

GS/OAS
Semiannual
Financial
Report
(SFR)

S2 - 2023

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

Key financial data

Legend:

- this is a current management concern
- management is actively monitoring the situation
- management believes this is going as expected

Budgetary execution

Overall program-budget - YTD level of execution	98.8%	●
Regular Fund:		
YTD level of execution	98.8%	●
% of YTD execution related to personnel costs	64.6%	
Fund for ICR:		
YTD level of execution	98.8%	●
% of YTD execution related to personnel costs	41.7%	
Specific Funds YTD execution	USD 68.8 m	

Information on Regular Fund quotas

Quota compliance:		
# of member states current or considered current	24	●
# of member states not current (without arrears)	5	●
# of member states not current (and with arrears)	5	●
Total balance due at the beginning of the year:	USD 128.5 m	
Due from arrears	USD 43.6 m	
Due from current assessment	USD 84.9 m	
Total balance due at the end of period:	USD 28.4 m	●
Due from arrears	USD 22.7 m	●
Due from current assessment	USD 5.7 m	●
Net quota payments received during the year	USD 99.7 m	●

Regular Fund liquidity risk assessment

Cash balance at the beginning of the year (2023)	USD 0.0 m	●
Cash balance at the end of period	USD 27.6 m	●
Loan balance to Treasury Fund at the end of period	USD 0.0 m	●

Specific Funds

YTD overall contributions received from donors	USD 77.2 m	
YTD contributions - % change over same period last year	29.1%	●
YTD contributions - % change over same period last year by donor:		
Member states	40.1%	●
Permanent observers	24.0%	●
Institutions and other donors	-34.0%	●
YTD ICR collection on Specific Funds - % change over same period last year	18.8%	●
Amount of new donor agreements starting execution this year	USD 43.6 m	
Programmatic pillar with largest amount of YTD expenditures	Multidimen. Security	

GS/OAS Semiannual Financial Report (SFR)

This report is presented in compliance with the financial reporting requirements established under resolution AG/RES. 2985 (LII-O/22). 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)

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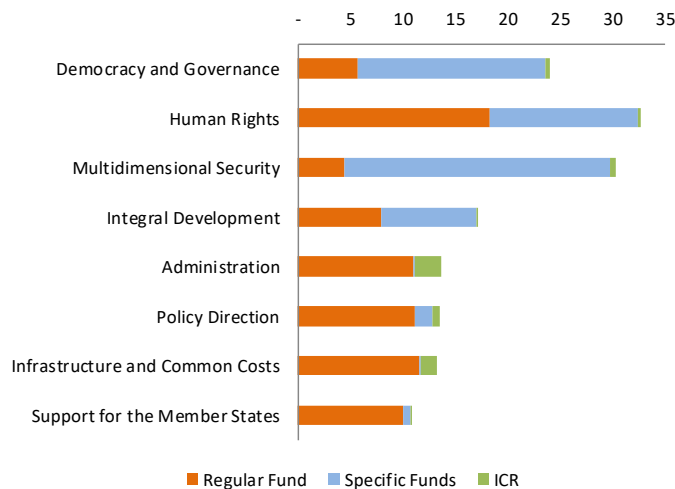
Introduction

- Financial highlights
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- Contributions from member states to OAS funds
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Financial highlights

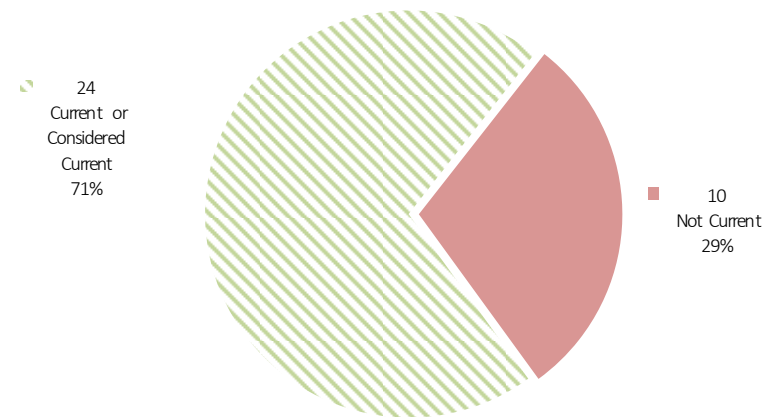
The year execution for the combined Regular Fund and Indirect Cost Recovery (ICR) Fund reached 98.80% of the USD 90.2 million for 2023 Approved Program-Budget (Figure 1). Regular Fund reached 98.8% and ICR Fund 98.8% of their approved budgets. Specific Fund expenses reached USD 68.8 million, higher when compared to the same period last year (USD 57.9 million).

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



With respect to Regular Fund quotas, out of 34 member, 24 member states are current or considered current and 10 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. Six member states within the “not current group” have also not paid their quota balance in arrears (amounts owed for 2023 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 0.0 million (with a temporary loan of USD 2.7 million), fluctuating through the year and ending in a cash surplus of USD 27.6 million (Figure 3). During the year, the cash deficits in April and November, were covered by a temporary loan from the GS/OAS treasury. By the end of 2023, the outstanding balance on this temporary loan is USD 0.0 million. The delay in quota payments continues to be a long-term management concern as it significantly impacts liquidity in the Regular Fund.

