

GS/OAS  
Quarterly  
Financial  
Report  
(QFR)  
Q1 - 2016

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[General purpose financial reports of the GS/OAS \(external link\)](#)

From January 1, 2016 to March 31, 2016

# Key financial data

## Legend:

- this is a current management concern
- management is actively monitoring the situation
- management believes this is going above expectations
- YTD year-to-date

### Budgetary execution

Overall program-budget - YTD level of expenditures	22.3%	<span style="color: green;">●</span>
Regular Fund:		
YTD level of expenditures	24.7%	<span style="color: green;">●</span>
% of YTD expenditures related to personnel costs	59.9%	
Fund for ICR:		
YTD level of expenditures	25.5%	<span style="color: green;">●</span>
% of YTD expenditures related to personnel costs	73.6%	
Specific Funds YTD expenditures	USD 11.0 m	
Programmatic pillar with largest amount of YTD expenditures	Human Rights	

### Information on Regular Fund quotas

Quota compliance:		
# of member states current or considered current	13	<span style="color: green;">●</span>
# of member states not current (without arrears)	16	<span style="color: yellow;">●</span>
# of member states not current (and with arrears)	5	<span style="color: red;">●</span>
Total balance due at the beginning of the year:	USD 102.1 m	
Due from arrears	USD 19.7 m	
Due from current assessment	USD 82.4 m	
Total balance due at the end of the First Quarter:	USD 73.9 m	<span style="color: red;">●</span>
Due from arrears	USD 19.6 m	<span style="color: red;">●</span>
Due from current assessment	USD 54.3 m	<span style="color: red;">●</span>
Net quota payments received so far this year	USD 28.2 m	<span style="color: red;">●</span>
Projected balance due by year-end 2016 based on payment plans/history	USD 27.7 m	<span style="color: red;">●</span>

### Regular Fund liquidity risk assessment

Cash balance at the beginning of the year	USD 0 m	
Cash balance at the end of the First Quarter	USD 7.8 m	<span style="color: red;">●</span>
Projected cash deficits:		
Next month to show a cash deficit in 2016	August	<span style="color: red;">●</span>
Month with possible maximum level of cash deficit in 2016	November	<span style="color: red;">●</span>
Amount of deficit in November 2016	USD 17.1 m	<span style="color: red;">●</span>
Loan balance to Treasury Fund (2014) at the end of this Quarter	USD 3.4 m	<span style="color: red;">●</span>
Loan balance to Treasury Fund (2015) at the end of this Quarter	USD 12.4 m	<span style="color: red;">●</span>

### Specific Funds

YTD overall contributions received from donors	USD 5.5 m	
YTD contributions - % change over same period last year	-38%	<span style="color: red;">●</span>
YTD contributions - % change over same period last year by donor:		
Member states	67%	<span style="color: green;">●</span>
Permanent observers	-85%	<span style="color: red;">●</span>
Institutions and other donors	-73%	<span style="color: red;">●</span>
YTD ICR collection on Specific Funds - % change over same period last year	26%	<span style="color: green;">●</span>
Amount of new donor agreements starting execution this year	USD 9.2 m	
Programmatic pillar with largest amount of YTD expenditures	Democracy and gov.	

### **GS/OAS Quarterly Financial Report (QFR)**

This report is presented in compliance with the financial reporting requirements established under resolution AG/RES. 1 (L-E/15). Any limitations of this report regarding financial compliance with that resolution are noted on the corresponding sections of this report.

#### **Prepared by the General Secretariat of the Organization of American States (GS/OAS)**

Department of Financial and Administrative Management Services

Secretariat for Administration and Finance

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**Original: English**

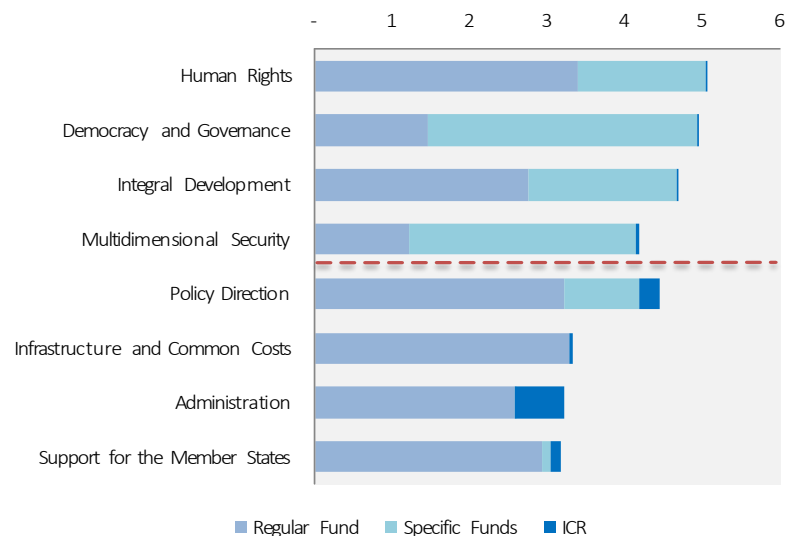
# Introduction

- Financial highlights
- Budgetary execution and variances by chapter
- Combining Statement of Changes in Fund Balances
- Information on quotas
- Regular Fund liquidity risk assessment
- Contributions from member states to OAS funds
- Disbursements by location
- Supplementary Appropriation CP/RES. 831

## Financial highlights

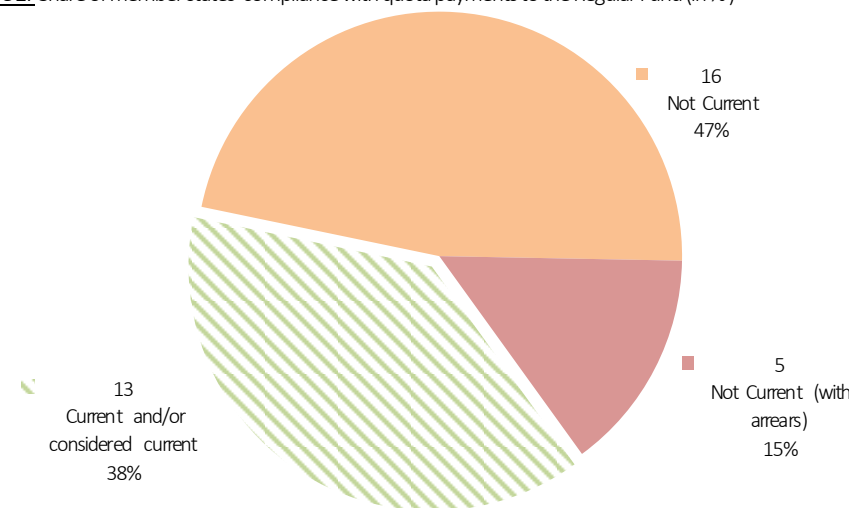
The year-to-date level of expenditures for the combined Regular Fund, Specific Funds and Fund for Indirect Cost Recovery (ICR) reached 22.3% of the USD 147.9 million 2016 Approved Program-Budget (Figure 1). The level of expenditures for the Regular Fund and the ICR reached 24.7% and 25.5% of their approved budgets, respectively. Specific Fund expenditures reached USD 11.0 million, slightly lower when compared to the same period last year (USD 12.1 million).

Figure 1: Expenditures by programmatic pillar and source of financing (in millions of USD)



With respect to year-to-date Regular Fund quotas, out of 34 member states, 13 member states are current and/or considered current with their quota assessment and 21 member states are not current (Figure 2). The latter have not paid their quota assessment for the current year nor have they submitted a written payment plan to the General Secretariat. Five member states within this group have not paid their quota balance in arrears (amounts owed for 2015 and prior years).

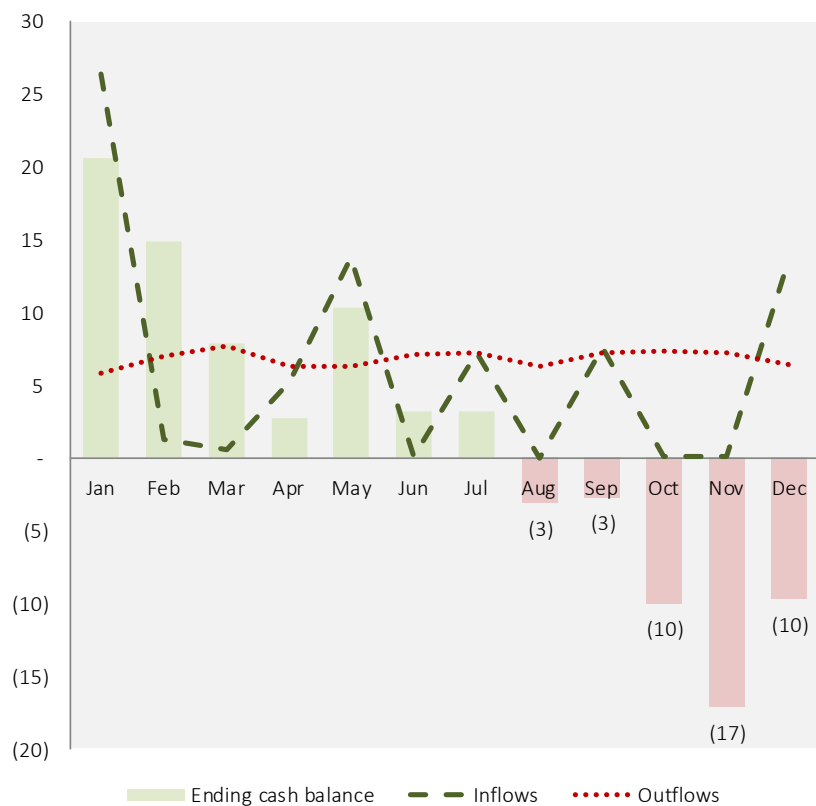
Figure 2: Share of member states' compliance with quota payments to the Regular Fund (in %)



In terms of liquidity, the Regular Fund began the year with a cash balance of USD 0, fluctuating through the year ending in USD 7.8 million by the end of the first quarter (Figure 3). The GS/OAS projects a maximum cash deficit of USD 17.1 million by November considering member states' payment plans and payment history (excludes member states with balances in arrears). Although the approval of the extension of

the temporary loan from the Treasury Fund through CP/RES. 1058 (2055/16) will help to mitigate cash shortages in the short-term, the delay in quota payments continues to be a long-term management concern as it significantly impacts liquidity in the Regular Fund. At this time, the General Secretariat cannot project the repayment of the temporary loan, since it has not received indications from those member states in arrears, as to when the due amounts will be paid.

