

145th SESSION OF THE EXECUTIVE COMMITTEE

Washington, D.C., USA, 2 October 2009

Agenda Item 5.1

CE145/2 (Eng.) 14 September 2009 ORIGINAL: ENGLISH

CHANGES IN THE FINANCIAL RULES

Proposed Revision to the Financial Rules

Introduction and Background

- 1. The Executive Committee, at its 144th Session, recommended (Resolution CE144.RI7) that the 49th Directing Council approve the Director's proposed revisions to the Financial Regulations. The Council approved the revised Financial Regulations (Document CD49/25) without change. The revision to the Regulations was necessary in order to align the Organization's Regulations with the requirements of International Public Sector Accounting Standards (IPSAS) to be implemented effective 1 January 2010.
- 2. In connection with the revised Financial Regulations, the Director has determined that revisions to the Financial Rules are warranted in order to set forth controls and additional guidance in line with the revised Financial Regulations. The proposed revisions to the Financial Rules have been prepared by a cross-functional working group, after performing a comprehensive review of the changes to the Financial Regulations and the impact of IPSAS on the current Financial Rules of the Organization. The proposed revisions have been reviewed by the Office of Legal Counsel and Executive Management (Annex A).

Action by the Executive Committee

3. In accordance with Financial Regulation 1.4, the Executive Committee may wish to adopt a resolution along the lines of the proposed resolution in Annex B.

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
Regulation I - Applicability and Delegation of Authority		
1.1 These Regulations shall govern the financial administration of the Pan American Health Organization.		
1.2 The Director of the Pan American Sanitary Bureau is responsible for ensuring effective financial administration of the Organization in accordance with these Regulations.		
1.3 Without prejudice to Regulation 1.2, the Director may delegate in writing to other officers of the Organization such authority and related accountability as he or she considers necessary for the effective implementation of these Regulations.		
1.4 The Director shall establish Financial Rules, including relevant guidelines and limits for the implementation of these Regulations, in order to ensure effective financial administration, the exercise of economy, and safeguard of the assets of the Organization.		
Rule I - Applicability and Delegation of Authority		
101.1 These Financial Rules are established in accordance with Financial Regulation 1.4.	101.1 These Financial Rules are established in accordance with Financial Regulation 1.4 and are supported by operational policies, procedures, and accounting manuals reflecting industry best practices.	Best practices

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
101.2 The Director is responsible to the Pan American Sanitary Conference (hereinafter referred to as "Conference") or the Directing Council for the implementation of the Financial Rules in order to ensure effective financial administration, the exercise of economy and safeguard of the assets of the Organization.		
101.3 These Rules apply uniformly to all sources of funds and all financial transactions of the Organization unless otherwise stated in these Rules.	101.3 These Rules apply uniformly to all sources of funds and all financial transactions-activities of the Organization unless otherwise stated in these Rules.	New terminology
101.4 Without prejudice to Financial Rule 101.2, the Director may delegate in writing, together with authorization for re-delegation to other officers of the Organization, such authority considered necessary by the Director for the implementation of these Rules including issuance of operational procedures. All designated officials shall be responsible and accountable to the Director for the exercise of any authority delegated to them.	101.4 Without prejudice to Financial Rule 101.2, the Director may delegate in writing, together with authorization for re-delegation to other officers of the Organization, such authority considered necessary by the Director for the implementation of these Rules including issuance of operational policies and procedures. All designated officialsofficers shall be responsible and accountable to the Director for the exercise of any authority delegated to them.	New terminology
Regulation II - The Budgetary and Financial Reporting Periods		
2.1 The budgetary period shall be a biennium consisting of two consecutive calendar years beginning with an even-numbered year.		
2.2 The financial reporting period shall be a calendar year.		

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PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
Rule II - The Financial Period	Rule II - The Budgetary and Financial Reporting Periods	
(No Rules Established)	(No Rules Established)	
Regulation III - The Program and Budget		
3.1 The program and budget proposals for the budgetary period, as referred to in Article 14.C of the Constitution, shall be prepared by the Director of the Pan American Sanitary Bureau. The program and budget proposals shall be presented in United States dollars.		
3.2 The program and budget proposals shall be divided into parts, and shall include such information annexes and explanatory statements as may be requested on behalf of the Pan American Sanitary Conference (hereinafter referred to as "Conference"), the Directing Council, or the Executive Committee, and such further annexes or statements as the Director may deem necessary and useful.		
3.3 The Director shall submit the program and budget proposals to the Executive Committee for examination and recommendation.		

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
3.4 The Executive Committee shall submit the program and budget proposals, and any recommendations it may have thereon, to the Conference or the Directing Council within the timeframe stipulated in the corresponding Rules of Procedure.		
3.5 The program and budget proposals for the following budgetary period shall be approved by the Conference or the Directing Council in the year preceding the biennium to which the program and budget proposals relate.		
3.6 Supplemental proposals may be submitted by the Director when deemed necessary.		
3.7 The Director shall prepare supplemental proposals in a form consistent with the program and budget proposals for the budgetary period and shall submit such proposals to the Executive Committee for examination and recommendation. The Executive Committee shall submit the supplemental proposals, and any recommendations it may have thereon, to the Conference or Directing Council within the timeframe stipulated in the corresponding Rules of Procedure.		

