

Activity Report of the Office of the Inspector General
for the Period from January 1 to September 30, 2014

This report is presented in compliance with Article 121 of the
General Standards to Govern the Operations of the General Secretariat
Prepared by the General Secretariat of the Organization of American States

Office of the Inspector General

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December 15, 2014

José Miguel Insulza
Secretary General to the
Organization of American States
Washington, DC

SG/OIG-14/20

Excellency:

I have the honor to submit to you the Activity Report of the Office of the Inspector General for the period January 1 to September 30, 2014.

I submit this Activity Reports to you, for forwarding to the Permanent Council, in accordance with the provisions of Article 121 of the General Standards to Govern the Operations of the General Secretariat of the Organization of American States.

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

Garry LaGuerre
Interim Inspector General

Encl.

Activity Report of the Office of the Inspector General
for the Period from January 1 to September 30, 2014

I. Summary

The activities of the Office of the Inspector General (OIG) are conducted in accordance to Chapter IX -Advisory Services, Auditing, and Fiscal Control- of the General Standards to Govern the Operations of the General Secretariat (General Standards), and Executive Order No. 95-05. These dispositions establish the function of internal audit that assists the Secretary General and the Governing Bodies in monitoring the proper fulfillment of the responsibilities of various levels of management with respect to the programs and resources of the General Secretariat. The objective of the OIG is to ensure the systematic revision of the operational procedures and financial transactions at Headquarters, as well as in the offices in Member States.

This report is submitted in conformity with Article 121 of the General Standards. It covers the activities of the OIG from January to September 30, 2014. During this period, the OIG:

- Focused on completing internal audit reports from 2013 and initiating audits included in the 2014 work plan.
- Issued eight audit reports and initiated three audits. The audit reports included 47 recommendations. During this period, operational audits conducted were focused on reviewing the following: Information Security Review; Monitoring of Compliance with Indirect Cost Recovery; Inter-American Children's Institute (IIN); Local Professionals and Temporary Support Personnel; the Inter-American Program of Judicial Facilitators; and the GS/OAS Offices of Barbados, Nicaragua and Panama.
- Continued the process of conducting follow-up on the recommendations.
- Formalized an action plan in response to the External Quality Assessment (EQA) performed during the end of 2013.
- Drafted a revised Charter and a new Management Control Policy, which have been submitted to Secretary General for his consideration.
- Was joined by an Investigator, who initiated a tracking mechanism of the investigative activities and formalized the OIG's investigations procedures in compliance with internationally accepted Uniform Guidelines for Investigations of the United Nations.
- Received eight matters thus far in 2014 for review and carried over three preliminary reviews from the previous year. Of these, the OIG closed six Preliminary Reviews without an investigation finding that two did not fall into the OIG's mandate, that there was insufficient information to substantiate the allegation for one, and three were unsubstantiated. Two matters remain in the Preliminary Review phase. Three matters continue under investigation, one of which is in the Reporting phase and the other two which are still under investigation.

In addition, the OIG staff completed training activities for the implementation of the Audit Management Software, TeamMate, and is currently in the process of formally initiating the use of the system.

II. Mandate

The Article 117 of the General Standards states that: *“The Office of the Inspector General shall be the dependency responsible for exercising the functions of financial, administrative, and operational auditing, for the purpose of determining the level to which the General Secretariat achieves the objectives of diverse programs and the efficiency and economy with which resources are used, as well as issuing recommendations to improve management of the General Secretariat. To achieve the aforementioned purpose, the Inspector General shall establish appropriate internal auditing procedures that reflect international best practices, to verify compliance with the standards and regulations in force, through critical, systematic, and impartial examination of official transactions and operational procedures related to the resources administered by the General Secretariat. To that end, the Secretary General shall issue an Executive Order regulating such activities.”*

The International Professional Practices Framework, promulgated by the Institute of Internal Auditors, defines internal auditing as *“an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.”*

Executive Order No. 95-05 issued by the Secretary General on May 8, 1995 established the OIG as the dependency responsible for applying internal auditing procedures and performing related functions, and also provided the declaration of responsibility, purpose and authority with respect to internal audits, investigations and the composition of the OIG. The purpose of the OIG is to advise and assist the Secretary General and, through him, the 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. The OIG is responsible for performing a systematic review of internal management and accounting controls, for assisting in the strengthening of internal controls and for improving the efficiency of all GS/OAS secretariats, departments, programs, divisions, offices, units, activities and projects, both at Headquarters and in the Member States.