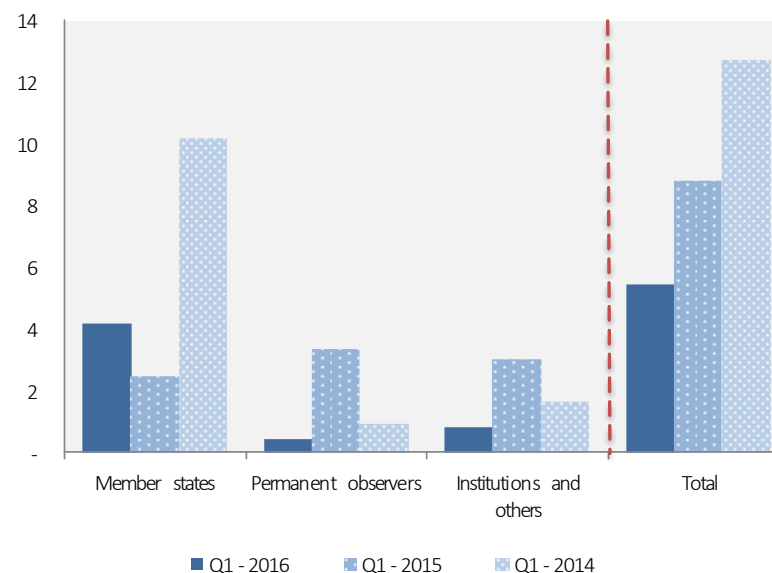
Figure 3: Regular Fund liquidity risk assessment (in millions of USD)



Contributions to Specific Funds reached USD 5.5 million, approximately 38% and 57% lower than the same periods in 2015 (USD 8.8 million) and in 2014 (USD 12.8 million), respectively. The contributions from member states have increased by ap-

proximately 67% compared to the same period last year. However, contributions from permanent observers and other institutions significantly decreased by 85% and 73%, respectively. The increase of contributions from member states has not been enough to offset the overall decrease in contributions to Specific Funds. Although It is too early to tell at this point in time, the overall decrease in contributions may only reflect a timing issue in donor programming. A decline in contributions to the Specific Funds will have a significant impact on ICR collections.

Figure 4: Quarterly trend of contributions to Specific Funds by donor (in millions of USD)



With respect to compliance and oversight issues, the external audit firm, Ernst & Young, LLC issued unqualified or “clean” opinions on all OAS financial statements for the fiscal year 2015. This is the highest rating that may be received from an external auditor. In terms of external audits requested by donors for specific projects, two financial audits are in progress related to the OAS/MAPP “Basket Fund” and the SA-VIA program. An additional project audit is programmed to start in the second quarter of this year related to the Judicial Facilitators program. And, potentially, up to 28 additional audits may be requested by donors during 2016.

### Budgetary execution and variances by chapter

As per OAS General Standards, the Secretary General has the authority to transfer Regular Fund resources from one Chapter of the program-budget to another for up to five percent. Transfers that exceed five percent or involve substantial alteration of any approved program within any fiscal period require prior approval of the Permanent Council. These conditions do not apply to the Fund for Indirect Cost Recovery (ICR), thus explanations are supplementary. Table 1 presents budgetary execution for the Regular Fund and corresponding explanations on budget variances at the chapter level. Table 2 presents the Fund for ICR in a similar manner. Detailed execution reports by subprogram for each fund are published in the [OAS website](#).

#### Regular Fund—explanations for year-end variances (+ or - 5%)

Chapter 1 – Office of the Secretary General –Personnel: Five new positions were added to the subprogram 14A (2 P04, 1 P05, 1 D01 and 1 D02). Non-personnel: Additional funding has been allocated to subprogram 14A to cover the cost of CPRs.

Chapter 2 –Office of the Assistant secretary General –Personnel: Due to budgetary constraints five positions are frozen in subprogram 24C (4 P03 and 1 P04). In subpro-

gram 24D, 2 P04 are frozen and a G06 transferred to subprogram 44C.















Chapter 3 - Principal and Specialized Organs—Personnel: Due to budgetary constraints six positions are frozen in subprogram 34B (2 P04, 1 P02, 1 G06 and 2 G05). In subprogram 34E a P02 is frozen, and another P02 is frozen in subprogram 34D.

Chapter 4 - Strategic Counsel for Organizational Development and Management for Results—Personnel: A P04 was transferred from subprogram 14A to subprogram 44A. A P03 was transferred from ICR to RF in subprogram 44B and a D01 was also transferred from ICR to RF in subprogram 44E. A P01 was abolished in subprogram 44C. Non-personnel: Additional funding has been allocated to subprogram 44C and 44F to cover the cost of CPRs.

Chapter 5 - The Secretariat for Access to Rights and Equity (SARE)—Personnel: A P02 was transferred from subprogram 104C to subprogram 54B, and a P03 from subprogram 64C was transferred to subprogram 54B. A P02 is frozen in subprogram 54D. Non-personnel: Additional funding was authorized to CPR services in subprogram 54A.

Chapter 6 - Secretariat for Strengthening Democracy – Personnel: Three positions were transferred out Chapter 6, a P04 and a P05 to 14A and a P03 to 54B. Three posi-

Table 1: Regular Fund—budgetary execution and variances (in thousands of USD)

Chapter	a			d	e		f=d+e	g	h	i=f+h	j=i-a		k=i/a				
	Approved budget	Transfers	c=a+b Modified budget		Year-to-date expenditures						% of expenditures of budget *	Projected Apr-Dec execution		Total projected execution	Variances from budget *		
					Personnel	Non personnel									Total	In USD	In %
1 - Office of the Secretary General	2,925.1	(11.5)	2,913.6	684.3	137.9	822.3	 28.1%	2,369.0	3,191.2	266.1	9.1%						
2 - Office of the Assistant Secretary General	14,135.7	153.5	14,289.2	2,535.1	784.9	3,320.0	 23.5%	9,752.0	13,072.0	(1,063.7)	-7.5%						
3 - Principal and Specialized Organs	13,405.9	(0.0)	13,405.9	1,574.4	2,480.6	4,055.0	 30.2%	8,268.7	12,323.6	(1,082.3)	-8.1%						
4 - Strategic Counsel for Organizational Development and Management for Results	2,956.8	62.0	3,018.8	571.8	231.9	803.7	 27.2%	2,415.3	3,219.0	262.2	8.9%						
5 - Secretariat for Access to Rights and Equity	1,928.5	-	1,928.5	331.6	66.4	398.1	 20.6%	1,417.8	1,815.8	(112.7)	-5.8%						
6 - Secretariat for Strengthening Democracy	4,184.6	-	4,184.6	910.7	66.0	976.7	 23.3%	2,862.6	3,839.3	(345.3)	-8.3%						
7 - Executive Secretariat for Integral Development	8,626.5	(0.0)	8,626.5	1,377.8	1,177.7	2,555.5	 29.6%	6,029.8	8,585.3	(41.2)	-0.5%						
8 - Secretariat for Multidimensional Security	4,346.5	(0.0)	4,346.5	702.7	103.8	806.5	 18.6%	2,887.6	3,694.1	(652.4)	-15.0%						
9 - Secretariat for Hemispheric Policies	3,392.0	(204.0)	3,188.0	608.4	74.6	683.0	 20.1%	2,210.6	2,893.6	(498.4)	-14.7%						
10 - Secretariat for Legal Affairs	3,646.6	(0.0)	3,646.6	825.8	31.8	857.5	 23.5%	2,679.8	3,537.3	(109.3)	-3.0%						
11 - Secretariat for Administration and Finance	9,375.2	(0.1)	9,375.2	2,145.0	246.7	2,391.7	 25.5%	6,850.2	9,241.9	(133.3)	-1.4%						
12 - Basic Infrastructure and Common Costs	13,832.8	0.0	13,832.8	2.0	2,882.9	2,884.8	 20.9%	11,053.2	13,938.0	105.2	0.8%						
13 - Compliance Oversight Management Bodies	1,568.1	-	1,568.1	201.2	62.4	263.6	 16.8%	1,041.4	1,305.0	(263.1)	-16.8%						
<b>Total</b>	<b>84,324.1</b>	<b>(0.0)</b>	<b>84,324.1</b>	<b>12,470.8</b>	<b>8,347.5</b>	<b>20,818.4</b>	 <b>24.7%</b>	<b>59,837.9</b>	<b>80,656.2</b>	<b>(3,668.1)</b>	<b>-4.3%</b>						

\* Refers to approved budget. As per OAS General Standards, variances over and under 5% of the Regular Fund approved budget are explained.

tions are frozen: a G06 in subprogram 64B, a P01 in subprogram 64C and a P03 in subprogram 64D. In subprogram 64E a P04 was abolished and a P03 was created.

Chapter 8 - The Secretariat for Multidimensional Security (SMS) –Personnel: Four positions are frozen in this Chapter: a P02 and a G06 in subprogram 84D, a P01 in subprogram 84E and a P02 in subprogram 84G. Additional funding was authorized to cover CPR services in subprograms 84D and 84E.