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

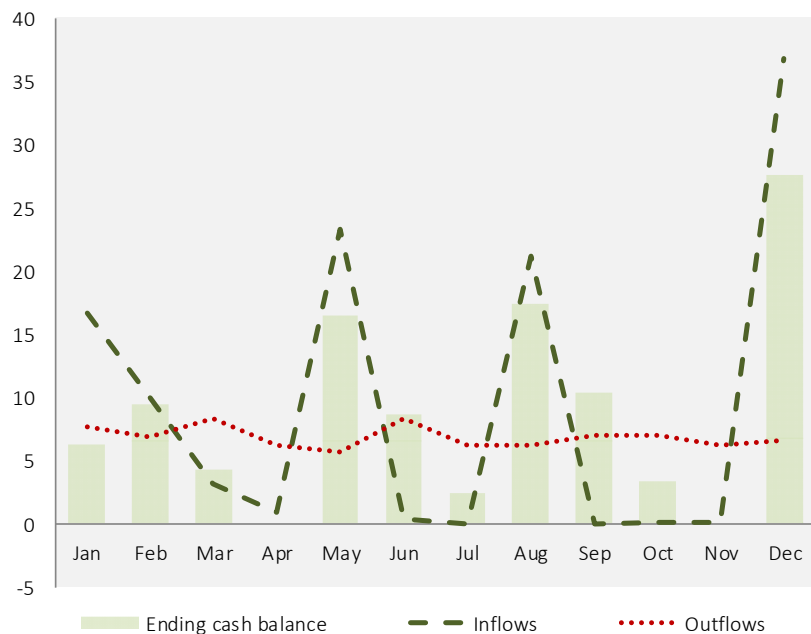
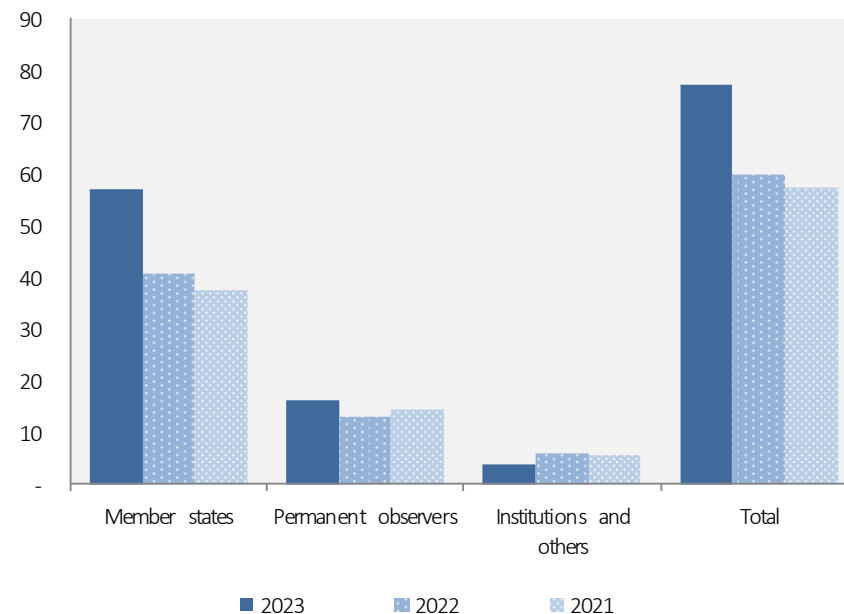


Figure 4: Contributions to Specific Funds by donor (in millions of USD)



During 2023, contributions to Specific Funds reached USD 77.2 million, approximately 29.1% higher than the same period in 2022 (USD 59.8 million) and 34.5 % higher than the same period in 2021 (USD 57.4 million). Contributions from Member States and permanent observers increased by 40.1% and 24.0% respectively while contributions from Institutions decreased by 34.0%.

With respect to donor’s compliance and projects’ execution oversight, five financial audits and two expenditures verification have been coordinated by the GS/OAS during 2023. From these engagements, all of them were completed with clean opinions or clean verification report. A detailed list of the status of financial audits is published in the [OAS website](#).

GS/OAS dependencies, through their Administrative Management Support (AMS) sections, must monitor overall unspent balances and must conduct systematic reviews to assure the return of unspent funds to donor within the timeframe established in the agreements, if so required. The Department of Financial Services (DFS) also monitors overall unspent balances as well and may initiate actions to resolve these balances if instructions from GS/OAS dependencies are not received in a timely manner. By the end of the year, there was approximately USD 1.6 million in expired funds.

Regular Fund budgetary expenditures and variances by chapter

As per OAS General Standards, the Secretary General has the authority to transfer Regular Fund resources between Chapters of the approved budget up to 2.5 percent, and up to 3 percent within chapters 3 and 13. Any transfers exceeding these limits or involve substantial alteration of any approved program within any fiscal period require prior approval of the Permanent Council. Table 1 presents the budgetary execution for the Regular Fund. Detailed reports by subprogram are published on the [OAS website](#).

Explanations of year-end variances

The General Secretariat was required to transfer funds in excess of the 2.5% between Chapters, or in excess of the 3% within chapters 3 and 13, to cover additional mandatory unforeseen personnel costs above the budgeted amounts due to the multiple changes in Post Adjustment.

Negative budget variances at the chapter level within the approved thresholds.

Chapter 3, Chapter 7, Chapter 11, Chapter 12: The execution of these 4 chapters was below the budget primarily because of unfilled positions at the start of the year or when filled, they incurred lower actual costs. Nevertheless, in most instances, funds were reallocated among objects of expenditure to temporarily support CPRs fulfilling the roles of those vacant positions.

Positive budget variances at the chapter level within the approved thresholds.

Chapter 1, Chapter 2, Chapter 5, Chapter 6, Chapter 8, Chapter 9, Chapter 10 and Chapter 13: The personnel costs for these 8 chapters exceeded the initial budget, but in each instance, the presence of vacant positions mitigated the budgetary impact, ensuring that these chapters remained within the approved thresholds.

Positive budget variances at the chapter and subprogram level above the approved thresholds.

Chapter 3 (CIM), Chapter 4, and Chapter 13 (TRIBAD and OMBUS): Chapter 4, and the subprograms of CIM, TRIBAD, and OMBUS within chapters 3 and 13, had personnel costs higher than originally budgeted due to the multiple changes in Post Adjustment, none of these chapters/sub-programs had vacant positions that could help mitigate the increase of personnel costs to stay within the approved threshold.

