  | 277,051 | $(55,500)$ | 8,753 |  | 60,931 | 169,373 | 169,373 | 60,478 | 108,895 |
| Italy | Rapport Rights Indigenous People | 20,431 |  |  |  |  | 8,295 | (8,295) | 12,135 | 9,548 | 2,587 <br> 5.700 |
| Spain | Rapport Rights Indigenous People |  |  | 105,700 |  |  |  | 105,700 | 105,700 |  | 105,700 |
| USDS | Rapport Rights Indigenous People | $\checkmark$ |  | 20,000 |  |  | 3,337 | 16,663 | 16,663 | 2,428 | 14,235 |
| Colombia | Rapport Rights Persons Deprived of Freedom |  | 50,000 |  |  |  | 46,574 | 3,426 | 3,426 | 1,758 | 1,668 |
| Italy Brazil del | Rapport Rights Persons Deprived of Freedom | 24,894 |  | - |  |  | 24,058 | (24,058) | 836 | 828 |  |
| ${ }^{\text {Brazil }}$ Colombia | Rapporteur on Rights of Arro- Descent Rapporteur on Rights of Afro-Descent | 117,317. |  |  |  |  | 13,450 4 4 | (13,450) | 103,867 | 2,134 | 101,733 |
| ${ }_{\text {Colombia }}$ | Rapporteur on Rights of Afro-Descent Rapporteur-Freedom Exp. | 2,220 | 60,000 |  |  |  | 4,310 2,166 | 55,690 $(2,166)$ | 55,690 | : | 55,690 54 |
| Brazil | Rapporteur-Freedom Exp. | 57 |  |  |  |  |  | - | 57 |  | 57 |
| CA DFAIT | Rapporteur-Freedom Exp. |  |  |  |  |  |  |  |  | 10,000 | $(10,000)$ |
| Costa Rica | Rapporteur-Freedom Exp. Rapporteur-Freedom Exp. | 4,775 151 | 3,186. |  |  |  | 7,489 | $(4,304)$ | ${ }_{151}^{471}$ |  | ${ }_{151}^{471}$ |
| Cenmark | Rapporteur-Freedom Exp. Rapporteur-Freedom Exp. | 10000 | 15,395 | - |  |  | 24,250 | $(8,856)$ | 1,145 | 331 | 813 |


| Organization of American States |  |  |  |  |  |  |  |  |  |  | Schedule 7B |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Specific Funds |  |  |  |  |  |  |  |  |  |  |  |
| Statement of Changes in Fund Balance (Detail by Organization) |  |  |  |  |  |  |  |  |  |  |  |
| From January 1, 2007 to December 31, 2007 |  |  |  |  |  |  |  |  |  |  |  |
| Organization, Donor \& Project |  | Cash Balance Jan 01, 2007 | Contributions | Transfers | Interest Income | Return, Refunds \& Other Income | Expenditures | Net Change | Cash Balance Dec 31, 2007 | Unliquidated Obligations | Fund Balance Dec 31, 2007 |
| Italy | Rapporteur-Freedom Exp. | - | 32,910 | - | - | - | 7,949 | 24,961 | 24,961 | - | 24,961 |
| Korea | Rapporteur-Freedom Exp. | - | 30,000 | - | - | - | 17,024 | 12,976 | 12,976 | - | 12,976 |
| Mexico | Rapporteur-Freedom Exp. | 10 | - | - |  | - |  |  | 10 |  | 10 |
| Peru | Rapporteur-Freedom Exp. | 67 | - | - | - | - | - | - | 67 | - | 67 |
| SAIC | Rapporteur-Freedom Exp. | 1,601 | - | - |  | - |  |  | 1,601 |  | 1,601 |
| Sweden | Rapporteur-Freedom Exp. | 29,920 | 148,460 | $\cdot$ |  | - | 90,491 | 57,969 | 87,889 | 10,541 | 77,348 |
| USDS | Rapporteur-Freedom Exp. | 372,211 |  | 200,000 | 2,045 | 88 | 410,069 | $(207,936)$ | 164,274 | 44,469 | 119,805 |
| Various | Rapporteur-Freedom Exp. | 11 |  |  | - | - |  |  | 11 |  | 11 |
| Finland | Special Rapporteurs on Women | 226,584 | 320,559 | $(27,600)$ |  | 1,451 | 193,905 | 100,505 | 327,089 | 116,576 | 210,512 |
| USDS | Special Rapporteurs on Women | 61,263 | - | 50,000 |  | - | 73,393 | $(23,393)$ | 37,870 | 29,174 | 8,696 |
| Venezuela | Special Rapporteurship on Migrant workers and their families | 115,582 | - | - | - | - | 7,110 | $(7,110)$ | 108,472 | - | 108,472 |
| EEC | Streng. Access to Justice in the Americas | 3,113 | - | - | - | - |  |  | 3,113 | - | 3,113 |
| Spain | Streng. Capacities of protection and promotion CIDH |  | - | 733,900 | - | - | 336,265 | 397,635 | 397,635 | 156,190 | 241,445 |
| Italy | Strengthening the System of IACHR's Case | 22,618 | - | - | - | - | 21,219 | $(21,219)$ | 1,399 | 1,085 | 314 |
| SAIC | Strengthening the System of IACHR's Case | 8,664 | - | - | - | - | 10,619 | $(10,619)$ | $(1,955)$ | - | $(1,955)$ |
| EEC | Strength. Access to Justice in the Americas (Phase II) | 20,022 | - | - | - | - | - | - | 20,022 | - | 20,022 |
| HRUCS | Strengthen Protection Promotion Caribbean | 21,569 | - | - | - | - | - | - | 21,569 | - | 21,569 |
| MCTF | Strengthen Protection Promotion Caribbean | 5,248 | - | - | - | - | - | - | 5,248 | - | 5,248 |
| Ireland | Support to ICHR Colombia | 102,936 | 164,885 | - | - | - | 159,806 | 5,078 | 108,014 | 107,348 | 666 |
| Italy | Support to ICHR Colombia | - | 71,327 | - | - | - | 11,595 | 59,732 | 59,732 | - | 59,732 |
| Colombia | Unit for Human Rights Defenders |  | 70,000 | - | - | - | 1,400 | 68,600 | 68,600 |  | 68,600 |
| Mexico | Unit for Human Rights Defenders | 78 | - | - |  | - | - | - | 78 | - | 78 |
| USDS | Unit for Human Rights Defenders | 55,415 | - | 50,000 | - | - | 46,199 | 3,801 | 59,216 | 31,130 | 28,086 |
| Colombia | Violence Prevention |  | 60,000 | - | - | - | 2,210 | 57,790 | 57,790 | 23,800 | 33,990 |
| IADB | Violence Prevention | 37,500 | 37,500 | - |  | - | 42,073 | $(4,573)$ | 32,927 | - | 32,927 |
| SCS | Violence Prevention |  | 25,000 | 1,473,987 |  | - |  | 25,000 | 25,000 | - | 25,000 |
| TOTAL |  | 2,399,162 | 2,235,498 | 1,473,987 | 17,274 | 4,807 | 3,261,284 | 470,283 | 2,869,444 | 1,094,090 | 1,775,354 |
| Secretariat of the OAS Administrative Tribunal (31C) |  |  |  |  |  |  |  |  |  |  |  |
| IICA | Admin Tribunal Sessions | 75,742 | 24,051 | - | - | - | 32,938 | $(8,887)$ | 66,855 | 20,561 | 46,295 |
| Office of the Inspector General (31D) |  |  |  |  |  |  |  |  |  |  |  |
| IACD | Audit and Investigation Projects | 1,736 | - | - | - | - | - | - | 1,736 | - | 1,736 |
| Human Development Fund Committee (31E) |  |  |  |  |  |  |  |  |  |  |  |
| Various | CITEL-Fellowships | 20,109 | 6,824 | - | - | - | - | 6,824 | 26,933 | - | 26,933 |
| CIDI | Contrib-Fellowships | 8,145 | - | - | - | - | - | - | 8,145 | - | 8,145 |
| St.Vin.\&G. | Contrib-Fellowships | 1,374 | - | - |  | - |  |  | 1,374 |  | 1,374 |
| Chile | Course on Nutritional Policies | 5,000 | - | - | - | - | - | - | 5,000 | - | 5,000 |
| Denmark | Romulo Gallegos Fellowships | 20,434 | - | - | - | - | - | - | 20,434 | - | 20,434 |
| Finland | Romulo Gallegos Fellowships | - |  | 27,600 |  | - | 15,229 | 12,371 | 12,371 | 10,000 | 2,371 |
| Italy | Romulo Gallegos Fellowships | - | - | 52,249 |  | - | 17,174 | 35,075 | 35,075 | 35,000 |  |
| TOTAL |  | 55,062 | 6,824 | 79,849 | - | $\cdot$ | 32,403 | 54,271 | 109,333 | 45,000 | 64,333 |
| Office of the Director, Department of International Legal Affairs (41B) |  |  |  |  |  |  |  |  |  |  |  |
| United N . | Conference of International Law | - | 10,000 | - | - | - | 4,458 | 5,542 | 5,542 | - | 5,542 |
| Sweden | Judicial Facilitators | - | - | 384,042 | 4,303 | - | 235,017 | 153,328 | 153,328 | 15,950 | 137,378 |
| Costa Rica | Min of Justice | 6,746 | - |  |  | - |  |  | 6,746 |  | 6,746 |
| Peru | Min of Justice | 1,369 | - | - | - | - | - | - | 1,369 | - | 1,369 |
| Spain | Programs of Judicial Facilitators in Paraguay | - | - | 39,000 | - | - | - | 39,000 | 39,000 | - | 39,000 |
| TOTAL |  | 8,115 | 10,000 | 423,042 | 4,303 | - | 239,475 | 197,870 | 205,985 | 15,950 | 190,035 |
| Office of International Law (41D) |  |  |  |  |  |  |  |  |  |  |  |
| Spain | Indigenous Population |  | - | 10,500 | - | - | 1,123 | 9,377 | 9,377 | 703 | 8,674 |
| Uruguay | International Law | 126 | - | - |  | - | - | - | 126 | - | 126 |
| Various | Legal Publications | 7,034 | 1,414 | 365 | - | - | 625 | 1,154 | 8,188 | 52 | 8,136 |
| TOTAL |  | 7,160 | 1,414 | 10,865 | - | - | 1,748 | 10,531 | 17,691 | 755 | 16,936 |
| Juridical Cooperation Office (41E) |  |  |  |  |  |  |  |  |  |  |  |
| Brazil 2nd Meeting Central Authority MLA |  | 263 | - | - | - | - | 263 | (263) | - | - |  |
| Colombia CIFTA Meeting |  | 6,838 | - | - |  | - | 4,930 | $(4,930)$ | 1,908 | - | 1,908 |
| Bolivia IA Conference Int'I Law |  | $(41,847)$ | - | - |  | - | - | - | $(41,847)$ | - | $(41,847)$ |
| $\begin{array}{ll}\text { Bahamas } & \text { I-A Convention Against Corruption (Follow-up) } \\ \text { Brazil } & \text { I-A Convention Against Corruption (Follow-up) }\end{array}$ |  | 194 | - | - | - | - | 73 | (73) | 121 | 121 |  |
|  |  | 6 | 15,865 | - | - | (6) | 4,788 | 11,070 | 11,076 | 7,810 | 3,267 |


| Organization of American States |  |  |  |  |  |  |  |  |  |  |  | Schedule 7B |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Specific Funds |  |  |  |  |  |  |  |  |  |  |  |  |
| Statement of Changes in Fund Balance (Detail by Organization) |  |  |  |  |  |  |  |  |  |  |  |  |
| From January 1, 2007 to December 31, 2007 |  |  |  |  |  |  |  |  |  |  |  |  |
| Organization, Donor \& Project |  | Cash Balance Jan 01, 2007 | Contributions | Transfers | Interest Income |  | Return, Refunds \& Other Income | Expenditures | Net Change | Cash Balance Dec 31, 2007 | Unliquidated Obligations | Fund Balance Dec 31, 2007 |
| CA DFAIT | I-A Convention Against Corruption (Follow-up) | - | 76,811 | - |  | - | - | 76,560 | 252 | 252 |  | 252 |
| Canada | I-A Convention Against Corruption (Follow-up) | 28,289 | 16,783 | - |  | - | - | 44,409 | $(27,625)$ | 664 | 17 | 647 |
| USINL | I-A Convention Against Corruption (Follow-up) | 309,156 | 400,000 | - |  | - | - | 220,962 | 179,038 | 488,194 | 115,913 | 372,281 |
| USDS | I-A Convention Against Corruption (Workshop) | 59,681 | - | - |  | - | 13,476 | 36,602 | $(23,127)$ | 36,555 | - | 36,555 |
| USDS | International Arbitration Ecom \& Legal Develop | 13 | - | - |  | - |  | - | - | 13 | - | 13 |
| United N . | J oint Prog.OAS/ACNUR-Phase | 26 | - | - |  | - | (26) |  | (26) |  | - |  |
| USDS | Legal Coop Administ Account | 55 | - | 760 |  | - | - | - | 760 | 815 | - | 815 |
| Various | Legal Coop Administ Account | (11) | - | - |  | - | - |  | - | (11) | - | (11) |
| USDS | Mtng of Experts Corrupt Coop | 320 |  | - |  | - | - | 320 | (320) |  | - |  |
| Canada | REMJA/WG/MLA Meetings | 817 | - | - |  | - | - |  | - | 817 | - | 817 |
| Spain | Strengthening Access and Effectiveness of Justice | - |  | 22,150 |  | - | (13,57) | 951 | 21,199 | 21,199 | - | 21,199 |
| USDS | Support Implementation of The I-A Convention Against Corr. | - | 229,176 | - |  | - | $(13,574)$ | 247,058 | $(31,455)$ | $(31,455)$ | 107,915 | $(139,370)$ |
| USDS | U.S./CIDI-I-A Convention Against Corruption | 10,653 |  | - |  | - | - |  | - | 10,653 | - | 10,653 |
| TOTAL U.S./IDI-A Convention Against Corruption |  | 374,453 | 738,635 | 22,910 |  | - | (129) | 636,916 | 124,500 | 498,953 | 231,776 | 267,177 |
| Executive Secretariat of the Inter-American Drug Abuse Control Commission (51C) |  |  |  |  |  |  |  |  |  |  |  |  |
| USINL (ACCESO) Implementation |  | 134,053 | - | - |  | - |  | 24,031 | $(24,031)$ | 110,022 | 2,085 | 107,937 |
| USINL | Admin. \& Technical Sppt to EDRU | 44,163 | 135,48- | 89,918 |  | - | (132,520) | 101,183 | $(11,265)$ | 32,898 | 2,208 | 30,690 |
| CA DFAIT | Administrative/Tech. | - | 135,418 | - |  | - | $(132,520)$ | 2,898 | - |  | - |  |
| Canada | Administrative/Tech. | 1,020 | - | - |  | - | - |  | - | 1,020 | - | 1,020 |
| USINL | Administrative/Tech. | 239,478 | - | $(15,000)$ |  | - | 132,520 | 243,499 | $(125,979)$ | 113,499 | 106,765 | 6,734 |
| $\begin{aligned} & \text { UK } \\ & \text { USINL } \end{aligned}$ | Aerial Spray Mon. Prog. in Colombia | 31 | - | - |  | - | - |  | - | 31 |  | 31 |
|  | Aerial Spray Mon. Prog. in Colombia | 1,127,989 | - | - |  | - | - | 413,222 | $(413,222)$ | 714,767 | 209,242 | 505,525 |
| USINL | Altern. Dev.-GLEAM | 1,973 | - | - |  | - | - |  |  | 1,973 | - | 1,973 |
| USINL | Alternative Development Cacao | 85,029 | - | - |  | - | - | 8,916 | $(8,916)$ | 76,113 | - | 76,113 |
| USDA | Alternative Development Caribbean SIGATOKA | 44,240 | - | - |  | - | - | - | - | 44,240 | - | 44,240 |
| USINL | Alternative Development Caribbean SIGATOKA | 36,986 | - | - |  | - | - | - | - | 36,986 | - | 36,986 |
| USDA | Alternative Development Colombia | 25,701 | - | - |  | - | - | - | - | 25,701 | - | 25,701 |
| USINL | Alternative Development Colombia | 254 | - | - |  | - | - | - | - | 254 | - | 254 |
| USDA | Alternative Development General Support | 10,536 | - | - |  | - | - | - | - | 10,536 | - | 10,536 |
| USINL | Alternative Development General Support | 57,066 | - | - |  | - | - | 3,718 | $(3,718)$ | 53,348 | 60 | 53,288 |
| USINL | Alternative Development SIGATOKA | 30,288 | - | - |  | - | - | 5,500 | $(5,500)$ | 24,788 | - | 24,788 |
| USINL | Bolivia-GLEAM | 113,019 | - | - |  | - | - | 51,229 | $(51,229)$ | 61,791 | 4,592 | 57,199 |
| Various | Canadian Contribution | 21 | - | - |  | - | - | - | - | 21 | - | 21 |
| CA DFAIT | Carib. Online Cap. Build. Prg. | - | 68,046 | - |  | - | $(68,046)$ | - | - |  | - |  |
| Trin. \&Tob | Carib. Online Cap. Build. Prg. | - | 10,000 | - |  | - | - | - | 10,000 | 10,000 | - | 10,000 |
| USINL | Carib. Online Cap. Build. Prg. | 63,458 | - | - |  | - | 68,802 | 23,246 | 45,556 | 109,014 | 39,304 | 69,710 |
| EEC | Caribbean Chemical Resources | 488 | - | - |  | - | - | - | - | 488 | - | 488 |
| USINL | Caribbean Prevention | 841 | - | (900) |  | - | - | - | (900) | (59) | - | (59) |
| USINL | Chemical Control Systems | 27,740 |  | 62,260 |  | - | - | 65,728 | $(3,468)$ | 24,272 | 6,792 | 17,479 |
| USINL | CICAD- Undistributed Funds | 5,157,898 | 1,553,500 | $(3,032,688)$ |  | - | - | - | $(1,479,188)$ | 3,678,710 | - | 3,678,710 |
| CA DFAIT | CICAD/RCMP Law Enforcement | - | 52,649 | - |  | - | $(52,649)$ | - | - | - | - |  |
| USINL | CICAD/RCMP Law Enforcement | 26,481 | - | - |  | - | 52,649 | - | 52,649 | 79,130 | - | 79,130 |
| Spain | CICDAT | (279) | - | - |  | - | - | - | - | (279) | - | (279) |
| USINL | CICDAT | 42,996 | - | 30,100 |  | - | - | 2,108 | 27,993 | 70,988 | 48,735 | 22,253 |
| USINL | Colombian Indigenous | 305 | $\checkmark$ | - |  | - | - | - | - | 305 | - | 305 |
| Canada | Community Policing | 674 | - | - |  | - | - | - | - | 674 | - | 674 |
| SGC | Community Policing | 15,222 | - | (63) |  | - | - | - | (63) | 15,159 | - | 15,159 |
| USINL | Community Policing | 59,875 | - |  |  | - | - | - | - | 59,875 | - | 59,875 |
| USINL | Control \& Interdiction | (25) | - | - |  | - | $\checkmark$ | - | - | (25) | - | (25) |
| CA DFAIT | Control \& Interdiction Intelligence | - | 6,463 | - |  | - | - | 6,463 | - |  | - |  |
| Canada | Control \& Interdiction Intelligence | 50 |  | - |  | - | - | - | - | 50 | - | 50 |
| Colombia | Control \& Interdiction Intelligence | - | 50,000 | - |  | - | - | 11,000 | 39,000 | 39,000 | - | 39,000 |
| SGC | Control \& Interdiction Intelligence | 883 | - | (654) |  | - | $\cdot$ | - | (654) | 229 | $\checkmark$ | 229 |
| Spain | Control \& Interdiction Intelligence | 10 | - | - |  | - | - | - | - | 10 | - | 10 |
| USINL | Control \& Interdiction Intelligence | 48,813 | 130,000 | 56,600 |  | - | - | 114,472 | 72,128 | 120,941 | 2,762 | 118,179 |
| CA DFAIT | Cost of Substance Abuse |  | 77,081 | - |  | - | - | 72,265 | 4,816 | 4,816 | - | 4,816 |
| Canada | Cost of Substance Abuse | 3,021 | - | - |  | - | - |  |  | 3,021 | - | 3,021 |
| USINL | Cost of Substance Abuse | 165,075 | - | - |  | - | - | 69,957 | $(69,957)$ | 95,118 | 22,500 | 72,618 |
| Various | Cost of Substance Abuse | 33 | -79 | - |  | - | (23,549) |  | -00 | 33 | - | 33 |
| CA DFAIT | Custors/Maritime Coop. |  | 39,792 | 3,000 |  | - | $(23,549)$ | 16,242 | 3,000 | 3,000 | - | 3,000 |
| Canada | Customs/Maritime Coop. | 1,450 | - | - |  | - | - | - | - | 1,450 | - | 1,450 |
| France | Customs/Maritime Coop. | 1,288 | - | - |  | - | (8,351) | 44, | (52,800) | 1,288 | - | 1,288 |
|  | Customs/Maritime Coop. | 52,800 | - | - |  | - | $(8,351)$ | 44,449 | $(52,800)$ | (33) | - |  |
| SGC | Customs/Maritime Coop. | (343) | - | - |  | - | - | - | - | (343) | - | (343) |