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
Rule III -The Budget	Rule III – The Program and Budget	
103.1 Biennial Programs of work and budget proposals, and supplemental proposals if appropriate, reflecting all sources of funds and types of expenditure in such manner and at such times as may be required shall be consolidated and submitted by the Chief of Administration to the Director.	103.1 Biennial Programs of work and budget proposals, and supplemental proposals if appropriate, reflecting all sources of funds and types of expenditure in such manner and at such times as may be required shall be consolidated and submitted by the Chief of Administration to the Director. Biennial Work Plans, including the planned program and budget, will be submitted by each managerial entity for the Director's approval, and will serve as the basis for the program and budget proposals.	New process
Regulation IV – Regular Budget Appropriations		
4.1 The Regular Budget appropriations approved by the Conference or the Directing Council shall constitute an authorization to the Director to enter into commitments and make payments for the purposes for which the Regular Budget appropriations were approved and up to the amounts so approved.		
4.2 Regular Budget appropriations shall be available for making commitments in the budgetary period to which they relate for delivery of programmed goods and services in that same budgetary period or, exceptionally, in the first year of the subsequent budgetary period for delayed delivery of such programmed goods and services due to unforeseen circumstances.		
4.3 Transfers within the total amount appropriated may be made to the extent permitted by the terms of the budget resolution adopted by the Conference or the Directing Council.		

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	PAHO Proposed Revised Text

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
4.8 Any commitments for goods and services due to be delivered in subsequent budgetary periods that exist against the Organization at the end of the current budgetary period shall be established as commitments against future Regular Budget appropriations unless otherwise stated in these Regulations.		
Rule IV - Regular Budget Appropriations		
104.1 The appropriations approved by the Conference or Directing Council constitute an authority to issue allotments up to the amount voted to enable expenditures to be incurred for the purposes for which the appropriations were voted. The Director may determine the maximum amount of the appropriations that it would be prudent to make available for allotment taking into account the prospects for payment of assessed contributions and the available balance in the Working Capital Fund.	adopted voted. The Director may determine the maximum level amount of the appropriations that # would be prudent to make available allocate as budgetary authority for allotment making commitments, taking into account the prospects for payment of assessed contributions and the available balance in the Working Capital Fund and other financial resources available to fund the approved Regular Budget appropriations.	New terminology
104.2 The Chief of Administration will ensure that allotments are issued in accordance with the amount set by the Director, the appropriation resolution and the policies of the Conference, Directing Council and the Executive Committee.	104.2 The Chief of Administration will ensure that allotments Budgetary authority is granted are issued in accordance with the levels amounts set by the Director, the appropriation resolution and the policies of the Conference, Directing Council and the Executive Committee.	New terminology

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
104.3 Allotments shall be issued in writing by the Chief of Administration to designated officials as authorization to incur expenditure.	104.3 Allotments shall be issued in writing by the Chief of Administration to designated officials as authorization to incur expenditure.	No longer applicable
104.4 Designated officials to whom allotments are issued are accountable to the Director for the correct use of the resources made available.	104.3 104.4 Designated officials officers to whom budgetary authority has been granted allotments are issued are accountable to the Director for the correct use of the resources made available.	New terminology
104.5 In order to incur expenditures, obligations must be established against allotments issued to designated officials.	104.4 104.5 In order to incur expenses, the designated officers must establish commitments in line with their budgetary authority granted by the Director. expenditures, obligations must be established against allotments issued to designated officials.	New terminology
104.6 Obligations may only be established by designated officials and must be supported by satisfactory documentation. All commitments or undertakings that create liabilities against the resources of the Organization must be represented by obligations that are established when the liability arises.	104.5 104.6 Obligations Commitments may only be established by designated officials officers and must be supported by satisfactory documentation. All commitments or undertakings activities that create liabilities against the resources of the Organization must be represented by obligations commitments that are established when the liability arises.	New terminology
104.7 Obligations may be established only for the purpose indicated on the allotment and may not exceed the available amount in the allotment.	104.6 104.7 Obligations Commitments by designated officers may be established only for the purpose indicated-on-the-allotment-and may not exceed the budgetary authority granted. available amount in the allotment.	New terminology
104.8 Proposals for expenditure, including procurement of goods and services, shall be rejected by the Chief of Administration if they do not comply with the Financial Regulations, these Rules and the following	104.7 104.8 Proposals for, and revisions to, commitments expenditure, including procurement of goods and services, must shall be rejected by the Chief of Administration if they do not comply with the Financial	New terminology

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
conditions: (a) funds are available (b) the procedures of the Organization are being observed (c) the financial situation of the Organization will not be prejudiced (d) the purpose of the proposed expenditure is in the interests of the work of the Organization.	Regulations, these Rules, and shall be rejected under the following conditions: (a) funds are not available (b) the procedures of the Organization are not being observed (c) the financial situation of the Organization will not be prejudiced (d) the purpose of the proposed commitment expenditure is not in the interests of the work of the Organization.	
.9 Revisions to an obligation shall be subject to the same procedures as the original obligation.	104.9 Revisions to an obligation shall be subject to the same procedures as the original obligation	Combined with current Rule 104.8
	104.8 In accordance with Regulation 4.2, and as determined by the Director, the commitments and associated budgetary authority for those goods and services whose delivery was delayed due to unforeseen circumstances shall be carried forward to the subsequent budgetary period. Delivery and payment of these commitments must occur in the first six months of the new budgetary period, and will be reported separately within the new program and budget. The balance of any undelivered commitments will be credited to the budgetary surplus of the new budgetary period, and will be available for use in accordance with the applicable Regulations.	New Regulation
	forward to the subsequent budgetary period. Delivery and payment of these commitments must occur in the first six months of the new budgetary period, and will be reported separately within the new program and budget. The balance of any undelivered commitments will be credited to the budgetary surplus of the new budgetary period, and will be available for use in accordance with the applicable	