Table 1: Regular Fund—Budgetary expenditures by chapter (in thousands of USD)

Chapter	a	b	c=a+b	d=c/a	Actual execution January-December			h=g/c
	Approved budget	Transfers Jan-Dec	Modified Budget	Final Transfers Jan-Dec in %	Personnel	Non personnel	Total	Execution of budget In %
1 - Office of the Secretary General	2,692.0	47.3	2,739.3	1.8%	2,415.9	323.1	2,739.0	100.0%
2 - Office of the Assistant Secretary General	11,931.1	127.0	12,058.1	1.1%	9,342.2	2,709.2	12,051.5	99.9%
3 - Principal and Specialized Organs	20,194.7	(242.7)	19,952.0	-1.2%	8,966.5	10,747.6	19,714.0	98.8%
4 - Strategic Counsel for Organizational Development and Management for Results	1,826.8	75.5	1,902.3	4.1%	1,867.1	35.2	1,902.3	100.0%
5 - Secretariat for Access to Rights and Equity	1,885.1	31.6	1,916.7	1.7%	1,824.6	91.7	1,916.3	100.0%
6 - Secretariat for Strengthening Democracy	3,588.0	46.9	3,634.9	1.3%	3,408.0	226.0	3,634.0	100.0%
7 - Executive Secretariat for Integral Development	7,752.8	(95.5)	7,657.3	-1.2%	5,010.6	2,371.3	7,381.9	96.4%
8 - Secretariat for Multidimensional Security	3,983.2	98.9	4,082.1	2.5%	3,693.8	388.3	4,082.1	100.0%
9 - Secretariat for Hemispheric Policies	2,245.6	52.0	2,297.6	2.3%	1,976.7	319.4	2,296.0	99.9%
10 - Secretariat for Legal Affairs	4,074.7	15.8	4,090.5	0.4%	3,989.8	100.7	4,090.5	100.0%
11 - Secretariat for Administration and Finance	10,376.9	(167.7)	10,209.2	-1.6%	9,161.9	855.0	10,016.9	98.1%
12 - Basic Infrastructure and Common Costs	10,866.7	(13.6)	10,853.1	-0.1%	26.2	10,642.9	10,669.1	98.3%
13 - Compliance Oversight Management Bodies	1,382.4	24.5	1,406.9	1.8%	1,184.7	135.6	1,320.4	93.9%
Total	82,800.0	-	82,800.0	0.0%	52,867.9	28,946.0	81,813.9	98.8%

Note: Totals may differ from the sum of individual figures shown due to rounding.

ICR Fund budgetary expenditures by chapter

Table 2 presents budgetary expenditures for the ICR Fund. Detailed expenditures reports by subprogram are published in the [OAS website](#).

Table 2: Fund for ICR—Budgetary expenditures by chapter (in thousands of USD)

Chapter	a Approved budget	b			c		d=b+c
		Execution					
		January-December					
		Personnel	Non personnel	Total			
1 - Office of the Secretary General	38.8	-	65.8	65.8			
2 - Office of the Assistant Secretary General	-	-	-	-			
3 - Principal and Specialized Organs	288.2	81.8	211.3	293.1			
4 - Strategic Counsel for Organizational Development and Management for Results	459.8	304.6	262.4	567.0			
5 - Secretariat for Access to Rights and Equity	-	-	-	-			
6 - Secretariat for Strengthening Democracy	895.8	554.9	317.2	872.1			
7 - Executive Secretariat for Integral Development	285.0	177.8	72.1	249.9			
8 - Secretariat for Multidimensional Security	751.2	535.0	197.5	732.5			
9 - Secretariat for Hemispheric Policies	30.0	-	30.0	30.0			
10 - Secretariat for Legal Affairs	170.0	-	169.9	169.9			
11 - Secretariat for Administration and Finance	1,725.0	1,388.4	204.7	1,593.1			
12 - Basic Infrastructure and Common Costs	2,477.1	0.3	2,423.5	2,423.8			
13 - Compliance Oversight Management Bodies	267.1	-	299.6	299.6			
Total ⁽¹⁾	7,388.0	3,042.8	4,253.9	7,296.7		⁽²⁾	

Notes:

(1) Totals may differ from the sum of individual figures shown due to rounding.

(2) Total execution is 98.8%.

End of section

Combining Statement of Changes in Fund Balances

Table 3 summarizes all sources of income, execution and fund balances for funds that comprise the main funds 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).

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

	Service and Revolving Funds					Total ⁽¹⁾
	Regular Fund	Development Cooperation Fund	Specific Funds	Indirect Cost Recovery Fund (ICR)	Other accounts	
INFLOWS						
Quota payments, pledges, contributions ⁽⁴⁾						
Semester 1	99,744	236	25,574	-	-	125,554
Semester 2	-	-	51,619	-	-	51,619
Total quota payments, pledges, contributions	99,744	236	77,193	-	-	177,173
Interest income ⁽²⁾	260	162	1,896	-	106	2,424
Rental income	-	-	-	-	1,820	1,820
Tax reimbursement	-	-	-	-	-	-
Transfers, other income, refunds	222	46	959	9,669	3,292	14,188
a Total inflows	100,226	444	80,048	9,669	5,218	195,605
OUTFLOWS						
Execution:						
Expenditures						
Semester 1	41,543	33	30,261	3,484	7,269	82,590
Semester 2	39,762	108	38,497	4,737	4,926	88,030
Total expenditures	81,305	141	68,758	8,221	12,195	170,620
Obligations	509	284	17,315	1,236	1,718	21,062
Prior year obligations ⁽³⁾	-	-	(17,271)	(977)	(1,477)	(19,725)
Total execution ⁽³⁾	81,814	425	68,802	8,480	12,436	171,957
FONDEM grants	25	-	-	-	-	25
Return to donors	-	-	814	-	-	814
Other outflows	210	-	1,563	-	-	1,773
b Total outflows	82,049	425	71,179	8,480	12,436	174,569
c=a-b NET INFLOWS (OUTFLOWS) DURING PERIOD	18,177	19	8,869	1,189	(7,218)	21,036
d Fund Balance, at the beginning of period	(5,752)	5,618	48,859	5,802	1,181	55,708
e=c+d FUND BALANCE, AT THE END OF PERIOD	12,425	5,637	57,728	6,991	(6,037)	76,744

(1) Does not include the elimination entries between funds in both increases and decreases; however, this information is included in the general purpose financial reporting section at the end of this report.