In accordance with the General Standards, audits are conducted with special emphasis on the proposals of the Board of External Auditors (BEA) and the political bodies of the General Secretariat, particularly regarding the need to concentrate on areas of high risk. Recommendations were provided for promoting economy, efficiency and effectiveness in the operations of the General Secretariat and to assist all levels of management in the prevention or detection of fraud and abuse.

Executive Order No. 05-08, Corr. 1 issued on April 14, 2005 outlines the General Secretariat's policy for encouraging the reporting of financial and administrative misconduct. This policy provides the basis for the protection for whistleblowers, informants and witnesses from retaliation in the reporting of financial and administrative misconduct and is essential in the fight against fraud. The use of the OIG confidential hotline is effective in providing an additional mechanism for reporting allegations of misconduct involving the human resources of the GS/OAS and allegations of fraudulent, corrupt, coercive and collusive practice against GS/OAS, whether committed by staff members or other persons, parties or entities, deemed to be detrimental to the Organization.

III. Overall Efforts to Strengthen the Functions of the Office of the Inspector General

In April 2014, the BEA issued its 2013-2012 Annual Audit Report. The BEA concluded that the internal audit during 2013 were performed effectively and with due professional care and encouraged management to embrace the OIG's recommendations as a tool to help achieve objectives in an environment of shrinking resources. The BEA also reviewed the proposed 2014 OIG risk-based audit plan and encouraged the OIG to continue to focus on areas with a high degree of risk and/or those with the highest potential for increasing efficiency, economy, and effectiveness within the GS/OAS. For the first time in ten years the BEA had no recommendations for the OIG.

External Quality Assessment

During the first quarter of 2014, the OIG completed the External Quality Assessment (EQA), which was initiated in late 2013, in order to address the 2012-2011 recommendation issued by the BEA to undergo a peer review evaluation. The EQA provided the OIG with an overall conclusion on the independence and effectiveness by which the internal audit function of the OIG complies with the International Professional Practice established by the Institute of Internal Auditors (IIA). Furthermore, the EQA provided an opinion on the appropriateness of the OIG's Executive Order, staffing model and structure, as well as observations on the areas of strength along with opportunities for improvement. The results of the review concluded that the internal audit activities performed by the OIG "partially conforms" to the definition of internal auditing, the *International Standards for the Professional Practice of Internal Auditing* and the Code of Ethics.

On June 30, 2014 the Inspector General issued a specific report presenting his action plan to address the respective recommendations.

Formalization of Procedures

In order to meet the internationally accepted Uniform Guidelines for Investigations of the United Nations, during the first semester of 2014, the OIG drafted and began to conduct investigations using a formal Investigations Manual. In order to develop the accountability framework of the Organization, the OIG is also in the process of aligning the OIG's investigative functions, as defined in the GS/OAS rules, orders and directives, with those practiced by the investigative offices of international organizations and multilateral financial institutions.

Budget (U.S. dollars amounts in thousands)

In June 2014, the Inspector General prepared a proposed budget for the OIG for 2015 and submitted it to the Secretary General for consideration and inclusion in the proposed program-budget of the General Secretariat. In the period 2012-2014 the posts in the OIG were reduced by 33% (3 posts) and the total budget from 2013 to 2014 was reduced by 14.5% -specifically the budget was reduced by 14.5% (\$170.6) from the Regular Fund and 15.1% (\$16.6) from the Indirect Cost Recovery Fund. Given the OIG's increased workload and the significant cuts in the personnel and non-personnel budget of the OIG for the period 2012-2014, the proposed budget for 2015 returns to the values enumerated in 2013 - specifically 8 posts financed by the Regular Fund and a budget of \$1,179.1 from the Regular Fund and \$110.0 from the Indirect Cost Recovery Fund.

