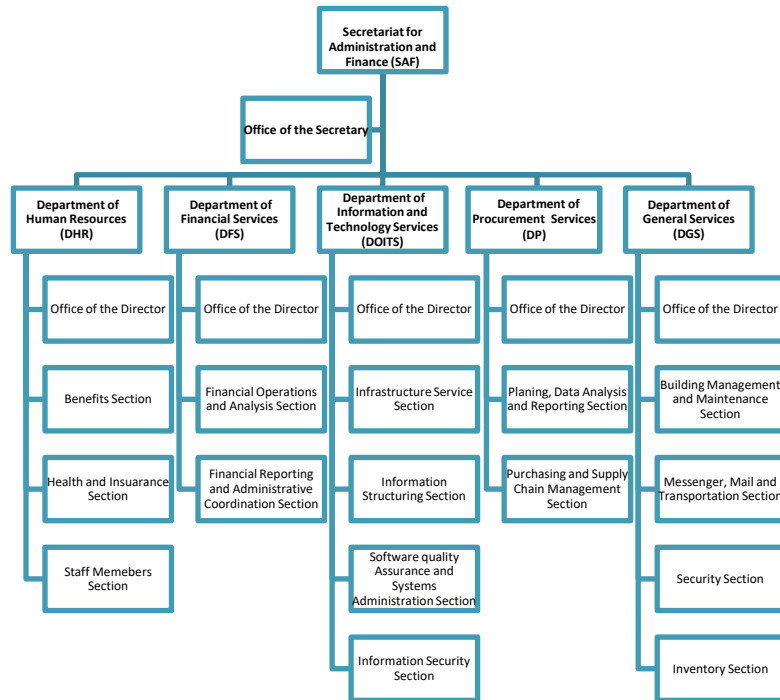


THE SECRETARIAT FOR ADMINISTRATION AND FINANCE (SAF)

I. THE EXECUTIVE OFFICE OF THE SECRETARY FOR ADMINISTRATION AND FINANCE



SAF Functional Organizational Chart

A Functions

1. Advises the General Secretariat and the political bodies of the Organization on all administrative, financial, and budgetary issues and on human resources, information services, purchasing, and the operational follow-up of programs.

2. Represents the Secretary General in dealings with the political bodies of the Organization, on missions, in international meetings, and in other events dealing with matters related to its area of competence, prepares special reports, and performs other tasks as assigned by the Secretary General.

3. Coordinates and oversees:

a) Enforcement of the administrative and budgetary provisions of the OAS Charter, the General Standards, the General Assembly's program-budget resolution, and the other

regulatory instruments of the Organization relating to the management of the General Secretariat's material resources (including systems), personnel, and other activities.

- b) Implementation of the recommendations of the Inspector General and of the Board of External Auditors, as approved by the Secretary General.
- c) The functioning of the sections that support the administrative and financial management of the secretariats as well as staff with administrative and financial responsibilities at the headquarters of the Organization.
- d) Staff with administrative and financial responsibilities at the offices and units of the General Secretariat in Member States and the coordination offices of programs and projects that are undertaken away from the headquarters of the Organization.

- 4. With the approval of the Secretary General, issues administrative memoranda and other management-related normative issuances developed in collaboration with the affected areas of the General Secretariat and the Department of Legal Services; and prepares and reviews draft executive orders and directives relating to administrative and financial matters for issuance by the Secretary General.
- 5. Oversees the cost-effective, rational, and timely distribution of scarce human and material resources (including systems services) within the General Secretariat, in accordance with the program-budget, the availability of resources, and needs.
- 6. Keeps the dependencies of the General Secretariat informed about the budgetary preparation, approval, and execution process, and provides information and guidance necessary to ensure proper coordination of that process and other initiatives in the administrative area.
- 7. Coordinates the processes of identification and follow-up of mandates and allocating the resources needed to produce the outcomes established in those mandates.

8. Ensures that adequate support services are provided for program and project formulation, monitoring, and evaluation processes.
9. Unless as provided otherwise by executive orders or directives of the Secretary General, is authorized to execute, on behalf of the General Secretariat, official documents related to the ordinary functioning and management of the General Secretariat, including but not limited to: purchase orders, contracts, travel documents, technical cooperation agreements, leases, and other agreements of a budgetary and administrative nature. Certain aspects of this authority may be further delegated along functional lines to SAF department directors.
10. Establishes the structure of posts that will ensure that the required outcomes are attained with the resources assigned.
11. In consultation with the dependencies of the SAF, prepares the proposed Regular Fund program-budget for its area.
12. Directs, manages, and supervises the execution of the program-budget of the General Secretariat and of the SAF in particular, according to instructions from the Secretary General, the pertinent resolutions of the General Assembly, the requirements established by donors of external funds, and the rules and regulations of the General Secretariat.
13. Supervises the design, planning, and implementation of International Public Sector Accounting Standards (IPSAS) in the General Secretariat, which involves:
 - i. Establishing the IPSAS and Business Management Unit within the Executive Office of the Secretary for Administration;
 - ii. Identifying the changes that need to be made to accounting practices and administrative processes in order to adjust to the IPSAS;
 - iii. Identifying the changes that need to be made to information technology systems in order to support the administrative processes required for IPSAS accounting;
 - iv. Developing training materials for General Secretariat staff in order to support the changes needed in processes and practices.
 - v. Monitoring the training of the staff involved.