(2) Interest income is recorded quarterly in the accounting periods of April, July, October and December only. By the time of publication of this report interest have been distributed through September 30, 2023.

(3) For comparability purposes, when funds that have arrears are presented with those that do not, the obligations of the previous year are deducted to obtain the net execution of the period.

(4) Quotas are presented net of credits and prepayments.

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 is established to provide medical benefits to OAS staff members and retirees. Fund activity is limited to paying covered employees' health claims. Claim adjudication is handled by an insurance provider.
- The Leo S. 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 Rowe Memorial Benefit Fund assets are held in trust to provide certain welfare benefits for OAS employees. Both funds were established from monies and in accordance with the will of Dr. Leo S. Rowe, a former Director General of the Pan-American Union.

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

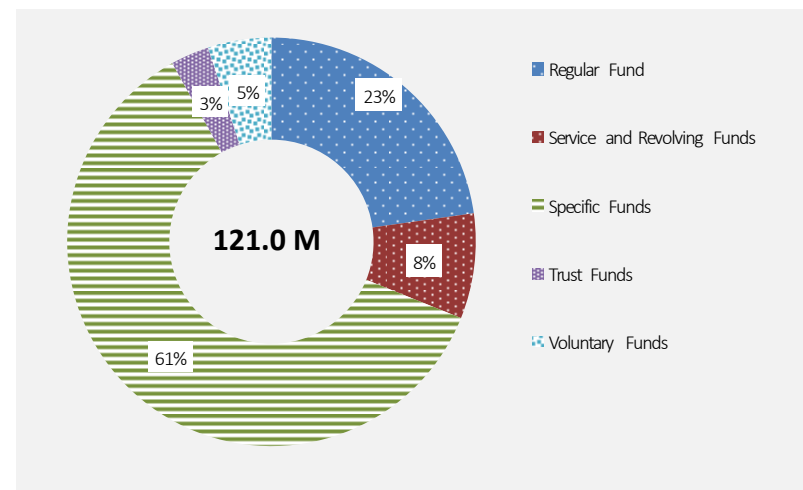
	Trust for the Americas	Medical Benefits	Leo S. Rowe Funds
Beginning fund balance 01/01/23	3,874	66,786	19,692
Add inflows:			
Contributions and donations	2,071	12,916	251
Investment income *	87	11,884	2,682
Other Income	26	28	45
Less outflows:			
Expenses	3,531	15,460	563
Other outflows *	-	-	-
Ending fund balance 12/31/23	2,527	76,153	22,107

* Includes net realized and unrealized gains.

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 2023, the OAS Treasury Fund held USD 121.0 million in cash by the various OAS funds (Figure 5). Resolution AG/RES. 2985 (LII-O/22) 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 if needed. By the end of 2023, the outstanding balance on this temporary loan is USD 0.0 million.

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, there was USD 470.1 thousands in prompt payment discounts and USD 5.9 thousands in payments in advance for 2023.

The GS/OAS had USD 128.5 million in quota receivable (i.e. balance due) at the beginning of the year, USD 84.9 million from current quota assessment and USD 43.6 million for quotas in arrears—columns (a) and (e) in Table 5, respectively. By the end of 2023, the GS/OAS had received USD 79.2 million towards the current quota assessment (column b in Table 5) leaving a current period balance of USD 5.7 million.

The amount does not reflect discounts credited for prompt payment.

At the same time, the GS/OAS received USD 21.1 million towards the prior year quota balance (column f in Table 5), still leaving a prior year balance of USD 22.5 million.

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, 24 member states are current or considered current and 10 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. Six member states within this last group have also not paid their quota balance in arrears (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 years quotas balance	(f) Collection on prior years quotas	(g = e - f) Prior years collection balance	(h = f / e) Prior years collection progress	(i = [b + f]/[a + e]) Total collection progress
2019	84,958,900	63,533,804	21,425,096	75%	11,651,497	1,102,865	10,548,632	9%	67%
2020	84,958,900	68,200,602	16,758,298	80%	31,992,527	7,979,667	24,012,860	25%	65%
2021	84,929,900	67,925,392	17,004,508	80%	40,771,158	21,305,557	19,465,601	52%	71%
2022	84,929,900	67,580,533	17,349,367	80%	36,470,111	10,184,149	26,285,962	28%	64%
2023	84,929,900	79,151,169	5,778,731	93%	43,635,329	21,062,808	22,572,521	48%	78%