Chapter 9 - The Secretariat for Hemispheric Policies (SHP)—Personnel: A P04 in subprogram 94B was transferred to subprogram 64D. Three post are frozen a P03 and a P02 in subprogram 94C and a G07 in subprogram 94D. Non-personnel: Additional funding was allocated to cover CPR services in Subprograms 94A, 94B, 94D and 94F.

Chapter 13 - Compliance Oversight Management Bodies – Personnel: A D01, a P03 and P01 in subprogram 134B will be partially filled in 2016. In subprogram 134D a G06 is frozen. Actual personnel costs are lower than budgeted average costs .

Fund for ICR—explanations for year-end variances (+ or -5%)

Chapter 2 - Office of the Assistant secretary General –Personnel: A D01 was transferred from ICR to the RF in subprogram 24C.

Chapter 3 - Principal and Specialized Organs—No-personnel: Additional funding was

allocated to cover CPR services in Subprogram 34C.

Chapter 4 - Strategic Counsel for Organizational Development and Management for Results—Personnel: A G06 post was frozen in subprogram 44A. A P03 in subprogram 44B was transferred from ICR to RF. A G05 in subprogram 44C was transferred to subprogram 114E. A D01 post in subprogram 44E was transferred from ICR to the RF.

Chapter 6 - Secretariat for Strengthening Democracy —Personnel: Actual costs are lower than budgeted average costs.

Chapter 7 - Executive Secretariat for Integral Development—Personnel: In subprogram 74B a G06 is frozen and a P02 was transferred from 84B.

Chapter 8 - The Secretariat for Multidimensional Security (SMS) —Personnel: A P02 was transferred from subprogram 84B to 74B. Actual costs are lower than budgeted average costs.

Chapter 9 - Secretariat for External Relations—Personnel: A budgeted G06 in Subprogram 93B will not be executed.

Chapter 11 - Basic Infrastructure and Common Costs—Non-personnel: Expenses related to Subprogram 113I were less than anticipated.

End of section

Table 2: Fund for ICR—budgetary execution and variances (in thousands of USD)

Chapter	a Approved budget	b Transfers	c=a+b Modified budget	d			g % of expenditures of budget *	h Projected Apr-Dec execution	i=f+h Total projected execution	h=f-a	
				e						i=h/a	
				Year-to-date expenditures						Variances from budget *	
			Personnel	Non personnel	Total			In USD	In %		
1 - Office of the Secretary General	-	-	-	-	-	-	**	-	-	-	**
2 - Office of the Assistant Secretary General	96.3	-	96.3	19.1	104.5	123.6	128.4%	59.6	183.3	87.0	90.3%
3 - Principal and Specialized Organs	35.0	-	35.0	-	23.3	23.3	66.4%	24.5	47.8	12.8	36.4%
4 - Strategic Counsel for Organizational Development and Management for Results	1,295.2	-	1,295.2	223.1	36.0	259.1	20.0%	587.1	846.2	(449.0)	-34.7%
5 - Secretariat for Access to Rights and Equity	-	-	-	-	-	-	**	-	-	-	**
6 - Secretariat for Strengthening Democracy	609.1	-	609.1	135.8	19.8	155.6	25.5%	422.0	577.5	(31.6)	-5.2%
7 - Executive Secretariat for Integral Development	91.2	(212.6)	(121.4)	28.5	29.3	57.8	63.4%	118.4	176.2	85.0	93.2%
8 - Secretariat for Multidimensional Security	892.7	212.6	1,105.3	152.0	18.0	170.0	19.0%	511.0	681.1	(211.6)	-23.7%
9 - Secretariat for Hemispheric Policies	-	-	-	-	-	-	**	35.7	35.7	35.7	**
10 - Secretariat for Legal Affairs	-	-	-	-	-	-	**	-	-	-	**
11 - Secretariat for Administration and Finance	1,335.3	-	1,335.3	284.8	46.0	330.8	24.8%	950.4	1,281.2	(54.1)	-4.1%
12 - Basic Infrastructure and Common Costs	-	-	-	-	25.5	25.5	**	73.4	98.9	98.9	**
13 - Compliance Oversight Management Bodies	145.2	-	145.2	-	-	-	0.0%	145.2	145.2	-	0.0%
<b>Total</b>	<b>4,500.0</b>	<b>-</b>	<b>4,500.0</b>	<b>843.4</b>	<b>302.3</b>	<b>1,145.7</b>	<b>25.5%</b>	<b>2,927.3</b>	<b>4,073.0</b>	<b>(427.0)</b>	<b>-9.5%</b>

\* Refers to approved budget. OAS General Standards do not require explanations on ICR variances; however, the GS/OAS provides them as supplementary information.

\*\* A budget was not originally allocated for this Chapter.

### Combining Statement of Changes in Fund Balances

Table 3 summarizes all sources of income, execution and fund balances for funds that comprise the approved program-budget of the Organization (Regular Fund, Development Cooperation Fund, Specific Funds, and the Fund for Indirect Cost Recovery).

Other accounts under the grouping of Service and Revolving Funds are included in the table as they support the activities of the approved program-budget (e.g. rental income, tax reimbursement, parking fees, building maintenance, common costs). Trust Funds are not part of the approved program-budget and are therefore reported separately in Table 4.

Table 3: Combining Statement of Changes in Fund Balances, year-to-date (in thousands of USD)

	Regular Fund	Development Cooperation Fund	Specific Funds	Service and Revolving Funds		Total (1)	
				Fund for Indirect Cost Recovery (ICR)	Other accounts		
<b>INFLOWS</b>							
Quota payments, pledges and contributions:							
Quarter 1	27,827	81	5,452	-	-	33,360	
Quarter 2	-	-	-	-	-	-	
Quarter 3	-	-	-	-	-	-	
Quarter 4	-	-	-	-	-	-	
Total quota payments, pledges and contributions	27,827	81	5,452	-	-	33,360	
Interest income (2)	-	-	-	-	-	-	
Rental income	-	-	-	-	1,136	1,136	
Tax reimbursement	-	-	-	-	1,550	1,550	
Transfers, other income and refunds	574	21	151	1,007	1,348	3,101	
a Total inflows	28,401	102	5,603	1,007	4,034	39,147	
<b>OUTFLOWS</b>							
Execution:							
Expenditures:							
Quarter 1	20,818	84	11,029	1,146	1,377	34,454	
Quarter 2	-	-	-	-	-	-	
Quarter 3	-	-	-	-	-	-	
Quarter 4	-	-	-	-	-	-	
Total expenditures	20,818	84	11,029	1,146	1,377	34,454	
Obligations	48,527	115	12,369	2,832	3,133	66,976	
Prior year obligations (3)	-	-	(11,730)	-	(1,842)	(13,572)	
Total execution (3)	69,345	199	11,668	3,978	2,668	87,858	
New administration's transition	-	-	-	-	-	-	
FONDEM grants	-	-	-	-	-	-	
Return to donors	-	-	744	-	-	744	
Other decreases	-	-	156	-	1,066	1,222	
b Total outflows	69,345	199	12,568	3,978	3,734	89,824	
c=a-b	<b>(40,944)</b>	<b>(97)</b>	<b>(6,965)</b>	<b>(2,971)</b>	<b>300</b>	<b>(50,677)</b>	
d	Fund balances, beginning of period	(17,978)	6,567	66,645	323	682	56,239
e=c+d	<b>FUND BALANCES, END OF PERIOD</b>	<b>(58,922)</b>	<b>6,470</b>	<b>59,680</b>	<b>(2,648)</b>	<b>982</b>	<b>5,562</b>

(1) Does not include elimination of interfund transactions in both increases and decreases; however, this information is included in the general purpose financial reports that may be found at the end of this report.

(2) Accumulated interest income is recorded quarterly in the accounting periods of April, July, October and December only, and thus show in financial statements beginning in the 4th month of the year.

(3) For comparability purposes, when funds that have carryforward balances are presented with those that do not, prior year obligations are deducted to obtain the net execution for the period.



### Trust Funds

Trust funds are established by bequests or grants to finance purposes specified by the donor or legator, held in trust, and used in accordance with the pertinent provisions or instruments. The disposition of these funds are restricted by the instruments establishing them and the Board or Committee overseeing the resources. These funds are not part of the program-budget and address specific purposes such as:

- The Trust for the Americas is a not-for-profit organization that works to expand hemispheric cooperation and enhance economic development. Resources have been provided by contributions from corporate donors and U.S. federal grants.
- The Medical Benefits Trust Fund provides medical benefits to OAS staff members. Fund activity is limited to paying covered employees' health claims. Claim adjudication is handled by an insurance provider.
- The Rowe Pan American Fund is established to provide loans to students from Member States, other than residents and citizens of the United States, and to make loans to OAS employees for educational and emergency purposes.
- The assets of the Rowe Memorial Benefit Fund have been accumulated principally from contributions received from Dr. Leo S. Rowe, a former Director General of the Pan-American Union. These assets are held in trust to provide certain welfare benefits for OAS employees.

Table 4: Year-to-date inflows and outflows for the main Trust Funds (in thousands of USD)

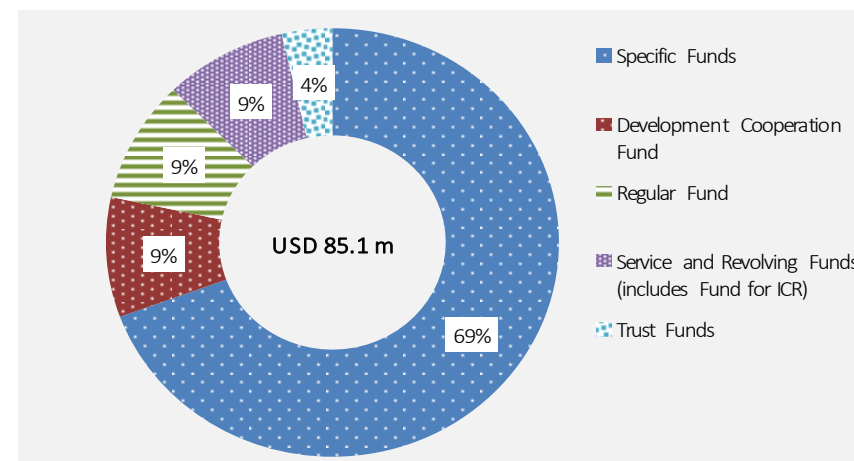
	Trust for the Americas	Medical Benefits	Rowe Pan American
Beginning cash balance 01/01	1,568	44,072	16,646
Add inflows:			
Contributions and donations	430	3,813	-
Investment income *	-	400	69
Other Income	38	4	194
Less outflows:			
Expenses	512	3,517	128
Other outflows *	-	-	56
Ending cash balance 3/31	1,524	44,772	16,727

\* Includes unrealized gains or unrealized losses.