Training

In an effort to provide training to the OIG personnel, to maintain their skill levels and to ensure they are adequately prepared to meet the required minimum annual continuing professional education credits, in March 2014, the OIG participated in training for the implementation of the Audit Management Software, TeamMate. This software was implemented to facilitate and promote the efficiency of the OIG functions, to contribute to the modernization of the office and to keep the OIG in compliance with the IIA recommendations for the appropriate use of technology. In addition, as of September 30th, the OIG staff members also attended the following training: The OAS Workshop on Results-Based Monitoring and Evaluation. In addition, the Inspector General attended the Association of Certified Fraud Examiners' Understanding and Pursuing Identify Theft and Identity Fraud using Data Analytics & Ethics; International Organization of Supreme Audit Institutions' Working with Supreme Audit Institutions and the Institute of Internal Auditors' 2014 International Conference.

As of June 30, 2014, the OIG staff already complied with the educational requirements for the year as specified by the Institute of Internal Auditors (40 CPEs).

IV. Audit Activities

From June to September 2014, the OIG issued four reports from which 18 recommendations were issued. These recommendations resulted in increased accountability and higher adherence with GS/OAS rules and regulations facilitated the identification of operational processes that needed improvement of internal controls, and promoted organizational efficiency and effectiveness. In addition, the OIG communicated directly with supervisors and provided appropriate recommendations regarding operational processes and issues towards the achievement of improved management controls. Additionally, as of September 30, 2014, the OIG still had five audits outstanding, of which three were initiated. These audits are in various stages of completion and are expected to be finished before the end of the year.

Audit SG/OIG/AUD-13/02 – Department of Information and Technology Services – Information Security Review

As a co-sourced activity, the firm Securance Consulting conducted an external network and web-application vulnerability assessment of the GS/OAS. The procedures were agreed to by the OIG and were intended to assist the Organization with respect to its responsibilities.

The overall objective of the engagement was to identify technology-specific vulnerabilities and documented pathways for breaching the external network and web-application security. The scope of the engagement included a blind assessment of the external IP network and select web-applications. The scope of the review was limited to those areas and components specifically defined by the OIG and were not intended to be a comprehensive examination of the OAS' entire information system function. Based on the results of the work performed, areas that need improvement were identified and eleven recommendations were issued.

Audit SG/OIG/AUD-13/04 – Secretariat for Administration and Finance – Monitoring of Compliance with Indirect Cost Recovery

The objective of this audit was to evaluate compliance with the General Standards, as well as, the Financial Framework in terms of the management of the Indirect Cost Recover (ICR) by the Department of Financial and Administrative Management Services and the expending of ICR by dependencies of the

GS/OAS. In addition, the OIG reviewed the accounting procedures for the Fund for Indirect Cost Recovery, and the ICR Operations Sub-fund and the ICR Reserve Sub-fund. The audit field-work and testing covered the period from January 2009 to December 31, 2013, using preliminary and unaudited balances for year 2013.

Based on the results of the audit, the OIG determined that areas need improvement and the following five recommendations were issued: (1) Calculate the average ICR collected including interest income, without considering specific prior year transactions; (2) Take measures during the budget execution to gradually increase the ICR Reserve Sub-fund, when possible; (3) Allocate the ICR Reserve Sub-fund separately in order to ensure compliance with the General Standards; (4) Analyze the possibility of reallocating other ICR funds or grandfathered funds (601, 602, and 605) to the Fund 610 or the ICR Reserve Sub-fund; and (5) Issue an Internal Bulletin to remind staff about the existing parameters that allow cost classification regarding ICR expenses, in order to allocate them according to their eligibility.

Audit SG/OIG/AUD-13/08 – Inter-American Children’s Institute

The objective of this audit was to review that the Inter-American Children’s Institute (IIN) was executing their responsibilities in accordance with their mandates, the General Standards, GS/OAS policies and procedures including the Staff Rules, the Executive Orders, the Administrative Memorandum, the Budgetary and Financial Rules and the Field Financial Manual. Furthermore, the audit was to review the internal controls over the disbursement process in local currency and U.S. dollars for operational activities and to determine whether projects executed by the IIN were appropriately designed and functioning in an efficient and effective manner to ensure the organized execution and efficiency of the activities. The period covered in the review was from January 1, 2012 to August 31, 2013.