II. THE DEPARTMENT OF HUMAN RESOURCES

A. Structure

1. The Department of Human Resources (DHR) and its dependencies and staff are under the overall direction, supervision, and guidance of the director, who answers to the Secretary for Administration and Finance, in accordance with the legal system of the Organization, the Staff Rules, other pertinent regulations, and the provisions of this Executive Order.

2. The DHR comprises the following dependencies:

- a. Office of the Director
- b. Benefits Section;
- c. Health and Insurance Section
- d. Staffing Section; and
- e. Organizational Development Section.

B. Functions

1. Office of the Director

- a) Advises the General Secretariat and the political bodies on human resource matters. Advises on, develops, proposes, plans, and organizes personnel management policies, programs, and procedures for consideration by the Secretary General, the Assistant Secretary General, the secretaries, the department and office directors, and other senior officials of the General Secretariat.
- b) Recommends to the Secretary for Administration and Finance methods and procedures for carrying out the mandates of the General Assembly and other political bodies in the area of human resources.
- c) Leads the Organization's workforce analysis and planning through the collection, definition, analysis, and reporting of quantifiable data that support current and future initiatives on human resources.
- d) In accordance with applicable Staff Rules and other administrative provisions of the General Secretariat, applies, manages, and interprets the personnel policy of the General Secretariat, including the post classification system, recruitment, staffing, the compensation system, the performance contract system, benefits, medical and life insurance programs, the internal grievance and disciplinary procedures, staff hiring, official visas and official travel documents, official travel, transportation of household goods, performance evaluation, the Organization's internship program, and staff training and organizational development.

- e) Performs analysis aimed at ensuring that professional development programs and initiatives are consistent with critical skills development and with succession plans in certain functional teams.
- f) Serves as the official liaison and provides proactive guidance on all personnel matters between staff members and the General Secretariat.

- g) Participates as a member or as technical secretariat in committees, boards, and working groups, such as the Advisory Committee on Reduction in Force, the Advisory Committee on Selection and Promotion, and the Joint Committee on Insurance Matters, and the Management Board of the Medical Benefits Trust Fund. Provides liaison with the OAS Retirement and Pension Committee, the Leo S. Rowe Pan American Fund Committee, and the Staff Committee of the OAS Staff Association.
- h) Researches, adapts, and promotes best practices, fosters collaboration among organizational units, ensuring a uniform implementation of human resource solutions, and promotes overall organizational efficiency.
- i) Introduces, directs, and influences change management initiatives with leadership in order to address those elements that contribute to improving workforce performance.
- j) Reports to the Secretary for Administration and Finance on the management of its assigned resources and staff.

2. Benefits Section

- a) Provides orientation on benefits to new and current staff members and to those who are separating from the Organization; advises staff on the interpretation of the Staff Rules with regard to benefits management.
- b) Processes G-4 visas for staff, consultants, interns and their respective dependents as needed and in accordance with existing legal requirements. Processes work permits for dependents of G-4 visa holders, and G-5 visas for household employees.
- c) Issues a variety of official certificates regarding compensation and employment, including those needed in order to obtain driver's licenses.
- d) Authorizes, oversees, and processes recruitment-related travel, home leave travel, and repatriation.

- e) Maintains appropriate personnel information and reporting systems, including individual personnel files for each staff member and other records as required for the determination of qualifications, performance history, and their entitlements.
- f) In collaboration with the Personnel Services Section, administers the compensation system at and away from headquarters and conducts surveys and studies on compensation, as needed.
- g) Administers program-budget resources related to DHR activities and services.
- h) Administers the education allowance and tuition reimbursement program for staff. Also administers the official travel documents used by staff for official OAS travel.
- i) Obtains from the ICSC (International Civil Service Commission) information relating to the amount of “per diem” given, for the purpose of updating and publishing any necessary changes within the Organization.