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..Q2)				g=e-f	h	
	Current assessment	Quotas in arrears	Total quota receivable	Discounts and advances	Net quota receivable	Net payments received in 2023 (by quarter)				Year-end balance due	2024 advance payments	
						Q1	Q2	Q3	Q4	2023 net payments		
1. Current and/or considered current												
1.a. Paid in full												
Antigua and Barbuda	37.6	-	37.6	-	37.6	37.6	-	-	-	37.6	-	-
Bahamas, Commonwealth of	49.5	-	49.5	-	49.5	49.5	-	-	-	49.5	-	-
Barbados	37.6	-	37.6	-	37.6	-	-	-	37.6	37.6	-	3.2
Belize	37.6	-	37.6	-	37.6	31.6	6.0	-	-	37.6	-	40.8
Bolivia	73.5	69.0	142.5	-	142.5	-	142.5	-	-	142.5	-	-
Brazil	13,073.7	20,205.2	33,278.9	-	33,278.9	7,947.0	12,258.1	-	13,073.8	33,278.9	-	-
Canada	10,286.3	-	10,286.3	289.3	9,996.9	9,996.9	-	-	-	9,996.9	-	12,423.1
Chile	1,485.1	-	1,485.1	27.8	1,457.3	1,457.3	-	-	-	1,457.3	-	-
Colombia	1,719.1	-	1,719.1	-	1,719.1	1,719.1	-	-	-	1,719.1	-	-
Costa Rica	269.0	2.2	271.2	-	271.2	-	271.2	-	-	271.2	-	-
Dominican Republic	281.0	-	281.0	7.9	273.0	273.0	-	-	-	273.0	-	372.6
El Salvador	79.4	145.0	224.4	-	224.4	70.0	154.4	-	-	224.4	-	-
Grenada	37.6	-	37.6	-	37.6	-	-	-	37.6	37.6	-	40.8
Guatemala	179.3	9.8	189.1	-	189.1	189.1	-	-	-	189.1	-	-
Guyana	37.6	-	37.6	-	37.6	-	37.6	-	-	37.6	-	-
Honduras	45.3	-	45.3	-	45.3	-	45.2	0.0	-	45.3	-	-
Jamaica	55.5	-	55.5	1.6	53.9	53.9	-	-	-	53.9	-	-
Mexico	6,790.1	-	6,790.1	127.3	6,662.7	6,662.7	-	-	-	6,662.7	-	-
Panama	200.7	-	200.7	1.9	198.8	198.8	-	-	-	198.8	-	-
Paraguay	91.4	-	91.4	1.7	89.7	89.7	-	-	-	89.7	-	-
St. Kitts and Nevis	37.6	-	37.6	-	37.6	-	37.6	-	-	37.6	-	-
St. Lucia	37.6	-	37.6	-	37.6	-	37.6	-	-	37.6	-	-
United States	42,690.8	-	42,690.8	-	42,690.8	-	10,614.1	21,228.3	10,848.4	42,690.8	-	-
Uruguay	312.6	-	312.6	-	312.6	-	312.6	-	-	312.6	-	-
1.b. Not paid in full, with payment plan												
2. Not current (not paid in full and no payment plan)												
2.a. Without arrears												
Ecuador	421.9	-	421.9	-	421.9	152.1	-	-	-	152.1	269.7	-
Haiti	37.6	31.6	69.2	-	69.2	-	31.6	-	34.6	66.2	3.0	-
Peru	1,054.7	-	1,054.7	17.2	1,037.4	1,001.0	-	-	-	1,001.0	36.5	-
Suriname	37.6	-	37.6	-	37.6	-	-	-	-	-	37.6	-
Trinidad and Tobago	135.8	-	135.8	1.3	134.5	-	-	-	-	-	134.5	-
2.b. With arrears												
Argentina	3,148.7	5,707.7	8,856.4	-	8,856.4	-	600.0	-	-	600.0	8,256.4	-
Dominica, Commonwealth of	37.6	5.9	43.5	-	43.5	-	-	-	-	-	43.5	-
Nicaragua	37.6	31.1	68.7	-	68.7	-	-	-	-	-	68.7	-
St. Vincent and the Grenadines	37.6	6.2	43.8	-	43.8	-	-	-	-	-	43.8	-
Venezuela	2,035.9	17,421.6	19,457.5	-	19,457.5	-	-	-	-	-	19,457.5	-
TOTAL	84,929.9	43,635.3	128,565.2	476.0	128,089.2	29,929.3	24,548.4	21,228.3	24,031.9	99,738.0	28,351.3	12,880.5

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

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

	Net payments received in 2023												2023 Net payments	Net payments in %
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1. Current and/or considered current														
1.a. Paid in full														
Antigua and Barbuda	-	9.4	28.2	-	-	-	-	-	-	-	-	-	37.6	0.0%
Bahamas, Commonwealth of	-	-	49.5	-	-	-	-	-	-	-	-	-	49.5	0.1%
Barbados	-	-	-	-	-	-	-	-	-	37.6	-	-	37.6	0.0%
Belize	-	-	31.6	-	-	6.0	-	-	-	-	-	-	37.6	0.0%
Bolivia	-	-	-	-	-	142.5	-	-	-	-	-	-	142.5	0.1%
Brazil	7,947.0	-	-	-	12,258.1	-	-	-	-	-	-	13,073.8	33,278.9	33.4%
Canada	-	9,996.9	-	-	-	-	-	-	-	-	-	-	9,996.9	10.0%
Chile	1,457.3	-	-	-	-	-	-	-	-	-	-	-	1,457.3	1.5%
Colombia	-	-	1,719.1	-	-	-	-	-	-	-	-	-	1,719.1	1.7%
Costa Rica	-	-	-	271.2	-	-	-	-	-	-	-	-	271.2	0.3%
Dominican Republic	273.0	-	-	-	-	-	-	-	-	-	-	-	273.0	0.3%
El Salvador	70.0	-	-	-	-	154.4	-	-	-	-	-	-	224.4	0.2%
Grenada	-	-	-	-	-	-	-	-	-	-	-	37.6	37.6	0.0%
Guatemala	-	-	189.1	-	-	-	-	-	-	-	-	-	189.1	0.2%
Guyana	-	-	-	-	37.6	-	-	-	-	-	-	-	37.6	0.0%
Honduras	-	-	-	-	-	45.2	0.0	-	-	-	-	-	45.3	0.0%
Jamaica	53.9	-	-	-	-	-	-	-	-	-	-	-	53.9	0.1%
Mexico	6,662.7	-	-	-	-	-	-	-	-	-	-	-	6,662.7	6.7%
Panama	-	-	198.8	-	-	-	-	-	-	-	-	-	198.8	0.2%
Paraguay	-	89.7	-	-	-	-	-	-	-	-	-	-	89.7	0.1%
St. Kitts and Nevis	-	-	-	-	37.6	-	-	-	-	-	-	-	37.6	0.0%
St. Lucia	-	-	-	-	-	37.6	-	-	-	-	-	-	37.6	0.0%
United States	-	-	-	-	10,614.1	-	-	21,228.3	-	-	-	10,848.4	42,690.8	42.8%
Uruguay	-	-	-	-	312.6	-	-	-	-	-	-	-	312.6	0.3%
1.b. Not paid in full, with payment plan														
2. Not current (not paid in full and no payment plan)														
2.a. Without arrears														
Ecuador	152.1	-	-	-	-	-	-	-	-	-	-	-	152.1	0.2%
Haiti	-	-	-	-	-	31.6	-	-	-	-	34.6	-	66.2	0.1%
Peru	-	-	1,001.0	-	-	-	-	-	-	-	-	-	1,001.0	1.0%
Suriname	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%
Trinidad and Tobago	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%
2.b. With arrears														
Argentina	-	-	-	600.0	-	-	-	-	-	-	-	-	600.0	0.6%
Dominica, Commonwealth of	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%
Nicaragua	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%
St. Vincent and the Grenadines	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%
Venezuela	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%
TOTAL	16,616.1	10,096.0	3,217.2	871.2	23,260.0	417.2	0.0	21,228.3	-	-	72.2	23,959.8	99,738.0	100.00%
in %	16.7%	10.1%	3.2%	0.9%	23.3%	0.4%	0.0%	21.3%	0.0%	0.0%	0.1%	24.0%	100.0%	