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
Regulation V - Provision of Regular Program Budget Funds		
5.1 The Regular Budget appropriations shall be financed by assessed contributions from Member States, Participating States and Associate Members (hereinafter referred to as "Members") and the budgetary estimate of Miscellaneous Income. Assessments shall be determined in accordance with Article 60 of the Pan American Sanitary Code.		
 5.2 Adjustments shall be made to the amount of the assessed contributions of the following budgetary period in respect of: (a) Supplemental Regular Budget appropriations approved in the current budgetary period for which Members have not been assessed; (b) Assessed contributions of new Members under the provisions of Regulation 6.10. 		
Rule V - Provision of Funds		
105.1 In order to ensure that implementation of the regular budget is not prejudiced by the late receipt of Member's assessed contributions, the Director shall take into account the anticipated timing of receipt of assessed contributions and regular budget funding requirements.	105.1 In order to ensure that implementation of the regular budget is not prejudiced by the late receipt of Member's assessed contributions, the Director shall take into account the anticipated timing of receipt of assessed contributions and regular budget funding requirements.	IPSAS establishes requirements for revenue recognition; therefore, this Rule is not required.
105.2 In order for allotments to be issued for expenditures to be financed from sources other than the regular budget, advance deposits or other acceptable forms of financing must be available in amounts determined by the Chief of Administration	105.2 In order for allotments to be issued for expenditures to be financed from sources other than the regular budget, advance deposits or other acceptable forms of financing must be available in amounts determined by the Chief of Administration and/or as specified in the	Moved to Rule 108.3

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and/or as specified in the agreement. These allotments will be administered in accordance with Rules 104.3 to 104.9 unless otherwise stated in these Rules.	agreement. These allotments will be administered in accordance with Rules 104.3 to 104.9 unless otherwise stated in these Rules.	
Regulation VI – Revenue - Assessed Contributions		
6.1 The Conference or the Directing Council shall adopt the total Program and Budget, and the amount of the assessments, determined in accordance with Regulation 5.1, for the budgetary period. The assessed contributions of Members shall be divided into two equal annual installments. In the first year of the budgetary period, the Conference or Directing Council may decide to amend the amount of assessments to be applied to the second year of the budgetary period.		
6.2 After the Conference or the Directing Council has adopted the Program and Budget, the Director shall inform Members of their commitments in respect of contributions for the budgetary period and request them to pay the first and second installments of their contributions.		
6.3 If the Conference or the Directing Council decides to amend the amounts of the assessments, or to adjust the amount of the Regular Budget appropriations to be financed by assessed contributions from Members for the second year of a biennium, the Director shall inform Members of their revised commitments and shall request them to pay the revised second installment of their assessed		

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contributions.		
6.4 Installments of assessed contributions shall be due and payable as of 1 January of the year to which they relate.		
6.5 As of 1 January of the following year, the unpaid balance of such assessed contributions shall be considered to be one year in arrears.		
6.6 Assessed contributions shall be denominated in U.S. dollars and shall be paid in either U.S. dollars or other currencies as determined by the Director.		
6.7 Payments in currencies other than U.S. dollars shall be credited to Members' accounts at the United Nations rate of exchange in effect on the date of receipt or at the market rate of exchange should conversion of excess currency be deemed prudent.		
6.8 Payments made by a Member shall be applied against its oldest outstanding assessed contribution.		
6.9 The Director shall submit to the regular session of the Conference or the Directing Council a report on the collection of assessed contributions.		

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6.10 New Members shall be required to make an assessed contribution for the budgetary period in which they become Members. If membership begins at any time during the first year of a budgetary period, new Members, will be assessed for the full two-year period. If membership begins at any time during the second year of a budgetary period, new Members will be assessed for the second year only.		
Rule VI - Assessed Contributions	Rule VI – Revenue - Assessed Contributions	
	106.1 The Director shall inform Members of the status of their assessed contributions at least two times per year, immediately following the meetings of the Executive Committee and the Conference or Directing Council.	Clarification
106.1 As set forth in Financial Regulation 6.6, the Director shall determine the acceptability of payment of contributions in local currencies rather than United States dollars. The acceptance by the Director of any currency that is not fully convertible shall be subject to annual approval on a case-by-case basis. Such approvals will cover any terms and conditions that the Director considers necessary to protect the Pan American Health Organization, including the amounts of any authorized payments. The payments shall be credited to the relevant Member's account with the Pan American Health Organization at the United Nations rate of exchange effective on the date of receipt.	106.2 106.1 As set forth in Financial Regulation 6.6, the Director shall determine the acceptability of payment of assessed contributions in local currencies rather other than United States dollars. The acceptance by the Director of any eurrency that is not fully convertible shall be subject to annual approval on a case-by-case basis. Such The approvals will stipulate cover any terms and conditions that the Director considers necessary to protect the Pan American Health Organization, including any limits to the amounts of any authorized to be paid in local currency. payments. The payments shall be credited to the relevant Member's account with the Pan American Health Organization at the United Nations rate of exchange effective on the date of receipt	Conciseness

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
106.2 Any payments in currencies other than United States dollars that do not comply with the terms of approval given by the Director shall be automatically returned to the relevant Member State, and the assessed contribution concerned shall continue to be due and payable.	106.3 106.2 Any payments in currencies other than United States dollars that have not received prior approval from the Director, or do not comply with the terms of approval stipulated given by the Director shall may be automatically returned to the relevant MemberState, and the assessed contribution concerned shall continue to be due and payable.	Clarification
Regulation VII - Working Capital Fund and Internal Borrowing		
7.1 A Working Capital Fund shall be established, along with its authorized level, and financing, in accordance with Resolutions adopted by the Conference or Directing Council.		
7.2 Title to financial resources constituting the Working Capital Fund shall remain with the Pan American Health Organization.		
7.3 The Working Capital Fund shall be made available to meet any temporary financial resource requirements of the Regular Budget. The Fund shall be reimbursed in accordance with Regulations 4.4 and 7.1.		
7.4 The Working Capital Fund shall be made available to finance unforeseeable and extraordinary expenses, replenish existing funds to authorized levels, or other authorized purposes. The Fund shall be reimbursed in accordance with Regulations 4.4 and 7.1.		