3. Health and Insurance Section

- a) Administers and oversees the benefits of the insurance programs for staff and retirees.
- b) Provides technical support to the Joint Committee on Insurance Matters and to the Management Board of the Medical Benefits Trust Fund.
- c) Provides clinical care, including evaluations and case management, for staff. Provides emergency medical assistance for staff at headquarters.
- d) Conducts the medical examinations required upon hiring and periodic exams for staff of the General Secretariat.
- e) Administers compensation claims for work-related accidents.
- f) Develops, coordinates, and oversees orientation programs on prevention, health and wellness programs.

4. Staffing Section

- a) Administers the selection, recruitment and compensation program under a variety of employment mechanisms; manages other personnel-related matters, such as orientations, transfers, and contract extensions and terminations.

- b) In collaboration with the Benefits Section, administers the compensation system at and away from headquarters, and conducts surveys and studies on compensation, as needed.
- c) Advises supervisors on the management of posts and the needs of staff.
- d) In collaboration with the Organizational Development Section, implements and oversees the competition for continuing contracts.
- e) Monitors and verifies compliance with the provisions governing performance contracts within the purview of responsibility of the DHR.
- f) Administers the classification system for all classified posts, using the United Nations classification system to ensure the use of staffing funds; and supports professional development, evaluation, post management, and recruitment.
- g) Acts as technical secretariat in internal reconsideration and disciplinary proceedings and, in consultation with the Department of Legal Services, provides documentary evidence and testimony in support of the personnel actions of the Secretariat before the OAS Administrative Tribunal and in other appropriate forums.
- h) Prepares provisions of the Staff Rules and other governing instruments relating to personnel policy for consideration by the Secretary for Administration and Finance and approval by the Secretary for Administration and Finance, as approved by the Secretary General.
- i) Maintains a database of consultants on performance contracts (CPRs), presents reports on the CPRs in accordance with the General Standards, General Assembly resolutions, and other instruments governing the General Secretariat.
- j) Maintains information about all personnel actions and staff movement, using the automated database system.

5. Organizational Development Section

The Organizational Development Section has the following functions:

a. Training and Development:

1. Identifies training needs and develops and manages training programs to cover the areas of skills upgrade and competencies of staff, pursuant to the mandates, the restructuring of the General Secretariat, and retirement projections.

2. Oversees and/or conducts training workshops on a variety of subjects, including leadership and administration.
3. Manages all aspects of the Performance Evaluation System (PES), provides relevant training, and leads initiatives for improvements and changes to the system.

b. Internal Communication and Internship Program

1. Develops and supervises systems and processes to manage and improve internal communication with staff, including communications to staff on the “OAS Connect” intranet site. Issues circulars to inform staff about matters of interest and related issues.
2. Collects, analyzes, and distributes statistical data related to such areas as staffing, grades, types of functions, geographic distribution, gender, productivity by department, and other reports on staff, which must be shared with various groups within the Organization.
3. Manages the hiring, selection, placement, and evaluation of interns as part of the Organization’s internship program.
4. In collaboration with the Personnel Services Section, implements and oversees the competition for continuing contracts.
5. Serves as coordinator of events designed to promote the recognition of staff members, notably the Staff Awards Ceremony and the breakfast that is organized for the holidays in December.

c. Organizational Efficiency

1. Develops and oversees projects to modernize the operations of the personnel management systems.
2. Manages a broad range of initiatives to improve internal human resource operation processes throughout the Organization

III. THE DEPARTMENT OF FINANCIAL SERVICES

A. Structure

1. The Department of Financial (DFS), its dependencies and staff are under the overall direction, supervision, and guidance of the director, who answers to the Secretary for Administration and Finance, in accordance with the legal system of the Organization and with the provisions of this Executive Order.

2. The DFS comprises the following dependencies:

- a. Office of the Director;
- b. Financial Operations and Analysis Section; and
- c. Financial Reporting and Administrative Coordination Section.

B. Functions

1. Office of the Director

- a) Through the Secretary for Administration and Finance, advises the Secretary General, the Assistant Secretary General and other senior officials of the General Secretariat, as well as the political organs of the OAS, on all matters related to the effective management of the General Secretariat's resources and resources entrusted to this Department.
- b) Establishes a structure of posts in the DFS to ensure that the required results are achieved with the resources provided. Reports to the Secretary for Administration and Finance regarding the management of resources and staff within its purview.
- c) Through the Secretary for Administration and Finance, and under the direction of the Secretary General and the Assistant Secretary General, provides advice and operational

support in the formulation and publication of the program-budget. Manages appropriations, allocations, and other actions geared towards implementation of the budget, as required. Directly advises all other officials of the General Secretariat on these matters.