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Specific Funds
Statement of Changes in Fund Balance (Detail by Organization) From January 1, 2007 to December 31, 2007
Organization, Donor \& Project

| USINL | Customs/Maritime Coop. |
| :--- | :--- |


Enhancement of CICAD Inf. \& Statistical Servs. Exec.Secret. Tech./Adm.Supp
Exec.Secret.Tech./Adm.Supp
Fellowships/Training
Fellowships $/$ raining
Field Research Site-Tarapoto
Field Research Site-Tarapoto
Financial Intelligence Unit
Firearms-Model Reg.
Forfeited Assets Latin America

I-A Legislative Integration
Improve Drug Treatment Rehab \& Harm
Inst. Building-National
Inst. Building-National
Institution Building Central America
Institution Building Central America
Integrating Heath \& Enforcement
Integrating Health \& Enforcement
Inter-Reg'I Drug Prevention Program
John Hopkins-NIDA-Research
Law Enforcement Training on ML
Leadership Conference 2002
Legal Dev-Adm/Tech. Supp
Master Degree On Line
Master Degree On-Line - Compensation
Master Degree On-Line - Compensation
Mechanism Against Organized Crime



EEC
Various
Purdue Univ.
USINL
USINL
Various
USINL
USDA
USINL
IADB
USINL
USINL
Argentina
CA DFAIT




|  |  |  |
| :---: | :---: | :---: |
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Interest Return, Refunds \&

$(894)$
$(13,782)$


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$\begin{array}{r}120,912 \\ \\ \hline 1,885,806\end{array}$



Department for the Prevention of Threats against Public Security (51F)
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From January 1, 2007 to December 31, 2007

| Organization, Donor \& Project |  | Cash Balance Jan 01, 2007 |
| :---: | :---: | :---: |
| USINL | Synthetic Drug | 35,000 |
| USINL | Technical ADMTVE-Support | 179,807 |
| USINL | Terrorism Financing |  |
| USINL | Training Nat' Drug Comm. | 20 |
| USINL | Training Police Rule of Law |  |
| Uni Florida | Transnational Digital Gov. | 50,091 |
| USINL | Transnational Digital Gov. | 11,461 |
| SGC | Treatment Training | 36,608 |
| USINL | Treatment Training | 65,747 |
| Canada | University Grad. Res. Part. Program |  |
| USINL | University Grad. Res. Part. Program | 117,752 |
| USINL | Values \& Leg. Pop. High Risk | 577,230 |
|  | Women and Drug Abuse | (119) |
| IADB | Workshop on Money Laundering | 894 |
| USINL | Workshop on Money Laundering | 42,399 |
| TOTAL |  | 14,436,523 |


| Organization of American States Schedule 7B |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Specific Funds |  |  |  |  |  |  |  |  |  |  |  |
| Statement of Changes in Fund Balance (Detail by Organization) |  |  |  |  |  |  |  |  |  |  |  |
| From January 1, 2007 to December 31, 2007 |  |  |  |  |  |  |  |  |  |  |  |
| Organization, Donor \& Project |  | Cash Balance <br> Jan 01, 2007 | Contributions | Transters | Interest Income | Return, Refunds \& Other Income | Expenditures | Net Change | Cash Balance Dec 31, 2007 | Unliquidated Obligations | Fund Balance Dec 31, 2007 |
| Spain | AICMA/PADCA-NI-FO4 | 324,863 |  | 68,008 |  |  | 320,707 | $(252,698)$ | 72,164 | 40 | 72,125 |
| USDS | AICMA/PADCA-NI-FO4 | 244 |  |  |  |  |  |  | 244 |  | 44 |
| Canada | AICMA/PADCA-N1-FO5 | 12 |  | (12) |  |  |  | (12) |  |  |  |
| USDS | AICMA/PADCA-NI-FO5 | $(174,825)$ | 1,516,859 |  |  | 1,198 | 1,283,928 | 234,129 | 59,305 | 48,827 | 10,478 |
| Brazil | AICMA/PADSA-CO | 75 |  |  |  |  |  |  | 75 |  | 75 |
| CA DFAIT | AICMA/PADSA-CO |  | 633,352 |  | 3,85 |  | 417,707 | 219,500 | 219,500 | 1,146 | 218,353 |
| Canada | AICMA/PADSA-CO | 12,677 | 84,775 |  |  |  | 96,378 | $(11,604)$ | 1,074 | 3,153 | $(2,079)$ |
| Italy | AICMA/PADSA-CO | 125,918 | 18,652 |  |  | $(6,003)$ | 132,199 | (119,550) | 6,368 | 4,698 | 1,670 |
| Spain | AICMA/PADSA-CO | 92,280 |  | 21,547 |  |  | 107,506 | $(85,959)$ | 6,321 | 1,867 | 4,454 |
| UsDS | AICMA/PADSA-CO | $(58,536)$ | 749,959 |  |  |  | 661,447 | 88,512 | 29,976 | 26,848 | 3,128 |
| EEC | AICMA-EC/PE-Cordillera Condor | 201,292 |  |  | 2,70 | $(1,258)$ | 202,735 | $(201,292)$ |  |  |  |
| Canada | AICMA-PADSA-Suriname | 686 |  | - |  | - |  | - | 686 |  | 686 |
| Colombia | Arms Trafficking in Haiti |  | 15,705 |  |  |  | 15,705 |  |  |  |  |
| USDS | Central America Munitions Stockpile Destruction | 33,974 |  |  |  |  | 33,217 | (33,217) | 757 | 415 | 342 |
| OAS GA | Combating trafficking of persons in the Belize/Guatema | 1,803 |  | (3,46) |  | 1,6 |  | $(1,803)$ |  |  |  |
| Bahamas | Coordination-Technical Support | 3,000 |  |  |  |  | 2,151 | $(2,151)$ | 849 |  | 849 |
| USDS | Coordination-Technical Support |  | 3,000 |  |  |  |  |  |  |  |  |
| USDS | Demining in Central America | (20,578) |  | 320,000 |  | 20,578 | 317,908 | 22,670 | 2,092 |  | 2,092 |
| Various | Demining in Central America |  |  |  |  | 1,500 |  | 1,500 | 1,500 |  | 1,500 |
| Italy | Demining PADCA-Honduras | 280 |  |  |  | (280) |  | (280) |  |  |  |
| Sweden | Demining PADCA-Nicaragua | 345,111 |  |  | 3,088 | 612 | 351,405 | $(347,704)$ | $(2,593)$ |  | $(2,593)$ |
| Canada | Demining PADEP/Ecuador |  | 84,775 |  |  |  | ${ }^{83,984}$ | 790 | 790 | 1,964 | $(1,173)$ |
| Italy | Demining PADEP/Ecuador | 10,048 | 18,652 |  |  | (297) | 23,493 | $(5,138)$ | 4,910 | 2,883 | 2,026 |
| Spain | Demining PADEP/Ecuador | 100,000 |  | 60,77 |  |  | 155,865 | $(95,092)$ | 4,908 | 6,372 | $(1,463)$ |
| USDS | Demining PADEP/Ecuador | 478 |  |  |  |  |  |  | 478 |  |  |
| Canada | Demining PADEP/PERU |  | 84,775 |  |  |  | 81,731 | 3,043 | 3,043 | 4,428 | $(1,385)$ |
| Italy | Demining PADEP/PERU | 44,321 |  |  |  | (2,078) | 16,619 | (18,698) | $\begin{array}{r}25,623 \\ \hline\end{array}$ | 2,742 | 22,881 |
| Spain | Demining PADEP/PERU | 100,000 |  | 60,774 |  | . | 155,656 | $(94,883)$ | 5,117 | 3,458 | 1,660 |
| USDS | Demining PADEP/PERU | 82,209 |  |  |  |  |  |  | 82,209 |  | 82,209 |
| Spain | Demining-Unprogrammed Spec Fd | 100,220 |  | $(100,000)$ |  |  |  | $(100,000)$ | 220 |  | 220 |
| Mexico | Fighting Transnational Organized Crime (Tech. Supp.) | 42,727 |  |  |  |  | 28,526 | (28,526) | 14,201 | 37 | 14,164 |
| USDS | Inst. Foreign Affairs TIP |  |  |  |  |  | 19,080 | (19,080) | (19,080) | 112,100 | (131,180) |
| CA DFAIT | Mine Action Program/Munitions Disposal \& ERW |  | 386,854 | . | 415 |  | 386,620 | 649 | 649 | 99 | 551 |
| Colombia | Mine Action Program/Munitions Disposal \& ERW |  | 23,650 |  |  |  | 23,650 |  |  |  |  |
| Italy | Mine Action Program/Munitions Disposal \& ERW | 44,688 |  |  |  |  | 43,984 | $(43,984)$ | 704 | 701 | 4 |
| ${ }^{\text {Italy }}$ | Mine Action Program-Chile |  | 131,730 |  |  |  | 131,730 |  |  |  |  |
| USDS | Mine Action Program-Chile | 23 |  |  |  |  |  |  | 23 |  | 23 |
| Canada | PADCA/Guatemala | 2,610 |  |  |  |  | 2,610 | $(2,610)$ |  |  |  |
| Norway | PADCA/Guatemala | 2,435 |  |  |  | (1) | 2,435 | (2,435) |  |  |  |
| USINL | Plan of Action TOC |  | 50,000 50,719 |  |  |  | 19,400 | 30,600 | 30,600 | 12,000 | 18,600 |
| CA DFAIT <br> USDS | Prosecutors, Police \&lnvest Organized Crime Public Hemispheric Security Documents |  | 50,719 |  |  | $(1,739)$ | 48,980 |  |  |  |  |
| Turkey | Study on Public Security in the Americas | - | 15,000 |  |  |  | 9,000 | 6,000 | 6,000 | 6,000 |  |
| Colombia | Sub-Regional Trafficking Persons |  | 30,000 |  |  |  | 24,173 | 5,827 | 5,827 |  | 5,827 |
| China | Tech. Support-Gangs Section, Criminal Activities | 29,400 |  |  |  |  | 21,900 | (21,900) | 7.501 |  | 7,501 |
| Greece | Tech. Support-Gangs Section, Criminal Activities | ${ }^{6,020}$ |  |  |  |  | 4,857 | $(4,857)$ | 1,163 | 214 | 949 |
| Mexico | Technical Support (WHIT) | 15,824 |  |  |  |  |  |  | 15,824 7 |  | 15,824 |
| Philippines | Technical Support (WHIT) | 7,500 |  |  |  |  |  |  | 7,500 |  | 7,500 |
| Uni. GW | Technical Support (WHIT) | 113 |  |  |  | - | 110 | (110) | 3 |  |  |
| USAID | Technical Support (WHIT) | 33,850 1,638 | 30,628 | (33,822) |  |  | $\begin{array}{r}30,656 \\ \hline 128056\end{array}$ | (33,850) |  |  |  |
| USDS CA DFAIT | Technical Support (WHIT) | 1,638 | 15,000 |  |  | ${ }^{(2,242)} 7$ | ${ }^{128,056}$ | $(115,298)$ | $(113,660)$ | 2,284 | $(115,944)$ |
| Greece | Threat to the Caribbean |  | 53,807 30,000 |  |  | 76 | 53,699 3,600 | 26,400 | 26,400 |  | 26,400 |
| CA dFalt | Training Peacekeeping Per. |  | 89,020 |  |  |  |  | 89,020 | 89,020 |  | 89,020 |
| Canada | Transparency Conv. Pub. | 2,000 |  |  |  |  | 1,985 | (1,985) | 1.347. ${ }^{15}$ |  | 1,049,171 |
| TOTAL |  | 1,880,533 | 5,886,288 | 468,783 | 13,725 | 10,813 | 6,912,848 | $(533,241)$ | 1,347,292 | 298,121 | 1,049,171 |
| Secretariat for Political Affairs (61A) |  |  |  |  |  |  |  |  |  |  |  |
| USDS | Democratic Charter Reprints |  |  | 10,000 |  |  | 9,930 | 70 | 70 |  | 70 |
| USDS | EOM Ecuador | 29,346 |  | $(29,346)$ |  | - |  | (29,346) | - | - |  |
| Canada | EOMs \& Policy Reform in the Americas | 32,016 |  | (26,568) |  |  | 5,448 | (32,016) |  |  |  |
| Spain | Est. Dem. Am. Lat. \& Prop |  |  | 50,000 |  |  | 49,964 | 36 | 36 | 25 | 11 |
| Colombia Netherlands | Net of Info \& Academic Investigation Politic Management - Guatemala | 10,000 4.856 |  |  |  | (732) |  | (732) | 10,000 4.124 |  | ${ }^{10,1200}$ |
| NORAD | Politic Management - Guatemala | 184,697 | 514,774 | - | 7.590 |  | 418,280 | 104,084 | 288,781 | 78,486 | 210,295 |