### Cash and Equity in OAS Treasury Fund

All U.S. dollars available for use in carrying out the activities of the various funds of the OAS are consolidated in the OAS Treasury Fund. Each fund administered by the GS/OAS maintains equity to the extent of its cash balance retained therein (Figure 5). The GS/OAS administers the OAS Treasury Fund, and amounts not immediately required for operations are invested. Income earned by the OAS Treasury Fund through investments is added to the equity of each fund in proportion to its balance. GS/OAS applies a conservative risk profile in the management of assets in the OAS Treasury Fund, and its investment guidelines place emphasis on capital preservation over income generation.

Figure 5: Balance composition of the OAS Treasury Fund at the end of this period (in millions of USD and %)



At the end of this period, USD 85.1 million in cash were held in the OAS Treasury Fund shared by the various OAS funds (Figure 5). Resolutions CP/RES. 1034 (1984/14) and CP/RES. 1046 (2013/15), instructed the GS/OAS, as a highly exceptional circumstance, to utilize the resources in the OAS Treasury Fund as an interest-free internal loan for the Regular Fund, as a temporary solution to cover cash shortages. At the end of this period, the Regular Fund has a total outstanding loan balance against the OAS Treasury Fund of USD 15.8 million, of which USD 3.4 million is related to 2014 quotas in arrears and USD 12.4 million to 2015 quotas. As of the date of this report the 2014 loan was fully paid.

### Information on quotas

OAS General Standards require member states to pay their quota assessment in full on the first day of the corresponding fiscal year; otherwise, in order to be considered current they are required to negotiate a payment plan with the GS/OAS. Member states that pay their quota assessment by March of each year are entitled to the following discounts (applied to the following year's quota): 3% of the amount paid by January 31; 2% of the amount paid by the last day of February; and 1% of the amount paid by March 31. At the beginning of the year, USD 338.0 thousand was credited in prompt payment discounts as well as USD 47.1 thousand in payments in advance.

At the beginning of the year, the GS/OAS had USD 102.1 million in quota receivable (i.e. balance due), USD 82.4 million from current quota assessment and USD 19.7 million for quotas in arrears—columns (a) and (e) in Table 5, respectively. By the end of this quarter, the GS/OAS had received USD 28.1 million towards the current quota assessment (column b in Table 5) leaving a current period balance of USD 54.3 million. **The amount does not reflect discounts credited for prompt payment.**

At the same time, the GS/OAS had received USD 55 thousand towards the prior year quota balance (column f in Table 5), still leaving a prior year balance of USD 19.6 million. At the time of writing this report, the GS/OAS received additional USD 4.0 million towards the prior year quota balance, but had not received additional indications from member states in arrears as to when the due amounts would be paid.

Given the significant impact of quotas on the Regular Fund cash flow, the GS/OAS continuously monitors quota information and regularly updates its assumptions on quota collections based on member states' payment plans and payment history.

Out of 34 member states, 13 member states are current and/or considered current with their quota assessment and 21 member states are not current. The latter have not paid their quota assessment for the current year nor have they agreed to a written payment plan with the General Secretariat. Five member states within this group have not paid their quota balance in arrears and the GS/OAS cannot anticipate when payments will be received in 2016 (Tables 6 and 7).

Table 5: Year-to-date progress on quota collection by year (in USD and %)

Year	(a) Assessed quotas	(b) Collection on assessed quotas	(c = a - b) Current Period collection balance	(d = b / a) Current year collection progress	(e) Prior year quotas balance	(f) Collection on prior year quotas	(g = e - f) Prior year collection balance	(h = f / e) Prior year collection progress
Q1 - 2005	73,727,100	16,024,265	57,702,835	22%	21,226,017	501,452	20,724,565	2%
Q1 - 2006	73,727,100	14,813,822	58,913,278	20%	18,675,466	2,690,554	15,984,912	14%
Q1 - 2007	77,277,200	18,640,846	58,636,354	24%	12,547,491	4,194,297	8,353,194	33%
Q1 - 2008	77,447,900	21,620,991	55,826,909	28%	10,926,790	3,691,600	7,235,190	34%
Q1 - 2009	78,593,000	9,910,780	68,682,220	13%	3,162,698	33,600	3,129,098	1%
Q1 - 2010	78,513,615	22,469,695	56,043,920	29%	918,128	106,136	811,992	12%
Q1 - 2011	80,950,800	16,732,260	64,218,540	21%	1,282,659	92,564	1,190,095	7%
Q1 - 2012	81,105,400	24,652,082	56,453,318	30%	2,908,247	65,940	2,842,307	2%
Q1 - 2013	81,105,400	31,364,113	49,741,287	39%	4,849,615	4,706,369	143,246	97%
Q1 - 2014	81,105,400	30,930,710	50,174,690	38%	1,982,878	193,575	1,789,303	10%
Q1 - 2015	82,440,400	28,372,273	54,068,127	34%	11,700,047	62,385	11,637,662	1%
Q1 - 2016	82,440,400	28,110,205	54,330,195	34%	19,660,941	55,151	19,605,790	0%

Table 6: Status of quota compliance, payments, and balance due (in thousands of USD)

	a	b	c=a+b	d	e=c-d	f=(Q1..Q4)				g=e-f	h	
	Current assessment	Quotas in arrears	Total quota receivable	Discounts and advances	Net quota receivable	Net payments received in 2016 (by quarter)				2016 net payments	Year-end balance due	2017 proj. advance payments
						Q1	Q2 Projected based on plan or history	Q3	Q4			
<b>1. Current and/or considered current</b>												
<b>1.a. Paid in full</b>												
Bahamas, Commonwealth of	40.6	-	40.6	0.8	39.8	39.8	-	-	-	39.8	-	-
Bolivia	46.4	-	46.4	0.5	45.9	45.9	-	-	-	45.9	-	-
Canada	8,762.5	-	8,762.5	262.9	8,499.6	8,499.6	-	-	-	8,499.6	-	-
Costa Rica	190.4	-	190.4	1.9	188.5	197.2	-	-	-	197.2	-	8.7
Dominica, Commonwealth of	18.2	-	18.2	18.2	-	-	-	-	-	-	-	-
Dominican Republic	262.5	-	262.5	-	262.5	262.5	-	-	-	262.5	-	-
Guyana	18.2	-	18.2	0.2	18.0	18.0	-	-	-	18.0	-	-
Mexico	5,620.3	-	5,620.3	56.2	5,564.1	5,564.1	-	-	-	5,564.1	-	-
Nicaragua	21.5	-	21.5	-	21.5	21.5	-	-	-	21.5	-	-
Paraguay	62.1	-	62.1	1.9	60.2	60.2	-	-	-	60.2	-	-
<b>1.b. Not paid in full, with payment plan</b>												
Antigua and Barbuda	18.2	-	18.2	-	18.2	9.1	-	4.6	4.6	18.2	-	-
Jamaica	58.0	14.5	72.5	-	72.5	14.5	14.5	14.5	14.5	58.0	14.5	-
United States	49,240.0	-	49,240.0	-	49,240.0	12,310.0	12,310.0	12,310.0	12,310.0	49,240.0	-	-
<b>2. Not current (not paid in full and no payment plan)</b>												
<b>2.a. Without arrears</b>												
Argentina	1,987.2	-	1,987.2	25.8	1,961.4	-	-	1,961.4	-	1,961.4	-	-
Barbados	28.2	-	28.2	-	28.2	-	28.2	-	-	28.2	-	-
Belize	18.2	-	18.2	-	18.2	-	18.2	-	-	18.2	-	-
Chile	1,115.3	-	1,115.3	11.2	1,104.1	-	1,104.1	-	-	1,104.1	-	-
Colombia	1,085.5	-	1,085.5	-	1,085.5	-	1,085.5	-	-	1,085.5	-	-
Ecuador	266.6	-	266.6	-	266.6	-	-	266.6	-	266.6	-	-
El Salvador	71.2	-	71.2	-	71.2	-	-	-	71.2	71.2	-	-
Guatemala	120.1	-	120.1	3.7	116.4	-	116.4	-	-	116.4	-	-
Honduras	34.8	-	34.8	0.7	34.1	-	34.1	-	-	34.1	-	-
Panama	145.7	-	145.7	-	145.7	-	145.7	-	-	145.7	-	-
Peru	712.1	-	712.1	0.6	711.5	706.4	5.1	-	-	711.5	-	-
St. Kitts and Nevis	18.2	-	18.2	-	18.2	-	18.2	-	-	18.2	-	-
St. Lucia	18.2	-	18.2	-	18.2	-	18.2	-	-	18.2	-	-
Suriname	21.5	-	21.5	-	21.5	-	21.5	-	-	21.5	-	-
Trinidad and Tobago	111.8	-	111.8	-	111.8	-	111.8	-	-	111.8	-	-
Uruguay	204.5	-	204.5	-	204.5	-	-	204.5	-	204.5	-	-
<b>2.b. With arrears</b>												
Brazil	10,289.3	14,293.8	24,583.1	-	24,583.1	-	4,004.4	-	-	4,004.4	20,578.7	-
Grenada	18.2	129.6	147.8	-	147.8	-	-	-	-	-	147.8	-
Haiti	21.5	21.5	43.0	-	43.0	-	-	-	-	-	43.0	-
St. Vincent and the Grenadines	18.2	42.0	60.2	-	60.2	40.7	-	-	-	40.7	19.5	-
Venezuela	1,775.2	5,159.5	6,934.7	-	6,934.7	-	-	-	-	-	6,934.7	-
<b>TOTAL</b>	<b>82,440.4</b>	<b>19,660.9</b>	<b>102,101.3</b>	<b>384.5</b>	<b>101,716.9</b>	<b>27,789.6</b>	<b>19,036.0</b>	<b>14,761.5</b>	<b>12,400.3</b>	<b>73,987.3</b>	<b>27,738.3</b>	<b>8.7</b>

\* Some individual amounts showing "0.0" and totals may differ slightly due to rounding.