Based on the results of the audit, the OIG determined that areas need improvement and the following eight recommendations were issued: (1) Continue efforts to raise funds to ensure the continuation of IIN operations; (2) Analyze the logistical conditions to include Local Professionals (LPs) and Temporary Support Personnel (TSPs) within the procedures to ensure the appropriate administration of personnel; (3) Analyze the amount of LPs and TSPs that have been hired in each country; (4) Analyze the fixed assets in order to properly dispose of obsolete and unused items and records; (5) Analyze the physical inventory of books and publications in the IIN library and implement control policies to secure these historical publications; (6) Strengthen controls for the issuance of Purchase Orders; (7) Analyze webpages under the responsibility of the IIN to identify security vulnerabilities; and (8) Analyze the viability of consolidating the administrative functions of the operations executed in the GS/OAS Office in Uruguay.

Audit SG/OIG/AUD-13/09 – Secretariat for Administration and Finance – Building Management and Maintenance Services

This audit is scheduled to be finalized during the fourth quarter of 2014.

Audit SG/OIG/AUD-14/01 – Department of Human Resources – Performance Contractors

This audit is scheduled to be performed during the fourth quarter of 2014.

Audit SG/OIG/AUD-14/02 – Department of Human Resources – Local Professionals and Temporary Support Personnel

The objective of this audit was to evaluate compliance with the General Standards in terms of Local Professionals (LP) and Temporary Support Personnel (TSP) and to assess whether a proper process for contracting, and processing and maintaining employee information, existed. The audit field-work and testing covered the period from January 1 to December 31, 2013.

Based on the results of the audit, the OIG determined that areas need improvement and the following five recommendations were issued: (1) Define a process owner in order to control and monitor activities related to LPs and TSPs; (2) Review current procedures in order to validate whether they are adequate with current practices or if they need to be re-defined in order to facilitate compliance with the General Standards; (3) Gather information regarding LPs and TSPs performing functions for projects outside Headquarters; (4) Evaluate procedures to ensure compliance with local employment laws; and (5) Store LP and TSP records with the Department of Human Resources to permit proper monitoring.

Audit SG/OIG/AUD-14/03 – Department of Planning and Evaluation – Implementation of Results-Based Budget

This audit is scheduled to be finalized during the fourth quarter of 2014.

Audit SG/OIG/AUD-14/04 – Department of Planning and Evaluation – Spanish Fund

This audit is scheduled to be finalized during the fourth quarter of 2014.

Audit SG/OIG/AUD-14/05 – Secretariat for Legal Affairs – Inter-American Program of Judicial Facilitators

The objectives of this audit were to review that the Inter-American Program of Judicial Facilitators (PIFJ) was executing their responsibilities in accordance with the General Standards, GS/OAS policies and procedures, including the Staff Rules, the Executive Orders, Administrative Memoranda, the Budgetary and Financial Rules, the Financial Manual of Specific Fund Projects, the Field Financial Manual and the agreements between donors and the Programs' and GS/OAS' respective governments. Also, to check whether the disbursement process in local currency and U.S. dollars for the operational functions of the Program are appropriately designed and operating effectively and efficiently to ensure the orderly and efficient conduct of activities. Based on the results of the audit, the OIG determined that areas need improvement and the following seven recommendations were issued in this report, the PIFJ should: (1) Perform an analysis of the personnel contracts; (2) Formalize the contracts of the offices utilized by the PIFJ for GS/OAS operations; (3) Analyze and strengthen the standards utilized by the PIFJ for cash advances; (4) Evaluate the cash flow process of PIFJ funds; (5) Consolidate payments made to personnel; (6) Periodically reconcile the systems of PIFJ Management Tracking System (SISEG) with Oracle; and (7) Strengthen the controls in the SISEG.

Audit SG/OIG/AUD-14/06 – GS/OAS Office in Barbados

The main objective of this audit was to review whether the GS/OAS Office in Barbados is exercising its responsibilities in accordance with the General Standards, policies and procedures of the General Secretariat, including the Staff Rules, Executive Orders, Administrative Memoranda, Budgetary and Financial Rules, and Field Financial Manual. Also, to check whether the internal disbursement process in local currency and U.S. dollars for the operational functions of the office and for projects in Barbados are appropriately designed and operating effectively and efficiently to ensure the orderly and efficient

conduct of activities. The period covered in the review was January 1 to December 31, 2013. Based on the results of the OIG's work, one recommendation was identified to address the observation that there were awards/projects in Barbados with residual balances as of December 31, 2013, some of these balances from previous periods, which are not shown as inactive and expired.