| Organiza | tion of American States |  |  |  |  |  |  |  |  |  | Schedule 7B |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Specific F | unds |  |  |  |  |  |  |  |  |  |  |
| Statement | of Changes in Fund Balance (Detail by Organiz |  |  |  |  |  |  |  |  |  |  |
| From Jan | uary 1, 2007 to December 31, 2007 |  |  |  |  |  |  |  |  |  |  |
| Organization, | Donor \& Project | Cash Balance Jan 01, 2007 | Contributions | Transfers | Interest Income | Return, Refunds \& Other Income | Expenditures | Net Change | Cash Balance Dec 31, 2007 | Unliquidated Obligations | Fund Balance Dec 31, 2007 |
| Sweden | Politic Management - Guatemala | 52,608 |  | - | - |  | 52,507 | $(52,507)$ | 101 | 37 | 64 |
| USDS | Political Database of the Americas | 100 | - | - |  | - |  |  | 100 | - | 100 |
| USDS | Special Mission to Nicaragua | 3,147 |  | $(3,147)$ | - |  |  | $(3,147)$ |  |  |  |
| USDS | Support for the Constituent Assembly in Bolivia | 30,027 | - | - |  | 162 | 405 | (243) | 29,784 | 701 | 29,083 |
| USDS | Youth Forum in Guatemala City |  |  | 4,990 |  |  | 4,990 |  |  |  |  |
| TOTAL |  | 346,797 | 514,774 | 5,930 | 7,590 | (570) | 541,524 | $(13,800)$ | 332,996 | 79,249 | 253,747 |
| Department | of Electoral Cooperation and Observation (61C) |  |  |  |  |  |  |  |  |  |  |
| USDS | Access to Justice Related to Democratic Governance | - | 46,718 | - | - |  | 43,050 | 3,668 | 3,668 | 5,021 | $(1,353)$ |
| C.P.Mission | Appl. of Standard Criteria for Electoral Processes | - | 12,750 | - | - | - | 12,566 | 184 | 184 | - | 184 |
| Germany | Appl. of Standard Criteria for Electoral Processes | - | 15,300 | - | - | $(1,787)$ | 13,513 | - | - |  |  |
| EEC | April 11 Investigation | 3,070 |  | (5, ${ }^{-}$ |  | $(3,070)$ | - | $(3,070)$ | - | - |  |
| UK | Caribbean Electoral Technical Assistance | 5,507 |  | $(5,507)$ | - | - | - | $(5,507)$ | - |  |  |
| CIDA | CIDA Contribution | 5,690 |  | - | - | - | - |  | 5,690 | - | 5,690 |
| Portugal | Democracy Bridge | - | 18,200 | - | - | - | 17,383 | 817 | 817 | 408 | 409 |
| USDS | Democracy Bridge | $\square^{\circ}$ |  | 230,000 | - | - | 135,054 | 94,946 | 94,946 | 21,480 | 73,465 |
| Italy | Democratic Governability Andean Region | 6,200 |  |  | - | - |  |  | 6,200 |  | 6,200 |
| USDS | Development \& Maintenance of Dem. Practitioners Database | - | 62,949 | 13,500 | - | $(3,685)$ | 87,151 | $(14,387)$ | $(14,387)$ | 34,809 | $(49,196)$ |
| USDS | Development Indicators for the Evaluation of Elections | $(4,000)$ | 39,388 | - | - | - | 26,249 | 13,139 | 9,139 | 20 | 9,119 |
| Norway | Diminishing Voting Abstinence in Guatemala | 5,582 | - | - | - | - | - |  | 5,582 | - | 5,582 |
| EEC | Disarmament-Venezuela | 468 |  | - | - | (468) |  | (468) |  |  |  |
| Colombia | Elec. Tech. Assist. 2006 Colombia | 67,666 | - | - | - | - | 45 | (45) | 67,621 | - | 67,621 |
| Various | Elect. Technical Assistance | 467 |  | - | - | - | - | - | 467 | - | 467 |
| USAID | Elections Support | - | 150,571 | $(150,571)$ | - | - | 9,887 | $(9,887)$ | $(9,887)$ | 2,083 | $(11,970)$ |
| USDS | Electoral Forum 2007 Panama | - | - | 35,000 | - | - | 23,320 | 11,680 | 11,680 | 8,181 | 3,498 |
| Brazil | Electoral Observation Fund | 359 | - | - | - | - | - |  | 359 | - | 359 |
| USDS | Electoral Observation Fund | 41,803 |  | $(41,803)$ | - | - | - | $(41,803)$ | - | - |  |
| Sweden | Electoral Program Support | 815,424 | - | - | 21,894 | - | 654,752 | $(632,858)$ | 182,566 | 74,413 | 108,152 |
| NORAD | Electoral Programs Assistance | 17 | - | (17) | - | - | - | (17) | - | - |  |
| USAID | Electoral Support 2005 Honduras | 3,914 | - | - | - | - | - |  | 3,914 | - | 3,914 |
| UK | Electoral Technical Assistance in the Caribbean | 7,777 | - | $(7,777)$ | - | - | - | $(7,777)$ | - | - |  |
| Canada | Electoral Technical Project in Haiti | 330 | - | - | - | - | 2 | (2) | 328 | - | 328 |
| SAIC | Electoral Technical Project in Haiti | 320 | - | - | - | - |  |  | 320 |  | 320 |
| United N . | Electoral Technical Project in Haiti | 21,615 | - | - | - | - | 18,532 | $(18,532)$ | 3,082 | 2,977 | 105 |
| USAID | Electoral Technical Project in Haiti | 6,527 | - | - | - | $(3,852)$ |  | $(3,852)$ | 2,676 | 379 | 2,297 |
| USDS | Electoral Technical Project in Haiti | 296 | - | - | - | - | 232 | (232) | 65 | - | 65 |
| Canada | EOM 2007 Costa Rica | - |  | 50,000 | - | - | 35,051 | 14,949 | 14,949 | 1,273 | 13,676 |
| Korea | EOM 2007 Costa Rica | - | 20,000 | - | - | - | 20,000 | - | - | - |  |
| USDS | EOM 2007 Costa Rica | - | - | 100,000 | - | - | 74,070 | 25,930 | 25,930 | 870 | 25,060 |
| USDS | EOM 1999 El Salvador | 11,225 |  | $(11,225)$ | - | - | - | $(11,225)$ | - | - |  |
| Argentina | EOM 1999 Haiti | 55 |  | (55) | - | - | - | (55) | - | - |  |
| Canada | EOM 1999 Haiti | 2,047 | - | $(2,047)$ | - | - | - | $(2,047)$ | - | - |  |
| Chile | EOM 1999 Haiti | $(4,349)$ |  | - | - | - | - | - | $(4,349)$ | - | $(4,349)$ |
| Netherlands | EOM 1999 Haiti | 315 | - | (315) | - | - | - | (315) | - | - |  |
| Spain | EOM 1999 Haiti | 896 | - | (896) | - | - | - | (896) | - | - |  |
| UK | EOM 1999 Haiti | 57 | - | (57) | - | - | - | (57) | $5 \cdot$ | - |  |
| United N . | EOM 2000 Suriname | 5,767 |  | - | - | - | - | - | 5,767 | - | 5,767 |
| Canada | EOM 2001 Guyana | 39,146 | - | - | - | - | - | - | 39,146 | - | 39,146 |
| USDS | EOM 2001 Guyana | 18,771 |  | $(18,771)$ | - | - | - | $(18,771)$ | - | - |  |
| USDS | EOM 2001 Nicaragua | 9,656 |  | $(9,656)$ | - | - | - | $(9,656)$ | - | - |  |
| Brazil | EOM 2001 Peru | 43 |  | (43) | - | - | - | (43) | - | - |  |
| Japan | EOM 2001 Peru | 94 |  | (94) | - | - | - | (94) | - | - |  |
| USDS | EOM 2001 Peru | 12 | - | (12) | - | - | - | (12) | - | - |  |
| UK | EOM 2001 St.Vincent and the Grenadines | 1,720 | - | - | - | $(1,720)$ | - | $(1,720)$ | - | - |  |
| Norway | EOM 2002 Atlantic Coast in Nicaragua | 9,895 | - | - | - | $(9,895)$ | - | $(9,895)$ | - | - |  |
| Sweden | EOM 2002 Atlantic Coast in Nicaragua | 11,829 | - | - | - | - | $\bigcirc$ | - | 11,829 | - | 11,829 |
| Canada | EOM 2002 Ecuador | $(3,069)$ |  | 1,211 |  | 1,858 | 1,858 | 1,211 | $(1,858)$ |  | $(1,858)$ |
| USDS | EOM 2002 Ecuador | 6,321 | - | - | - | - | - | - | 6,321 | - | 6,321 |
| USDS | EOM 2002 Peru | 6,771 | - | $(6,771)$ | - | - | - | $(6,771)$ | . | - |  |
| USDS | EOM 2003 Bolivia | 2,197 | - | $(2,197)$ | - | - | - | $(2,197)$ | - | - |  |
| USDS | EOM 2003 Grenada | 663 |  | (663) | - | - | - | (663) | - | - |  |
| Japan | EOM 2003 Guatemala | 15,218 | - | - | - | - | - | - | 15,218 | - | 15,218 |
| UK | EOM 2003 Guatemala | 461 | - | (461) | - | - | - | (461) | - | - |  |
| Canada | EOM 2004 Venezuela Referendum | 7 | - | (7) | - | - | - | (7) | - | - |  |



Organization of American States Specific Funds
Statement of Changes in Fund Balance (Detail by Organization) From January 1, 2007 to December 31, 2007

| Organization, Donor \& Project |  | Cash Balance Jan 01, 2007 |
| :---: | :---: | :---: |
| IADB | Inter-American Forum on Political Parties | 76 |
| Korea | Inter-American Forum on Political Parties | 24,471 |
| Luxemburg | Inter-American Forum on Political Parties | $(3,241)$ |
| Netherlands | Inter-American Forum on Political Parties | 978 |
| USDS | Inter-American Forum on Political Parties | 110,314 |
| CA DFAIT | International Forensic Commission |  |
| Norway | International Forensic Commission |  |
| Switzerland | International Forensic Commission |  |
| Bahamas | MAPP/OAS Mission to Support | 681 |
| CA DFAIT | MAPP/OAS Mission to Support |  |
| Chile | MAPP/OAS Mission to Support | 48,000 |
| Colombia | MAPP/OAS Mission to Support | 41,987 |
| IOM | MAPP/OAS Mission to Support | 632,875 |
| Ireland | MAPP/OAS Mission to Support | 1,744 |
| Metro Seg. | MAPP/OAS Mission to Support | 39,284 |
| Netherlands | MAPP/OAS Mission to Support | 27,814 |
| Norway | MAPP/OAS Mission to Support | 296,541 |
| Spain | MAPP/OAS Mission to Support | 1,819,516 |
| Sweden | MAPP/OAS Mission to Support | 123,834 |
| Thailand | MAPP/OAS Mission to Support | 608 |
| Canada | Mission to Verify Signatures - Venezuela Ref. | 88 |
| Mexico | Mission to Verify Signatures - Venezuela Ref. | 50 |
| Switzerland | Mission to Verify Signatures - Venezuela Ref. | 1,010 |
| Sweden | Modernization \& Legislative Agenda Congress 2005-07 | 146,681 |
| IADB | MORECIV | 489,656 |
| EEC | Negotiation Tables \& Agreement | 4,784 |
| Canada | OAS-Mission to Haiti | 214 |
| Trin.\&Tob | OAS-Mission to Haiti | 239 |
| UK | OAS-Mission to Haiti | 19 |
| Netherlands | OH-Democ Values \& Polit Mgmt | 599 |
| Sweden | Peace and Reinsertion | 129 |
| Canada | Permanent Forum Political Parties | 414 |
| USDS | Permanent Forum Political Parties | 2,327 |
| USDS | Political Parties Support in Haiti | 100,000 |
| Italy | Political Party focus in Haiti | 61,985 |
| Canada | Program for Democratic Governance | 24,211 |
| USDS | Program for Democratic Governance | 14,317 |
| USDS | Proposal for Updating New Legislators Seminars |  |
| OPEC | School Based Telecenters-Guatemala | 39,975 |
| USDS | Seed Fund for the Deployment of Special Missions | $(3,685)$ |
| Canada | Sist. Int. Profess. of Missions of Observ. |  |
| Canada | Special Fund for Strengthening Democracy | 661 |
| Nicaragua | Special Fund for Strengthening Democracy | 3,000 |
| Suriname | Special Mission to Suriname | 270 |
| Sweden | Special Prog. Elect Tech Assist NI | 10,997 |
| Spain | Strengthening Institution Program on Electoral Issues |  |
| Canada | Strength. Reg. advisors | 117 |
| UK | Strength. Reg. advisors | 188 |
| USDS | Strengthening Democ. Proc. Cuba | 50,000 |
| USAID | Strengthening Peace in the Central Atlantic Regions | 2,200 |
| USDS | Strength. Political Comm. Transparency \& Anti-Corruption Effor |  |
| Bahamas | Support Democracy in Haiti | 5,290 |
| France | Support Democracy in Haiti |  |
| Nicaragua | Support Democracy in Haiti | 6,000 |
| Sweden | Support Electoral Syst. 2005-07 Guatemala | 252,301 |
| USAID | Support Electoral Syst. 2005-07 Guatemala | 87 |
| USAID | Support for Supreme Electoral Tribunal, Guatemala | 693 |
| Sweden | Support of Plan Elections 2003 | 20 |
| Bolivia | Support to Mandates Summit of the Americas | 20 |
| Sweden | Support to Rural Judicial Facilitators | 892,350 |
| IDEA | Support/Transition 2004 Bolivia | 84 |
| Canada | Tech. Election Assistant in Haiti - CEP |  |
| USAID | Tech. Election Assistant in Haiti - CEP |  |
| Antig-Barb. | Training \& Civic Educ. Guatemala | 55,712 |
| Guatemala | Training \& Civic Educ. Guatemala | 858 |

Organization of American States
Specific Funds From January 1, 2007 to December 31, 2007

| Organization, Donor \& Project |  | Cash Balance Jan 01, 2007 | Contributions | Transfers | Interest Income | Return, Refunds \& Other Income | Expenditures | Net Change | Cash Balance Dec 31, 2007 | Unliquidated Obligations | Fund Balance Dec 31, 2007 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Various | UPD Overhead/Interest Account | 2,440 | - | - | - |  |  |  | 2,440 | - | 2,440 |
| Switzerland | Vol. Assoc. Netw. - GE 03 | 74 |  | (74) | - | - |  | (74) |  |  |  |
| Canada | Works to expan. of Polit. Citiz. in the Americas |  | 734,278 | $(194,663)$ |  |  | 257,501 | 282,113 | 282,113 | 2,167 | 279,946 |
| TOTAL |  | 8,583,965 | 11,621,335 | 2,795,005 | 107,875 | $(803,678)$ | 16,246,580 | $(2,526,044)$ | 6,057,921 | 1,477,070 | 4,580,852 |
| Department of State Modernization and Governance (61D) |  |  |  |  |  |  |  |  |  |  |  |
| USDS | Counterterrorism Legislation in Central America | 35,661 | - | $(35,661)$ | - | - | - | $(35,661)$ | - | - |  |
| USDS | Counterterrorism Legislation in the Caribbean | 37,826 |  | $(37,826)$ | - | - | - | $(37,826)$ | - | - |  |
| OSI DF | Decent. In Latin America |  | 96,973 |  | - | - | 18,173 | 78,800 | 78,800 | 26,000 | 52,800 |
| Canada | Decentralization of Local Governments | 5,134 | - | $(5,134)$ | - | - | - | $(5,134)$ | - | - |  |
| IADB | Decentralization of Local Governments | 18,125 | - | - | - | - |  |  | 18,125 |  | 18,125 |
| UK | Decentralization of Local Governments | 8,043 | - | $(8,043)$ | - | - | - | $(8,043)$ | - | - |  |
| United N . | Dem. Forum "Local Gov. Small St." | 420 | - | (420) | - | - | - | (420) | - |  |  |
| Various | Democracy Courses | 400 | - | - | - | - | - | - | 400 | 1178- | 400 |
| USDS | Distance Educ. Hemispheric Course Teachers - IADC | 20,555 | - | - | - | - | 9,143 | $(9,143)$ | 11,411 | 11,178 | 233 |
| USDS | 11 Forum US-Venezuela Interp. | 46,980 | - | $(46,980)$ | - | - | - | $(46,980)$ | - | - |  |
| USDS | Inter-American Democratic Charter (IADC) | 2,115 | - | - | - | - |  |  | 2,115 |  | 2,115 |
| USDS | Political Database of the Americas | 51 | - | (51) | - | - | - | (51) | - |  |  |
| Canada | Program of Legislative Development | 28,060 | - | $(28,060)$ | - | - | - | $(28,060)$ | - | - |  |
| Serbia/Mon | Caribbean Regional secure Identities Projects | 417 | - | - | - | - |  | - | 417 | - | 417 |
| UK | Caribbean Regional secure Identities Projects |  |  | 13,284 | - | - |  | 13,284 | 13,284 |  | 13,284 |
| USDS | Caribbean Regional secure Identities Projects | 17,028 | - | - | - | - | 1,500 | $(1,500)$ | 15,528 | 64 | 15,464 |
| Various | Sale of UPD Publication | 599 | - | - | - | - |  |  | 599 | - | 599 |
| USDS | U.S. Strengthening of Legislative Institutions | 87,928 |  | $(80,662)$ | - | $(3,891)$ | 3,375 | $(87,928)$ | - |  |  |
| TOTAL |  | 309,341 | 96,973 | $(229,552)$ | - | $(3,891)$ | 32,192 | $(168,662)$ | 140,679 | 37,242 | 103,437 |
| Department of Sustainable Democracy and Special Missions (61E) |  |  |  |  |  |  |  |  |  |  |  |
| Spain | Analysis of multiple scenarios |  | - | 257,465 | - | - | 134,348 | 123,116 | 123,116 | 58,114 | 65,002 |
| Bahamas | Belize-Guatemala Sub-Fund of the Peace Fund | 5,000 |  |  | - | - | 4,246 | $(4,246)$ | 754 | 584 | 170 |
| Mexico | Belize-Guatemala Sub-Fund of the Peace Fund | 113,897 | 200,000 | 9,862 | - | - | 255,796 | $(45,934)$ | 67,963 | 37,287 | 30,676 |
| Spain | Belize-Guatemala Sub-Fund of the Peace Fund | - |  | 29,100 | - | - |  | 29,100 | 29,100 | - | 29,100 |
| Turkey | Belize-Guatemala Sub-Fund of the Peace Fund |  | 100,000 |  | - |  | 77,690 | 22,310 | 22,310 | 19,446 | 2,864 |
| UK | Belize-Guatemala Sub-Fund of the Peace Fund | 140,092 | 137,424 | 18,248 | - | 10,692 | 289,364 | $(123,001)$ | 17,092 | 8,547 | 8,544 |
| USDS | Belize-Guatemala Sub-Fund of the Peace Fund | 99,800 | 99,992 | - | - | - | 172,921 | $(72,930)$ | 26,870 | 1,198 | 25,673 |
| EEC | Conflict Prevention and Resolution in Bolivia | 185,242 | - | - | - | - | - | - | 185,242 | - | 185,242 |
| USAID | Conflict Prevention and Resolution in Bolivia | 52 | - | - | - | (52) |  | (52) |  |  |  |
| USDS | Conflict Resolution | 168,220 | - | - | - | - | 124,128 | $(124,128)$ | 44,092 |  | 44,092 |
| Denmark | Conflict Resolution Prog. Guatemala | 50 | - | - | - | $\cdot$ | - | - | 50 |  | 50 |
| NORAD | Conflict Resolution Prog. Guatemala | 90 |  | - | - | (90) |  | (90) | - | - |  |
| Norway | Conflict Resolution Prog. Guatemala | 80,021 | 21,271 | - | - |  | 101,106 | $(79,835)$ | 186 | - | 186 |
| Canada | Democratic Stability in the Americas: OAS Institutional Role | 37,754 | 3,554 | - | - | $(4,486)$ | 36,823 | $(37,754)$ | - |  |  |
| France | Experts Seminar/DC | 10,000 | - | - | - | - |  | - | 10,000 |  | 10,000 |
| CA DFAIT | Forum-"The Political Dimension of Democratic Governance" |  | 105,996 | - | - | $(18,111)$ | 87,885 | - | - |  |  |
| Honduras | Fund for Peace - General Fund | 2,780 | - | $(2,780)$ | - | - | - | $(2,780)$ | - |  |  |
| USDS | Fund for Peace - General Fund | 3,612 | - | $(3,612)$ | - | - | - | $(3,612)$ | - | - |  |
| Brazil | Fund for Peace Belize \& Guatemala | 23 | - |  | - | - |  | - | 23 | - | 23 |
| Mexico | Fund for Peace Belize \& Guatemala | 11,129 | - | $(9,862)$ | - | - | 850 | $(10,712)$ | 417 | 417 |  |
| UK | Fund for Peace Belize \& Guatemala | 29,148 | - | $(18,248)$ | - | - | 2,957 | $(21,205)$ | 7,942 | 7,927 | 15 |
| Brazil | General Fund Sub-Fund of the Peace Fund | 5,913 | - | - | - | 20 | 5,156 | $(5,136)$ | 777 | 2 | 775 |
| France | General Fund Sub-Fund of the Peace Fund | 10,000 | - | - | - | . | 9,475 | $(9,475)$ | 525 | 354 | 171 |
| Honduras | General Fund Sub-Fund of the Peace Fund | - | - | 2,780 | - | - | 2,398 | 382 | 382 | - | 382 |
| UK | General Fund Sub-Fund of the Peace Fund | 13,700 | - | - | - | - |  | - | 13,700 |  | 13,700 |
| USDS | General Fund Sub-Fund of the Peace Fund | - | - | 3,612 | - | - | 2,000 | 1,612 | 1,612 | - | 1,612 |
| ADC | Group Reflexion and Analysis Hemispherical Situation | - | 12,769 | - | - | - | 19,353 | $(6,585)$ | $(6,585)$ | 3,722 | $(10,306)$ |
| Denmark | Honduras- Nicaragua Sub-Fund of the Peace Fund | 1,407 | - | $\checkmark$ | - | - | - | - | 1,407 | - | 1,407 |
| Mexico | Honduras- Nicaragua Sub-Fund of the Peace Fund | - | - | 2,202 | - | - |  | 2,202 | 2,202 |  | 2,202 |
| Nicaragua | Honduras- Nicaragua Sub-Fund of the Peace Fund | - | - | 5,791 | - | - | - | 5,791 | 5,791 | - | 5,791 |
| Honduras | OAS Special Representative-NI | 450 | - | - | - | - | - |  | 450 | . | 450 |
| Mexico | OAS Special Representative- NI | 2,202 | - | $(2,202)$ | - | - | - | $(2,202)$ | - |  |  |
| Nicaragua | OAS Special Representative-NI | 5,791 | - | $(5,791)$ | - | - | - | $(5,791)$ | - |  |  |
| Canada | PROPAZ | 47 | - | (47) | - | - | - | (47) | - | - |  |
| NORAD | PROPAZ | 1,463 | - | - | - | - | - | - | 1,463 | - | 1,463 |
| Sweden | PROPAZ |  | - | (7) | - | - | - | (7) | - | - |  |
| NORAD | PROPAZ Foundation | 1,478 |  | - | - | - | - | - | 1,478 | - | 1,478 |
| Canada | Reg/Forum in Dial/03/SpeProg. | 805 | - | - | - | - | - | - | 805 | - | 805 |