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7.5 The Director, with the prior and written concurrence of a majority of the members of the Executive Committee, shall have the authority to borrow funds.		
Rule VII - Working Capital Fund	Rule VII - Working Capital Fund and Internal Borrowing	
107.1 In addition to regular budget funding requirements, resources may be made available from the Working Capital Fund for unforeseen and extraordinary expenses.	107.1 In addition to R egular B udget funding requirements, resources may be made available from the Working Capital Fund to finance for unforeseen unforeseeable and extraordinary expenses.	New terminology
107.2 The term "unforeseen expenses" means expenses arising from, or incidental to, the carrying out of a program in accord with the policies approved by the Conference or the Directing Council, which expenses were not foreseen when the estimates were made.	107.2 The term "unforeseen unforeseeable expenses" means expenses arising from, or incidental to, the carrying out of a program in accord with the policies approved by the Conference or the Directing Council, which expenses were not foreseen when the estimates were made.	New terminology
107.3 The term "extraordinary expenses" means expenses for items or objects outside the scope of the budget estimates, that is to say, outside the program on which the estimates were based.	107.3 The term "extraordinary expenses" means expenses for items or objects outside the scope of the budget. estimates, that is to say, outside the program on which the estimates were based.	Conciseness
107.4 The Chief of Administration shall be responsible for the preparation of information on the status of all commitments under the resolutions relating to unforeseen and extraordinary expenses to be submitted to the Executive Committee, and shall prepare the supplemental estimates required in connection therewith for submission to the Conference or Directing Council.	107.4 The Chief of Administration A designated officer shall be responsible for the preparation of information on the status of all commitments under the resolutions relating to unforeseen unforeseeable and extraordinary expenses to be submitted to the Executive Committee, and shall prepare the supplemental estimates required in connection therewith for submission to the Conference or Directing Council.	Clarification

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
Regulation VIII Revenue - Other Sources		
8.1 Other sources of revenue not otherwise identified in these Regulations shall be reported as Miscellaneous Income.		
8.2 Voluntary contributions, donations and bequests, either in cash or in kind, may be accepted by the Director provided that these contributions can be used by the Organization, and that any conditions which may be attached to them are consistent with the objectives and policies of the Organization.		
8.3 Donations and bequests received without a specific purpose shall be reported as Miscellaneous Income unless otherwise specified by the Director in accordance with Regulation IX.		
8.4 The Director is authorized to levy a charge (hereinafter referred to as "Program Support Costs") on voluntary contributions in accordance with applicable resolutions of the Conference or Directing Council. These Program Support Costs will be used to reimburse all, or part of, the indirect costs incurred by the Organization in respect of the administration of corresponding activities.		

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
8.5 Revenue generated from sales and services will be used to reimburse all or part of the direct and indirect costs incurred by the Organization in respect of the administration of its activities.		
8.6 Revenue from Services Charges on procurement funds will be used to capitalize the respective fund or to reimburse all or part of the costs incurred by the Organization in respect of the administration of its activities.		
Rule VIII – Miscellaneous and Other Income	Rule VIII Revenue - Other Sources	
(No Rules Established)	108.1 Other sources of revenue could include the net result of non-budgetary operational activities including, but not limited to, gains and losses on currency exchange, disposal of fixed assets, rebates, gifts, etc.	Transferred from Regulation 8.1 and made more concise
	108.2 All voluntary contributions will be supported by a signed written agreement consistent with these Regulations and Rules, and policies and procedures in effect.	
	108.3 The Director may issue budgetary authority for expenses to be financed from sources other than the Regular Budget in amounts consistent with the terms of the signed written agreement and industry best practices governing cash management. These funds will be administered in accordance with Rules 104.3 to 104.7 unless otherwise stated in these Rules.	Moved from Rule 105.2

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
	108.4 Program Support Costs will be levied on all voluntary contributions unless otherwise authorized in writing by the Director. 108.5 The standard Service Charge will be levied on procurement funds activities unless otherwise authorized in writing by the Director.	
Regulation IX - Funds		
9.1 Funds shall be established to enable the Organization to effectively record and report on all sources of revenue.		
9.2 Individual subsidiary ledger accounts shall be established to effectively record and report on voluntary contributions.		
9.3 Special Funds or Accounts shall be established by the Director as necessary to meet the requirements of the Organization.		
9.4 The purpose of any Fund or Account established under Regulation 9.3 shall be specified and subject to the Financial Regulations and Financial Rules.		
9.5 In establishing any Special Fund or Account under Regulation 9.3, the Director may stipulate that the use of the cash balance of the Fund or Account is restricted for pooling or internal borrowing purposes, consistent with the terms and conditions of the funding sources.		
Rule IX- Funds		

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
(No Rules Established)		
Regulation X- Custody of Financial Resources		
10.1 The Director shall designate the financial institutions in which the financial resource the custody of the Organization shall be keeping and the custody of the Organization shall be keeping and the organization shall be keeping and the organization of the Organization shall be keeping and the organization of the organiz		
10.2 The Director may designate external investment managers and/or custodians.		
Rule X - Custody of Funds	Rule X- Custody of Funds-Financial Resources	
110.1 Funds and securities in the custody of to Organization shall only be kept in bank and financial institutions designated by Director or officials authorized by the Director.	s custody of the Organization shall only be kept in	Clarification
110.2 The Chief of Administration shall be responsible for the management of all l and financial institution accounts incluinvestment and custody accounts.		Clarification
	110.3 All financial resources received by the Organization, other than assessed contributions, must be supported by a valid written agreement signed by the Director or designated officer. Otherwise such resources shall be returned to the originating source.	Best practices