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

Regular Fund liquidity risk assessment

In terms of liquidity, the Regular Fund began the year with a cash balance of USD 0.0 million (with a temporary loan of USD 2.7 million), fluctuating through the year and ending in a cash surplus of USD 27.6 million (Figure 3). During the year, the cash deficits in April and November, were covered by a temporary loan from the GS/OAS treasury. By the end of 2023, the outstanding balance on this temporary loan is USD

0.0 million. The delay in quota payments continues to be a long-term management concern as it significantly impacts liquidity in the Regular Fund.

Table 8: Regular Fund monthly cash flow 2023 (in millions of dollars)

	Dec-22	Jan	Feb	Mar	Apr	May	Jun	Jul	Ago	Sep	Oct	Nov	Dec	Total
Beginning Cash Balance		-	6.27	9.46	4.28	-	16.53	8.62	2.39	17.42	10.37	3.41	(0.00)	(2.66)
Inflows														
Quota Collections		8.60	10.10	3.21	0.27	11.00	0.24	0.00	21.23	-	-	0.12	36.80	91.56
Quota in arrears Collections		8.02	-	0.01	0.60	12.26	0.18	-	-	-	-	0.00	0.00	21.07
Other income		0.01	-	-	0.08	0.01	0.01	0.04	0.01	-	0.05	0.05	-	0.26
		16.63	10.10	3.22	0.95	23.27	0.43	0.04	21.24	-	0.05	0.17	36.80	112.89
Outflows														
Payroll		4.32	4.38	4.38	4.38	4.38	4.38	4.42	4.47	4.40	4.41	4.46	4.48	52.86 ^(A)
Terminations and Repatriations		-	0.04	-	0.04	0.17	0.03	0.09	-	0.03	-	-	0.07	0.47 ^(A)
Non payroll		1.74	2.07	3.77	1.72	0.99	3.78	1.69	1.73	2.62	2.60	1.74	2.00	26.45 ^(A)
Payroll, Terminations & non payroll (2021)		1.64	0.40	0.24	0.13	0.10	0.07	0.04	-	-	-	-	0.04	2.66
Supplementary Appropriations and transfers		-	0.03	-	-	0.07	0.09	0.03	0.01	-	-	0.03	-	0.24
		7.70	6.92	8.39	6.27	5.71	8.35	6.27	6.21	7.05	7.01	6.23	6.59	82.68
Net Cash Flow		8.93	3.18	(5.17)	(5.32)	17.56	(7.92)	(6.23)	15.03	(7.05)	(6.96)	(6.06)	30.21	30.21
Ending Cash Balance	(2.66)	8.93	9.46	4.28	(1.04)	17.56	8.62	2.39	17.42	10.37	3.41	(2.65)	30.20	27.56
Temporary loan (repayment) from (to) the Treasury Fund ^(B)	2.66	(2.66)	-	-	1.04	(1.04)	-	-	-	-	-	2.65	(2.65)	-
Adjusted Ending Cash Balance	0.00	6.27	9.46	4.28	0.00	16.53	8.62	2.39	17.42	10.37	3.41	(0.00)	27.55	27.56
Accumulated loan from the Treasury Fund	2.66	-	-	-	1.04	-	-	-	-	-	-	2.65	-	

Notes:

(A) Corresponds to full execution of USD 82.8 million, outstanding commitments of USD 2.0 million at year end, and certified for payments of USD 1.0 million.

(B) Temporary loan and repayment of funds to the OAS Treasury Fund as approved by the General Assembly AG/RES. 2971 (LI-O/21) and AG/RES. 2985 (LII-O/22).

Contributions from member states to OAS funds

Table 9 summarizes contributions from member states to OAS funds. In addition, the last column in the table shows the Specific Funds' fund balance of each Member State at the end of 2023. The column under "Current Year Collection" refers to the total quota payments made by Member States during 2023, for the current year assessment.

Amounts in this column include discounts for prompt payment and payments in advance so they may differ slightly from 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— Year 2023