| Organization of American States |  |  |  |  |  |  |  |  |  |  | Schedule 7B |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Specific F | unds |  |  |  |  |  |  |  |  |  |  |
| Statement of Changes in Fund Balance (Detail by Organization) From January 1, 2007 to December 31, 2007 |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| Organization, Donor \& Project |  | Cash Balance Jan 01, 2007 | Contributions | Transters | $\begin{aligned} & \text { Interest } \\ & \text { Income } \end{aligned}$ | Return, Refunds \& Other Income | Expenditures | Net Change | Cash Balance Dec 31, 2007 | Unliquidated Obligations | Fund Balance Dec 31, 2007 |
| USDS | Spec. Mis. Supp. Elect. Nic. | 9.376 |  |  | . |  | 1.534 | (1.534) |  |  |  |
| ADC | Spec. Miss. to Support the Constituent Assembly - Bolivia | 11,792 |  | - |  |  | 11,792 | (11,792) |  |  |  |
| Antig-Barb. | Special Mission to Strength Democ-Haiti | 13 |  |  |  | (13) |  | (13) |  |  |  |
| Argentina | Special Mission to Strength Democ-Haiti | 72 |  |  |  | (16) | 56 | (72) |  |  |  |
| Bahamas | Special Mission to Strength Democ-Haiti | 1,922 |  |  |  | (916) | 1,005 | $(1,922)$ |  |  |  |
| Barbados | Special Mission to Strength Democ-Haiti | 64 |  |  |  | (64) |  | (64) |  |  |  |
| Brazil | Special Mission to Strength Democ-Haiti | $(1,660)$ |  |  |  | 1,660 |  | 1,660 |  |  |  |
| Canada | Special Mission to Strength Democ-Haiti | 58,356 |  |  |  | 4,854 | 53,936 | $(49,083)$ | 9,27 | 4,2 | 5,0 |
| Caricom | Special Mission to Strength Democ-Haiti | 405 |  |  |  | (405) |  | (405) |  |  |  |
| Cyprus | Special Mission to Strength Democ-Haiti | 8 |  |  |  | (8) |  | (8) |  |  |  |
| EEC | Special Mission to Strength Democ-Haiti | 22,045 |  |  |  |  |  |  | 22,045 |  | 22,045 |
| France | Special Mission to Strength Democ-Haiti | 6,689 |  |  |  |  | 6,689 | $(6,689)$ |  |  |  |
| Germany | Special Mission to Strength Democ-Haiti | 600 |  |  |  | (30) |  | (30) | 570 |  | 570 |
|  | Special Mission to Strength Democ-Haiti | 10 |  |  | - | (10) |  | (10) |  |  |  |
| Holy SEE | Special Mission to Strength Democ-Haiti | 10 |  | (7) |  | (2) |  | (10) |  |  |  |
| Israel | Special Mission to Strength Democ-Haiti | 236 |  |  |  | (50) | 186 | (236) |  |  |  |
| Italy | Special Mission to Strength Democ-Haiti | 2,158 |  | (26) |  |  | 2,132 | $(2,158)$ |  |  |  |
| Nicaragua | Special Mission to Strength Democ-Haiti | 111 | 3,000 |  |  |  | 3,111 | (111) |  |  |  |
| NOAH | Special Mission to Strength Democ-Haiti | 13 |  | ${ }^{(13)}$ |  |  |  | (13) |  |  |  |
| Norway | Special Mission to Strength Democ-Haiti | 26,905 |  | (125) | . | $(2,616)$ | 21,483 | $(24,224)$ | 2,682 |  | 2,682 |
| Switzerland | Special Mission to Strength Democ-Haiti |  | 5,00 |  |  | $(5,000)$ |  |  |  |  |  |
|  | Special Mission to Strength Democ-Haiti | 40 |  | (40) |  |  |  | (40) |  |  |  |
| United N. | Special Mission to Strength Democ-Haiti | 147,576 |  |  |  | (363) | 742 | (1,106) | 146,470 | 113,298 | 33,172 |
| USDS | Special Mission to Strength Democ-Haiti | 42,195 |  |  |  | 4,254 | 45,376 | (41,122) | 1,072 | 28 | 1,044 |
| Various | Special Mission to Strength Democ-Haiti | $(257,430)$ |  |  |  | 260,103 | 2,673 | 257,430 |  |  |  |
| SoRos | Support to Dialogue in Guatemala | 832 |  |  |  |  |  |  | 832 |  | 832 |
| total |  | 1,002,513 | 689,006 | 286,300 |  | 249,351 | 1,477,215 | $(252,558)$ | 749,953 | 255,198 | 494,755 |
| Executive Secretariat for Integral Development (71A) |  |  |  |  |  |  |  |  |  |  |  |
| Mexico | 2 2nd Reunion COMCYT | 11,416 |  |  |  |  |  |  | 11,416 |  | 11,416 |
| USDS | Agency Overhead | 221 |  | (80) |  |  |  | (80) | 141 |  |  |
| USDS | Airport Security Prog. Interest |  |  | 95,853 | 2,077 |  |  | 97,931 | 97,931 |  | 97,931 |
| USDS | Airport Security Program | 507,002 |  | $(95,853)$ | 20,223 |  |  | $(75,630)$ | 431,372 |  | 431,372 |
| CWJ FL | Cable $\&$ Wireless Jamaican Foundation | 769 |  |  |  |  |  |  | 769 |  | 769 |
| ADC | CAF MuNet | 7.616 |  |  |  |  | 7,500 | (7,500) | 116 |  | 116 |
| Various | Capacity Bldg. Act. in the Americas | 14,908 | 101,054 | 21,325 |  | 240 | 83,559 | 39,059 | 53,968 | 1,2 | 52,768 |
| USDS | CIDI Support | 22,408 |  | $(22,408)$ |  |  |  | $(22,408)$ |  |  |  |
| USDS | Connectivity \& Telecommunications | 804 |  | (804) |  |  |  | (804) |  |  |  |
| USDS | Connectivity Content | 160 | - | (160) |  |  |  | (160) |  |  |  |
| UPS | Connectivity for the Americas | 26 |  |  |  |  |  |  | 26 |  | 26 |
| UPS | Connectivity for the Americas (Technical Support) | 16 |  |  |  |  |  |  | 16 |  | 16 |
| Israel | Cooperation Fund | 337 |  |  |  |  |  |  | 337 |  | 337 |
| ${ }^{\text {Is }}$ Isael | Cooperation Fund (Technical Support) | 1,628 | - | - |  |  |  |  | 1,628 |  | 1,628 |
| USDS | Counter Fund Interest | 686,185 |  |  | 30,182 |  |  | 30,182 | 716,367 |  | 716,367 |
| USDS | Counterpart Fund 2001 | 116 | - | (31) |  |  |  | (31) | 85 |  | 85 |
| United N . | Dialogue Tables in Guatemala | 1,246 |  |  |  |  |  |  | 1,246 |  | 1,246 |
| USDS | e-Business Fellowship Program | 35,489 |  | $(35,489)$ |  |  |  | $(35,489)$ |  |  |  |
| Various | Education in Honduras | 17,283 |  |  |  |  |  |  | 17,283 |  | 17,283 |
| Honduras | Education Unprogrammed Funds | 51,890 | 15,348 |  |  |  | 21,757 | $(6,409)$ | 45,481 | 7,036 | 38,445 |
| Microsoft | Educational Quality | $(2,760)$ |  |  |  |  |  |  | $(2,760)$ |  | $(2,760)$ |
| ICA | e-Government for the Americas | 22 |  |  |  |  |  |  | 22 |  |  |
| Microsoft | e-Government Technology | 6,486 |  | - |  |  | 500 | ${ }^{(500)}$ | 5,986 | 4,456 |  |
| IDRC | e-Government Workshops (RED GEALC) |  | - |  |  | 685 |  | 685 | 685 | - | 685 |
| Various | Emergency Port Program | 5,160 |  | $(5,160)$ |  |  |  | $(5,160)$ |  |  |  |
| USDS | ${ }^{\text {e-Procurement } \& \text { e-Government }}$ | 6,166 | - | $(6,166)$ |  |  |  | $(6,166)$ |  |  |  |
| Spain | Fortitying the mechanisms of civil regist. and identif. |  |  | 217,080 |  |  | 93,000 3,315 | 124,080 | 124,080 | 55,763 | 68,317 17560 |
| Mexico | Fund 22 -Administrative Overhead | 20,526 |  | 11,049 |  |  | 3,315 | 7,734 | 28,260 | 10,700 | 17,560 |
| Mexico | Fund 22-Sistema Integral de Informacio | 2,000 |  |  |  |  |  |  | 2,000 |  | 2,000 |
| Mexico Mexico | Fund 22-Unprogrammed ${ }_{\text {cund }}$ 22-Technical Coop-Latin Amer \& Carib. | 456,509 43,141 | 261,250 | $(268,732)$ <br> $(43,141)$ | 14,762 |  | 91,462 | (43.141) | 372,327. | 9,243. | 363,084 |
| Mexico | Fund 22-Technological Modernization | 3,500 |  | $(3,500)$ |  | - |  | $(3,500)$ |  |  |  |
| Mexico | Fund 33 - Unprogrammed Activities | 1,974,483 | 191,370 | $(150,000)$ | 87,899 |  |  | 129,269 | 2,103,752 | 54,694 | 2,049,058 |
| Various | Governmental Strength. | 36,732 |  |  |  |  |  |  | 36,732 |  | 36,732 |
| USDS | H.R. Development in Bosawas | 310 |  | (310) |  |  |  | (310) |  |  |  |
| Honduras | Honduras Unprogrammed Funds | 29,332 |  |  |  | - |  |  | 29,332 |  | 29,332 |



| Organization of American States |  |  |  |  |  |  |  |  |  |  |  | Schedule 7B |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Specific Funds |  |  |  |  |  |  |  |  |  |  |  |  |
| Statement of Changes in Fund Balance (Detail by Organization) |  |  |  |  |  |  |  |  |  |  |  |  |
| From January 1, 2007 to December 31, 2007 |  |  |  |  |  |  |  |  |  |  |  |  |
| Organization, Donor \& Project |  | Cash Balance Jan 01, 2007 | Contributions | Transfers | Interest Income | Return, Refunds \& Other Income |  | Expenditures | Net Change | Cash Balance Dec 31, 2007 | Unliquidated Obligations | Fund Balance Dec 31, 2007 |
| Jamaica | Chalkmaking Industry | 1,619 | - | - |  | - | - | - | - | 1,619 | - | 1,619 |
| Brazil | CIDS-IA Committee Sust Dev | 2,885 | - | - |  | - | - | - | - | 2,885 | - | 2,885 |
| Various | Cultural Activism of Colombia | 1,687 | - | - |  | - | - | - | - | 1,687 | - | 1,687 |
| Canada | Culture - IACP \& CIC | 1,984 | - | - |  | - | - | - | (1,356) | 1,984 | - | 1,984 |
| SAIC | Development of Micro \& Small Bus | 1,371 | - | - |  | - | - | 1,356 | $(1,356)$ | 15 | - | 15 |
| USDS | Distance Education for Teachers | 45,876 | - | - |  | - | - | 44,335 | $(44,335)$ | 1,541 | 1,100 | 441 |
| Panama | Drug Investigations | 34,200 | - | - |  | - | - | 33,908 | $(33,908)$ | 291 | - | 291 |
| SENAI | Early Childhood Education-V Meeting | - | - | 10,116 |  | - | - | - | 10,116 | 10,116 | - | 10,116 |
| Dom. Rep. | Education Projects | 5,060 | - | - |  | - | - | - | - | 5,060 | - | 5,060 |
| Various | Education Projects | 20,859 | - | - |  | - | - | - | - | 20,859 | - | 20,859 |
| Various | Education Projects | 824 | - | - |  | - | - | - | - | 824 | - | 824 |
| Various | Educational Reform in Paraguay | 2,776 | - | - |  | - | - | - | - | 2,776 | - | 2,776 |
| HP | EFTA Symposium Lima-Peru | 79 | - | - |  | - | - | - | - | 79 | - | 79 |
| NIFO | EFTA Symposium Lima-Peru | 2,348 | - | - |  | - | - | - | - | 2,348 | - | 2,348 |
| NYCE | EFTA Symposium Lima-Peru | 253 | - | - |  | - | - | - | - | 253 | - | 253 |
| Various | Engineering for the Americas | 5,911 | - | 11,270 |  | - | - | 13,798 | $(2,528)$ | 3,384 | - | 3,384 |
| Canada | Establish IACPO \& CIC | 2,819 | - | - |  | - | - | - |  | 2,819 | - | 2,819 |
| Jamaica | Food \& Nutrition Policy - Program | 6,398 | - | - |  | - | - | - | - | 6,398 | - | 6,398 |
| IDRC | Gender Dimensions of S\&T | 70 | - | (70) |  | - | - | - | (70) | - | - |  |
| HP | Hemispheric Init. Engineering | 8,357 | - | - |  | - | - | 7,905 | $(7,905)$ | 452 | - | 452 |
| HP | Hewlett Packard-EFTA | 222 | - | - |  | - | - | - |  | 222 | - | 222 |
| Mexico | I-A Commission on Education | 424 | - | (424) |  | - | - | - | (424) | - | - |  |
| USDS | I-A Conf. Ministers of Culture | - | - | 1,816 |  | - | - | 1,816 | ) | - | - |  |
| CIVITAS | I-A Education for Dem. Values | -00 | 22,440 | 5 |  | - | - | 22,800 | (355) | (355) | - | (355) |
| Colombia | I-A Education for Dem. Values | 10,000 | 30,000 | - |  | - | - | 8,930 | 21,070 | 31,070 | - | 31,070 |
| Venezuela | Improvement Quality Basic Education | 804 | - | (804) |  | - | - | - | (804) | - | - |  |
| Brazil | Inform. Comm. and Tech.(ICT) | 6,773 | - | - |  | - | - | - | - | 6,773 | - | 6,773 |
| Mexico | Inter-American Workshop - Mexico | 3,689 | - | - |  | - | - | 3,664 | $(3,664)$ | 25 | - | 25 |
| IBRD | IV Symposium -Early Childhood | $(1,946)$ | - | - |  | - | 591 | - | 591 | $(1,356)$ | 152 | $(1,508)$ |
| IADB | Labor Ministers Conference | 25,209 | - | - |  | - | $(25,209)$ | - | $(25,209)$ | - | - |  |
| IBRD | Lat. Amer. Educ. Ad. Network | 66 | - | (50) |  | - |  | - | (50) | 16 | - | 16 |
| World Links | Latin America Educ. Adv. Network | - | 20,000 | - |  | - | - | - | 20,000 | 20,000 | - | 20,000 |
| IDB | Meeting PISDIC | 779 |  | - |  | - | - | - | - | 779 | - | 779 |
| Mexico | Mexico-Unprogrammed Funds | 382,138 | - | - |  | - | - | - | - | 382,138 | - | 382,138 |
| Various | Miscellaneous Record Sales | 1,483 | - | - |  | - | - | - | - | 1,483 | - | 1,483 |
| IDB | National Customs Costa Rica | 7,689 | $\checkmark$ | - |  | - | - | - | - | 7,689 | - | 7,689 |
| Various | OH. Soc. Dev. \& Educ. Unit. | 90 | - | - |  | - | - | - | - | 90 | - | 90 |
| NSC | OHS Leadership Meeting | 9,038 | - | - |  | - | - | - | - | 9,038 | - | 9,038 |
| IBM | PADF-OAS-IBM Educ. Prog. | 7,936 | - | - |  | - | - | - | - | 7,936 | - | 7,936 |
| PAHO | Parliamentarian Health Meeting | 3,507 | - | - |  | - | - | - | - | 3,507 | - | 3,507 |
| SENAI | PAT/SENAI/OAS Tech. Upd. Prog. | 10,116 | - | $(10,116)$ |  | - | - | - | $(10,116)$ |  | - |  |
| Various | Perkins School for the Blind | 2,500 | - |  |  | - | - | - |  | 2,500 | - | 2,500 |
| Panama | Plan for Science and Technology | 8,108 | - | - |  | - | - | - | - | 8,108 | - | 8,108 |
| UNICEF | Proposal/CEPAL | 1,690 | - | - |  | - | - | - | - | 1,690 | - | 1,690 |
| IBRD | Prot \& Promot. Cultural | 942 | - | - |  | - | - | - | - | 942 | - | 942 |
| Germany | Quality Mngt. Syst. Food and Text. | $(3,099)$ | - | - |  | - | - | - | - | $(3,099)$ | - | $(3,099)$ |
| Various | Social Net Fund | 54,999 | 54,864 | - |  | - | 199 | 52,967 | 2,095 | 57,094 | 60 | 57,035 |
| IACD | Strengthen Democracy | 2,072 | - | - |  | - | - | - | - | 2,072 | - | 2,072 |
| Mexico | Support Small \& Medium Enterprises | 70,897 | - | - |  | - | - | - | - | 70,897 | - | 70,897 |
| Various | Support Workshop on Health | 2,842 | - | - |  | - | - | - | - | 2,842 | - | 2,842 |
| OUI | Teachers Educators Project | 3,400 | - | - |  | - | - | 2,600 | $(2,600)$ | 800 | 800 |  |
| Mexico | Tech. Coop. for Social Orgs. | 20,919 | - | - |  | - | - | - | - | 20,919 | - | 20,919 |
| Tinker Found | Tech. Coop. Seminar HQ. | 8,520 | - | - |  | - | - | - | - | 8,520 | - | 8,520 |
| Brazil | Tech. Support for Culture Mtg. | 2,000 | - | - |  | - | $(2,000)$ | - | $(2,000)$ |  | - |  |
| Honduras | Telebasica Project | 5,919 | - | - |  | - | - | - | - | 5,919 | - | 5,919 |
| Uni Florida | Transnational Digital Gov. | 111 | - $\square^{-}$ | (111) |  | - | - | $\stackrel{\circ}{\circ}$ | (111) | - | - |  |
| Chile | Unprogrammed Funds | 288 | 94,000 | $(92,120)$ |  | - | - | 1,880 |  | 288 | - | 288 |
| Brazil | Unprogrammed Funds-Education | 17,769 | . | - |  | - | - | - | - | 17,769 | - | 17,769 |
| Various | Unprogrammed Funds-Education | 13,692 | - | - |  | - | - | - | - | 13,692 | - | 13,692 |
| Sweden | VII Iberoamerican Congress of Chemistry | 437 | - | - |  | - | - | - | - | 437 | - | 437 |
| USDL | XIIII Inter-American Conference | 94 | - | - |  | - | - | - | - | 94 | - | 94 |
| Various | XIII Inter-American Conference | 3,386 831,807 | 221,304 | $(80,487)$ |  | - | (26,420) | 195,959 | (81,562) | 75,386 | - | 3,386 |
| TOTAL |  | 831,807 | 221,304 | $(80,487)$ |  | - | $(26,420)$ | 195,959 | $(81,562)$ | 750,245 | 2,112 | 748,133 |




