

PERMANENT COUNCIL



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ANNUAL REPORT OF THE OFFICE OF THE INSPECTOR GENERAL  
FOR THE PERIOD JANUARY 1 TO DECEMBER 31, 2004

This document is being distributed to the permanent missions and will be presented to the Permanent Council of the Organization.



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**Organization of American States**

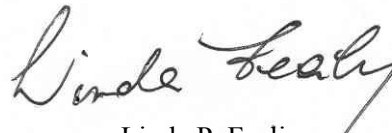
17<sup>th</sup> and Constitution Ave., NW, • Washington, D.C. 20006

June 21, 2005

Mr. President:

Pursuant to Article 118 of the General Standards and Resolution AG/RES. 1321 (XXV-O95), I have attached for the Permanent Council's consideration the Annual Report of the Office of the Inspector General for the period January 1 to December 31, 2004.

Accept, Excellency, the renewed assurances of my highest consideration.

  
Linda P. Fealing  
Inspector General

His Excellency  
Ambassador Roberto Álvarez Gil  
Permanent Representative of the Dominican Republic  
Chairman of the Permanent Council  
Organization of American States  
Washington, D.C.

Encl.

**Annual Report of the Inspector General**

**January 1 to December 31, 2004**

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## **I. INTRODUCTION**

Pursuant to Article 118 of the General Standards for the operations of the General Secretariat, I hereby submit for consideration of the Permanent Council the annual report on auditing activities, completed by the Office of the Inspector General (OIG) during the calendar year ended December 31, 2004. The report makes reference to the proposals made by the Board of External Auditors and the adequacy of resources, including the level of staffing allocated to the Office of the Inspector General.

## **II. GENERAL INFORMATION**

### **A. Mandate**

In accordance with Article 116 of the General Standards, the Secretary General has established appropriate internal auditing procedures to verify compliance with standards and regulations in force, especially through systematic and selective examination of official transactions and operational procedures related to the resources administered by the General Secretariat. It is the General Secretariat's policy to maintain an efficient and independent internal audit system to assist the Secretary General and the governing bodies in monitoring both proper fulfillment of the responsibilities of the various levels of management with respect to the General Secretariat's programs and resources and adherence to the legal system governing the General Secretariat.

In accordance with the Standards for the Professional Practice of Internal Auditing, internal auditing is an independent, objective assurance and consulting activity designed to add value and improve the Organization's operations. The internal audit function provides an ongoing program for appraising performance, maintaining financial integrity and measuring compliance with operational regulations, policies and procedures, safeguarding of assets, economy and efficiency in the use of resources, as well as effectiveness of program and project management for achieving desired objectives. Internal audit assists in detecting and correcting conditions that pose unnecessary risks, identifies opportunities for improvement and helps the Organization achieve objectives, while keeping risks within tolerable limits.

Executive Order No. 95-05 issued by the Secretary General on May 8, 1995 established the Office of the Inspector General as the dependency responsible for applying internal auditing procedures and performing the related functions and provided the declaration of responsibility, purpose and authority with respect to internal audits and the composition of the Office of the Inspector General. The purpose of the Office of the Inspector General is to advise and assist the Secretary General and through him the executive secretaries, directors and other General Secretariat supervisory staff in the proper discharge of their responsibilities by providing them with appropriate analyses, evaluations, investigations, recommendations and comments on the activities reviewed. Specifically, the Office of the Inspector General is responsible for ensuring systematic review of internal management and accounting controls, for assisting in strengthening controls and improving the efficiency of all GS/OAS offices, departments, programs, divisions, units, activities and projects, both at Headquarters and in the Member States.

The OIG dedicates its efforts towards assisting the Member States and the General Secretariat in achieving responsible administration of resources, as well as creating an atmosphere of accountability, transparency and improved performance in the execution of OAS programs. Auditing activities are undertaken to determine whether the functions of planning, organization, management, documentation, accounting, custody and control of resources are carried out efficiently, effectively and economically and in accordance with:

- i) established instructions, policies, standards, regulations, manuals, procedures and other administrative provisions and
- ii) the Organization's overall aims and the highest standards of administrative practice.