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
Regulation XI - Investments 11.1 Investment policies and guidelines shall be established in accordance with best industry practice, having due regard for the preservation of principal, assurance of adequate liquidity, and maximization of total yield. 11.2 Financial Resources in excess of immediate cash requirements may be pooled and invested.		
11.3 Investment income, regardless of the source of funds, shall be credited as Miscellaneous Income to the Regular Budget unless otherwise stipulated in these Regulations, in resolutions adopted by the Conference or Directing Council, or as decided by the Director.		
Rule XI - Investment of Funds 111.1 Investment policies shall be drawn up in accordance with Financial Regulation 11.1. An Investment Committee, chaired by the Chief of Administration, shall assist the Director in formulating these investment policies. The Committee shall determine appropriate investment instruments and maturities, and shall monitor the performance of funds invested. In accordance with Regulation 10.2, the Committee may designate investment managers for the management of any or all of the funds in the custody of the Organization.	Rule XI - Investments of Funds 111.1 Investment policies shall be drawn up in accordance with Financial Regulation 11.1. An Investment Committee, chaired by the Director Chief of Administration, shall assist the Director in formulating these investment policies. The Committee shall determine appropriate investment instruments and maturities, and shall monitor the performance of funds invested. In accordance with Regulation 10.2, the Committee may designate investment managers for the management of any or all of the funds financial resources in the custody of the Organization.	New terminology

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
111.2 No interest will be payable on sums deposited with or retained by the Organization. Should any interest accrue on investments made on behalf of a third party, the amount of such interest will be paid only if so requested in advance and upon such conditions as may be agreed with the Director.	111.2 No interest shall will be payable by the Organization on financial resources sums deposited with or retained administered by itthe Organization, Should any interest accrue on investments made on behalf of a third party, the amount of such interest will be paid only if unless otherwise sorequested in advance and upon such conditions as may be agreed with authorized in writing by the Director.	
Regulation XII - Internal Control		
12.1 The Director shall establish and maintain an effective internal control structure with operating policies and procedures, based on best industry practice, in order to: (a) ensure efficient and effective financial administration, (b) safeguard assets, (c) accomplish the strategic objectives and goals in line with the mission of the Organization, and (d) maintain an internal oversight function reporting to the Director.		
Rule XII - Internal Control		
112.1 In order to ensure effective internal control within the Organization, in accordance with Financial Regulation XII, the Director shall establish measures, including (i) an internal audit mechanism, (ii) appropriate delegations of authority, (iii) segregation of duties and (iv) other measures that are consistent with best financial practice.	In order to ensure effective internal control within the Organization, in accordance with Financial Regulation XII, the Director shall establish measures, including (i) an internal audit-oversight and evaluation mechanism, (ii) appropriate delegations of authority, (iii) segregation of duties and (iv) other measures that are consistent with industry best financial practice.	Clarification

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
112.2 The Chief of Administration is responsible for establishing and maintaining an adequate internal control of the financial transactions and such other operations of the Organization as may be determined by the Director. The financial controls include the management, receipt and disbursement of all funds of the Organization and proper accounting thereof.	The Director shall designate the officer Chief of Administration is responsible for establishing and maintaining an adequate internal control of the financial transactions and such other operations of the Organization as deemed necessary. may be determined by the Director. The financial internal controls structure shall include the management of:, receipt and disbursement of all funds of the Organization and proper accounting thereof. (a) The accomplishment of the strategic objectives and goals in line with the mission of the Organization, (b) The efficient and effective administration of resources, (c) The compliance with regulations and rules, policies and procedures, and decisions of the Governing Bodies, (d) The identification and management of organizational risks, (e) The appropriate designation of officers responsible and accountable for conducting the business of the Organization, (f) The integrity and reliability of information.	Broadening the scope of the definition of the internal control
Payments 112.3 Payments shall not be made in advance except as where otherwise specified in these Rules. Payments shall only be made on the basis of satisfactory supporting documents duly certified by designated officials confirming that in accordance with the terms of the contract, the amount is correct and services have been rendered or delivery has been completed.		

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112.4 Where operationally justified and only on an exceptional basis, contracts or purchase orders may be entered into which require partial payment in advance prior to the delivery of goods or performance of services. Such practice shall be fully documented.		
112.5 In order for any contract or purchase order to be entered into requiring full payment in advance, the official requesting such terms shall provide full justification and demonstrate why such payments terms are necessary in the interest of the Organization. All such payment terms shall be subject to approval of the Chief of Administration.	112.5 In order for any contract or purchase order to be entered into requiring full payment in advance, the official officer requesting such terms shall provide full justification and demonstrate why such payments terms are necessary in the interest of the Organization. All such payment terms shall be subject to approval of the Chief of Administration designated officer.	
112.6 Designated officials may authorize advances to staff members and other persons in connection with the execution of official duties for PAHO and staff entitlements.		
112.7 Imprest account holders are accountable for all funds under their responsibility.	112.7 Designated officers are responsible and accountable for all funds resources under their control responsibility .	New terminology
112.8 Panels of signatories shall be designated by officials authorized by the Director. All payments from the Organization's bank accounts shall be signed by two officials of the appropriate panels. Where deemed necessary, in exceptional circumstances, the officials authorized to designate panels of signatories, may authorize the signature of payments by one official only, provided that there are adequate safeguards for the protection of funds.	resources under their control responsionity.	

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
	112.9 Comprehensive policies and procedures for core functions must be properly documented, maintained and disseminated across the Organization.	Best practices
Property, including Equipment and Supplies 112.9 The acquisition of land and buildings, together with improvements thereto shall be capitalized in the accounts. Any other property other than real property acquired by purchase shall be charged as expenditure in accordance with the terms of the relevant lease.	Property, including Equipment and Supplies 112.9 The acquisition of land and buildings, together with improvements thereto shall be capitalized in the accounts. Any other property other than real property acquired by purchase shall be charged as expenditure in accordance with the terms of the relevant lease.	IPSAS establishes the requirements
112.10 Property records containing full details will be maintained of all real property and non-expendable supplies and equipment, however acquired and from whatever source, with an acquisition cost over and above levels set by the Director.	112.10 Property Fixed asset records containing full details will be maintained by the designated officer of all real property and non expendable supplies and equipment, however acquired and from whatever source, in accordance with applicable policies, procedures and accounting standards. with an acquisition cost over and above levels set by the Director.	New terminology
112.11 An annual physical inventory shall be taken of all assets, supplies and materials in hand.	112.11 An annual physical inventory shall be taken of all fixed assets. , supplies and materials in hand.	