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| Organization of American States |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Schedule 8 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Service, Designated and Tax Funds |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Statement of Changes in Fund Balance <br> From January 1, 2007 to December 31, 2007 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Activity |  | Cash Balance <br> Jan 01, 2007 |  | Contributions |  | Transfers |  | Interest Income |  | Refunds \& Other Income |  | Expenditures |  | Net Change |  | Cash Balance Dec 31, 2007 |  | Unliquidated Obligations |  | Fund Balance Dec 31, 2007 |
| SERVICE FUNDS: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Parking Services | \$ | 475,110 | \$ | - | \$ | - | \$ | 20,658 | \$ | 645,650 | \$ | 689,454 | \$ | $(23,146)$ | \$ | 451,964 | \$ | 109,896 | \$ | 342,068 |
| Rental Hall of the Americas |  | 181,733 |  | - |  | - |  | 9,987 |  | 206,668 |  | 111,218 |  | 105,438 |  | 287,171 |  | 135,461 |  | 151,709 |
| Common Cost Revolving |  | 685,506 |  | - |  | 720 |  | - |  | 933,494 |  | 905,889 |  | 28,325 |  | 713,831 |  | 229,207 |  | 484,624 |
| SMC External Conferences |  | 8,529 |  | - |  | - |  | - |  | - |  | - |  | - |  | 8,529 |  | - |  | 8,529 |
| ICR and Service Account: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Administrative ICR (Management) |  | 1,185,772 |  | - |  | 1,726,210 |  | - |  | 477,735 |  | 1,822,227 |  | 381,718 |  | 1,567,490 |  | 890,030 |  | 677,460 |
| Administrative ICR (Technical Areas) |  | 1,713,653 |  | - |  | 78,389 |  | - |  | 1,738,479 |  | 2,409,512 |  | $(592,644)$ |  | 1,121,009 |  | 509,663 |  | 611,346 |
| ICR under new policy (May-07) |  | - |  | - |  | 9,931 |  | - |  | 1,377,994 |  | 89,111 |  | 1,298,814 |  | 1,298,814 |  | 218,195 |  | 1,080,619 |
| Workmen's Compensation Fund |  | 26,294 |  | - |  | - |  | 2,382 |  | 329 |  | 714 |  | 1,997 |  | 28,291 |  |  |  | 28,291 |
| Human Resources - CDT/External Account |  | 413 |  | - |  | - |  | - |  | - |  | 211 |  | (211) |  | 202 |  | 202 |  |  |
| TOTAL SERVICES FUNDS |  | 4,277,010 |  | - |  | 1,815,250 |  | 33,027 |  | 5,380,349 |  | 6,028,336 |  | 1,200,290 |  | 5,477,301 |  | 2,092,654 |  | 3,384,646 |
| DESIGNATED FUNDS: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Office of General Services: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Renovation of the GSB |  | 232,055 |  | - |  | - |  | - |  | - |  | - |  | - |  | 232,055 |  | - |  | 232,055 |
| Build. Mgmt.\& Maintenance |  | 1,506,732 |  | - |  | 4,828,840 |  | 2,928 |  | 1,285,467 |  | 6,860,394 |  | $(743,159)$ |  | 763,573 |  | 578,316 |  | 185,257 |
| Special Fund Building Maintenance |  | 12,304 |  | - |  | - |  | 544 |  | - |  | - |  | 544 |  | 12,848 |  |  |  | 12,848 |
| Administrative projects |  | $(8,738)$ |  | - |  | - |  | - |  | - |  | - |  | - |  | $(8,738)$ |  | - |  | $(8,738)$ |
| Legal Settlements/Restitutions |  | 228,366 |  | - |  | - |  | - |  | - |  | 35,704 |  | $(35,704)$ |  | 192,662 |  | - |  | 192,662 |
| Specific Fund Termination Reserve Fund |  | 58,987 |  | - |  | - |  | 54,083 |  | - |  | - |  | 54,083 |  | 113,070 |  | - |  | 113,070 |
| total designated funds |  | 2,029,706 |  | - |  | 4,828,840 |  | 57,555 |  | 1,285,467 |  | 6,896,098 |  | $(724,236)$ |  | 1,305,471 |  | 578,316 |  | 727,154 |
| OPERATING FUND: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| SEDI's Operating Fund |  | 107,123 |  | - |  | - |  | 2,478 |  | - |  | 78,550 |  | $(76,072)$ |  | 31,051 |  | 14,867 |  | 16,184 |
| TAX FUND: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Tax Equalization |  | - |  | 3,126,743 |  | - |  | - |  | 74,430 |  | 6,780,095 |  | (3,578,921) |  | $(3,578,921)$ |  | - |  | (3,578,922) |
| ADMINISTRATIVE FUNDS: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Administrative Technical Support (UPD) |  | 3,114 |  | - |  | $(6,744)$ |  | - |  | 3,630 |  | - |  | $(3,114)$ |  | - |  | - |  | - |
| Health Unit Services |  | 1,882 |  | - |  | - |  | 56 |  | 4,853 |  | 4,414 |  | 495 |  | 2,376 |  | 1,218 |  | 1,159 |
| TOTAL ADMINISTRATIVE FUNDS |  | 4,996 |  | - |  | $(6,744)$ |  | 56 |  | 8,483 |  | 4,414 |  | $(2,619)$ |  | 2,376 |  | 1,218 |  | 1,159 |
| Grand Total | \$ | 6,418,835 | \$ | 3,126,743 | \$ | 6,637,346 | \$ | 93,116 | \$ | 6,748,729 | \$ | 19,787,493 | \$ | $(3,181,557)$ | \$ | 3,237,276 | \$ | 2,687,055 | \$ | 550,221 |

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# 케 ERNST\&YOUNG 

# REPORT OF INDEPENDENT AUDITORS 

The Board of External Auditors
Organization of American States

We have audited the accompanying statement of financial position of the Leo S. Rowe Pan American Fund (the Fund), as of December 31, 2007, and the related statements of activities and cash flows for the year then ended. These financial statements are the responsibility of the Fund's management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of the Fund for the year ended December 31, 2006 were audited by other auditors whose report dated March 23, 2007, expressed an unqualified openion on those statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. We were not engaged to perform an audit of the Fund's internal control over financial reporting. Our audit included consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Fund's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe our audit provides a reasonable basis for our opinion.

In our opinion, the 2007 financial statements referred to above present fairly, in all material respects, the financial position of the Fund as of December 31, 2007, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States.


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## Organization of American States

Leo S. Rowe Pan American Fund
Statements of Financial Position
As of December 31


## Organization of American States

Leo S. Rowe Pan American Fund
Statements of Activities
For the years ended December 31

## Income

Dividend and interest investment income
Unrealized gains on investments
Revaluation of allowance
Other income
Total Income
Expenses
Unrealized loss on investments
Administrative expenses
Total Expenses
Change in net assets
Net assets at beginning of year Net assets at end of year

| 2007 | 2006 |  |
| :---: | :---: | :---: |
| \$ 457,378 | \$ | 492,968 |
| 578,221 |  | 758,867 |
| - |  | 13,369 |
| 45,132 |  | 51,533 |
| 1,080,731 |  | 1,316,737 |
| 40,499 |  | 53,635 |
| 451,127 |  | 332,786 |
| 491,626 |  | 386,421 |
| 589,105 |  | 930,316 |
| 13,858,607 |  | 12,928,291 |
| \$ 14,447,712 | \$ | 13,858,607 |

## Organization of American States

Leo S. Rowe Pan American Fund
Statements of Cash Flows
For the years ended December 31

| Operating Activities <br> Change in net assets | $\$$ | 589,105 |
| :--- | ---: | ---: |
| Adjustments to reconcile change in net assets <br> to net cash provided by operating activities: <br> Unrealized gain on investments <br> Unrealized loss on investments <br> Revaluation of Allowance <br> Write off of student loans |  | 930,316 |
| Changes in operating assets and liabilities: <br> Decrease in loans to students <br> Decrease in loans to employees <br> Increase in miscellaneous receivables <br> Decrease in liabilities | $(578,221)$ | $(705,232)$ |

## 1. Organization and Financing

The Leo S. Rowe Pan American Fund (the Fund), a charitable trust, was established in 1948 by the Governing Board of the General Secretariat of the Pan American Union (PAU) from monies and in accordance with the will of Dr. Leo S. Rowe, a former Pan American Union Director General. The purpose of the Fund is to provide loans to students from Latin American and Caribbean Member States, who desire to study at colleges in the United States of America, and to provide education and emergency loans to staff of the Organization of American States (OAS). The Fund is administered within the General Secretariat by a special committee. The Committee of the Leo S. Rowe Pan American Fund (Committee) consists of representatives of the Permanent Council and Secretary General and has the responsibility to oversee and approve the Fund's activities.

## 2. Summary of Significant Accounting Policies

## Basis of Accounting

The accompanying financial statements are presented on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. The Committee designated net assets represent unrestricted assets in the amount of $\$ 1,000,000$, comprised of investments that are not considered to be available for the purpose of granting loans.

## Use of estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities as of the date of the financial statements and the reported amounts of income and expenses during the reported period. Actual results could differ from those estimates.

## Equity in OAS Treasury Fund

All U.S. dollars available for use in carrying out the activities of the various funds of the OAS are combined in the OAS Treasury Fund. Each fund administered by the General Secretariat maintains equity to the extent of its cash balance retained therein. The General Secretariat administers the OAS Treasury Fund, and amounts not immediately required for operations are invested. Income earned by the OAS Treasury Fund is added to the equity of each fund in proportion to its balance.

## Cash Equivalents

Cash equivalents include amounts invested in accounts that are readily convertible to cash. Investments with contractual maturities of ninety days or less from the date of original purchase are classified as cash and cash equivalents. Cash equivalents consist of money market funds. In accordance with the Fund's cash management policy of
maximizing the amounts of funds invested in income-earning assets, the Fund routinely anticipates the timing and amount of future cash flows.

## Investments

Investments are presented in the financial statements at fair value, which is primarily based upon quoted market prices. Unrealized gains and losses in the value of investments are recognized in the statement of activities as the change in fair value between periods.

## Allowance for uncollectible loans

The Fund maintains an allowance for uncollectible loans for estimated losses that may result from the inability of students to make payments. Such allowances are based upon several factors, as explained in Note 4.

## Income tax status

As an international organization, the OAS is exempt from United States of America Federal income taxes. This exemption also applies to this Fund.

## 3. INVESTMENTS

The Fund's investments, in general, are exposed to various risks, such as interest rate, credit and overall market volatility risks. Further, due to the level of risk associated with certain investment securities, it is reasonably possible that changes in the values of investment securities will occur in the near term and such changes could materially affect the amounts reported in the statements of financial position as net assets available for benefits.

Investments held at December 31, 2007 and 2006 are shown in Table 1.

Table 1
Investments
At December 31

| 2007 |  | xed Income Securities | Equity Investments |  | Total |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Market Value as of 01/01/2007 | \$ | 5,557,456 | \$ | 6,367,289 | \$ | 11,924,745 |
| Dividends |  | 347,130 |  | 106,745 |  | 453,875 |
| Unrealized Gain and Loss |  | 99,622 |  | 438,100 |  | 537,722 |
| Market Value as of 12/31/2007 | \$ | 6,004,208 | \$ | 6,912,134 | \$ | 12,916,342 |


| 2006 | Fixed Income Securities |  | Equity Investments |  | Total |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Market Value as of 01/01/2006 | \$ | 4,915,580 | \$ | 5,269,611 | \$ | 10,185,191 |
| Purchases/Sales |  | 405,963 |  | 153,809 |  | 559,772 |
| Dividends |  | 265,547 |  | 209,003 |  | 474,550 |
| Unrealized Gain and Loss |  | $(29,634)$ |  | 734,866 |  | 705,232 |
| Market Value as of $12 / 31 / 2006$ | \$ | 5,557,456 | \$ | 6,367,289 | \$ | 11,924,745 |

## 4. LOAN STATUS

Loan receivable and allowance for loan losses
Loans receivable as of December 31, 2007 and 2006 are stated at the amount of unpaid principal, reduced by an allowance for loan losses. The allowance for loan losses is established through a provision for loan losses charged to expenses. Loans are charged against the allowance for loan losses when management believes that the collectibility of the principal is unlikely. The allowance is an amount that management believes will be adequate to absorb possi-
ble losses on existing loans that may become uncollectible because of present conditions, and based on evaluations of the collectibility of loans and prior loan loss experience. The allowance for loan losses is based on estimates and ultimate losses may vary from the current estimates.

Non interest bearing loans are granted to students, payable on various terms not to ex-

Table 2
Uncollectible Loans
As of December 31
 ceed 53 months from the termination of the studies for which the loans are granted. The Committee has extended the repayment dates for certain loans. Management believes that the allowance of $\$ 162,167$ or approximately $14.7 \%$ of the student loan balance as of December 31, 2007, is sufficient to provide for losses that may be incurred upon the ultimate realization of these loans.

During 2007 and 2006, the Fund approved new student loans aggregating approximately $\$ 227,275$ and $\$ 233,762$, respectively. The Fund received loan repayments of $\$ 608,954$ and $\$ 766,725$ in 2007 and 2006, respectively.

New loans approved to employees for educational purposes or in emergency situations aggregated $\$ 91,838$ and $\$ 65,178$ in 2007 and 2006, respectively. The Fund received loan repayments of $\$ 130,413$ and $\$ 213,859$ in 2007 and 2006, respectively. The interest rate applied to employee loans is equivalent to the prime rate of the United States of America and is adjusted periodically. The interest rate on employee loans granted in 2007 was $7.25 \%$. Interest rates on loans granted in 2006 varied between $7.25 \%$ and $8.25 \%$.

## 5. DuE TO MACLEAN FUND

The balance of Due to MacLean Fund as of December 31, 2007 and 2006, represents amounts due to the Julia MacLean Legacy Fund (The MacLean Fund), a fund established to provide fellowships for Peruvian women studying in Washington D.C, using the interest earned on the initial endowment to provide for these fellowships. The balance due to The MacLean Fund is equal to the initial endowment of $\$ 65,523$ received from the estate of Mrs. Julia MacLean to The MacLean Fund.