- d) Recommends to the Secretary for Administration and Finance methods and procedures for carrying out mandates from the General Assembly and other political bodies relating to financial matters.
- e) Provides advice and technical assistance to management and to the staff of other areas of the Secretariat General on financial and administrative matters.
- f) Serves as Treasurer of the General Secretariat and the Leo S. Rowe Pan American Fund, and as Secretary-Treasurer of the Leo S. Rowe Memorial Benefit Fund, as Technical Secretary to the Board of External Auditors, and as Treasurer of other entities and trust funds, as assigned.
- g) Promotes and manages an integrated methodology for development and implementation of a financial management framework for the Organization. This includes updating existing financial policies and procedures to bring them in line with operational and risk management best practices and preparing communication strategies to inform and educate stakeholders.
- h) Develop methods and mechanisms to monitor compliance with financial and administrative policies and procedures and to measure compliance with financial rules.
- i) Represents the General Secretariat at external interagency meetings dealing with financial, fiscal, and accounting matters.
- j) Coordinates and evaluates financial statements and reports for presentation by the Secretary for Administration and Finance to the Secretary General and other General Secretariat officials, the General Assembly, subsidiary organs, donors, and other interested parties, with particular attention to commenting upon the financial position of the Organization.
- k) Coordinates the preparation of the Annual Report of the Board of External Auditors for presentation to the Permanent Council and to the General Assembly.
- l) Maintains financial controls regarding the use of and access to financial information.
- m) Issues recommendations to the Department of Information and Technology Services and other dependencies of the General Secretariat on such additional security measures

as may be required in order to maintain the integrity of financial responsibilities, support financial auditing, and ensure the integrity of financial data.

- n) In coordination with the Department of Information and Technology Services, administers the upgrading and integration of financial applications of the current Institutional Resource Management System. Directs and administers functional teams for interrelated projects that are composed of departmental, inter-departmental, and consultancy resources, which affect financial applications. Leads the corresponding study of DFS processes and procedures, in order to redesign and modernize its practices.

- o) Directs the development and implementation of new financial and administrative process models for the offices and units of the General Secretariat in the member states and for functional areas at headquarters, consistent with the General Secretariat's approach to risk management, as established in the financial management framework, and recommends the use of available alternative technologies.

2. Financial Operations and Analysis Section

- a) Performs all treasury and financial accounting functions of the General Secretariat, except those specifically delegated or regulated by the General Standards or by resolutions of the appropriate political organs of the Organization.

- b) Establishes and maintains accounts of the General Secretariat and records the financial transactions of the Organization in accordance with the Budgetary and Financial Rules and the General Standards.

- c) Manages, analyzes, and validates financial data in financial and subsidiary systems and ensures the integrity and accuracy of the financial information included in financial applications. Analyzes and recommends financial and internal control mechanisms.

- d) Updates existing financial policies and procedures in order to bring them in line with international standards; manage risks; and adopt operational best practices.

- e) Manages all of the General Secretariat's banking relationships; the collection of quota and other contributions payable to the General Secretariat; serves as the custodian of all cash of the General Secretariat; and is responsible for investments, letters of credit, and other monetary assets entrusted to the General Secretariat, with the exception of

those functions assigned to another dependency of the General Secretariat by way of an Executive Order.

- f) Issues, reviews, and records payments made by the General Secretariat; authorizes the disbursement of salaries, related benefits, and all other financial obligations within its purview incurred at headquarters.
- g) Administers the staff attendance and leave recording and reporting.
- h) Supervises management of the income-tax reimbursement program in accordance with the corresponding agreements with member states.
- i) Administers the fixed assets policy for headquarters and the offices and units of the General Secretariat in the member states.
- j) Makes the appropriate recommendations to the Department of Information and Technology Services to improve the functionality of financial applications and advises that department about problems in the performance of those financial applications. Collaborate with the department in conducting functional testing and validation of improvements to the information systems.
- k) Shares responsibility with the Department of Information and Technology Services for ensuring optimal functionality and performance of the current Institutional Resource Management System applications and continuous access to them by users.
- l) Administers, trains, and provides guidance on appropriations and allocations of all funds administered by the General Secretariat.
- m) In consultation with all areas of the General Secretariat, manages the registers and monitors the implementation of the program-budget of the General Secretariat.
- n) Maintains control of positions and all documentation and support files needed to justify budgetary measures for auditing and analysis.
- o) Implements communication strategies to inform and educate stakeholders on financial and administrative matters.
- p) Performs an internal quality review and compliance function with respect to DFS financial processes in order to improve accountability to stakeholders.