Audit SG/OIG/AUD-14/07 – GS/OAS Office in Nicaragua

The main objective of this audit was to review whether the GS/OAS Office in Nicaragua is exercising its responsibilities in accordance with the General Standards, policies and procedures of the General Secretariat, including the Staff Rules, Executive Orders, Administrative Memoranda, Budgetary and Financial Rules, and Field Financial Manual. Also, to check whether the internal disbursement process in local currency and U.S. dollars for the operational functions of the office and for projects in Nicaragua are appropriately designed and operating effectively and efficiently to ensure the orderly and efficient conduct of activities. The period covered in the review was January 1 to December 31, 2013. Based on the results of the audit, the OIG determined that areas need improvement and the following five recommendations were issued in this report to: (1) Analyze inactive Specific Funds; (2) Request that the local bank provide a second user and password to address online inquiries; (3) Review and update the GS/OAS regulations referring to bank reconciliations; (4) Review the design of the GS/OAS regulations requiring signatures for checks exceeding USD 5,000; and (5) Analyze physical archives.

Audit SG/OIG/AUD-14/08 – GS/OAS Office in Panama

The main objective of this audit was to review whether the GS/OAS Office in Panama is exercising its responsibilities in accordance with the General Standards, policies and procedures of the General Secretariat, including the Staff Rules, Executive Orders, Administrative Memoranda, Budgetary and Financial Rules, and Field Financial Manual. Also, to check whether the internal disbursement process in local currency and U.S. dollars for the operational functions of the office and for projects in Panama are appropriately designed and operating effectively and efficiently to ensure the orderly and efficient conduct of activities. The period covered in the review was January 1 to December 31, 2013. Based on the results of the audit, the OIG determined that areas need improvement and the following five recommendations were issued in this report to: (1) Analyze inactive Specific Funds; (2) Analyze physical archives; (3) Analyze the current state of the telephones and computers at the GS/OAS Panama; and (4) Request that the local bank update the authorized signatures.

Audit SG/OIG/AUD-14/09 – Department of Procurement – Monitoring of Compliance of Economy Class

This audit is scheduled to be finalized during the fourth quarter of 2014.

V. Investigation Activities

As of March 2014, an Investigator joined the OIG. The Investigator initiated and continues to utilize a tracking mechanism of the investigative activities and formalized the OIG investigations' procedures in compliance with internationally accepted Uniform Guidelines for Investigations of the United Nations (Guidelines). Specifically, the OIG has formalized a draft of their investigations procedures, which are in compliance with internationally accepted Guidelines. The OIG continues their efforts to align these investigative functions with other GS/OAS rules, orders and directives.

Thus far, in 2014, the OIG received eight matters for investigation and carried over three Preliminary Reviews from the previous year. Of these, the OIG closed five Preliminary Reviews without

an investigation finding that two did not fall into the OIG's mandate, that there was insufficient information to substantiate the allegation for one, and three were unsubstantiated. Two matters remain in the Preliminary Review phase. Three matters continue in the Investigations phase, one of which is in the Reporting phase and the other two which are still under investigation.

Investigation SG/OIG/INV-13/12

In December 2013, the OIG received information from a complainant regarding a case in the Inter-American Commission on Human Rights. The OIG requested that the complainant provide additional information to proceed with the preliminary review. Following six months with no response from the complainant the OIG closed the matter as unsubstantiated.

Investigation SG/OIG/INV-13/13

In the last quarter of 2013, the OIG received information indicating that vacancy competition may not have been conducted in compliance with the Organization's rules and regulations. Specifically the allegation indicated that the individual who won a G-05 competition in GS/OAS was less qualified than the incumbent in the position. The OIG reviewed the vacancy announcement, the cover letters and curriculums vitae for the 6 top candidates, as well as the personnel files and letter of recommendation for both the winner of the competition and the incumbent. The OIG also reviewed the Department of Human Resource's Recommendation Memorandum recommending the winning candidate. As a result of the aforementioned activities and from the documents reviewed, the OIG acknowledged that both the winning candidate and incumbent were well qualified for the position and merited the top candidate positions. The OIG noted that the winning candidate appeared to have presented a much stronger interview, which ultimately gave this candidate a high enough score to surpass the incumbent. The OIG noted that given the subjective nature of interviews, these judgments are generally left to the discretion of the interviewers. The OIG did not find any further information supporting the allegation. The OIG closed the matter as unsubstantiated in the Preliminary Review stage.