## 6. Commitments and Contingencies

The Fund is not subject to any lawsuits which management believes will have a material adverse effect on the Fund's financial condition.

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# 킈 ERNST\&YOUNG 

# REPORT OF INDEPENDENT AUDITORS 

The Board of External Auditors
Organization of American States

We have audited the accompanying statement of financial position of the Rowe Memorial Benefit Fund (the Fund), as of December 31, 2007, and the related statements of activities and cash flows for the year then ended. These financial statements are the responsibility of the Fund's management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of the Fund for the year ended December 31, 2006 were audited by other auditors whose report dated March 23, 2007, expressed an unqualified opinion on those statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. We were not engaged to perform an audit of the Fund's internal control over financial reporting. Our audit included consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Fund's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management and evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the 2007 financial statements referred to above present fairly, in all material respects, the financial position of the Fund as of December 31, 2007, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States.


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## Organization of American States

Rowe Memorial Benefit Fund
Statements of Financial Position
As of December 31

Assets
Equity in the OAS Treasury Fund
Total assets

Net assets
Total net assets

|  | 2007 |  | 2006 |
| :--- | :--- | :--- | :--- |
|  |  |  |  |
|  |  |  |  |
| $\$$ | 243,258 | $\$$ | 238,138 |
| $\$$ | 243,258 | $\$$ | 238,138 |
|  |  |  |  |
|  |  | 243,258 | $\$$ |
| $\$$ | 243,258 | $\$$ | 238,138 |

## Organization of American States

Rowe Memorial Benefit Fund
Statements of Activities
For the years ended December 31


## Organization of American States

Rowe Memorial Benefit Fund
Statements of Cash Flows
For the years ended December 31

|  |  | 2007 | 2006 |
| :--- | ---: | ---: | ---: |
|  |  |  |  |
| Operating activities |  |  |  |
| Change in net assets |  |  |  |
| Net cash provided (used) by operating activities | $\$$ | 5,120 | $\$$ |
|  |  | $(10,114)$ |  |

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## 1. Organization and Financing

The assets of the Rowe Memorial Benefit Fund (the Fund) have been accumulated principally from contributions received from Dr. Leo S. Rowe, a former Director General of the Pan American Union. These assets are held in trust to provide certain welfare benefits for employees of the Organization of American States (OAS). Administrative functions of the Fund are provided without charge by the General Secretariat of the (GS/OAS).

## 2. Summary of Significant Accounting Policies

## Basis of Accounting

The accompanying financial statements are presented on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America.

## Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities as of the date of the financial statements and the reported amounts of income and expenses during the reporting period. Actual results could differ from those estimates.

## In-Kind Contributions

No amounts are recorded in the accompanying financial statements relating to the receipt of contributed services or facilities provided to the Fund by the GS/OAS as the services do not involve specialized skills and the use of facilities are minimal.

## Income Tax Status

As an international organization, the OAS is exempt from United States of America Federal income taxes. This exemption also applies to the Fund.

## 3. EQUITY IN OAS TREAsury Fund

All U.S. dollars available for use in carrying out the activities of the various funds of the OAS are combined in the OAS Treasury Fund. Each fund administered by the GS/OAS maintains equity to the extent of its cash balance retained therein. The OAS Treasury Fund is administered by the GS/OAS, and amounts not immediately required for operations are invested. Income earned by the OAS Treasury Fund is added to the equity of each fund in proportion to its balance.
4. Commitments and Contingencies

The Fund is not subject to any lawsuits which management believes will have a material adverse effect on the Fund's financial condition.

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Net Assets Designated for Unpaid Claims
Tax Status
Benefit Obligations
Commitments and Contingencies
Actuarial Present Value of Accumulated Post Retirement Plan Benefits

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# 퀘 ERNsT\&Young 

# Report of Independent Auditors 

The Board of External Auditors

Organization of American States

We have audited the accompanying statement of financial position of the General Secretariat of the Organization of American States Medical Benefits Trust Fund (the Trust), as of December 31, 2007, and the related statements of activities and cash flows for the year then ended. These financial statements are the responsibility of the Trust's management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of the Trust for the year ended December 31, 2006, were audited by other auditors whose report dated March 23, 2007, expressed an unqualified opinion on those statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. We were not engaged to perform an audit of the Trust's internal control over financial reporting. Our audit included consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing a opinion on the effectiveness of the Trust's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the 2007 financial statements referred to above present fairly, in all material respects, the financial position of the Trust as of December 31, 2007, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States.

The accompanying statements are those of the Organization of American States Medical Benefits Trust Fund, which is established under the Organization of American States Medical Benefits Plan; the statements do not purport to present the financial status and the changes in financial status of the Organization of American States Medical Benefits Plan. The statements do not report certain expenses, liabilities and disclosures necessary for a fair presentation of the financial status and changes in financial status of the Organization of American States Medical Benefits Plan in conformity with accounting principles generally accepted in the United States.


April 25, 2008

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## Organization of American States

OAS Medical Benefits Trust Fund
Statements of Financial Position
As of December 31

|  |  | 2007 |
| :--- | ---: | ---: |
|  |  |  |

## Organization of American States

OAS Medical Benefits Trust Fund
Statements of Activities
For the years ended December 31

Income
Contributions
Investment income
Other income
Net realized and unrealized gain on investments Total income

## Expenses

Claims paid - Carefirst
Carefirst services
Stop Loss Insurance premiums Total expenses related to Carefirst

Other expenses not related to Carefirst
Kaiser health insurance
Total expenses not related to Carefirst
Total expenses
Change in net assets
Net assets, beginning of year
Net assets, end of year

| 2007 |  | 2006 |  |
| :---: | :---: | :---: | :---: |
| \$ | 10,548,834 | \$ | 9,787,296 |
|  | 1,303,551 |  | 838,878 |
|  | 375,828 |  | 302,777 |
|  | 5,058 |  | 1,490,355 |
|  | 12,233,271 |  | 12,419,306 |
|  | 8,081,664 |  | 6,907,830 |
|  | 568,847 |  | 602,709 |
|  | 351,790 |  | 345,634 |
|  | 9,002,301 |  | 7,856,173 |
|  | 74,682 |  | 74,398 |
|  | 260,860 |  | 267,941 |
|  | 335,542 |  | 342,339 |
|  | 9,337,843 |  | 8,198,512 |
|  | 2,895,428 |  | 4,220,794 |
|  | 18,953,674 |  | 14,732,880 |
| \$ | 21,849,102 | \$ | 18,953,674 |

## Organization of American States

OAS Medical Benefits Trust Fund
Statements of Cash Flows
For the years ended December 31

Operating activities
Change in net assets
Net realized and unrealized gain on investments
(Increase) in receivables
Increase in accounts payable to Carefirst
Increase (Decrease) in deferred income Net cash provided by operating activities

Investing activities
Sale of investments
Purchase of investments
Dividends and capital gains reinvested Net cash used in investing activities

Net increase in Equity in OAS Treasury Fund and cash
equivalents
Equity in OAS Treasury Fund and cash equivalents, beginning
of year
Equity in OAS Treasury Fund and cash equivalents, end of year

2007 2006

| $\$$ | $2,895,428$ |  |
| ---: | ---: | ---: | ---: |
| $(5,058)$ | $\$$ | $4,220,794$ |
|  | $(12,310)$ | $(9,377)$ |
|  | 38,692 | - |
| 38,148 | $(30,296)$ |  |
|  | $2,954,900$ | $2,690,766$ |
|  |  |  |
|  |  |  |
|  | 170,595 | 346,460 |
|  | $(1,013,923)$ | $(1,726,054)$ |
|  | $(1,238,724)$ | $(801,415)$ |
|  | $(2,082,052)$ | $(2,181,009)$ |

509,757
740,311 230,554
613,159 \$ 740,311

## 1. Description of the Trust

## General

The OAS Medical Benefits Trust (Trust) is a fund established in April 1982 by the General Secretariat of the Organization of American States (GS/OAS) to carry out certain provisions of the GS/OAS Medical Benefits Plan (Plan), including investment of assets and payment of claims and administrative expenses. Pursuant to the provisions of the trust agreement dated June 27, 2000, the sole Trustee of the Trust is the Organization of American States General Secretariat (Secretary General). The Secretary General delegates his duties to five (5) Delegate Trustees appointed by him, two of them in consultation with the staff association and the Retiree Association of the GS/OAS. The Trust's assets are held in custody by the Bank of America.

## The Eligibility and Benefits

The Plan provides health benefits, including medical, dental and prescription drugs to GS/OAS employees and their covered eligible dependents. Retired employees are entitled to maintain the insurance coverage as determined by certain criteria involving age and years of service. Current health claims of active and retired Plan participants and their covered eligible dependents are provided under a group self-insurance contract administered by Carefirst Blue Cross Blue Shield (Carefirst), the third-party administrator.

## Contributions

Employees and retirees participating in the Plan contribute specified amounts to the Trust, determined periodically by GS/OAS, for coverage for themselves and eligible dependents. Contribution revenues are recognized and earned on a monthly basis for the period the health care coverage is in effect. Deferred income represents prepayments of premiums for future health care coverage.

## Claims Payments

Claims payment expense is recognized in the period in which the claims are received by the third-party administrator of the Plan and billed to the Trust. Claims billed to the Trust by the third-party administrator, but not paid as of December 31, 2007 and 2006, are included in accounts payable on the accompanying statements of financial position.

## Trust Rights and Obligations

The Secretary General, as the Trustee, has the right under the Plan to modify the benefits provided to active and retired employees. All funds available will be used exclusively to pay benefits under the Plan until the funds are depleted.

## 2. SUMMARY OF SigNIFICANT Accounting Policies

## Basis of Accounting

The accompanying financial statements are presented on the accrual basis of accounting in accordance with account-
ing principles generally accepted in the United States of America.

## Cash Equivalents

Cash equivalents include amounts invested in accounts that are readily convertible to cash. Investments with contractual maturities of ninety days or less from the date of original purchase are classified as cash and cash equivalents. Cash equivalents consist of money market funds. In accordance with the Trust's cash management policy of maximizing the amounts of funds invested in income-earning assets, the Trust routinely anticipates the timing and amount of future cash flows.

## Equity in OAS Treasury

All U.S. dollars available for use in carrying out the activities of the various funds of the OAS are combined in the OAS Treasury Fund. The Trust maintains equity to the extent of its cash balances retained therein. The GS/OAS administers the OAS Treasury Fund and invests amounts not immediately required for operations. Subject to certain conditions, income earned by the OAS Treasury Fund is added to the equity of each fund in proportion to its balance.

## Fair Value of Financial Instruments

The carrying amounts of financial instruments, including cash and cash equivalents, contributions receivable and accounts payable approximate fair value given the short term nature of these financial instruments.

## Administrative Expenses

The Trust pays all administrative expenses of the Plan. Total expenses paid by the Trust on behalf of the Plan for the years ended December 31, 2007 and 2006 were $\$ 568,847$ and $\$ 602,709$, respectively.

## Valuation of Investments

The Trust investments are stated at fair value. The shares of mutual funds are valued at quoted market prices.

## Revenue Recognition

Contributions are recognized when earned. Contributions received in advance of the benefit period are deferred until earned.

## Use of Estimates

The preparation of financial statements in accordance with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities as of the date of the financial statements and the reported amounts of income and expenses during the reporting period. Actual results could differ from those estimates.

## Market Risk

The Trust's investments, in general, are exposed to various risks, such as interest rate, credit and overall market volatility risks. Further, due to the level of risk associated with certain investment securities, it is reasonably possible that changes in the values of investment securities will occur in the near term and such changes could materially affect the amounts reported in the statements of financial position as net assets available for benefits. The value of individual investments of the Trust are shown in Table 1.
3. NET Assets

DESIGNATED FOR
Unpaid Claims

As of December 31, 2007 and 2006, $\$ 1,300,021$ and $\$ 932,460$, respectively, of net assets have been designated for medical claims payable. This amount is computed based upon past claims payment experience, and in management's opinion, is a reasonable estimate of claims incurred but not reported as of December 31, 2007 and 2006. The liability for claims incurred but not reported under the Plan is a liability of the Plan and OAS, the employer organization.

## 4. Tax Status

As an international organization, the OAS is exempt from U.S. Federal income taxes. As a result, this exemption applies to the Trust.

## 5. Benefit Obligations

Health costs incurred by participants and their eligible dependents are covered by an insurance contract maintained by the Trust. It is the present intention of the GS/OAS and the Trust to continue obtaining insurance coverage for benefits. Insurance premiums for the future benefit obligations will be funded by contributions to the Trust in those later years.

## 6. COMMITMENTS AND CONTINGENCIES

The Trust is not subject to litigation which management believes will have a material adverse effect on the Trust's financial condition.

## 7. Actuarial Present Value of accumulated Post Retirement Plan Benefits

The accrued or past service liabilities as of December 31, 2006 (date of last actuarial study) for postretirement health and life insurance benefits are approximately $\$ 57.2$ million ( $\$ 54.6$ million for retiree health benefits and $\$ 2.6$ million for retiree life insurance). As of December 31, 2007, the Trust's assets totaled $\$ 22,497,721$. These funds are not for coverage of life insurance benefits. These liabilities under the Plan are liabilities of OAS, the employer organization, to the extent Trust funds are not available.

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Financial Statements of Agencies and Entities related to the Organization of American States (OAS)

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# 케 ERNST\&YOUNG 

# REPORT OF INDEPENDENT AUDITORS 

The Board of External Auditors

Organization of American States

We have audited the accompanying statement of financial position of the Trust for the Americas (the Trust), as of December 31, 2007, and the related statements of activities and cash flows for the year then ended. These financial statements are the responsibility of the Trust's management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of the Trust for the year ended December 31, 2006, were audited by other auditors whose report dated March 23, 2007, expressed an unqualified opinion on those statemints.

We conducted our audit in accordance with auditing standards generally accepted in the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. We were not engaged to perform an audit of the Trust's internal control over financial reporting. Our audit included consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Trust's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the 2007 financial statements referred to above present fairly, in all material respects, the financial position of the Trust as of December 31, 2007, and the changes in net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States.


April 25, 2008

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## Organization of American States

Trust for the Americas
Statements of Financial Position
As of December 31

## Assets

Equity in OAS Treasury Fund
Government Grants Receivable
Total Assets
Liabilities and Net Assets
Accounts Payable
Total Liabilities
Temporarily Restricted Net Assets
Unrestricted Net assets

Total Liabilities and Net Assets

|  | 2007 |  | 2006 |
| ---: | ---: | ---: | ---: |
| $\$$ | $1,832,654$ | $\$$ | 793,464 <br> 47,001 |
| $\$$ | $1,874,771$ | $\$$ | 840,465 |
|  |  |  |  |
| $\$$ | 35,807 | $\$$ | 15,541 |
|  | 35,807 |  | 15,541 |
|  | $1,620,616$ |  | 630,397 |
|  | 218,348 |  | 194,527 |
|  | $1,838,964$ |  | 824,924 |
| $\$$ | $1,874,771$ | $\$$ | 840,465 |

## Organization of American States

Trust for the Americas
Statements of Activities
For the years ended December 31

|  | 2007 |  | 2006 |  |
| :---: | :---: | :---: | :---: | :---: |
| Unrestricted Net Assets |  |  |  |  |
| Revenue: |  |  |  |  |
| Contributions | \$ | 536,484 | \$ | 974,230 |
| Transfers In |  | 8,016 |  | 209,188 |
| Interest Distribution to Fund |  | 51,419 |  | 41,022 |
| Prior Year Refunds |  | 4,616 |  | 3,149 |
| In-Kind Contributions |  | 2,737,669 |  | 588,554 |
| OAS In-Kind Contributions |  | 368,806 |  | 201,639 |
| Released from restrictions |  | 1,410,373 |  | 608,514 |
| Total Revenue |  | 5,117,383 |  | 2,626,296 |
| Expenses: |  |  |  |  |
| Transfers Out |  | - |  | 77,014 |
| Returns to Donors |  | - |  | 13,603 |
| Administrative and Project Expenses |  | 1,987,087 |  | 1,668,102 |
| In-kind Expenses |  | 2,737,669 |  | 588,554 |
| OAS In-kind Expenses |  | 368,806 |  | 201,639 |
| Total Expenses |  | 5,093,562 |  | 2,548,912 |
| Change in Unrestricted net assests |  | 23,821 |  | 77,384 |
| Temporary Restricted Net Assets |  |  |  |  |
| Contributions |  | 2,400,592 |  | 732,748 |
| Released from Restriction |  | $(1,410,373)$ |  | $(608,514)$ |
|  |  | 990,219 |  | 124,234 |
| Change in Net Assets |  | 1,014,040 |  | 201,618 |
| Net assets, beginning of period |  | 824,924 |  | 623,306 |
| Net Assets, end of period | \$ | 1,838,964 | \$ | 824,924 |

## Organization of American States

Trust for the Americas
Statements of Cash Flows
Years ended December 31

Operating Activities
Change in net assets
Adjustments to reconcile change in net assets
to net cash from operating activities:
Government Grants Receivable Account Payable Deferred Revenue Net Increase (Decrease) in Cash

Equity in OAS Treasury Fund, beginning of the year Equity in OAS Treasury Fund, end of the year

|  | 2007 |  | 2006 |
| ---: | ---: | ---: | ---: |
| $\$$ | $1,014,040$ | $\$$ | 201,618 |
|  |  |  |  |
|  | 4,884 |  | $(47,001)$ |
| 20,266 |  | 2,848 |  |
| - |  | $(272,151)$ |  |
|  | $1,039,190$ |  | $(114,686)$ |
|  | 793,464 |  | 908,150 |
| $\$$ | $1,832,654$ | $\$$ | 793,464 |

## 1. Organization and Financial Statements

The Trust for the Americas (the Trust) was created in 1997 as a non profit entity incorporated in the District of Columbia. The Trust serves the Organization of American States (OAS) as an entry point to expand hemispheric cooperation and enhance economic development by providing a channel for information, services, goods and funds. In addressing central goals of OAS, and in response to the Summits of the Americas, the Trust mobilizes resources to confront the problems posed by extreme poverty and to promote democracy through actions that are environmentally, economically and socially sustainable, and that foster public participation, particularly of groups previously excluded from the international dialogue.