	Regular Fund				Trust for the Americas	Total	Specific Funds - Fund Balance
	Current Year Collection *	Prior Year Bal. Collection	Development Cooperation Fund	Specific Funds			
Member state							
Antigua and Barbuda	37,600	-	1,000	-	-	38,600	-
Argentina	-	600,000	5,000	316,460	-	921,460	226,052
Bahamas, Commonwealth of	49,500	-	-	117,727	-	167,227	34,604
Barbados	37,600	-	-	64,170	-	101,770	(6,826)
Belize	37,600	-	-	154,626	-	192,226	(36,818)
Bolivia	73,450	69,000	-	-	-	142,450	6,717
Brazil	13,073,700	20,205,213	-	115,914	-	33,394,827	433,258
Canada	10,286,250	-	-	19,277,086	-	29,563,336	15,201,527
Chile	1,485,100	-	-	69,176	-	1,554,276	219,282
Colombia	1,719,050	-	-	-	-	1,719,050	191,285
Costa Rica	269,000	2,205	-	43,655	-	314,860	27,555
Dominica, Commonwealth of	-	-	5,100	-	-	5,100	(14,874)
Dominican Republic	280,950	-	-	559,376	-	840,326	449,063
Ecuador	152,101	-	10,000	3,000	-	165,101	21,952
El Salvador	79,400	145,000	128,400	-	-	352,800	1,310
Grenada	37,600	-	-	-	-	37,600	8,471
Guatemala	179,300	9,790	-	27,645	-	216,735	36,458
Guyana	37,600	-	-	13,599	-	51,199	8,287
Haiti	34,560	31,600	-	-	-	66,160	1,967
Honduras	45,250	-	-	265,568	-	310,818	59,165
Jamaica	55,500	-	-	-	-	55,500	4,241
Mexico	6,790,050	-	-	906,192	-	7,696,242	1,570,360
Nicaragua	-	-	-	-	-	-	12,508
Panama	200,700	-	6,000	149,990	-	356,690	236,892
Paraguay	91,350	-	-	50,000	-	141,350	13,673
Peru	1,018,188	-	50,631	65,821	-	1,134,640	88,350
St. Kitts and Nevis	37,600	-	-	5,000	-	42,600	11,932
St. Lucia	37,600	-	15,200	20,338	-	73,138	(5,981)
St. Vincent and the Grenadines	-	-	-	-	-	-	19,350
Suriname	-	-	-	23,965	-	23,965	3,350
Trinidad and Tobago	1,270	-	-	25,000	-	26,270	93,020
United States	42,690,750	-	-	34,775,496	172,988	77,639,235	22,918,662
Uruguay	312,550	-	15,000	25,000	-	352,550	34,194
Venezuela	-	-	-	-	-	-	1,526
Total	79,151,169	21,062,808	236,331	57,074,802	172,988	157,698,099	

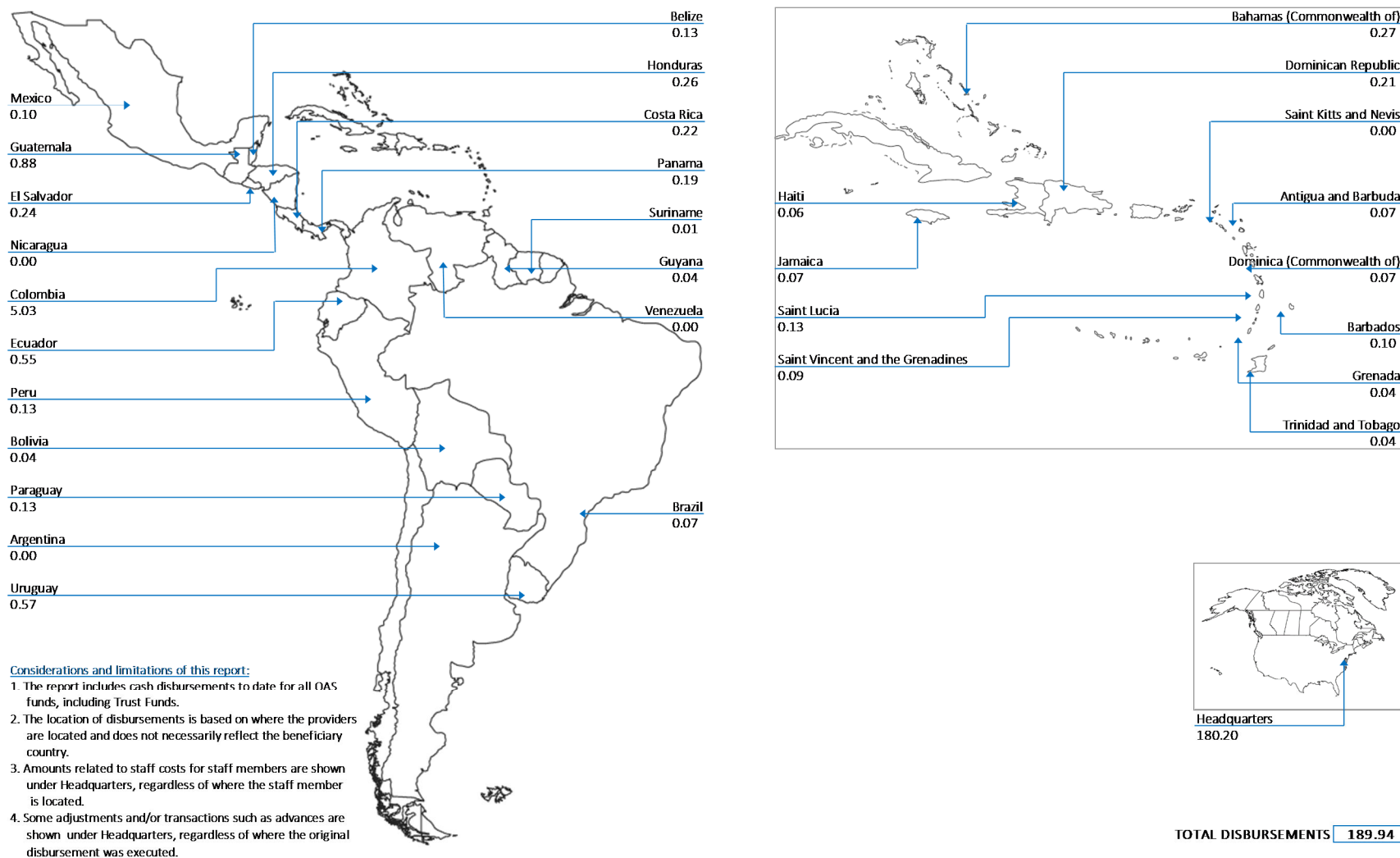
* Include prompt payment credits and/or payments in advance.

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-

ture costs. A large portion of disbursements are related to the Mission to Support the Peace Process in Colombia (MAPP) and in Guatemala for the Implementation of Confidence Building Belize-Guatemala project and Electoral Observation Missions. Disbursements in a specific location do not necessarily reflect full project activity since a large portion of project activity is disbursed in Headquarters.

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



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 6,409,368 from transfers of several sources bringing the appropriation to a total of USD 27,425,309. In addition, the fund has earned interest of USD 3,178,818 through December 31, 2023 which has been distributed to each of its activities plus investment income of USD 163,776. Thus, the total funding to date provided to the fund is USD 30,767,902.