3. Financial Reporting and Administrative Coordination Section

- a) Prepares all official financial reports of the General Secretariat, including internal reports for management and formal statements for presentation outside the Organization, in accordance with applicable standards and norms, with the exception of those functions assigned officially to another dependency of the General Secretariat.
- b) Prepares, reviews, and certifies monthly, quarterly, semiannual, and annual financial statements and reports, including the Annual Report, and ensures compliance with General Secretariat policies and procedures with respect to financial transactions. Serves as technical secretariat to the Board of External Auditors and is responsible for publishing account DOITS and the financial statements and annual reports of the General Secretariat. Coordinates all specific external DOITS (partial or complete) required by donors in agreements for projects financed with specific funds.
- c) Serves as the SAF coordinator for the Administrative Support Section of each Secretariat. Recommends and implements a suitable management model for these sections, which includes: designing a structure for adequate staffing, defining the required skills and training, access to tools, and guidance on implementation of financial and administrative policies and procedures. Serves as liaison with other SAF departments, as needed, to ensure effective centralized administrative support to the financial and administrative management support sections.
- d) Serves as the SAF liaison with donors, missions, and the other dependencies of the General Secretariat with respect to the planning and execution of the Organization's resources. Examines agreements with donors of specific funds and the budgets of related project proposals, the indirect cost recovery provisions, the breakdown of allocations to project tasks, and the reporting requirements.
- e) Ensures that projects are included in financial records, in accordance with the rules of the Organization and with the compliance and reporting requirements of donors; administers and confirms the financial data in the subsidiary donation and project system; and ensures the integrity and accuracy of the financial information residing in this financial application.
- f) Works with the Department of Information and Technology Services on the testing and validation of specific financial reports.
- g) Serves as Technical Secretariat to the Committee on Administrative and Budgetary Affairs (CAAP). Provides the delegations with guidance concerning the organizational, administrative, budgetary, and financial structure of the Organization, the General Secretariat, and other entities of the inter-American system.

- h) Undertakes special studies to research specific issues and prepares position papers on budgetary matters for the SAF. Coordinates the preparation of special analyses and reports in response to requests for information from the CAAP and acts as the DFS liaison with the Secretary for Administration and Finance on matters of the CAAP.

IV. THE DEPARTMENT OF INFORMATION AND TECHNOLOGY SERVICES

A. Structure

1. The Department of Information and Technology Services (DOITS) and its dependencies and staff are under the overall direction, supervision, and guidance of the director, who reports to the Secretary for Administration and Finance, in accordance with the legal system of the Organization and with the provisions of this Executive Order.

2. The DOITS comprises the following dependencies:

- a. Office of the Director
- b. Infrastructure Services Section;
- c. Analysis and Programming Services Section;
- d. Information-Structuring Services Section;
- e. Systems Administration and Software Quality Assurance Section; and
- f. Information Security Section.

B. Functions

1. Office of the Director

- a) Through the Secretary for Administration and Finance, the DOITS acts as principal advisory office of the General Secretariat and the political bodies on all administrative

matters related to the plans, policies, procedures, and rules governing the use of General Secretariat information and communications resources.

- b) Provides representation services in dealings with the political bodies of the Organization, on missions, at international meetings, and at other events dealing with matters of information and telecommunications technology, prepares special reports, and performs other tasks as assigned by the Secretary for Administration and Finance.
- c) Manages the information and communications infrastructure and the assigned staff, including all matters pertaining to the plans, policies, procedures, and standards established for the use of technology resources and the management of information and communications services of the General Secretariat.
- d) Recommends, to the Secretary for Administration and Finance, administrative methods and procedures for carrying out the directives of the General Assembly and other political bodies of the Organization on policies and programs dealing with the management of information and communication technology services.
- e) Control the use of and access to central infrastructure, systems, and services for voice and data communications. Recommends new information and technology systems for the General Secretariat.
- f) Provides advisory support for voice and data technology and communications projects to the governing bodies, the permanent missions, the General Secretariat, and other entities as requested.
- g) Coordinates user groups and leads technical committees, subcommittees, boards, or working groups dealing with voice and data communications and technology matters and related activities. Ensures that appropriate technology is considered in the planning and execution of modifications to existing or new physical facilities of the General Secretariat.
- h) Reports to the Secretary for Administration and Finance on the management of resources and staff assigned to it.
- i) In addition to the Director, the Office of the Directors includes the following staff:
 - I. Systems architect, whose functions are to provide the Analysis and Programming Services Section with ongoing updates to analysis and programming tools, acting as permanent adviser for the maintenance of existing applications and the development

of other new ones. Evaluates, recommends, and assists in the use of needs analysis and design tools and sets standards for their use.