Table 7: Net payments received by month (in thousands of USD)

	Net payments received in 2016 based on payment plans and/or history												2016 net payments	Net payments in %	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
<b>1. Current and/or considered current</b>	Projected based on plan or history														
<b>1.a. Paid in full</b>															
Bahamas, Commonwealth of	-	39.8	-	-	-	-	-	-	-	-	-	-	-	39.8	0.1%
Bolivia	-	45.9	-	-	-	-	-	-	-	-	-	-	-	45.9	0.1%
Canada	8,499.6	-	-	-	-	-	-	-	-	-	-	-	-	8,499.6	11.5%
Costa Rica	-	197.2	-	-	-	-	-	-	-	-	-	-	-	197.2	0.3%
Dominica, Commonwealth of	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%
Dominican Republic	-	262.5	-	-	-	-	-	-	-	-	-	-	-	262.5	0.4%
Guyana	-	18.0	-	-	-	-	-	-	-	-	-	-	-	18.0	0.0%
Mexico	5,564.1	-	-	-	-	-	-	-	-	-	-	-	-	5,564.1	7.5%
Nicaragua	21.5	-	-	-	-	-	-	-	-	-	-	-	-	21.5	0.0%
Paraguay	-	-	60.2	-	-	-	-	-	-	-	-	-	-	60.2	0.1%
<b>1.b. Not paid in full, with payment plan</b>															
Antigua and Barbuda	4.6	-	4.6	-	-	-	-	-	4.6	-	-	-	4.6	18.2	0.0%
Jamaica	-	14.5	-	-	-	14.5	14.5	-	-	-	14.5	-	-	58.0	0.1%
United States	12,310.0	-	-	-	12,310.0	-	4,924.0	-	7,386.0	-	-	-	12,310.0	49,240.0	66.6%
<b>2. Not current (not paid in full and no payment plan)</b>															
<b>2.a. Without arrears</b>															
Argentina	-	-	-	-	-	-	1,961.4	-	-	-	-	-	-	1,961.4	2.7%
Barbados	-	-	-	-	28.2	-	-	-	-	-	-	-	-	28.2	0.0%
Belize	-	-	-	-	-	18.2	-	-	-	-	-	-	-	18.2	0.0%
Chile	-	-	-	1,104.1	-	-	-	-	-	-	-	-	-	1,104.1	1.5%
Colombia	-	-	-	-	1,085.5	-	-	-	-	-	-	-	-	1,085.5	1.5%
Ecuador	-	-	-	-	-	-	266.6	-	-	-	-	-	-	266.6	0.4%
El Salvador	-	-	-	-	-	-	-	-	-	71.2	-	-	-	71.2	0.1%
Guatemala	-	-	-	-	116.4	-	-	-	-	-	-	-	-	116.4	0.2%
Honduras	-	-	-	-	34.1	-	-	-	-	-	-	-	-	34.1	0.0%
Panama	-	-	-	-	145.7	-	-	-	-	-	-	-	-	145.7	0.2%
Peru	-	706.4	-	-	5.1	-	-	-	-	-	-	-	-	711.5	1.0%
St. Kitts and Nevis	-	-	-	18.2	-	-	-	-	-	-	-	-	-	18.2	0.0%
St. Lucia	-	-	-	-	-	18.2	-	-	-	-	-	-	-	18.2	0.0%
Suriname	-	-	-	-	21.5	-	-	-	-	-	-	-	-	21.5	0.0%
Trinidad and Tobago	-	-	-	111.8	-	-	-	-	-	-	-	-	-	111.8	0.2%
Uruguay	-	-	-	-	-	-	-	-	204.5	-	-	-	-	204.5	0.3%
<b>2.b. With arrears</b>															
Brazil	-	-	-	4,004.4	-	-	-	-	-	-	-	-	-	4,004.4	5.4%
Grenada	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%
Haiti	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%
St. Vincent and the Grenadines	-	-	40.7	-	-	-	-	-	-	-	-	-	-	40.7	0.1%
Venezuela	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>TOTAL</b>	<b>26,399.8</b>	<b>1,284.4</b>	<b>105.4</b>	<b>5,238.6</b>	<b>13,746.5</b>	<b>50.9</b>	<b>7,166.5</b>	<b>-</b>	<b>7,595.1</b>	<b>71.2</b>	<b>14.5</b>	<b>12,314.6</b>	<b>73,987.3</b>	<b>100.0%</b>	
in %	35.7%	1.7%	0.1%	7.1%	18.6%	0.1%	9.7%	0.0%	10.3%	0.1%	0.0%	16.6%	100.0%		

\* Some individual amounts showing "0.0" and totals may differ slightly due to rounding.

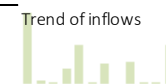
### Regular Fund liquidity risk assessment

The Regular Fund began the year with a cash balance of USD 0, fluctuating through the first quarter ending in USD 7.8 million (Table 8). Although the approval of the extension of the temporary loan from the Treasury Fund through CP/RES. 1058 (2055/16) will help to mitigate cash shortages through the end of the year, the delay in quota payments continues to be a long-term management concern as it significantly impacts liquidity in the Regular Fund and therefore GS/OAS operations. At this

time, the General Secretariat cannot project the repayment of the temporary loans, since it has not received indications from the member states in arrears, as to when the due amounts will be paid. Table 8 shows monthly cash flows and member states' net monthly payments received this year.

Table 8: Regular Fund monthly cash flow (in millions of USD) 2015

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
a <b>Beginning cash balance</b>	0.00	20.60	14.95	7.83	2.79	10.30	3.24	3.19	(3.09)	(2.71)	(9.96)	(17.11)	0.00
<b>Inflows</b>													
Net quota payments	26.40	1.30	0.11	5.24	13.75	0.05	7.19	0.00	7.60	0.09	0.01	12.31	74.05
Administrative support	0.00	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50	1.52
Replenishment of the Reserve	0.00	0.00	0.48	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.48
Other income	0.02	0.00	0.04	0.02	0.05	0.00	0.01	0.00	0.00	0.00	0.05	0.00	0.18
b Total inflows	26.42	1.33	0.63	5.25	13.79	0.05	7.20	0.00	7.60	0.09	0.06	13.81	76.24
<b>Outflows</b>													
2016 expenses	5.54	6.62	7.65	6.25	6.25	7.07	7.21	6.25	7.19	7.33	7.19	6.37	80.92
2015 expenses	0.28	0.35	0.06	0.03	0.03	0.03	0.03	0.03	0.02	0.02	0.02	0.02	0.94
c Total outflows	5.82	6.97	7.70	6.29	6.29	7.11	7.25	6.29	7.21	7.35	7.21	6.39	81.86
d=b-c <b>Net cash flow</b>	20.60	(5.64)	(7.08)	(1.03)	7.51	(7.06)	(0.05)	(6.29)	0.39	(7.26)	(7.14)	7.43	(5.62)
e From/to Treasury Fund	0.00	(0.01)	(0.04)	(4.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(4.06)
f=a+d+e <b>Ending cash balance</b>	<b>20.60</b>	<b>14.95</b>	<b>7.83</b>	<b>2.79</b>	<b>10.30</b>	<b>3.24</b>	<b>3.19</b>	<b>(3.09)</b>	<b>(2.71)</b>	<b>(9.96)</b>	<b>(17.11)</b>	<b>(9.68)</b>	<b>(9.68)</b>



### Contributions from member states to OAS funds

Table 9 summarizes contributions from member states to OAS funds. In addition, the table shows the Specific Funds' fund balance of each member state at the end of this period. The column for current year collection under Regular Fund refers to total

quota payments for the current assessment made so far by each member state as of this period. Amounts in this column include discounts for prompt payment and payments in advance so they might differ slightly with the information presented in previous sections of this report (quotas and liquidity). A complete list of contributions from all donors is published in the [OAS website](#).