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PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
112.12 The Chief of Administration may declare property to be surplus if it is of no further use to the Organization and disposed of for the best possible return to the Organization including part-exchange, except when (i) the destruction will be more economical or is required by law or environmental considerations, or (ii) the best interest of the Organization will be served by disposal by gift or at nominal prices to a non-profit organization.	112.12 The designated -officer Chief of Administration may declare a fixed asset property to be surplus or obsolete if it has is of no further future economic benefit use to the Organization. The disposal of a fixed asset should result in and disposed of for the best possible outcome return to the Organization, including the sale, donation or scrapping. part exchange, except when (i) the destruction will be more economical or is required by law or environmental considerations, or (ii) the best interest of the Organization will be served by disposal by gift or at nominal prices to a non-profit organization.	Conciseness
112.13 The proceeds from the sale of surplus property shall be credited to Miscellaneous Income except that, if an article is being replaced, the trade-in allowance or the proceeds from the sale of the replaced article shall serve to reduce the expenditure incurred in replacing the item.	112.13 The proceeds from the sale of surplus property shall be credited to Miscellaneous Income except that, if an article is being replaced, the trade-in allowance or the proceeds from the sale of the replaced article shall serve to reduce the expenditure incurred in replacing the item. The gain or loss from the disposal of a fixed asset shall be recognized in Other Revenue.	New terminology and IPSAS requirement
112.14 Subject to the provisions of Financial Rule 104.1, goods and services may be provided to governments, specialized agencies, and other international organizations on a reimbursable or reciprocal basis on such terms and conditions as may be prescribed by the Director.		

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
Procurement of Goods and Services 112.15 The Director shall establish policies and procedures for the purchase of property, services, supplies, equipment or other requirements and which shall set forth the requirements for invitation to tender and competitive bidding.	Procurement of Goods and Services 112.15 The Director Policies and procedures shall be established policies and procedures, documented, and disseminated for procurement and contracting activities. the purchase of property, services, supplies, equipment or other requirements and which shall set forth the requirements for invitation to tender and competitive bidding.	Conciseness
112.16 Contracts for the purchase of property, services, supplies, equipment or other requirements shall be entered into for and on behalf of the Organization only by duly authorized officials.	112.16 Procurement and contractsing activities for the purchase of property, services, supplies, equipment or other requirements shall be entered into for and on behalf of the Organization only by duly authorized officials officers.	Conciseness
112.17 All purchases and other contracts shall be made on the basis of competitive bids, except when otherwise authorized by the Chief of Administration.		
112.18 Contracts are normally awarded to the lowest bidder. However, where it is considered to be in the interests of the Organization, the acceptance of a bid other than the lowest, or the rejection of all bids may be authorized by the Chief of Administration.	112.18 Contracts are normally awarded to the lowest bidder. However, where it is considered to be in the interests of the Organization, the acceptance of a bid other than the lowest, or the rejection of all bids may be authorized by the designated -officer . Chief of Administration.	
Regulation XIII - Accounts and Financial Statements		
13.1 The Director shall establish and maintain a chart of accounts in accordance with the accounting standards adopted by the Conference or Directing Council.		

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PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
13.2 Financial statements shall be prepared for each financial reporting period in conformity with the Standards referred to in Regulation 13.1.		
13.3 The financial statements shall be presented in United States dollars. The accounting records may, however, be kept in such currencies as the Director may deem necessary.		
13.4 The financial statements shall be submitted to the External Auditor by a date mutually agreed upon with the Director.		
13.5 The Director may make such <i>ex gratia</i> payments as deemed to be necessary in the interest of the Organization. <i>Ex gratia</i> payments will be disclosed in the financial statements.		
13.6 The Director may authorize, after full investigation, the write-off of any asset other than assessed contributions. Write-offs will be disclosed in the financial statements		
13.7 The Conference or Directing Council may stipulate a reserve for doubtful accounts representing all or a portion of the outstanding assessed contributions due from a Member State subject to the restrictions of Article 6.B of the Constitution.		
Rule XIII - Accounts and Financial Reports	Rule XIII - Accounts and Financial Reports Statements	

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
113.1 The accounts shall comprise a consolidated general ledger of the Organization and subsidiary ledgers which shall include all financial transactions of the financial period in which they occur. All periodic and other financial statements shall be prepared from these accounts.	113.1 The accounts shall comprise a consolidated general ledger of the Organization, and subsidiary ledgers and auxiliary systems, which shall include all financial and budgetary transactions of the financial period in to which they occur relate, in accordance with the accounting standards adopted by the Conference or the Directing Counsel. All periodic and other official financial statements reporting shall be prepared from these accounts.	New terminology
113.2 Subject to Financial Rule 101.3, the Director shall determine those parts of the Organization that shall be authorized to maintain their own accounting records, and which shall be consolidated periodically into the accounts of the Organization.	113.2 Subject to Financial Rule 101.3 and in line with accounting standards, the Director shall determine those parts of the entities administered by the Organization that shall be authorized to maintain their own accounting records, and which shall be consolidated periodically into reported periodically within the accounts financial statements of the Organization.	New terminology
113.3 All financial transactions and statements shall be supported by documentation to be retained as an integral part of the official records of the Organization for such period or periods as may be agreed with the External Auditor, after which, on the authority of the Chief of Administration, such records and documents may be destroyed.	113.3 All financial transactions and statements shall be supported by documentation to be retained as an integral part of the official records of the Organization for such the period prescribed by industry best practice. or periods as may be agreed with the External Auditor, after which, on the authority of the Chief of Administration, such records and documents may be destroyed.	Best practices
113.4 Obligations and expenditures shall be recorded in accordance with a uniform system of classification.	113.4 Obligations and expenditures shall be recorded in accordance with a uniform system of classification.	