II. Human and material resources administration, under an administrative officer.

2. Infrastructure Services Section

- a) Evaluates, plans, and manages the General Secretariat's information and communications infrastructure, including the management of equipment installed or to be installed, local and wide-area networks (LAN/WAN), central computing and data communication services, operating systems, client software components and automation services, telecommunications, multimedia services, and communications.
- b) Coordinates the selection, installation, implementation, testing, and management of information technology systems and equipment to protect and monitor the integrity of data, applications, operating systems, and communications networks.
- c) Establishes and maintains standards governing equipment and software that may be acquired and installed at the Organization, manages access to established information networks, and controls authorized access, so as to enforce authentication and information security policies for the connectivity of existing equipment.
- d) Defines, manages, and maintains Internet connectivity. Manages infrastructure and services related to the Web, e-mail, e-commerce, Internet, and Intranet, including network servers, website management, and search tools.
- e) Plans and manages central administrative technology services to ensure secure communications involving headquarters, the offices and units of the General Secretariat in the member states, and other remote users.
- f) Plans and administers technology support services, including centralized backups and the Help Desk for the Organization's mission critical systems and technology infrastructure. Coordinates the training for users in access to the tools made available to them.

- g) Administers user accounts for Internet, network, messaging, communications, and other shared services.
- h) Studies, recommends, plans, and installs voice communications technologies required within the Organization, establishing standards, policies, and procedures for their use.
- i) Manages and coordinates existing communications services and equipment, including local, long-distance, mobile, and wireless telephony, teleconferencing, videoconferencing, and convergence technologies.

3. Analysis and Programming Services Section

- a) Provides support and advisory services throughout the Organization so as to transform its processes into consistent, coherent information systems, according to the strategic plan of the Organization.
- b) Maintains existing systems and develops all necessary systems to enable the Organization to implement the preceding paragraph.
- c) Coordinates with the other dependencies of the Secretariat to ensure the integration of basic management systems and applications.
- d) Coordinates with other dependencies of the General Secretariat to achieve a homogeneous graphic interface for the various products developed, mainly as regards the Web interface design.

4. Information-Structuring Services Section

- a) Studies, recommends, installs, and maintains the technology infrastructure necessary for database applications, defines their capacity and growth requirements, and establishes internal rules, policies, and standards for their use.
- b) Monitors the performance and behavior of the various existing databases and recommends and implements procedures for optimizing them.
- c) Defines and administers the Organization's database backup and recovery procedures.
- d) Investigates and assesses any problems that may arise with applications or data structure and endeavors to resolve them in the most efficient way that is compatible

with the installed infrastructure. Serves as the natural liaison with database providers in terms of coordinating work related to their areas of competence.

- e) Is responsible for effective integration of applications and databases through the use of specific tools.

5. Systems Administration and Software Quality Assurance Section

- a) Researches, recommends, plans, and develops software quality assurance (SQA) policies, according to industry standards, for the verification, validation, and evaluation of all the Organization's information systems, both those developed by the Secretariat and those acquired from third parties and their upgrades.
- b) Establishes, administers, and maintains policies, procedures, and methods for the use of testing techniques and tools, according to industry standards and best practices, both for existing applications and for the development of new ones. Tests and recommends software testing tools.
- c) Sets policies and procedures for the separation of functions in coordination with the other areas of the Secretariat, by defining roles and responsibilities for each system.
- d) Plans, coordinates, studies, and recommends changes and manages the preparation and maintenance of the systems' technical documentation and their user manuals, working with the Analysis and Programming Services Section and other areas of the Organization.
- e) Organizes and monitors all technical and professional training relating to the internal activities of the Department. Develops, plans, and administers internal training programs.

6. Information Security Section

- a) Under a security officer, and with the assigned staff, its primary function is to administer the necessary resources to ensure the Organization's information systems security.
- b) Recommends to the dependences of the General Secretariat the necessary security measures for maintaining the integrity of technology, telecommunications, and data infrastructure within the Organization's information systems.
- c) Plans, devises, and maintains an effective, advanced infrastructure for information security and data protection, to safeguard the valuable resources and information systems of the General Secretariat. Ensures that those resources and networks critical to the Organization's operations are duly protected against misuse, unauthorized access, accidental or voluntary destruction, and other possible threats. Implements integrated, comprehensive security systems and architectures. Supervises and applies the Organization's information security policies and procedures.
Advises the directors and staff and maintains liaison with the Inspector General and the auditors on all matters related to information security. Conducts data security and risk assessments of the General Secretariat's information systems and their applications.
- d) Is responsible for keeping an up to date disaster contingency plan for the operational continuity and recovery of the Organization's systems, in case of disaster.
- e) Advises management, including the Secretary General and the Assistant Secretary General, on all matters related to preparation of the program-budget, budgetary needs estimates, and preparation of programs for incorporation into the program-budget document.