Table 9: Contributions from member states to OAS funds

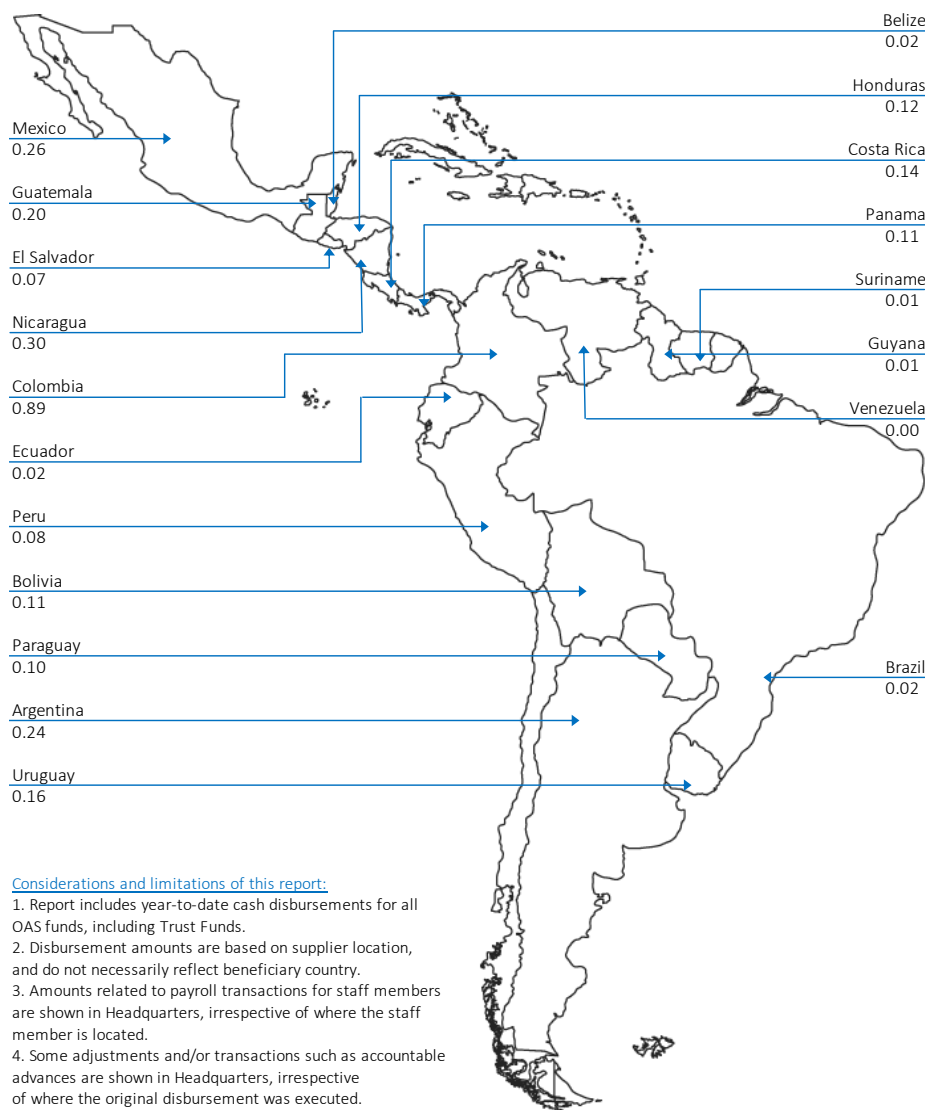
Member state	Regular Fund		Development Cooperation Fund	Specific Funds	Trust for the Americas	Total	Specific Funds - Fund Balance
	Current Year Collection *	Prior Year Bal. Collection					
Antigua and Barbuda	9,100	-	-	-	-	9,100	-
Argentina	25,848	-	-	40,000	-	65,848	414,579
Bahamas, Commonwealth of	40,600	-	20,000	-	-	60,600	2,987
Barbados	-	-	-	10,200	-	10,200	19,977
Belize	-	-	8,000	-	-	8,000	8,823
Bolivia	46,400	-	-	-	-	46,400	132,541
Brazil	-	-	-	211,906	-	211,906	801,193
Canada	8,762,500	-	-	633,156	-	9,395,656	897,431
Chile	11,153	-	-	-	-	11,153	175,266
Colombia	-	-	-	-	22,280	22,280	271,510
Costa Rica	190,400	-	-	7,212	-	197,612	43,117
Dominica, Commonwealth of	18,200	-	-	-	-	18,200	19,074
Dominican Republic	262,500	-	-	546,669	-	809,169	586,316
Ecuador	-	-	-	9,340	-	9,340	48,798
El Salvador	-	-	-	-	-	-	15,269
Grenada	-	-	-	-	-	-	-
Guatemala	3,699	-	-	-	-	3,699	196,160
Guyana	18,200	-	-	-	-	18,200	6,319
Haiti	-	-	-	100	-	100	1,143
Honduras	696	-	-	-	-	696	115,173
Jamaica	-	14,500	-	-	-	14,500	16,875
Mexico	5,620,300	-	-	839,200	-	6,459,500	7,727,688
Nicaragua	21,500	-	6,000	17,000	-	44,500	15,653
Panama	-	-	39,600	-	-	39,600	186,340
Paraguay	62,100	-	-	-	-	62,100	127,449
Peru	707,009	-	-	62,238	-	769,246	194,486
St. Kitts and Nevis	-	-	-	-	-	-	-
St. Lucia	-	-	7,570	8,754	-	16,324	21,612
St. Vincent and the Grenadines	-	40,651	-	-	-	40,651	30
Suriname	-	-	-	-	-	-	5,230
Trinidad and Tobago	-	-	-	-	-	-	77,300
United States	12,310,000	-	-	1,771,494	32,940	14,114,435	30,208,168
Uruguay	-	-	-	24,460	-	24,460	186,624
Venezuela	-	-	-	-	-	-	1,526
<b>Total</b>	<b>28,110,205</b>	<b>55,151</b>	<b>81,170</b>	<b>4,181,730</b>	<b>55,221</b>	<b>32,483,476</b>	

\* Include prompt payment credits and/or payments in advance.

### Disbursements by location

The OAS executes numerous activities throughout its member states, requiring payment for goods and services in their corresponding local currencies. The majority of disbursements occur in Headquarters, mostly due to payroll expenses and infrastruc-

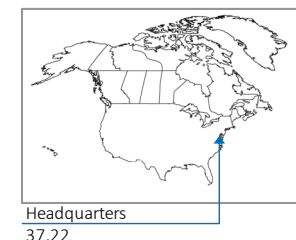
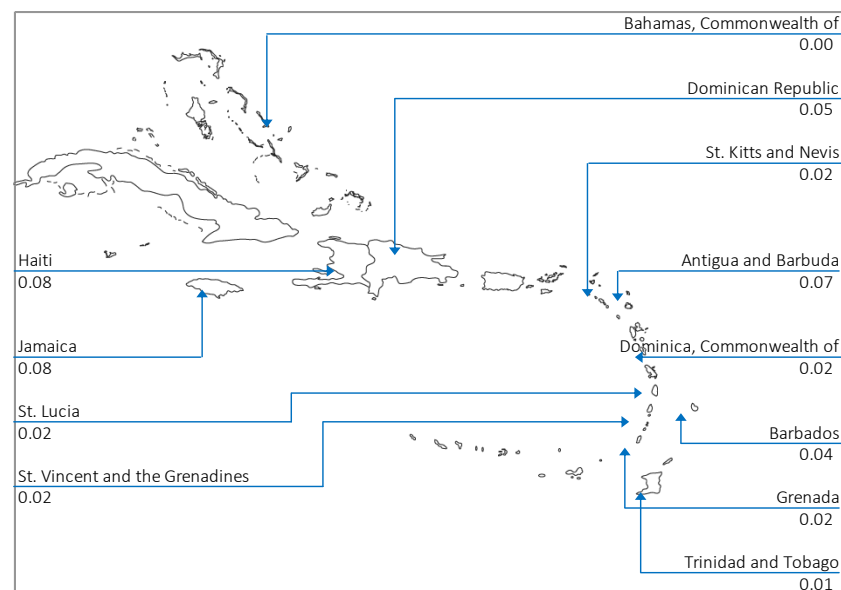
Figure 6: Disbursements by location (in millions of USD)



**Considerations and limitations of this report:**

1. Report includes year-to-date cash disbursements for all OAS funds, including Trust Funds.
2. Disbursement amounts are based on supplier location, and do not necessarily reflect beneficiary country.
3. Amounts related to payroll transactions for staff members are shown in Headquarters, irrespective of where the staff member is located.
4. Some adjustments and/or transactions such as accountable advances are shown in Headquarters, irrespective of where the original disbursement was executed.

ture costs. In Latin America, a large portion of disbursements are related to the Mission to Support the Peace Process in Colombia (MAPP), ammunition control in Nicaragua and drug prevention in Mexico. Disbursements in a specific location do not necessarily reflect full project activity since a large portion of project activity is disbursed in Headquarters.



**TOTAL DISBURSEMENTS 40.51**

### Supplementary Appropriation CP/RES. 831

In 2002, the Permanent Council, through CP/RES831 (1342/02), approved the "Use of Excess Resources of the Reserve Sub-fund for Capital Investment and to Meet OAS Mandates." These resources are reported as part of the Specific Funds.

The appropriated excess resources of the Reserve Sub-fund amounted to USD 20,600,000. In addition, pursuant to AG/RES. 1 (XXV-E/98), USD 415,941 of unobligated Regular Fund appropriations were allocated to OAS Scholarships and Training Programs.

Further to the appropriations, there were net additions of USD 3,325,220 from transfers of several sources bringing the appropriation to a total of USD 24,341,161. In addition, the fund has earned interest of USD 2,882,266 through December 31, 2015, which has been distributed to each of its activities, interest for the first quarter of 2016 will be recorded during the second quarter of 2016. Thus, the total funding to date provided to the fund is USD 27,223,427.

Table 10 summarizes the financial activity of this appropriation since its inception to date. A more detailed financial statement with notes on net additions (transfers) is published in the [OAS website](#).