The OIG reports on the adequacy and effectiveness of the system of internal controls within the General Secretariat, including the integrity of financial information, compliance with directives for administering OAS programs, the effectiveness of program and project management according to the terms of signed agreements, efficiency and effectiveness of the OASES computerized system, security and application controls and safeguarding of assets. Audit reports identify the strategic initiatives used by the OIG and recommendations are provided to correct identified weaknesses and improve accountability and performance throughout the General Secretariat. The OIG evaluates elements of internal controls against identified risks within the General Secretariat including organizational structure, standards of business and the risk thereof in programs or operations. In accordance with the General Standards, audits are conducted with special emphasis on the proposals of the Board of External Auditors, particularly regarding the need to concentrate on high risk areas. Recommendations are provided for promoting economy, efficiency and effectiveness in General Secretariat operations and to assist all levels of management in the prevention or detection of fraud and abuse.

The OIG also provides consulting services to various Department Directors and supervisors of the General Secretariat at their request or as an observer at GS/OAS meetings on matters related to operational processes, emerging issues, proposed organizational restructuring and planned changes to business processes.

OIG enjoys full technical autonomy and the broadest possible managerial autonomy.

### **B. Quality of Work**

All staff members of the Office of the Inspector General are members of the Institute of Internal Auditors. The OIG ensures the quality of its work by performing its duties in accordance with the provisions of its mandate, the rules and directives of the General Secretariat and the Standards for the Professional Practice of Internal Auditing approved by the Institute of Internal Auditors. Internal Auditing Standards govern the independence, proficiency, objectivity and diligence of the OIG, the scope and performance of the internal auditing work and the professional care to be applied in carrying out auditing services.

### **C. Reports and Implementation of Recommendations**

In accordance with Executive Order No. 95-05, the Inspector General submits reports of audit findings and recommendations to the Secretary General. Findings and recommendations from approved audit reports are transmitted to senior management by the Secretary General. Executive Order No. 95-05 provides that, within 30 days following the receipt of the report transmitted by the Secretary General, managers are expected to ensure that appropriate corrective action is taken or planned with regard to the recommendations made or the deficiencies reported by the Inspector General. OIG recommendations are directed at contributing to better management, more accountability, improved transparency and are rated as High, Medium and Low risk. High risk recommendations are considered to have the most far-reaching consequences for the Organization's performance as their implementation may require recovery of amounts due to the Organization and would result in better productivity, workflow and program effectiveness. The Inspector General is responsible for reporting to the Board of External Auditors on the issuance of all reports submitted to the Secretary General.

The implementation rate for approved recommendations is a meaningful factor in the determination of the success of the auditing services provided by the OIG. The monitoring of the actions taken in implementing recommendations is critical in determining the impact of the OIG on the General Secretariat and in measuring improvements. In order to determine the action taken on deficiencies reported in audit reports, the Office of the Inspector General has successfully established a system for tracking actions taken by the General Secretariat in implementing recommendations. This tracking system evaluates the effectiveness of the action taken in the implementation of recommendations and reports generated by this system are provided to the Board of External Auditors during their annual review.

The proactive efforts of the OIG through consultations during internal audits, as well as discussions on current and proposed operational activities, review of operational procedures prior to their distribution, and participating as an observer at various GS/OAS meetings are intended to facilitate and encourage open communication with the General Secretariat. These management consulting efforts have not only enhanced the effectiveness and impact of internal audit activities, but have significantly contributed to the strengthening of internal controls through the General Secretariat. Through its continuing efforts the OIG promotes responsible management of resources, a climate of accountability and transparency and improved program performance throughout the General Secretariat. The OIG continues to provide a consistent, constructive and continuous positive impact on the overall efficiency and effectiveness of the GS/OAS.

The OIG also observes meetings of the Permanent Council and its Working Committees, including the Committee for Administrative and Budgetary Affairs (CAAP), as well as the Secretary General's Cabinet meetings and other meetings of the General Secretariat that may impact internal controls.

### **III. SUMMARY OF AUDITS CONDUCTED**

#### **(a) Completed Audit Activities**

During the period January 1 to December 31, 2004, the OIG carried out eight audits and two investigations that focused on operational and compliance activities. Seven audits were carried out in dependencies located at Headquarters and the other audit activities related to operational processes performed in the Member States. All reports submitted by the Inspector General were approved by the Secretary General.

The audits completed in 2004 included examination of the Infrastructure of the GS/OAS, Oracle 11i application, Travel incurred at GS/OAS Headquarters, the OAS Special Mission to Strengthen Democracy in Haiti, Specific Funds contributed to the IACD by the United States and twenty selected projects. The operations and records of the GS/OAS Office in Costa Rica were examined and an investigation was conducted on the Mine Action program activities carried out in Guatemala. OIG review of projects included evaluations and examinations of expenditures and project reports, as well as the efficiency and effectiveness of the management of those projects to determine whether objectives were achieved in a cost effective manner.