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PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
113.5 The accounts (as defined in Financial Rule 113.1 above) shall record: (a) original appropriations voted by the Conference or Directing Council; (b) appropriations after modification by any transfers; (c) credits, if any, other than appropriations made available by the Conference or Directing Council; (d) income; (e) allotments issued; (f) expenditure (obligations) incurred; (g) liabilities, including un liquidated obligations; (h) assets, including cash, investments, securities and amounts due to the Organization; (i) unallotted balances; (j) unobligated balances of allotments; (k) unobligated balances of appropriations.	113.5 The accounts (as defined in Financial Rule 113.1 above) shall record: (a) original appropriations voted by the Conference or Directing Council; (b) appropriations after modification by any transfers; (c) credits, if any, other than appropriations made available by the Conference or Directing Council; (d) income; (e) allotments issued; (f) expenditure (obligations) incurred; (g) liabilities, including un liquidated obligations; (h) assets, including cash, investments, securities and amounts due to the Organization; (i) unallotted balances; (j) unobligated balances of allotments; (k) unobligated balances of appropriations	Requirements are established by IPSAS

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
113.6 The Director shall submit interim and financial reports, taken from the accounts referred to in Financial rule 113.1 to the Executive Committee for review and comment no later than 1 June following the period covered. The Executive Committee will subsequently forward such reports to the Conference or the Directing Council. The reports shall be prepared in accordance with the United Nations System Accounting Standards, the Financial Regulations and these Rules and shall include such other information as may be necessary to indicate the financial position of the Organization.	financial reports statements, taken from the accounts referred to in Financial rule 113.1 to the Executive Committee for review and comment no later than within the timeframe stipulated in the corresponding Rules of Procedure—1 June following the financial reporting period covered. The Executive Committee will subsequently forward such reports the document to the Conference or the Directing Council. The reports statements shall be prepared in accordance with the United Nations System Accounting Standards accounting standards adopted by the Conference or the Directing Council, the Financial Regulations and these Rules, and shall include such other information as may be necessary to indicate the financial position of the Organization.	New terminology
113.7 Interim and final financial reports shall also disclose any ex-gratia payments and any losses of cash, supplies, equipment and other assets which have occurred during the period.	113.5 113.7 Interim and final The financial reports statements shall also disclose any ex-gratia payments and any losses as a result of theft or fraud-of eash, supplies, equipment and other assets which have occurred during the financial reporting period.	New terminology
Regulation XIV- External Audit		
14.1 The Conference or the Directing Council shall appoint an External Auditor of international repute to audit the accounts of the Organization. The Auditor appointed may be removed only by the Conference or the Directing Council.		

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PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
14.2 Subject to any special direction of the Conference or the Directing Council, each audit which the External Auditor performs shall be conducted in conformity with generally accepted common auditing standards and in accordance with the Additional Terms of Reference set forth in the Appendix to these Regulations.		
14.3 The External Auditor, in addition to rendering an opinion on the financial statements, may make such observations as deemed necessary with respect to the efficiency of the financial procedures, the accounting system, the internal financial controls, and in general, the administration and management of the Organization.		
14.4 The External Auditor shall be completely independent and solely responsible for the conduct of the audit.		
14.5 The Conference or the Directing Council may request the External Auditor to perform certain specific examinations and issue separate reports on the results.		
14.6 The Director shall provide the External Auditor with the facilities required for the performance of the audit.		

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
14.7 For the purpose of making a local or special examination or for effecting economies of audit cost, the External Auditor may engage the services of any national Auditor-General (or equivalent title) or commercial public auditors of known repute or any other person or firm that, in the opinion of the External Auditor is technically qualified.		
14.8 The External Auditor shall issue a report including its opinion, on the audit of the financial statements prepared by the Director pursuant to Regulation XIII. The report shall include such information as deemed necessary in regard to Regulation 14.3 and the Additional Terms of Reference		
14.9The report(s) of the External Auditor shall be completed and provided to the Director together with the audited financial statements no later than 15 April following the end of the financial reporting period to which they relate. The Director will provide the report to the Executive Committee which shall examine the financial statements and the audit report(s) and shall forward them to the Conference or the Directing Council with such comments as deemed necessary.		

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
Rule XIV- External Audit		
(No Rules Established)	114.1 The appointment process of the External Auditor by the Conference or the Directing Council must be based on professional criteria to ensure independence, objectivity and compliance with standards and best practices.	
Regulation XV - Resolutions involving Expenses		
15.1 The Conference, the Directing Council, and the Executive Committee shall not make decisions involving expenses unless it has before it a report from the Director on the administrative and financial implications of the proposal.		
15.2 Where, in the opinion of the Director, the proposed expense cannot be made from the existing appropriations, it shall not be incurred until the Conference or the Directing Council has made the necessary appropriations, unless such expense can be made under the conditions of the resolution of the Directing Council relating to the Emergency Procurement Revolving Fund.		
Rule XV - Resolutions Involving Expenditures	Rule XV - Resolutions involving Expenses	
(No Rules Established)	115.1 Notwithstanding Regulations 15.1 and 15.2, the Director may finance unforeseeable and extraordinary expenses from the Working Capital Fund in accordance with Financial Regulation 7.4 or from other sources of funds consistent with the terms and conditions of those funds.	

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
Regulation XVI - General Provisions		
16.1 These Regulations may be amended only by the Conference or the Directing Council.		
16.2 In case of doubt as to the interpretation and application of any of the foregoing Regulations, the Director is authorized to rule thereon.		
16.3 The Financial Rules established or amended by the Director as referred to in Regulation 1.4 shall be confirmed by the Executive Committee and reported to the Conference or the Directing Council for its information.		
Rule XVI - General Provisions		
116.1 The Financial Rules established by the Director, and any amendments thereto, shall enter into force after confirmation by the Executive Committee.		
116.2 In case of doubt as to the interpretation and application of any of the Financial Rules, the Director shall rule thereon.		