Table 10: Summarized financial statement of Supplementary Appropriation CP/RES. 831

	a	b	c	d	e=a+b+c+d	f	g=e-f
	Original appropriation	Supplementary appropriation	Net additions (transfers) *	Interest income	Total funding	Expenditures and obligations	Fund balance
<b>Main activity / sub-activity</b>							
Simon Bolivar Room Renovation	2,650,000	-	1,217,052	152,182	4,019,234	4,019,234	-
Multi-Purpose Room (Guerrero Room)	750,000	-	(480)	14,577	764,097	764,097	-
<b>Capital Building Fund</b>							
Capital Building Fund	4,200,000	-	(4,497,114)	318,373	21,259	-	21,259
Main and Administrative Building Technology Improvement	-	-	1,708,000	86,042	1,794,042	1,786,071	7,971
CP/CAAP-3022/09 - Use of Capital Building Fund	-	-	1,209,000	54,610	1,263,610	1,263,556	54
Subtotal	4,200,000	-	(1,580,114)	459,025	3,078,911	3,049,627	29,284
<b>Special Revenue Fund Technical Areas</b>							
UPD Conflict Resolution Initiatives	400,000	-	-	22,107	422,107	408,194	13,913
Fund for Peace	1,000,000	-	(527,519)	59,595	532,076	532,076	-
Fund for Peace Sub-fund	-	-	419,313	40,350	459,663	460,208	(545)
Cuenca Rio Negro Honduras / Nicaragua	-	-	100,000	4,742	104,742	101,882	2,860
I-A Commission on Human Rights	600,000	-	-	6,260	606,260	606,260	-
Columbus Memorial Library	300,000	-	-	20,010	320,010	320,010	-
Public Information / External Relations to pursue Outreach Activities	65,000	-	(902)	1,344	65,442	65,442	-
Office of External Relations	35,000	-	(14)	603	35,589	35,589	-
Subtotal	2,400,000	-	(9,122)	155,011	2,545,889	2,529,661	16,228
Management Study	1,000,000	-	(259,542)	20,522	760,980	760,980	-
OAS Fellowships, Scholarships and Training Programs	5,000,000	415,941	4,006,592	1,638,935	11,061,468	6,490,813	4,570,655
Summit of Americas Mandates	4,000,000	-	(49,166)	442,014	4,392,848	4,205,509	187,339
Inter-American Court of Human Rights	600,000	-	-	-	600,000	600,000	-
<b>Total</b>	<b>20,600,000</b>	<b>415,941</b>	<b>3,325,220</b>	<b>2,882,266</b>	<b>27,223,427</b>	<b>22,419,921</b>	<b>4,803,506</b>

\* Explained in detail in the financial statement published in the OAS website.



# OAS Country Offices

- Expenditures by Country Office
- Statement of Funds Available for OAS Country Offices

## Expenditures by Country Office

The majority of expenditures incurred by OAS Country Offices are related to personnel costs to finance, in most cases, the office representative and the secretary of

each country office, and in a few instances, a driver/messenger. Non-personnel costs between offices may differ because of several factors including cost of living and office activity. Table 11 breaks down total expenditures financed with Regular, Specific and Fund for ICR by office and object of expenditure.

Table 11: Year-to-date expenditures by Country Office and object of expenditure (all sources of financing)

OAS Country Office	Personnel	Non-personnel							Non-personnel total	Grand total	% of grand total
	Non-recurring personnel	Travel	Publications and Documents	Equipment, supplies and maintenance	Building and maintenance	Performance contracts	Other				
Antigua and Barbuda	12,951	-	-	-	75	21,233	2,577	853	24,737	37,688	2.3%
Bahamas, Commonwealth of	24,966	-	-	-	1,263	49	604	996	2,911	27,877	1.7%
Barbados	68,690	-	-	-	1,268	11,788	6,480	817	20,352	89,042	5.4%
Belize	49,567	-	-	-	619	191	302	2,251	3,362	52,929	3.2%
Bolivia	40,400	-	-	-	814	3,224	616	6,398	11,052	51,452	3.1%
Costa Rica	20,532	-	-	331	1,071	9,039	1,303	405	12,148	32,680	2.0%
Dominica, Commonwealth of	10,619	-	-	-	-	5,216	4,526	350	10,092	20,710	1.3%
Dominican Republic	42,082	-	-	-	2,217	15,081	-	4,303	21,600	63,682	3.9%
Ecuador	48,659	-	-	-	90	4,394	-	4,907	9,391	58,050	3.5%
El Salvador	54,936	-	-	-	580	8,061	2,730	492	11,863	66,799	4.1%
Grenada	16,994	-	-	-	229	9,726	-	1,585	11,540	28,534	1.7%
Guatemala	55,281	-	-	-	749	3,017	772	11,431	15,969	71,250	4.3%
Guyana	53,006	-	-	-	158	650	1,325	1,297	3,429	56,436	3.4%
Haiti	7,914	-	-	-	2,567	120,565	-	28,401	151,533	159,448	9.7%
Honduras	37,604	-	-	-	1,379	6,932	-	8,854	17,165	54,769	3.3%
Jamaica	48,229	-	-	-	127	-	3,305	210	3,643	51,871	3.1%
Mexico	64,613	-	-	-	1,403	76	-	555	2,034	66,647	4.0%
Nicaragua	13,532	-	-	-	588	4,508	-	2,143	7,239	20,771	1.3%
Panama	51,207	-	-	-	255	6,799	894	2,814	10,762	61,969	3.8%
Paraguay	50,925	-	-	86	1,538	5,746	1,172	5,382	13,924	64,848	3.9%
Peru	17,687	-	-	-	724	6,960	3,703	2,360	13,747	31,434	1.9%
St. Kitts and Nevis	47,398	-	-	-	858	363	2,881	1,022	5,124	52,521	3.2%
St. Lucia	10,825	-	-	-	383	5,860	3,811	2,071	12,126	22,950	1.4%
St. Vincent and the Grenadines	8,721	-	-	-	25	8,609	3,832	1,393	13,859	22,580	1.4%
Suriname	32,634	2,781	-	-	1,522	119	3,394	810	8,626	41,260	2.5%
Trinidad and Tobago	61,907	-	-	-	-	317	4,061	602	4,980	66,887	4.1%
Uruguay	59,664	-	-	64	1,702	13,432	4,543	1,164	20,905	80,569	4.9%
Venezuela	86,856	-	-	-	-	9,297	1,780	6	11,082	97,938	5.9%
HQ Support to the Offices	75,856	-	-	-	-	-	6,500	12,502	19,002	94,858	5.8%
<b>Grand total</b>	<b>1,174,254</b>	<b>2,781</b>	<b>-</b>	<b>482</b>	<b>22,201</b>	<b>281,251</b>	<b>61,109</b>	<b>106,373</b>	<b>474,197</b>	<b>1,648,451</b>	<b>100.0%</b>
% of grand total	71.2%	0.17%	0.00%	0.0%	1.3%	17.1%	3.7%	6.5%	28.8%	100.0%	

### Statement of Funds Available for OAS Country Offices

OAS Country Offices are financed by the Regular Fund, the Specific Fund for OAS Country Offices (Fund 118), the Fund for ICR and other relatively small service accounts. Table 12 summarizes funding and uses of funding (decreases) by source of

financing. The resulting funds available reported in this table is the balance at the end of this reporting period. This balance does not include year-end and therefore differs from the balance presented in Tables 1 and 2 for the Regular Fund and the Fund for ICR for Chapter 13. A detailed Statement of Changes in Fund Balance for the Specific Fund 118 by country is published in the [OAS website](#).

Table 12: Year-to-date Statement of Funds Available for OAS Country Offices

	Regular Fund	Specific Funds	Service and Revolving Funds		Total
		Offices in Member States (Fund 118)	Fund for Indirect Cost Recovery (ICR)	Other accounts (3)	
<b>FUNDING</b>					
Budget (1)					
Personnel budget	4,691,709	-	78,724	-	4,770,433
Non-personnel budget	1,079,600	-	104,537	-	1,184,137
<b>Total budget (1)</b>	<b>5,771,309</b>	<b>-</b>	<b>183,261</b>	<b>-</b>	<b>5,954,570</b>
Contributions and other income:					
Quarter 1	-	70,045	-	684	70,729
Quarter 2	-	-	-	-	-
Quarter 3	-	-	-	-	-
Quarter 4	-	-	-	-	-
<b>Total contributions and other income</b>	<b>-</b>	<b>70,045</b>	<b>-</b>	<b>684</b>	<b>70,729</b>
<b>a Total funding available</b>	<b>5,771,309</b>	<b>70,045</b>	<b>183,261</b>	<b>684</b>	<b>6,025,299</b>
<b>DECREASES</b>					
Execution:					
Expenditures:					
Quarter 1	1,448,289	75,874	124,023	265	1,648,451
Quarter 2	-	-	-	-	-
Quarter 3	-	-	-	-	-
Quarter 4	-	-	-	-	-
<b>Total expenditures</b>	<b>1,448,289</b>	<b>75,874</b>	<b>124,023</b>	<b>265</b>	<b>1,648,451</b>
Obligations	3,742,088	118,834	59,638	1,400	3,921,960
<b>Total execution</b>	<b>5,190,377</b>	<b>194,708</b>	<b>183,661</b>	<b>1,665</b>	<b>5,570,411</b>
Other decreases	-	10	-	-	10
<b>b Total decreases</b>	<b>5,190,377</b>	<b>194,718</b>	<b>183,661</b>	<b>1,665</b>	<b>5,570,421</b>
<b>c=a-b NET INCREASE (DECREASE) DURING PERIOD</b>	<b>580,932</b>	<b>(124,673)</b>	<b>(400)</b>	<b>(981)</b>	<b>454,879</b>
<b>d Funds available, beginning of period</b>	<b>-</b>	<b>346,663</b>	<b>1,342</b>	<b>10,269</b>	<b>358,274</b>
<b>e=c+d FUNDS AVAILABLE, END OF PERIOD (2)</b>	<b>580,932</b>	<b>221,990</b>	<b>942</b>	<b>9,288</b>	<b>813,153</b>

(1) Refers to modified budget, which is the original approved program-budget plus any transfers in and out between chapters.

(2) Funds available for the Regular Fund and Fund for ICR differ from Tables 1 and 2 presented in the section of budgetary execution and variances because this table is based on actual expenditures and obligations through the period, and does not include year-end as in Tables 1 and 2.

(3) Includes financial activity from cost-sharing agreements for office space.