2. The Planning, Budget, and Mandate Follow-up Support Section

- a) Supports the dependencies of the General Secretariat, at their request, in the formulation of their operating plans and the use of follow-up mechanisms for those plans.
- b) Receives and analyzes operational plans submitted by the areas, which include activities financed by the Regular Fund and specific funds.
- c) Coordinates and publishes all data and information related to the program-budget and its execution.
- d) Ensures proper budgetary control and ensures that program-budget measures and decisions are adopted in accordance with the provisions of the program-budget

resolution of the General Assembly, the General Standards, the Budgetary and Financial Rules, and all applicable policies and procedures established for the General Secretariat at and away from headquarters.

V. THE DEPARTMENT OF PROCUREMENT

A. Structure

1. The Department of Procurement (DP) and its dependencies and staff are under the overall direction, supervision, and control of the director, who reports to the Secretary for Administration and Finance, in accordance with the legal system of the Organization and with the provisions of this Executive Order.

2. The Department comprises the following dependencies:

- a. Office of the Director;
- b. Planning, Data Analysis, and Reporting Section; and
- c. Purchasing and Supply Chain Management Section.

B. Functions

1. Office of the Director

- a) Through the Secretary for Administration and Finance, acts as principal advisory office of the General Secretariat and the political bodies on all administrative matters related to plans, policies, procedures, and standards for purchasing, contracting, fixed asset management, and travel services at the General Secretariat.
- b) Develops, and recommends to the Secretary for Administration and Finance, methods, policies, and procedures for carrying out the directives of the General Assembly and of other political bodies on matters related to procurement management and contracting.

- c) Applies and monitors compliance with rules related to procurement, travel management, and all types of contracts, administrative memoranda, executive orders, and other rules and regulations applicable to purchasing activities. Manages and updates the register of approved suppliers of the Organization at headquarters and at the offices and units of the General Secretariat in the member states and is responsible for supplier policy and management.
- d) Maintains a database of legal entities, fulfills the requirements for reporting set forth in the General Standards, resolutions of the General Assembly; and handles requests from the Permanent Council and the member states for information on contracts for the purchase of goods, labor, services, and consulting with legal entities.
- e) Provides technical advice and policy support to the Contract Awards Committee and serves as the technical secretariat of that Committee.
- f) Directs the contract management unit, which in turn:
 - i. Administers the commercial insurance portfolio for the General Secretariat, both at headquarters and at the offices of the General Secretariat in the member states, including the following coverages: property, casualty, official travel, accidental death and dismemberment, fine arts, publisher's liability, terrorism, and kidnapping.
 - ii. Establishes administrative procedures for all contracts to which the General Secretariat is party and that have financial implications.
 - iii. Manages the travel services provider contract to facilitate official, regulatory, and group travel; provides advice regarding entry visas to countries of destination and, as needed, provides other travel services for General Secretariat staff, consultants and others traveling on behalf of the General Secretariat.
 - iv. Administers agreements with suppliers, which set out terms and conditions under which specific purchases can be made (call-offs) during the effective period thereof (framework agreements).
 - v. In accordance with the performance reports provided by the Planning, Data Analysis, and Reporting Section, coordinates with the corresponding area(s) to identify the requirements to start a tender.
- g) Report to the Secretary for Administration and Finance regarding the management of resources and staff under its purview.

2. Planning, Data Analysis, and Reporting Section

a) Planning unit and activities of the current Institutional Resource Management System:

- i. Implements mechanisms to ensure proper compliance with the “payments for purchases cycle.”
- ii. Establishes and maintains a strategic plan for the DP, which integrates procurement planning into the Organization’s institutional development strategy and suggests opportunities for improvement.
- iii. From a functional perspective, manages the procurement module of the current Institutional Resource Management System; and provides users advice and functional support in the use of this module and in other procurement-related areas.
- iv. Perform functional tests of the procurement module updates and any other tests that needed to keep it up to date.
- v. Performs activities related to quarterly and annual close of the current Institutional Resource Management System.
- vi. Develops and provides functional training on the procurement module of the current Institutional Resource Management System for all General Secretariat users.

b) Data Analysis and Reporting Unit:

- i. Prepares periodic reports related to purchases for analyzing data recorded in the current Institutional Resource Management System and/or any other database.
- ii. Identifies opportunities for upgrades or for new systems in the procurement module and determines the methods to simplify or standardize administrative/operational procedures of the various departmental functions related to procurement.
- iii. Prepares and provides all required reports as stipulated in the regulatory instruments of the General Secretariat and handles requests from the Permanent Council and the member states.
- iv. Creates and manages financial reports (specific to the procurement area) with the primary goal of sharing data with the DFS.
- v. Prepares analyses of procurement activities in order to maintain operational efficiency and reduce costs.