The impact of OIG activities on the General Secretariat is significant as recommendations are directed at raising fiscal awareness among staff members, compliance with OAS directives, recovery of amounts owed to the Organization and a heightened awareness of the need for maintaining effective internal controls. The results of the audit activities carried out by the OIG provided sixty one recommendations for the continuous improvement of programme performance, responsible administration of resources and management accountability. The sixty one recommendations were

categorized as twenty-three **HIGH-RISK**, twenty-nine **MEDIUM-RISK** and nine **LOW RISK**. Thirty-four recommendations identified a need for improvements to operational efficiency and effectiveness, including compliance with OAS directives and strengthening accountability and performance, eighteen addressed Systems security and controls, seven recommendations addressed a need for written procedures, and two identified the need to recover funds due to the Organization.

More notable achievements that have resulted from the combined efforts of the OIG and the General Secretariat are summarized as follows:

- The centralization of OAS financial and administrative management under OASES has strengthened the system of internal controls of all operating units, including the IACD.
- The Department of Administration and Finance continues its efforts at improving the OASES operational processes and procedures to better serve the technical units in their requirement for reliable and timely financial reports.
- The Department of Administration and Finance continues to provide systematic and ongoing training in the OASES computerized system, as well as published procedures for users.
- The Budgetary and Financial Rules for operational transactions at Headquarters and in the GS/OAS at the Member States have been distributed.
- The process of linking the financial activities of GS/OAS operations away from Headquarters using the OASES computerized system has begun. As of June 30<sup>th</sup>, 2005 fifteen of those operational entities have been successfully linked to allow on-line processing of financial activities with Headquarters.
- OIG efforts have resulted in improved relationship within the General Secretariat, resulting in a consistent and positive impact on the Organization's overall efficiency and effectiveness.
- OIG recommendations issued for 2003 were implemented.
- The Board of External Auditors has assessed the overall internal control environment in the General Secretariat to be effective.
- Unqualified opinions were rendered for the General Secretariat for 2004 and no material weaknesses or reportable conditions were reported.
- The Board is satisfied with the progress made by the General Secretariat and the OIG in addressing the 2003 recommendations, despite limited resources.

#### **(b) Other - 2004 Work in Process**

In December 2004 the OIG commenced an investigation of invoices related to 2004 Building Maintenance expenditures that had not been promptly recorded, as required by the General Standards. Although this investigation was completed in 2005, the impact on the 2004 financial statements is that after applying net savings from other areas of the General Secretariat, the Regular Fund Program Budget was overdrawn by \$1.1M. The recommendations contained in the Inspector General's Report that were approved by the Secretary General were provided to the CAAP and the operational processes have begun with regard to those recommendations. The Joint Disciplinary Committee has been established in accordance with Staff Rule 111.2. The Secretary General and the Chair of the Board of External Auditors have reported this matter to the Permanent Council.

#### **1. Type of Audit**

2004 completed audit activities are listed in **Annex 1** and **Annex 2** according to technical areas and focused on review of operational activities in the General Secretariat. Operational audits review not

only records and supporting documentation but also recommend actions which lead to more efficient operations, improvements in management and accounting controls, reduction in costs and prevention of losses. Compliance audits evaluate the GS/OAS performance with regard to requirements from agreements with donors.

## **2. Audit Coverage**

The 2004 audit work program concentrated on many of the financial and management issues identified in the 2003 audit report of the Board of External Auditors. The 2004 audits were directed towards operations with the highest degree of risk and those with the greatest potential for increasing efficiency, economy and effectiveness within the General Secretariat. The OIG's planning methodology ensures that high-risk areas receive primary focus and consequently this approach allows the Inspector General to better prioritize the use of limited resources. The 2004 rate of audit coverage of operations at Headquarters was approximately 50 percent.

## **3. GS/OAS Comments to OIG Reports**

The Member States, the Secretary General and the Board of External Auditors rely on the OIG as an ongoing safeguard for maintaining effective internal controls. The internal audit function provides ongoing reliable information that is useful for appraising performance, maintaining financial integrity and measuring compliance with policies and procedures. The effectiveness of the internal audit function depends on managers' acceptance of their responsibility for established controls, as well as for the timely implementation of recommendations issued from the findings of audit reports. The success and usefulness of the audit function depends on the value and importance senior management places on that function and the way it is integrated into GS/OAS operational activities. Effective audit trails control the quality of the transactions, demonstrate managers' accountability for the tasks assigned and are essential to the OIG in determining the timeliness of the audit. OIG reports have addressed the need for appropriate audit trails in the OASES system and the OIG continues to work with the Department of Administration and Finance in effectively addressing this issue with a view to improving transparency and accountability in all transactions processed through the system.