## 2. Summary of Significant Accounting Policies

The operation of the Trust began in fiscal year 1998 with the principal focus on establishing the framework within which to begin program activities. Funding to establish the Trust was provided by Inter-American Council for Integral Development ( CIDI ) through a specific fund created to finance CIDI programs that strengthen partnerships with private enterprises and foundations. The resources have been provided by contributions from corporate donors, Federal grants, contributions from the Executive Secretariat for Integral Development (SEDI) for staff and office support, and in-kind donations from corporate and other donors.

## Basis of Accounting

The accompanying financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America.

## Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities as of the date of the financial statements and the reported amounts of income and expenses during the reported period. Actual results could differ from those estimates.

## Equity in OAS Treasury Fund

All U.S. dollars available for use in carrying out the activities of the various funds of OAS are combined in the OAS Treasury Fund. The Trust for the Americas Fund maintains equity to the extent of its cash balances retained therein. The General Secretariat administers the OAS Treasury Fund and invests amounts not immediately required for operations. Subject to certain conditions, income earned by the OAS Treasury Fund is added to the equity of each fund in proportion to its balance.

## Fund Accounting and Net Asset Classifications

The Trust has adopted Statement of Financial Accounting Standards (SFAS) No. 117 "Financial Statements of Not-for-Profit Organizations". The Trust accounts are classified for accounting and reporting purposes into projects established according to their nature and purposes. In the financial statements, projects that have similar characteristics have been combined into the following two net asset categories:

Temporarily Restricted - Net assets that are subject to donor imposed stipulations that will be met either by passage of time or by the actions of the Trust. As the restrictions are satisfied, temporarily restricted net assets are reclassified to unrestricted net assets and are reported in the accompanying statements of activities as net assets released from restrictions. The temporary restrictions of the Trust are contributions to be used for projects specified by the donor.

Unrestricted - Net assets that are not subject to donor-imposed stipulations and that may be expended for any purpose in achieving the primary objective of the Trust.

## Government Grants

The Trust has an ongoing significant grant agreement with the United States government in which the Trust draws down funds through the Letter of Credit system. This grant agreement is described in further detail in Note 4. The United States grant awards are recognized as revenue to the extent of expenses incurred for purposes specified by the grantor. Expenses incurred in excess of cash received from the letter of credit draw down of the United States funds are shown as government grants receivable.

## Contributions

Contributions are recorded when earned. The Trust records contributions as temporarily restricted if funds are received with donor stipulations that limit their use either through purpose or time restrictions. When donor restrictions expire, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the accompanying statements of activities as net assets released from restrictions.

## In-kind Contributions

The Trust received in-kind contributions that are donated to the Trust as part of an agreement (the Agreement) with the OAS through the SEDI. Under the Agreement, the OAS through the SEDI supports the Trust with financial, material and staff support to enable the Trust to accomplish its objectives. The Trust also receives in-kind contributions directly from the OAS in the form of technical assistance and logistical support to projects and other costs. The OAS In-Kind contributions to the Trust amount to $\$ 368,806$ and $\$ 201,639$ as of December 31, 2007 and 2006, respectively. These amounts are included as revenue and expenses in the accompanying statements of activities for the years ended December 31, 2007 and 2006.

The Trust received in-kind contributions in 2007 and 2006 in the form of software donated by the Microsoft Corporation to the Trust for its Programa de Oportunidades para el Empleo a través de las Tecnologías en las Américas (POETA) program in Latin America. The estimated fair value of the software provided by Microsoft was $\$ 2,737,669$ and $\$ 588,554$, in 2007 and in 2006, respectively.

The increase in fair value from 2006 to 2007 is due to new versions of the software.

## Federal Income Tax

The Trust is exempt from Federal income tax under section 501(a) of the Internal Revenue Code as an organization described in section 501(c) (3). The Trust is not a private foundation within the meaning of section 509(a) of the Code, because it is an organization described in section 509(a)(1)(A)(vi).

## 4. SIGNIFICANT CONTRIBUTIONS

The Trust entered into a significant grant agreement in 2007 with the United States Department of State (USDOS) to work with the Central America-Dominican Republic - United States Trade Agreement (CAFTA-DR) countries. This 24 month initiative will target all six CAFTA-DR countries to build the capacity of both worker and employer. The agreement is for a total of $\$ 2,000,000$ of which $\$ 4,550$ was expended and unreimbursed at year end and included in the government grants receivable.
5. Project Expenditures

The Trust's Year 2007 project expenditures correspond to its two main initiatives and were incurred as follows:

Transparency and Governance Projects: \$651,016
Technology for Development Projects: \$660,936

These expenditures are included in Administrative and Project Expenses on the Statements of Activities.

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# 케 ERNST\&YOUNG 

# REPORT OF INDEPENDENT AUDITORS 

The Board of External Auditors
Organization of American States

We have audited the accompanying statement of financial position of the Inter-American Defense Board (the Board), as of December 31, 2007, and the related statements of activities and cash flows for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of the Board for the year ended December 31, 2006, were audited by other auditors whose report dated March 23, 2007, expressed an unqualified opinion on those statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. We were not engaged to perform an audit of the Board's internal control over financial reporting. Our audit included consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Board's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the 2007 financial statements referred to above present fairly, in all material respects, the financial position of the Board as of December 31, 2007, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States.


April 25, 2008

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## Organization of American States

Inter-American Defense Board
Statements of Financial Position
As of December 31
Assets
Cash and cash equivalents
Accounts receivable
Prepaid expenses
Equipment
Leasehold Improvements
Less: accumulated depreciation
Total assets
Liabilities and net assets
Accounts payable and accrued expenses
Accrued leave
Total liabilities
Unrestricted Net Assets
Total liabilities and net assets

|  | 2007 | 2006 |  |
| ---: | ---: | ---: | ---: |
|  |  |  |  |
| $\$ \$$ | 175,195 | $\$$ | 137,036 |
|  | 110,669 |  | 196,023 |
|  | 4,202 |  | 4,040 |
|  | 863,039 |  | 842,007 |
|  | - |  | 42,000 |
|  | 741,555 |  | 689,709 |
| $\$$ | 411,550 | $\$$ | 531,397 |
|  |  |  |  |
|  |  |  |  |
| $\$$ | 48,100 | $\$$ | 124,582 |
|  | 59,463 |  | 51,913 |
|  | 107,563 |  | 176,495 |
|  |  |  |  |
|  | 303,987 |  | 354,902 |
| $\$$ | 411,550 | $\$$ | 531,397 |

## Organization of American States

Inter-American Defense Board
Statements of Activities
For the years ended December 31

| Revenue |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Funding received from OAS | \$ | 1,436,200 | \$ | 1,416,200 |
| In-kind contribution |  | 3,359,500 |  | 3,754,080 |
| Reimbursement income |  | 343,678 |  | 266,541 |
| Interest and other income |  | 17,108 |  | 75,972 |
| Total revenue |  | 5,156,486 |  | 5,512,793 |
| Expenses |  |  |  |  |
| Personnel |  | 590,377 |  | 582,693 |
| Other general and administrative |  | 537,829 |  | 479,561 |
| Depreciation |  | 51,845 |  | 5,431 |
| In-kind expense |  | 3,359,500 |  | 3,754,080 |
| Bad debt expense |  | - |  | 8,548 |
| Contracts |  | 667,850 |  | 870,602 |
| Total expenses |  | 5,207,401 |  | 5,700,915 |
| Change from operations |  | $(50,915)$ |  | $(188,122)$ |
| Non-operating income |  | - |  | 157,729 |
| Change in net assets |  | $(50,915)$ |  | $(30,393)$ |
| Net assets, beginning of year |  | 354,902 |  | 385,295 |
| Net assets, end of year | \$ | 303,987 | \$ | 354,902 |

## Organization of American States

Inter-American Defense Board
Statements of Cash Flows
For the years ended December 31


## 1. Organization

The Inter-American Defense Board (the Board) was established on March 30, 1942 and designated, by executive order, as a public international organization on March 26, 1951 by the General Assembly of the Organization of American States (OAS). On March 15, 2006 by OAS resolution (AG/RES. 1 XXXII-E/06) the Board became an entity of the OAS.

The Board is comprised of military officers representing the highest echelons of their nation's defense establishments. The mission of the Board is to provide the OAS and its Member States with technical and educational advice and consultancy services on matters related to military and defense issues in the Hemisphere in order to contribute to the fulfillment of the OAS Charter.

The Inter-American Defense College (the College) was established in 1962 as a sub-organization of the Board. Its primary goal is the preparation of future military and civilian leaders for leadership roles in the hemisphere.

The Board is an entity of the OAS and receives a substantial portion of its operating budget from the OAS; however, the two organizations maintain separate management structures. The Board has experienced a continuous decrease in its budget due to decreases in funding provided by the OAS. In response to the lower budgets, the Board has had to dramatically reduce its civilian work force from 87 civilian personnel in 1987 to 7 civilian personnel at the end of fiscal year 2007.

The administration has reduced expenses and personnel costs to absolute minimal levels and further reductions may compromise the organization's ability to adequately perform its mission. The lack of civilian personnel is affecting the institutional memory of the organization as well as program continuity which is a serious management challenge.

## 2. SUMMARY OF Significant Accounting Policies

## Basis of Presentation

The accompanying financial statements are prepared on the accrual basis of accounting, conforming with the Accounting Principles generally accepted in the United States of America. Certain reclassifications have been made to the fiscal year 2006 balances to keep consistent with the 2007 presentation.

## Use of Estimates

The preparation of financial statements in conformity with the accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the
reported amounts of revenue and expenses during the reported period. Actual results could differ from those estimates.

## Fair Value of Financial Instruments

The Board's financial instruments consist of cash and cash equivalents, accounts receivable, accounts payable and accrued expenses. In management's opinion, the carrying amounts of the financial instruments approximate their fair value as of December 31, 2007 and 2006.

## Cash and cash equivalents

The Board considers all highly liquid investments with maturity of three months or less at the date of purchase to be cash equivalents. Cash equivalents consist of money market funds as of December 31, 2007 and 2006.

## Accounts receivable

Accounts receivable, as of December 31, 2007 and 2006, consist primarily of amounts related to costs incurred by the Board which are reimbursable by U.S. Department of Defense (DoD).

## Property and equipment

Equipment is stated at cost, net of accumulated depreciation. Depreciation expense is recognized using the straightline method over the estimated useful life of the assets. The useful life of equipment is three years. Leasehold improvements were transferred to the General Secretariat of the OAS in 2007.

## 3. INCOME TAXES

The Board is a public international organization and as such, is exempt from paying U.S. Government income tax.

## 4. Pension Plan and Employee Benefits

All of the employees of the Board participate in a contributory multi-employer pension plan administered by the Retirement and Pension Plan Committee of the OAS. Contributions to the Plan by the Board and employees are based on fixed percentages of annual pensionable salaries in accordance with United Nations tables and amounted to \$77,344 and \$76,372 in fiscal years 2007 and 2006, respectively.

The Board provides certain benefits to its employees, which accrue to them during periods of employment and are payable upon separation. All employees are entitled to accrued leave. For FY-07 and FY-06 no payments were made for such benefits.

## 5. FUNDING

Funding received from the OAS as of December 31, 2007 and 2006 was $\$ 1,436,200$ and $\$ 1,416,200$, respectively. The Board relies upon the OAS for funding for all its operating activities and is dependent on the continued financial support of the OAS.

The headquarters of the Board is a building owned by the General Secretariat of the OAS. The Inter-American Defense College facilities are at Ft Lesley McNair owned by the Department of Defense of the United States.

## 6. IN-KIND CONTRIBUTIONS

The Board received in-kind contributions from the OAS, DoD, and Member States totaling approximately $\$ 3,359,500$ and $\$ 3,754,080$ for the years ended December 31, 2007 and 2006, respectively. These in-kind contributions were valued at their fair value and represent the use of office space and transportation provided to the Board and College by the DoD and OAS. The OAS provided in-kind contributions for the years ended December 31, 2007 and 2006 in the amounts of $\$ 1,173,000$ or $34.9 \%$, and $\$ 1,287,000$ or $34.3 \%$, respectively, for the use of the building at 2600 16th St. NW, Washington DC. The DoD provided in-kind support for the years ended December 31, 2007 and 2006 in the amount of $\$ 1,828,500$ or $54.4 \%$, and $\$ 2,112,000$ or $56.3 \%$ for the use of the building at Fort McNair, Washington DC. Other in-kind contributions support provided by the DoD and other Member States of the OAS for the years ended December 31, 2007 and 2006 was $\$ 358,000$ and $\$ 355,080$, respectively, which included the use of U.S. aircraft on in-country transportation for student trips.

The Board sought and received support from DoD for several funded seminars and support for ongoing Board activities. This support was approximately $\$ 343,678$ and $\$ 266,541$ for the year ended December 31, 2007 and 2006, respectively and is included in the Board reimbursement income. These initiatives were in addition to the normal operations and curriculum of the College providing greater participation opportunities to all OAS Member States. While the Board intends to continue seeking external funding for such events, all future contributions will be subject to individual event approval by the DoD agency providing that funding. A significant portion of the DoD funding may not be received in 2008. The Board received $\$ 60,351$ and $\$ 57,351$ for its scholarship program (IMET) as of December 31, 2007 and 2006, respectively. The support was directed to the efforts to bring students from OAS member States that can not participate at the College for lack of funding.

## 7. PRogram Expenses

The Board's expenses were primarily for four functions: the Council of Delegates, the Sub Secretariat for Advisory Services (SAS and former International Staff), the InterAmerican Defense College, and the SubSecretariat for Administrative Support (SACS). The OAS funding expenses incurred

Table 1
OAS funding expenses
As of December 31

Council of Delegates
Sub-Secretariat for Advisory Services Inter-American Defense College Sub-Secretariat for Administration

| 2007 |  | 2006 |  |
| :--- | :--- | :--- | :--- |
| $\$$ | 261,790 | $\$$ | 175,000 |
| $\$$ | 171,509 | $\$$ | 121,000 |
| $\$$ | 874,176 | $\$$ | 965,000 |
| $\$$ | 128,725 | $\$$ | 153,000 | during 2007 and 2006 were calculated approximately and are shown in Table 1.

## 8. COMMITMENTS AND CONTINGENCIES

The Board is not subject to any lawsuits which management believes will have a material adverse effect on the Board's financial condition.

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OAS Retirement and Pension Fund
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Securities Lending
Income Tax Status of the Plan

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# 浗 ERNST\&YOUNG 

# REPORT OF INDEPENDENT AUDITORS 

Retirement and Pension Fund Committee<br>Organization of American States

We have audited the accompanying statements of net assets available for benefits to participants of the Organization of American States Retirement and Pension Fund (the Fund) as of December 31, 2007 and 2006, and the related statements of changes in net assets available for benefits to participants for the years then ended. These financial statements are the responsibility of the Fund's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. We were not engaged to perform an audit of the Fund's internal control over financial reporting. Our audits included consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an openion on the effectiveness of the Fund's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial status of the Fund at December 31, 2007 and 2006, and the changes in its financial status for the years then ended, in conformity with accounting principles generally accepted in the United States.


April 4, 2008

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## Organization of American States

Retirement and Pension Fund
Statements of Net Assets Available for Benefits to Participants
As of December 31

## Assets

Investments at fair value:
Short-term investments
U.S. Government and Agency Issues
Corporate Bonds
Commingled equity trusts
Fixed income index
Common stock
Sub-total

| 2007 |  | 2006 |  |
| :---: | :---: | :---: | :---: |
| \$ | 23,841,263 | \$ | 8,730,199 |
|  | 3,059,471 |  | 16,380,715 |
|  | 2,989,855 |  | 11,533,173 |
|  | 154,043,720 |  | 163,831,840 |
|  | 95,526,614 |  | 80,759,142 |
|  | 24,210,610 |  | 22,040,826 |
|  | 303,671,533 |  | 303,275,895 |
|  | 62,036 |  | 95,228 |
|  | - |  | 63,846 |
| \$ | 303,733,569 | \$ | 303,434,969 |
| \$ | 207,172 | \$ |  |
|  | 905,544 |  | 691,440 |
|  | 129,169 |  | 107,752 |
|  | 1,241,885 |  | 799,192 |
| \$ | 302,491,684 | \$ | 302,635,777 |

## Organization of American States

Retirement and Pension Fund
Statements of Changes in Net Assets Available for Benefits to Participants
For the years ended December 31

## Additions

Net appreciation in fair value of investments
Interest and dividends
Less: investment expenses

Contributions:
Institutions
Participants
Participant payments for purchase of years of participation

Total Additions

| 2007 |  | 2006 |  |
| :---: | :---: | :---: | :---: |
| \$ | 21,382,318 | \$ | 36,823,594 |
|  | 1,836,954 |  | 1,838,988 |
|  | $(554,986)$ |  | $(507,779)$ |
|  | 22,664,286 |  | 38,154,803 |
|  | 8,635,485 |  | 8,437,735 |
|  | 4,359,824 |  | 4,217,880 |
|  | 135,686 |  | 70,658 |
|  | 13,130,995 |  | 12,726,273 |
| 35,795,281 |  |  | 50,881,076 |
|  | 7,214,072 |  | 6,676,553 |
|  | 27,894,576 |  | 46,842,101 |
|  | 31,628 |  | 43,674 |
|  | 799,098 |  | 783,153 |
|  | 35,939,374 |  | 54,345,481 |
|  | $(144,093)$ |  | $(3,464,405)$ |
| 302,635,777 |  |  | 306,100,182 |
| \$ | 302,491,684 | \$ | 302,635,777 |

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## 1. DESCRIPTION OF THE FUND

The activity of the Organization of American States Retirement and Pension Fund (the Fund) includes both the Retirement and Pension Plan (the Plan) and the Provident Plan. The following brief description of the Plan and the Provident Plan is provided for general information purposes only. The Plan and Provident Plan documents should be consulted for detailed information.