Investigation SG/OIG/INV-13/14

This investigation is currently ongoing.

Investigation SG/OIG/INV-14/01

In February 2014, the OIG received information indicating that a GS/OAS consultant under a CPR contract had sent a solicitation email to her colleagues in an attempt to promote her personal business outside of GS/OAS. The matter was transferred to the Department of Human Resources (DHR) who concluded that the matter was administrative in nature and that the consultant may have been unaware that GS/OAS users were not to send uninvited or unsolicited electronic mail to a large number of recipients as per Administrative Memorandum No. 120. DHR, in collaboration with the Department of Legal Services, warned the consultant of her infringement of the rules and took no further action. The OIG closed the preliminary review without an investigation.

Investigation SG/OIG/INV-14/02

In February 2014, the OIG received an allegation from an employee indicating that he was being denied his Dependency Allowance as per GS/OAS Staff Rule 103.16, despite having provided documentation in support of the allowance. He also indicated that the Department of Human Resources (DHR) may have been harassing him. The OIG reviewed the allegation, Staff Rule 103.16 and the DHR information available on OAS Connect. The OIG verified that the complainant had not provided DHR

with all required forms to verify the eligibility of his dependents and recommended the complainant follow up with DHR and submit all necessary forms. The complainant later confirmed to the OIG that he had received his Dependency Allowance upon submitting all necessary forms. The OIG closed the matter as unsubstantiated prior to opening an investigation.

Investigation SG/OIG/INV-14/03

This investigation is currently ongoing.

Investigation SG/OIG/INV-14/04

As a follow-up to an audit in a GS/OAS National Office, the OIG received information indicating that the administration of general expenses for the National Office was not in compliance with regular oversight standards in possible violation of the Organization's rules. As a result of the OIG's preliminary review into the matter, the OIG concluded that the National Office's need to enhance oversight practices was an administrative issue and also noted that a previous OIG Audit Report had specifically identified this issue and recommended steps to formalize the process of building maintenance payments. The OIG closed the matter prior to opening an investigation.

Investigation SG/OIG/INV-14/05

This investigation is currently in the reporting phase.

Investigation SG/OIG/INV-14/06

This matter is currently in the preliminary phase.

Investigation SG/OIG/INV-14/07

This matter is currently in the preliminary phase.

Investigation SG/OIG/INV-14/08

In August 2014, the OIG received information indicating that a large number of files had disappeared from a GS/OAS staff member's computer and the staff member suspected malfeasance. The OIG reviewed the allegation, the emails in the complainant's Outlook and interviewed the complainant. Following the Department of Information and Technology and Services (DOITS) forensic analysis of the hard drive in question, the OIG reviewed the DOITS Information Security Incident Report which confirmed that while certain files appeared to be missing no suspicious internet activity occurred during the period in question. Using recovery techniques, DOITS was able to restore the deleted PST files from the latest shadow copy performed by the operating system and reinstalled these on the complainant's machine. The OIG noted that there was insufficient information to conclude whether the files in question were deleted due to a technical error, human error or malfeasance. Given that all files were successfully restored on the complainant's work station, OIG recommended the complainant change his password, and closed the Preliminary Review as unsubstantiated.

VI. Status of Recommendations

Thus far, the OIG has continued to work with the areas of the GS/OAS to follow-up on outstanding recommendations. The OIG established new procedures to follow-up on recommendations so that the responses from the areas are recorded in a consistent manner. It is important to note that the areas have made efforts to implement the recommendations in a timely manner and the OIG continues to follow up on the issued recommendations to verify their status.

VII. OIG Participation at Meetings

As of September 30, 2014, the OIG has participated as an observer during meetings of the PC and the CAAP, as well as an observer in various committee meetings and working groups of the General Secretariat that may impact internal controls, which include the Selective Bid and Contract Awards Committee. The OIG encourages department managers to consult with the Inspector General regarding operational matters that may present a potential risk to the Organization, the implementation of recommendations, or other operational issues related to the internal control environment, including proposals for changes in business processes and reviews of draft operational procedures. This process would contribute to improving internal communication and a satisfactory internal control environment within the General Secretariat.

Garry LaGuerre
Interim Inspector General