The OIG continues to discuss audit findings and recommendations with senior program managers at a final exit interview in an effort at explaining the findings, obtaining agreement with the findings and consensus in the method of implementation of the recommendations in a cost effective manner. This methodology and the submission of the draft report for comments not only ensure the effectiveness of the OIG function but also confirm that audit findings and recommendations are communicated to senior management before submission to the Secretary General for approval. In several cases weaknesses were corrected prior to finalizing the audit report and auditees' comments and observations were taken into account in finalizing the audit reports that were sent for approval. OIG has observed that this practice allows for greater transparency, acceptance of audit findings and timely implementation of recommendations. The Inspector General continues to maintain a professional and effective working partnership with managers of the various areas of the GS/OAS to ensure the satisfactory and timely implementation of recommendations to correct those weaknesses that inhibit organizational efficiency and effectiveness.

## **4. Audit follow-up**

The successful implementation rate of recommendations issued by the OIG is a positive factor in determining that OIG services have had a consistent and positive impact on the Organization's overall efficiency and effectiveness. The OIG system of tracking actions on recommendations provides systematic follow up action in compliance with the requirements of Executive Order 95-05. The Board of External Auditors relies extensively on the reports generated by that system in its annual

review of the effectiveness and implementation of audit recommendations. This system also provides valuable information in planning future OIG work programs. OIG efforts have contributed significantly towards the achievement of clean audit reports from the Board of External Auditors for all dependencies of the General Secretariat for the 2004 financial statements.

Despite the unique challenges and budgetary constraints that faced the General Secretariat in the restructuring exercise authorized by Executive Order 04-1 and 05-3, I am pleased to report that the recommendations issued for 2003 and prior years have all been implemented. As of June 2005, twenty-three (37%) of the sixty-one recommendations that were issued for 2004 were implemented and thirty-eight were still in various stages of implementation, of which thirteen were considered High Risk. Those high risk recommendations were issued to provide improvements in operational processes with a view to improving accountability, proper recording of OAS assets, better internal controls, transparency and effectiveness. The Inspector General is pleased with the successful rate of implementation demonstrated by the GS/OAS and the timeliness in reporting on actions taken for compliance.

The OIG greatly appreciates the continuing efforts and cooperation of the General Secretariat towards overall efficiency and effectiveness.

#### **IV. ACTIVITY REPORTS**

A summary of audit activities for the calendar year ended December 31, 2004 has been submitted to the Permanent Council in accordance with Article 114 of the General Standards and Executive Order No. 95-05 of May 8, 1995.

#### **V. OIG PARTICIPATION AT MEETINGS**

During 2004, the Inspector General and staff members of the OIG participated as observers in various committee meetings and working groups of the General Secretariat, including the OASES Implementation Groups, the Contract Awards Committee, the Committee for Disposal of Surplus and/or Obsolete Assets (COVENT) and the GSB Renovation Committee. During 2004 the Inspector General held discussions with Department Managers on a consulting basis, thus contributing strategic value for the achievement of objectives, improved internal communication and coordination and a satisfactory internal control environment within the General Secretariat. This proactive consulting approach effectively contributes to the OIG's function as an essential continuing safeguard in assessing and maintaining effective internal control environment.

All matters brought to the attention of the Inspector General for investigation are evaluated against known information for credibility and the impact on internal controls. Matters referred to the OIG in 2004 that posed an inherent risk to the internal controls of the General Secretariat or anomalies identified in existing rules and policies were investigated for appropriate action. Executive Order 05-08 was issued on April 14, 2005 and outlines the General Secretariat's policy for encouraging the reporting of financial and administrative misconduct and protection from retaliation for whistleblowers, informants and witnesses.

#### **VI. WORK PLAN FOR THE YEAR 2005**

Executive Order No. 95-05 requires that audit activities are directed towards operations with the highest degree of risk and/or those with the greatest potential for increasing efficiency, economy and effectiveness. OIG is also required to perform systematic and selective audits of all operations

in accordance with a long term cyclical plan that ensures complete auditing of the General Secretariat within an appropriate time period.