## General

The Plan is a contributory retirement plan maintained for the benefit of most staff members of the Organization of American States (the OAS) and other affiliated institutions. Compulsory contributions are shared two-thirds by the institution and one-third by the staff member.

The Provident Plan is a contributory defined benefits savings plan established for the benefit of employees under short-term contracts. Compulsory contributions by the employer and the participant are made in equal amounts, and the balances in the accounts are fully vested in the name of the participants. The total of the accumulated funds in the Provident Plan participants' accounts may only be withdrawn at the time of death, transfer to another qualified plan, or separation.

## Funding Policy

The Plan and the Provident Plan are funded by the General Secretariat, other affiliated institutions, and compulsory participants' contributions at fixed percentages of their annual pensionable remunerations. A portion of the income earned on the Fund's investments is allocated semiannually to the Plan and the Provident Plan participants' accounts at rates determined by the Retirement and Pension Fund Committee (the Committee). The remaining portion, if any, is retained in the Fund's General Reserve for operational costs and to ensure the Fund's sustainability. Interest credited to participants' accounts as determined by the Committee was $6 \%$ and $11.75 \%$ in 2007 and 2006, respectively. Plan participants' accumulated contributions were $\$ 75,438,477$ and $\$ 78,758,525$ at December 31, 2007 and 2006, respectively, including interest credited at rates determined by the Committee, compounded semiannually.

## Benefits

Amounts included in participants' Plan accounts may only be withdrawn at the time of death or separation. Participants leaving the Plan before mandatory retirement age are entitled to receive the amount of their personal credits (contributions plus interest) and a percentage of the institutional credit (employer's contributions plus interest) based upon the vesting provisions of the Plan.

The vesting provisions of the Plan provide that participants with less than four years of participation receive, in addition to $100 \%$ of their personal credits, $35 \%$ of the institutional credit. Participants with four, but less than five, years of participation receive $40 \%$ of the institutional credit. Participants receive an additional $20 \%$ of the institutional
credit for each additional year in excess of four. They are fully vested in their institutional credits after seven years of participation.

Minimum conditions for retirement are fifty-five years of age and fifteen years of participation in the Plan. Upon retiring, participants in the Plan are entitled to a pension payable for life with the option of taking up to $1 / 3$ of the actuarial value of their pension in a one-time lump-sum payment. Participants who joined the Plan before January 1 , 1982 may elect, instead of the preceding benefit, a life annuity based on the total sum standing to their credit in their accounts. Alternatively, at their request, the Committee has the discretion to substitute some other form of benefit of equivalent value.

The Plan provides for minimum pension benefits. The minimum life pension for a participant at age sixty-five, with not less than fifteen years of participation in the Plan, is an annual amount equal to $2 \%$ of the average annual pensionable remuneration (for the thirty-six consecutive months of highest pensionable remuneration within the last five years of remunerated participation) multiplied by the number of years of participation up to a maximum of thirty, and $12 / 3 \%$ additional for every year of participation in excess of thirty but no more than forty.

The same method is used to determine the amount of the voluntary retirement pension due to participants who elect this form of retirement that is applicable to participants fifty-five years of age or older, but less than sixty-five, whose years of participation and age, when added, total not less than eighty-five (the rule of 85). Certain actuarial reductions are made for retirement of participants who do not satisfy either the conditions for compulsory retirement or the rule of 85 . Cost-of-living adjustments to pensions are contemplated in the Plan.

## Death Benefits

Upon death of a pensioner (or a participant with not less than five years of participation who dies while in active service), the surviving spouse and minor or disabled children are entitled to a pension, as defined in the Plan. When an active participant dies with less than five years of participation, the surviving spouse and the minor or disabled children, if any, receive the total of the accumulated funds in the participant's account. Also, for a participant who dies while in active service with no surviving spouse or children, the Plan authorizes payment of the respective personal credit (personal contributions and its accrued interest) to the designated beneficiaries.

## Disability Benefits

Participants with five or more years of participation in the Plan, whose services are terminated because of physical or mental disability, receive annual disability benefits, in the form of a life pension, as defined in the Plan. Participants who have less than five years of participation receive the total of the accumulated funds in their accounts. A participant who joined the Plan before January 1, 1982 may elect to be covered instead by alternative provisions on disability retirement as defined in the Plan.

## Fund Termination

If the Fund is terminated, every participant, regardless of length of participation, is entitled to all the contributions credited to his or her account and the increment thereon.

Except to correct any actuarial errors, no part of the contribution to the Plan made by the General Secretariat of the OAS or any other affiliated institution, or of the increment thereon, shall revert to the general funds of the institution or be used for any other purpose than the exclusive benefit to the participants or their beneficiaries.

## 2. Significant Accounting Policies

## Basis of Accounting

The accompanying financial statements have been prepared on the accrual basis of accounting. Benefits are recorded when paid.

## Investment Valuation and Income Recognition

Common stocks, fixed income indices, and debt securities are valued at fair market value measured by the quoted price of the active market on which the security is traded as of the latest trade date prior to year-end. Short-term investments are reported at cost, which approximates fair value. Commingled equity trusts are valued by obtaining a price from their issuer, which is based on quoted prices of the active markets on which the underlying security is traded.

Purchases and sales of securities are recorded on a trade-date basis. Interest income is recorded on the accrual basis. Dividends are recorded on the ex-dividend date.

## Actuarial Present Value of Accumulated Plan Benefits

Accumulated plan benefits are those estimated future periodic payments, including lump-sum distributions that are attributable under the Plan's provisions to the participants or their beneficiaries. Accumulated plan benefits include benefits expected to be paid to (a) retired or terminated employees or their beneficiaries, and (b) present employees or their beneficiaries. The actuarial present value of accumulated plan benefits is determined by the consulting actuaries, Buck Consultants.

## Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

## 3. INVESTMENTS

The Fund's investment portfolio is managed by State Street Global Advisors; The Northern Trust Company; Barclays Global Investors; Aberdeen Asset Management; Lord, Abbett \& Co.; Grantham, Mayo, Van Otterloo \& Co., LLC (GMO); and Merrill Lynch, within the investment policy guidelines established by the Committee. The Committee also retains the firm Buck Consultants as investment advisors.

State Street Global Advisors manages the domestic passive equity (large and medium capitalization) and the longterm passive bond portfolios. They also act as the custodian for both portfolios. Lord, Abbett \& Co. manages the active small cap portion of the domestic equity portfolio and the Northern Trust Company also acts as the custodian for this portfolio. The Northern Trust Company also manages and acts as the custodian for a portion of the short term, fixed-income investment portfolio. Merrill Lynch manages and acts as the custodian for the other portion of the short-term, fixed-income investment portfolio. Aberdeen Asset Management* manages the active portion of the

[^1]long-term bond portfolio. Barclays Global Investors manages and acts as the custodian of the passive international equity portfolio. GMO manages and acts as the custodian for the active portion of the international equity portfolio. Buck Consultants performs the monitoring of the investment managers and investment returns to assure compliance with the Committee's established policies. Buck Consultants also presents quarterly reports to the Committee. The fair value of individual investments that represent 5\% or more of the Fund's net assets is shown in Table 1. The classification of

Table 1
Individual Investments that Represent 5\% or more of the Fund's Net Assets As of December 31, 2007

| Russel 1000 Index | $\$$ | $92,941,525$ |
| :--- | :--- | :--- |
| Aberdeen Core Plus Fixed Income Fund | $\$$ | $26,265,128$ |
| SSGA Passive Bond Fixed Income Fund | $\$$ | $58,424,818$ |
| EAFE EQ Index FD ex-Japan | $\$$ | $40,731,038$ |

Table 2
Classification of Investments by Portfolio
2007

| Financial Categories | Short-Term Portfolio |  | Fixed-Term Portfolio |  | Domestic Equities Portfolio |  | International Equity |  | TOTAL |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Short-Term Investments | \$ | 22,082,200 | \$ | - | \$ | 1,759,063 | \$ |  | \$ | 23,841,263 |
| U.S. Government and Agency Issues |  | 1,808,686 |  | 1,250,785 |  | - |  | - |  | 3,059,471 |
| Corporate Bonds |  | 2,989,855 |  | - |  | - |  | - |  | 2,989,855 |
| Fixed Income Index |  | - |  | 95,526,614 |  | - |  | - |  | 95,526,614 |
| Commingled Equity Trusts/Common Stocks |  | - |  | - |  | 117,152,135 |  | 61,102,195 |  | 178,254,330 |
| TOTAL | \$ | 26,880,741 | \$ | 96,777,399 | \$ | 118,911,198 | \$ | 61,102,195 | \$ | 303,671,533 |

Table 3
Classification of Investments by Portfolio
2006

| Financial Categories | Short-Term <br> Portfolio |  | Fixed-Term Portfolio |  | Domestic Equities Portfolio |  | International Equity |  | TOTAL |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Short-Term Investments | \$ | 7,845,346 | \$ |  | \$ | 884,853 | \$ |  | \$ | 8,730,199 |
| U.S. Government and Agency Issues |  | 6,386,669 |  | 9,994,046 |  | - |  | - |  | 16,380,715 |
| Corporate Bonds |  | 11,533,173 |  | - |  | - |  |  |  | 11,533,173 |
| Fixed Income Index |  | - |  | 80,759,142 |  | - |  | - |  | 80,759,142 |
| Commingled Equity Trusts/Common Stocks |  | - |  | - |  | 119,190,827 |  | 66,681,839 |  | 185,872,666 |
| TOTAL | \$ | 25,765,188 | \$ | 90,753,188 | \$ | 120,075,680 | \$ | 66,681,839 | \$ | 303,275,895 |

investments by portfolio and financial instruments is presented in Tables 2 and 3, for 2007 and 2006, respectively. These tables facilitate the understanding of the composition and nature of the investment structure of the Fund. Also, the listing of investment assets in the Statement of Net Assets Available for Benefits to Participants follows the classification by financial instruments in full compliance with accounting principles generally accepted in the United States. Net realized and unrealized appreciation (depreciation) for the years ended December 31, 2007 and 2006 is shown in Table 4.

## 4. Actuarial Present Value of accumulated Plan Benefits

Table 5 shows the values of the assumptions used for the actuarial valuation of the Fund as of December 31, 2007 and 2006. These assumptions are based on the presumption that the Plan will continue. Were the Plan to terminate, different actuarial assumptions and other factors might be applicable in determining the actuarial present value of accumulated plan benefits.

Table 5
Actuarial Valuations Assumptions
For the years ended December 31

|  | 2007 | 2006 |
| :---: | :---: | :---: |
| Mortality | United Nations Mortality tables - Male and Female 2000. | United Nations Mortality tables - Male and Female 2000. |
| Retirement | 2.5 times the rates used in 1996 and 2002. 90\% for ages 65-69 with 15 or more years of service. | 2.5 times the rates used in 1996 and 2002. $90 \%$ for ages 65-69 with 15 or more years of service. |
| Interest | $8.0 \%$ of which $5.6 \%$ is assumed to be credited to participants' accounts. | $8.0 \%$ of which $5.6 \%$ is assumed to be credited to participants' accounts. |
| Retirement benefit election | $75 \%$ participants assumed to elect full commutation with the remaining $25 \%$ assumed to take their benefit in the form of annuity. | $75 \%$ participants assumed to elect full commutation with the remaining $25 \%$ assumed to take their benefit in the form of annuity. |
| Operational costs | 0.4\% | 0.4\% |

The actuarial present value of accumulated Plan benefits and benefit information for December 31, 2007 and 2006 are shown in Table 6.

Table 6
Actuarial Present Value of Accumulated Plan Benefits
For the years ended December 31 (in thousands)
Vested Benefits:
Participants
Pensioners
Total vested benefits
Non-vested benefits
Total Actuarial Present Value of Accumulated Plan Benefits

|  |  |  |  |
| ---: | ---: | ---: | ---: |
|  | 2007 | 2006 |  |
|  |  |  |  |
|  | 146,638 | $\$$ | 155,976 |
|  | 80,576 |  | 75,826 |
|  | 227,214 |  | 231,802 |
|  | 49,374 |  | 52,518 |
|  |  |  |  |
| $\$$ | 276,588 | $\$$ | 284,320 |

The reconciliation shown in Table 7 sets forth the reasons for the change in the total actuarial present value of accumulated plan benefits for the years ended December 31, 2007 and 2006.

Table 7
Reconciliation of the Total Actuarial Present Value of the Accumulated Plan Benefits
For the years ended December 31 (in thousands)

Total Actuarial Present Value of Accumulated Plan Benefits at Beginning of the Year Increase (decrease) attributable to:

Interest earned on accumulated Plan benefits
Benefits paid
Benefits accumulated and actuarial experience
Assumption changes
Change in 415 limit
Total Actuarial Present Value of Accumulated Plan Benefits at End of the Year

| 2007 |  | 2006 |  |
| :---: | :---: | :---: | :---: |
| \$ | 284,320 | \$ | 260,736 |
|  | 21,352 |  | 18,759 |
|  | $(35,518)$ |  | $(53,518)$ |
|  | 6,434 |  | 33,491 |
|  | - |  | 24,842 |
|  | - |  | 10 |
| \$ | 276,588 | \$ | 284,320 |

## 5. Money Market Account

The Fund has an operational money market account with Merrill Lynch from which liquidation and annuitant payments are made. This account is considered to be part of the investment portfolio maintained by the Fund and is included as part of cash and cash equivalents when calculating the investment allocation in accordance with the investment policy guidelines established by the Committee. Money market account balances were $\$ 12,695,465$ and $\$ 6,896,335$ at December 31, 2007 and 2006, respectively.

## 6. SECURITIES LENDING

The Fund participates in a securities lending program administered by The Northern Trust Company (Northern). Certain securities of the Fund are loaned to participating brokers who provide collateral, in the form of cash, government securities, or irrevocable bank letters of agreement, valued at $102 \%$ of the market value of the securities on loan. The collateral is invested on behalf of the Fund and the associated investment income, net of the amount rebated to the borrower as a return on the collateral, is shared 60/40 and 50/50 between the Fund and Northern for government securities and corporate securities, respectively. The Fund and Northern have economic risk if the return earned on the invested collateral is less than the agreed rebate to the borrower. This risk is managed by investing the collateral in a pool of low risk, short-term investment securities. The Fund retains ownership of the loaned securities and 0801-0898868-MCL 11 the right to recall them at any time. Accordingly, the loaned securities included in the net assets of the Fund as of December 31, 2007 and 2006, were $\$ 1,982,941$ and $\$ 7,345,063$, respectively.

## 7. Income Tax Status of the Plan

As an international organization, the OAS is exempt from U.S. federal income taxes and such exemption applies to the Retirement and Pension Fund of the OAS.

## Photo Credits

Front Cover Gabriel Gross, OAS All others Diego Yrivarren, OAS

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## The Organization of American States

The Organization of American States (OAS) is the world's oldest regional organization, dating back to the First International Conference of American States, held in Washington, D.C., from October 1889 to April 1890. At that meeting the establishment of the International Union of American Republics was approved. The Charter of the OAS was signed in Bogota in 1948 and entered into force in December 1951. The Charter was subsequently amended by the Protocol of Buenos Aires, signed in 1967, which entered into force in February 1970; by the Protocol of Cartagena de Indias, signed in 1985, which entered into force in November 1988; by the Protocol of Managua, signed in 1993, which entered into force in January 1996; and, by the Protocol of Washington, signed in 1992, which entered into force in September 1997. The OAS currently has 35 Member States. In addition, the Organization has granted permanent observer status to over 45 states, as well as the European Union.

The essential purposes of the OAS are: to strengthen peace and security in the Hemisphere; to promote and consolidate representative democracy, with due respect for the principle of nonintervention; to prevent possible causes of difficulties and to ensure peaceful settlement of disputes that may arise among the Member States; to provide for common action on the part of those states in the event of aggression; to seek the solution of political, juridical, and economic problems that may arise among them; to promote, by cooperative action, their economic, social, and cultural development; and, to achieve an effective limitation of conventional weapons allowing to devote the largest amount of resources to the economic and social development of the Member States.

The OAS accomplishes its purposes by means of: the General Assembly; the Meeting of Consultation of Ministers of Foreign Affairs; the Councils (the Permanent Council and the Inter-American Council for Integral Development); the Inter-American Juridical Committee; the Inter-American Commission on Human Rights; the General Secretariat; the specialized conferences; the specialized Organizations; and, other entities established by the General Assembly.

The General Assembly holds regular sessions once a year. Under special circumstances it meets in special session. The Meeting of Consultation is convened to consider urgent matters of common interest and to serve as Organ of Consultation under the Inter-American Treaty of Reciprocal Assistance (Rio Treaty), the main instrument for joint action in the event of aggression. The Permanent Council takes cognizance of such matters as are entrusted by the General Assembly or the Meeting of Consultation, and implements the decisions of both organs when their implementation has not been assigned to any other body. It monitors the maintenance of friendly relations among Member States and the observance of the standards governing General Secretariat operations and also acts provisionally as Organ of Consultation under the Rio Treaty. The General Secretariat is the central and permanent organ of the OAS. The headquarters of both the Permanent Council and the General Secretariat is in Washington, D.C.

## Member States

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




[^0]:    Summits Secretariat (11G)
    Office of the Assistant Secretary General (21A)
    Office of Conferences and Meetings (21B)
    OAS Conferences (21C)
    Office of Cultural Services (21D)
    Coordinating Office for the Offices and Units of the General Secretariat in the Member States (21E) Mssembly, Meeting of Office of the Secretariat to the General Assembly, Meeting of
    Consultation, Permanent Council and Subsidiary Organs范

    Permanent Secretariat of the Inter-American Commission of Secretariat of the Inter-American Committee on Ports (21)), Office of the Director General of the Inter-American Children's
    Institute (21K) Secretariat of the Inter-American Telecommunications Commission (21L) Executive Secretariat (31B) Tribunal (31C) Secretariat of the OAS Administrative Tribunal (31C)
    Office of the Inspector General (31D) Human Development Fund Committee (31E)
    Office of the Director, Department of International Legal

[^1]:    * Aberdeen Asset Management has its own custody agreement with State Street Bank and Trust Company. The Fund, as well, monitors its activities through the Northern Trust Company.