- vi. Centralizes all purchase requisitions to achieve economies of scale by developing plans and strategies for negotiating with suppliers.
- vii. Designs, develops, and implements policies and functional procedures that affect purchase transactions in the current Institutional Resource Management System.
- viii. Establishes and reviews procedures to implement, report, and reconcile purchasing cards.

3. Purchasing and Supply Chain Management Section

a. Procurement Operations:

- i. Undertakes the purchase of all types of goods and contracting of all types of services, work, and consultancies needed by departments and offices of the General Secretariat at headquarters and in its offices and units in the member states.
- ii. Enforces and verifies compliance with the competitive bidding process for the procurement of goods, work, and consultancy services, which requires the publishing of bids (open tenders).
- iii. Manages the information contained in the “Procurement Notices” section of the Organization’s website.

b. Supplier Management

- i. Manages, updates, and keeps an organized database of all OAS suppliers.
- ii. Creates and keeps an organized database of pre-approved suppliers with active framework agreements with the General Secretariat.
- iii. Determines totals and classifies acquisitions according to size, strategic importance, and risk associated with suppliers and goods and services purchased.
- iv. In accordance with the performance reports provided by the Planning, Data Analysis, and Reporting Section (and when appropriate), establishes new purchasing and supplier management practices that can be implemented to improve performance considerably and reduce costs for the Organization.

VI. THE DEPARTMENT OF GENERAL SERVICES

A. Structure

1. The Department of General Services (DGS) and its dependencies and staff are under the overall direction, supervision, and control of the director, who reports to the Secretary for Administration and Finance, in accordance with the legal system of the Organization and with the provisions of this Executive Order.

2. The DGS comprises the following dependencies:
- a. Office of the Director;
 - b. Building Management and Maintenance Section;
 - c. Messenger, Mail, and Transportation Section;
 - d. Security Section; and
 - e. Inventory Section.

B. Functions

1. Office of the Director

- a) Through the Secretary for Administration and Finance, acts as the advisory office of the General Secretariat and the political bodies on all administrative matters related to plans, policies, procedures, and standards for building management and maintenance, coordination of messenger, mail, and transportation services, and the provision of security services to all staff, visitors, delegates, buildings, and archives at the General Secretariat, as well as management of the inventory of the Organization.
- b) Reports to the Secretary for Administration and Finance on the management of its assigned resources and staff.
- c) Building Management and Maintenance Section
 - i. Plans, directs, and provides the following centralized administrative services: (1) building management, including management of maintenance contracts, repairs,

architectural design, office moving, painting, and construction; (2) assignment, use, and maintenance of office space at all OAS properties; and (3) use and maintenance of furniture and office equipment.

- ii. Manages and oversees the leasing of office and storage space to qualified institutions. Provides services to tenants, as provided in the appropriate lease contracts, and ensures the prompt payment of rent.
- iii. Manages and monitors the budgetary and financial aspects of the common services accounts relating to real estate, equipment, furniture, and building maintenance.
- iv. Manages and supervises renovation projects.
- v. Manages and supervises cleaning services provided by outside firms.
- vi. Manages the General Secretariat's parking, including contracting and the assignment of parking spots, according to regulations established for that purpose. Issues parking permits and monitors the levying and payment of parking fees.
- vii. Provides technical advice and support to the Parking Committee and serves as its technical secretariat. Administers the *Metrocheck* program.
- viii. Administers and supervises the replacement, maintenance, and use of photocopying systems at the General Secretariat. Ensures that all photocopier centers receive timely support, including paper and other supplies necessary for their effective and efficient use. Coordinates the levying and payment of fees for photocopier use.

d) Messenger, Mail, and Transportation Section

- i. Manages and supervises the messenger, mail, and transportation services, including the distribution and delivery of documents and official correspondence and the transportation of staff and cargo. Administers the "penalty mail" system in coordination with the Department of State of the United States.
- ii. Leases the General Secretariat's vehicle fleet and supervises its maintenance. Ensures that the vehicles are driven properly and receive appropriate and timely maintenance.

e) Security Section

- i. Provides protection to the staff and property of the General Secretariat. Administers and oversees the security programs, including control of access to buildings,

surveillance systems, alarm systems, evacuation plans, and fire drills. Ensures that all security systems are properly inspected and maintained. Conducts periodic fire drills to ensure that all staff are familiar with evacuation procedures.

- ii. Ensures that contract security staff meet essential training requirements.
- iii. Advises on and recommends policies and procedures to protect staff, member state delegates, and visitors.

f) Inventory Section

- i. Maintains and manages the current Institutional Resource Management System at headquarters and in the offices and units of the General Secretariat in the member states.
- ii. Administers and records the receipt of purchased goods, furniture, and equipment.
- iii. Records and delivers products, furniture, and equipment to/from users.
- iv. Records and provides products, furniture, and equipment as approved by COVENT.