The OASES link of the financial activities of the GS/OAS Offices in the Member States using the computerized system to process payments that will centralize the financial processes of the GS/OAS was not completed in 2004 as initially anticipated. In 2005 the OIG plans to continue evaluating the level of risk associated with the financial transactions performed in those offices and proposes to monitor the OASES link process.

The 2005 work plan (**Annex 3**) is designed to continue the OIG focus on examination of activities with the highest degree of risk and those which promote economy, efficiency and effectiveness in GS/OAS operations, as well as OAS programs and projects. The 2005 Work plan also places emphasis on the proposals of the Member States, as well as those provided by the Board of External Auditors. The Board of External Auditors supports and agrees with this approach to the planned audit activities.

## **VII. STAFFING**

The resources available for the operational activities of the Office of the Inspector General are provided in the Program Budget of the Regular Fund. In 2004 OIG staff consisted of the Inspector General and three auditor positions, as well as an Administrative Technician. OIG staffing resources are supplemented by performance contractors to the extent of available resources. The lack of adequate resources for its strategy initiatives continues to present difficulties to the OIG in fulfilling its mandate for maintaining significant audit coverage throughout the General Secretariat, including the GS/OAS Offices in the Member States, as well as review of projects administered by the GS/OAS. The lack of adequate resources prevents the OIG from adequately responding to the GS/OAS audit needs, from issuing reports in a timely manner and performing timely and systematic follow up. The Board of External Auditors has addressed the need for additional resources for the OIG and continues to recommend that the Inspector General's request for additional resources be given priority and favorable consideration.

The Inspector General makes optimum use of available resources to accomplish results that add value to the service provided to the GS/OAS and the Member States. The OIG is subject to the austerity measures that are currently in force in the General Secretariat and for a number of years both the Board and the Inspector General have expressed concern for OIG staffing resources. The OIG acknowledges and wishes to express her sincere appreciation to the Member States and Acting Secretary General Amb. Luigi Einaudi for the additional P3 auditor post that was approved in the 2006 Program Budget of the Regular Fund.

Income from specific funds has increased from \$48M in year 2000 to \$112M in year 2004 and according to the Board of External Auditors, Specific Fund transactions now account for 53% of GS/OAS work. In the opinion of the Inspector General there is an urgent need to give consideration to strengthening the OIG with adequate resources that will enhance the effectiveness and impact of internal audit activities, including audits of specific funded projects. In 2004 the OIG received Specific Funds in the amount of \$38,000 to assist in auditing activities related to specific fund projects. In 2005, Acting Secretary General Amb. Luigi Einaudi approved the Inspector General's request for funds from the overhead received by the General Secretariat to assist in auditing Specific Fund projects. As of June 2005, the OIG has received \$66,000 from overhead funds for that purpose. The Board of External Auditors again recommended in the report of the 2004 financial statements

that a specific provision be made in all project agreements to ensure that the OIG receives the necessary funds to perform the required audits.

### **VIII. CONTINUING PROFESSIONAL EDUCATION CREDITS**

OIG staff continue to attend continuing education training within available resources. In the report of the 2004 Financial Statements the Board of External Auditors reaffirmed its recommendations of prior years that sufficient funding be available to allow OIG staff to attend training to meet the required minimum annual continuing professional education credits.

### **IX. INDEPENDENCE**

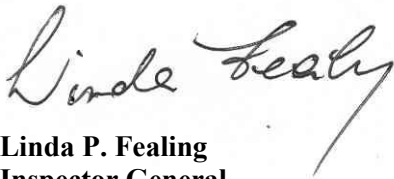
The Inspector General reports directly to the Secretary General and is governed by the Articles of the General Standards for the operations of the General Secretariat, Executive Order No. 95-05 and Budgetary and Financial Rules and Procedures, as well as other OAS directives.

The internal audit function is a management control that operates by measuring and evaluating the effectiveness of other management controls. In order to ensure objective analysis of facts and impartiality of judgment, the OIG does not take part in operating procedures or perform day to day functions related to operational processes, except with regard to their review and evaluation. The Inspector General and OIG staff enjoy full, free and unrestricted access to all functions, activities, operations, records, properties and staff of the General Secretariat, as may be considered necessary for planning and performing any audit action considered necessary for fulfilling its mandate. The Inspector General has complete independence in planning audit programs and in all audit activities. The operational independence of the OIG requires that audits be conducted in a professional manner. Despite its operational independence the OIG operates as an essential component of the General Secretariat and provides objective and useful information regarding the achievement of goals and objectives to the Member States, as well as the Secretary General.