# Specific Funds

- Key developments
- Signed donor agreements
- Expenditures by donor and pillar
- Statement of Changes in Fund Balance
- External financial audits requested by Specific Fund donors

## Key financial developments

Contributions to Specific Funds reached USD 5.5 million, approximately 38% and 57% lower than the same periods in 2015 (USD 8.8 million) and in 2014 (USD 12.8 million), respectively. The contributions from member states have increased by approximately 67% compared to the same period last year. However, contributions from permanent observers and other institutions significantly decreased by 85% and 73%, respectively. The increase of contributions from member states has not been enough to offset the overall decrease in contributions to Specific Funds. Although it is too early to tell at this point in time, the overall decrease in contributions may only reflect a timing issue in donor programming. A decline in contributions will have a significant impact on ICR collections.

## Signed donor agreements

A donor agreement is any pact, memorandum of understanding, letter of understanding, exchange of letters, comprehensive cooperation agreement, etc., that the GS/OAS concludes with another party or parties to execute a specific activity or project. Donor agreements for Specific Funds often impose conditions on the use of funds, which may include one or more of the following administrative requirements: specific purpose, allowable timeframe, detailed budgets, eligibility of costs, financial and narrative reporting, interest accreditation, external audit, etc. Some donors impose more requirements than others and, overall, the more requirements the more administrative cost that the GS/OAS incurs in executing donor agreements. For example, to comply with some of the diverse financial reporting requirements such as multi-currency reporting, the GS/OAS prepares spreadsheets manually because of the current limitations of its financial system.

The GS/OAS actively tracks and manages over 500 donor agreements every year in

its financial system, each with its own set of administrative requirements. This volume is high considering that the average dollar amount expensed is only USD 105 thousand per signed donor agreement (based on 2015 data). Furthermore, over 80% of these agreements are below this average. Thus, management believes that an organizational wide effort is necessary to negotiate more framework agreements or “basket funds” with donors in order to reduce administrative costs, whereby one donor agreement finances several large projects or programs. The recommendations found in the *Strategic Plan for Management Modernization at the OAS* also encourage this effort. The GS/OAS has made progress on this with a few donors such as Canada and Spain, and a few programs such as OAS/MAPP Peace Process in Colombia, but a more systematic effort is required.

Through the first quarter, 22 new agreements started execution for a total pledged amount of USD 9 million. Table 13 summarizes these agreements by type of donor. A detailed list of signed donor agreements is published in the [OAS website](#).

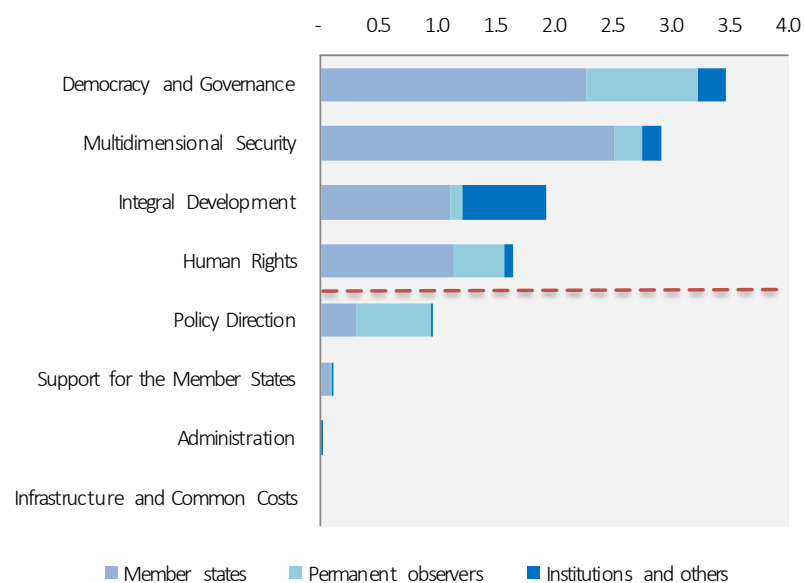
Table 13: New donor agreements starting execution this year

Donor	a Quantity	b Amount in thousands of USD	c=b/a Average amount in thousands of USD	d Range of execution periods
Member states	19	9,093.9	478.6	From 0 to 6 years
Permanent observers	3	66.7	22.2	From 0 to 3 years
<b>Total</b>	<b>22</b>	<b>9,160.6</b>	<b>416.4</b>	

### Expenditures by donor and pillar

Several donors contribute to Specific Funds by way of unprogrammed funds, where contributions are received by the GS/OAS for no specific project activity at first, and are then programmed for use to a specific project often at a later time and sometimes crossing fiscal periods. When these contributions are programmed to specific project activities and these are expensed, any remaining funds at the finalization of those activities return to the original unprogrammed account. In these cases, the net programming (original contribution minus unexpended funds) would be considered as the “contribution” to those activities. For the reasons explained above, looking at contributions alone might not provide a complete picture of where funds are being directed by donors and how funds are being used. Expenditures are a good indicator that help understand how donors and GS/OAS areas are programming Specific Funds over time. Expenditures show how funds are actually being used by specific project activities in the current period, irrespective if the contribution came from unprogrammed funds or if remaining funds were returned to the donor.

Figure 7: Expenditures by donor and pillar (in millions of USD)



Through the first quarter, the GS/OAS incurred a total of USD 11.0 million in Specific Fund expenditures. Almost 67% of that amount was financed with contributions from member states, 22% with contributions from permanent observers and 11% with contributions from institutions and other donors. Permanent observers tend to finance more activities within the programmatic pillar of democracy and governance while institutions and other donors such as the United Nations tend to finance activities within integral development (Figure 7).

### Statement of Changes in Fund Balance

Specific Funds operate differently than the Regular Fund or the Fund for Indirect Cost Recovery (ICR) in terms of budgetary execution. Activities that fall under Specific Funds are executed by the GS/OAS in accordance to signed donor agreements, and therefore their budgetary execution is directly linked to donor-imposed restrictions. Several of these agreements are executed crossing fiscal periods so, in terms of presenting financial activity for the current period, a carryforward beginning balance from prior years is presented to show the complete picture (besides contributions) of how current expenditures are being financed. Table 14 summarizes this activity by Chapter. A much more detailed statement at the subprogram, donor and project level is published in the [OAS website](#).

### External financial audits requested by Specific Fund donors

As part of donor-imposed conditions, the GS/OAS coordinates external financial audits for some of its projects and activities. The coordination of these audits typically lasts four months from beginning to end, and include activities such as the preparation of audit terms of reference, the bidding of external auditing firms, comprehensive financial data collection and review, management and legal letters, and the final audit report. So far this year, two financial audits are in progress related to the OAS/MAPP “Basket Fund” and the SAVIA program. An additional project audit is programmed to start in the second quarter of this year related to the Judicial Facilitators program. And, potentially, up to 28 additional audits may be requested by donors in the short-term. A detailed list of the status of financial audits is published in the [OAS website](#).

Table 14: Specific Funds—Statement of Changes in Fund Balance (in USD)

Chapter	a Cash balance 01/01/16	b Contributions *	c Other net activity **	d Expenditures	e=a+b+c-d Cash balance 03/31/16	f Obligations as of 03/31/16	g=e-f Fund balance 03/31/16
Chapter 1 - Office of the Secretary General	(106,345)	-	-	-	(106,345)	-	(106,345)
Chapter 2 - Office of the Assistant Secretary General	324,895	574,273	3,689	76,088	826,768	175,351	651,418
Chapter 3 - Principal and Specialized Organs	1,900,538	607,028	2,687,331	1,654,496	3,540,401	1,625,941	1,914,460
Chapter 4 - Strategic Counsel for Organizational Development a	476,157	57,787	(31,742)	122,400	379,801	226,829	152,972
Chapter 5 - The Secretariat for Access to Rights and Equity (SAF)	299,800	236,913	70	51,983	484,800	41,800	443,000
Chapter 6 - Secretariat for Strengthening Democracy	6,424,048	292,586	1,136,907	3,076,574	4,776,967	2,373,386	2,403,580
Chapter 7 - The Executive Secretariat for Integral Development	26,445,676	1,071,501	(263,874)	1,929,487	25,323,816	2,503,050	22,820,766
Chapter 8 - The Secretariat for Multidimensional Security (SMS)	15,783,686	2,254,884	(64,085)	2,918,390	15,056,095	3,347,644	11,708,451
Chapter 9 - The Secretariat for Hemispheric Policies (SHP)	547,728	221,555	159,263	441,954	486,592	351,593	134,999
Chapter 10 - The Secretariat for Legal Affairs (SLA)	6,184,485	28,580	184,411	753,111	5,644,365	1,723,132	3,921,232
Chapter 12 - Basic Infrastructure and Common Costs (BICC)	1,143	95,000	-	-	96,143	-	96,143
Chapter 13 - Compliance Oversight Management Bodies (COM)	9,525	12,025	(12,025)	4,494	5,031	-	5,031
<u>Other activities:</u>							
Fund for Cooperation with Latin America & the Caribbean	1,594,007	-	-	-	1,594,007	-	1,594,007
Interest to be reimbursed to USINL	98,841	-	(98,841)	-	-	-	-
Oliver Jackman Fund	155,741	-	-	-	155,741	-	155,741
Reconciliation / Write-Off	(146,672)	-	(745)	-	(147,416)	-	(147,416)
Resolution CP 831/2002	5,719,156	-	-	-	5,719,156	-	5,719,156
Unprogrammed Funds	12,662,284	-	(4,449,268)	-	8,213,016	-	8,213,016
<b>Total</b>	<b>78,374,693</b>	<b>5,452,133</b>	<b>(748,910)</b>	<b>11,028,978</b>	<b>72,048,938</b>	<b>12,368,726</b>	<b>59,680,213</b>

\* Includes contributions from Member States, Permanent Observers and other donors.

\*\* Other net activity includes: net transfers in/out mainly related to unprogrammed accounts, refunds, and interest income.