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
ADDITIONAL TERMS OF REFERENCE GOVERNING THE EXTERNAL AUDIT OF THE PAN AMERICAN HEALTH ORGANIZATION		
 The External Auditor shall perform such audit of the accounts of the Pan American Health Organization, including all Trust Funds, Special Funds and Special Accounts, as deemed necessary to support the opinion: that the financial statements are in accord with the books and records of the Organization; that the financial transactions reflected in the statements have been in accordance with the rules and regulations, the budgetary provisions, and other applicable directives of the Organization; that the financial resources have been verified by the certificates received direct from the Organization's depositaries or by actual count; that the internal controls, including the internal audit, are adequate in view of the extent of reliance placed thereon; that the procedures applied to the recording of all assets, liabilities, surpluses and deficits conform with industry best practices. 		
2. The External Auditor shall be the sole judge as to the acceptance in whole or in part of certifications and representations by members of the staff of the Organization and may proceed to such detailed examination and verification as needed.		

	PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
3.	The External Auditor shall have free access at all convenient times to all books, records and other documentation which are, in the opinion of the External Auditor, necessary for the performance of the audit. Information classified as privileged and which the Director agrees is required by the External Auditor for the purposes of the audit, and information classified as confidential, shall be made available upon request. The External Auditor shall respect the privileged and confidential nature of any information so classified which has been made available and shall not make use of it except in direct connection with the performance of the audit. The External Auditor may bring to the attention of the Conference or the Directing Council any denial of information classified as privileged which, in their opinion, was required for the purpose of the audit.		
4.	The External Auditor shall have no power to disallow items in the accounts but shall bring to the attention of the Director for appropriate action any transaction that creates doubt as to legality or propriety. Audit objections, to these or any other transactions, arising during the examination of the accounts shall be immediately communicated to the Director.		

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	PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
5.	The External Auditor shall express an opinion on the financial statements of the Organization.		
	The opinion shall include the following basic elements:		
(a)	identification of the financial statements audited;		
(b)			
(c)	a reference to the audit standards followed;		
(d)	a description of the work performed;		
(e)	an expression of opinion on the financial statements as to whether:		
	(i) the financial statements present fairly the		
	financial position as at the end of the		
	financial reporting period and the results		
	of the operations for such period;		
	(ii) the financial statements were prepared in		
	accordance with the stated accounting policies;		
	(iii) the accounting policies were applied on a		
	basis consistent with that of the preceding		
	financial reporting period unless disclosed		
	in the financial statements.		
(f)	an expression of opinion on the compliance of		
	transactions with the Financial Regulations		
	and legislative authority;		
(g)	the date of the opinion and the signature of the		
	External Auditor;		
(h)	the External Auditor's name and position;		
	(i) the place where the report has been signed;		
(j)	a reference to the report of the External		
	Auditor on the financial statements, should		
	one be provided.		

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
6. The report of the External Auditor to the Conference or Directing Council on the financial		
operations of the financial reporting period should mention:		
(a) the type and scope of examination;		
(b) matters affecting the completeness or accuracy		
of the accounts, including where appropriate:		
(i) information necessary to the correct		
interpretation of the accounts;		
(ii) any amounts that ought to have been received but which have not been brought		
to account;		
(iii) any amounts for which a legal or		
contingent liability exists and which have		
not been recorded or reflected in the		
financial statements;		
(iv) expense not properly substantiated;(v) whether proper books of accounts have		
been kept; where in the presentation of		
statements there are deviations of a		
material nature from a consistent		
application of generally accepted		
accounting principles, these should be		
disclosed.		
(c) other matters that should be brought to the notice of the Conference or the Directing		
Council such as:		
(i) cases of fraud or presumptive fraud;		
(ii) wasteful or improper expense of the		
Organization's money or other assets		
(notwithstanding that the accounting for		
the transaction may be correct); (iii) expense likely to commit the Organization		
to further outlay on a large scale;		
(iv) any defect in the general system or		
detailed regulations governing the control		

PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
of receipts and disbursements, or of supplies and equipment; (v) expense not in accordance with the intention of the Conference or the Directing Council, after making allowance for duly authorized transfers within the Program Budget; (vi) expense in excess of Regular Budget appropriations as amended by duly authorized transfers within the budget; (vii) expense not in conformity with the authority that governs it. (d) the accuracy of the inventory and fixed assets as determined by a physical count and examination of the records.		
(e) transactions accounted for in a previous financial reporting period, about which further information has been obtained, or transactions in a later financial reporting period about which the Conference or the Directing Council should have early knowledge.		
7. The External Auditor may make such observations with respect to findings resulting from the audit and such comments on the financial report as deemed appropriate to the Conference or the Directing Council, or to the Director.		

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PAHO Current Regulation/Rule *	PAHO Proposed Revised Text	Comments
8. Whenever the External Auditor's scope of audit is restricted, or insufficient evidence is available, the External Auditor's opinion shall refer to this matter, making clear in the report the reasons for the comments and the effect on the financial position and the financial transactions as recorded.		
9. In no case shall the External Auditor include criticism in any report without first affording the Director an adequate opportunity of explanation on the matter under observation.		
10. The External Auditor is not required to discuss or report any matter which is considered immaterial.		

145th SESSION OF THE EXECUTIVE COMMITTEE

Washington, D.C., USA, 2 October 2009

CE145/2 (Eng.) Annex B ORIGINAL: ENGLISH

PROPOSED RESOLUTION

CHANGES IN THE FINANCIAL RULES

THE 145th SESSION OF THE EXECUTIVE COMMITTEE,

Having considered the Director's presentation on the revisions proposed to the Financial Rules of the Pan American Health Organization Document CE145/2; and

Taking into consideration that the revisions will provide consistency with the Financial Regulations adopted by the 49th Directing Council,

RESOLVES:

To confirm the changes requested by the Director in the Financial Rules of the Organization as they appear in Document CE145/2 and to forward as information the revised Financial Rules to the 50th Directing Council.

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