### **X. RECOMMENDATIONS OF THE BOARD OF EXTERNAL AUDITORS**

The Board of External Auditors issued unqualified "clean" opinions for the 2004 financial statements of the entities of the General Secretariat and stated that it is satisfied with the progress made by the General Secretariat and the OIG in implementing the recommendations despite limited resources. The Inspector General continues to address the concerns expressed by the Board and reviews those areas of concern to the extent of available resources.

The Board of External Auditors commented in its 2004 report on the audit coverage, staffing, independence and follow up of recommendations issued by the Office of the Inspector General. The Board also stated that the status and role of the OIG are important since the OIG is an essential continuing safeguard in assessing and maintaining the internal control environment.



**Linda P. Fealing**  
**Inspector General**

**June 21, 2005**

ANNEX 1

<b>General Secretariat of the Organization of American States Office of the Inspector General</b>		
<b>SG/OIG</b>	<b>List of Audits performed in 2004</b>	<b>Audit Type</b>
01	Infrastructure of the Organization of American States Executed by the former Department of Technology and Facility Services	Operational
02	ORACLE 11i Application managed by the former Department of Management Analysis, Planning and Support Services	Operational
03	Travel Costs Incurred at the GS/OAS Headquarters	Operational
04	The OAS Special Mission to Strengthen Democracy in Haiti	Operational
05	Specific Funds Contributed to the IACD by the US	Compliance
06	GS/OAS Office in Costa Rica	Operational
07	Program for the Joint Reconstruction of Homes in Communities of Central and Northern Nicaragua	Compliance
08	The Assistance Project for Demining in Nicaragua (PADCA)	Compliance
<b>Investigations</b>		
01/04	UPD Mine Action program in Guatemala	
02/04	Conflict of Interest guidelines	

**ANNEX 2**

<b>General Secretariat of the Organization of American States Office of the Inspector General</b>		
<b>2004 Audits, Investigations and Inspections by Technical Area</b>		
<b>Technical Area</b>	<b>Audits</b>	<b>SG/OIG/AUDIT/</b>
<b>Chapter 1</b>	Conflict of Interest	Inv.
<b>Chapter 4</b>	(1) The OAS Special Mission to Strengthen Democracy in Haiti  (2) Program for the Joint Reconstruction of Homes in Communities of Central and Northern Nicaragua  (3) The Assistance Project for Demining in Nicaragua (PADCA)  (4) UPD Mine Action program in Guatemala	04/04  07/04  08/04  Inv.
<b>Chapter 5</b>	Specific Funds Contributed to the IACD by the US	05/04
<b>Chapter 6</b>	GS/OAS Office in Costa Rica	06/04
<b>Chapter 8</b>	(1) Infrastructure of the Organization of American States Executed by the former Department of Technology and Facility Services  (2) ORACLE 11i Application managed by the former Department of Management Analysis, Planning and Support Services  (3) Travel Costs Incurred at the GS/OAS Headquarters	01/04  02/04  03/04

**ANNEX 3**

<b>I. General Secretariat of the Organization of American States</b>		
<b>Office of the Inspector General</b>		
<b>2005 Audit Work Plan</b>		
<b>Audit</b>	<b>Technical Area/Subject</b>	<b>Last Audit</b>
1	Operations and Internal Controls in the Unit for the Promotion of Democracy and Selected Projects	-
2	Operations and Internal Controls in the Trade Unit and Selected Projects	1998
3	Performance Contracts Mechanism	2001
4	Overhead – Specific Fund contributions for technical supervision and administrative support	-
5	Operations and internal controls in the Department of Public Information	1997
6	Tax Reimbursement Process	2001
7	GS/OAS Office in Bolivia and Selected Projects	1999
8	GS/OAS Office in Peru and Selected Projects	2001
9	GS/OAS Office in Guyana and Selected Projects	2001
10	GS/OAS Bahamas and Selected Projects	1999
11	GS/OAS Ecuador and Selected Projects	1996
12	GS/OAS Saint Kitts and Selected Projects	2001
13	NT Server and Security - Infrastructure supporting the OASES System	2002
14	OASES Applications	2002
15	Procurement Process Related to Generic Vendors	-
16	Inter-American Children's Institute (IIN)	2002