Table 10 summarizes the financial activity of this appropriation since 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	Investment income & dividends	Total funding	Expenditures and obligations	Fund balance
<u>Main activity / sub-activity</u>								
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	-
<u>Capital Building Fund</u>								
Capital Building Fund	4,200,000	-	(4,489,091)	318,813	-	29,722	-	29,722
Main and Administrative Building Technology Improvement	-	-	1,700,031	86,042	-	1,786,073	1,786,073	-
CP/CAAP-3022/09 - Use of Capital Building Fund	-	-	1,208,946	54,610	-	1,263,556	1,263,556	-
Subtotal	4,200,000	-	(1,580,114)	459,465	-	3,079,351	3,049,629	29,722
<u>Special Revenue Fund Technical Areas</u>								
UPD Conflict Resolution Initiatives	400,000	-	(13,913)	22,107	-	408,194	408,194	-
Fund for Peace	1,000,000	-	(527,519)	59,595	-	532,076	532,076	-
Fund for Peace Sub-fund	-	-	419,858	40,350	-	460,208	460,208	-
Cuenca Rio Negro Honduras / Nicaragua	-	-	97,140	4,742	-	101,882	101,882	-
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	-	(25,350)	155,011	-	2,529,661	2,529,661	-
Management Study	1,000,000	-	(259,542)	20,522	-	760,980	760,980	-
OAS Fellowships, Scholarships and Training Programs	5,000,000	415,941	7,106,968	1,916,020	163,776	14,602,705	10,009,471	4,593,235
Summit of Americas Mandates	4,000,000	-	(49,166)	461,040	-	4,411,874	4,207,172	204,702
Inter-American Court of Human Rights	600,000	-	-	-	-	600,000	600,000	-
Total	20,600,000	415,941	6,409,368	3,178,817	163,776	30,767,902	25,940,244	4,827,660

* 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 assistant 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, Service 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	68,554	-	-	-	920	20,113	3,967	7,920	32,920	101,475	2.0%
Bahamas, Commonwealth of	190,051	-	-	20	4,126	545	33,002	5,544	43,236	233,288	4.5%
Barbados	75,867	-	-	-	2,414	46,683	8,395	4,297	61,789	137,656	2.7%
Belize	227,415	-	-	-	9,678	1,611	1,209	17,072	29,571	256,986	5.0%
Bolivia	46,806	-	-	-	196	17,976	1,910	16,165	36,248	83,054	1.6%
Costa Rica	214,881	-	-	-	19,001	25,831	5,310	18,097	68,240	283,121	5.5%
Dominica, Commonwealth of	60,032	-	-	-	911	19,085	12,263	1,955	34,214	94,246	1.8%
Dominican Republic	179,766	-	782	75	2,977	39,315	2,173	16,919	62,241	242,007	4.7%
Ecuador	139,168	-	-	694	3,333	19,753	15,300	21,001	60,081	199,249	3.9%
El Salvador	205,991	-	-	-	5,915	33,592	10,981	4,598	55,086	261,077	5.1%
Grenada	60,919	-	-	-	895	28,436	993	3,266	33,589	94,508	1.8%
Guatemala	250,836	-	-	-	2,382	20,658	5,716	23,186	51,943	302,778	5.9%
Guyana	26,480	-	-	-	743	9,384	5,759	5,651	21,538	48,018	0.9%
Haiti	15,414	-	-	-	12,151	125,614	18,025	53,047	208,838	224,252	4.4%
Honduras	225,147	-	-	40	4,690	39,105	-	45,425	89,261	314,408	6.1%
Jamaica	202,436	-	-	437	472	22,412	16,701	2,598	42,620	245,055	4.8%
Mexico	124,013	-	-	-	2,272	771	13,200	8,817	25,060	149,074	2.9%
Nicaragua	52,828	-	-	-	811	-	-	644	1,455	54,283	1.1%
Panama	236,158	-	-	-	3,444	29,485	2,590	18,264	53,783	289,941	5.6%
Paraguay	50,808	-	-	-	3,865	31,500	4,472	8,665	48,503	99,310	1.9%
Peru	250,844	-	-	-	5,410	28,327	22,904	5,701	62,342	313,186	6.1%
St. Kitts and Nevis	195,906	-	-	-	3,356	26,178	13,486	9,021	52,041	247,946	4.8%
St. Lucia	59,146	-	-	-	873	3,954	15,355	29,738	49,921	109,067	2.1%
St. Vincent and the Grenadines	67,668	-	-	-	-	27,307	11,194	2,444	40,945	108,613	2.1%
Suriname	33,538	-	-	-	2,727	88	6,506	619	9,940	43,478	0.8%
Trinidad and Tobago	77,153	-	-	-	-	-	1,743	1,986	3,729	80,882	1.6%
Uruguay	263,151	-	2,067	162	5,870	32,190	19,274	5,199	64,762	327,913	6.4%
Venezuela	-	-	-	-	41	38,021	1,200	429	39,691	39,691	0.8%
HQ Support to the Offices	-	-	11,695	-	15,296	585	72,196	53,764	153,536	153,536	3.0%
	3,600,978	-	14,544	1,427	114,771	688,520	325,826	392,032	1,537,122	5,138,100	100.0%
% of grand total	70.1%	0.00%	0.28%	0.0%	2.2%	13.4%	6.3%	7.6%	29.9%	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. 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

	Specific Funds		Service and Revolving Funds		Total
	Regular Fund	Offices in Member States (3)	Fund for Indirect Cost Recovery (ICR) (Funds 610 +605)	Other accounts (Fund 620)	
FUNDING					
Budget (1)					
Personnel budget	3,600,978	-	-	-	3,600,978
Non-personnel budget	1,012,016	-	-	-	1,012,016
Total budget (1)	4,612,994	-	-	-	4,612,994
Contributions and other income:					
Semester 1	-	280,898	-	50,000	330,898
Semester 2	-	175,442	-	42,100	217,542
Total contributions and other income	-	456,340	-	92,100	548,440
a Total funding available	4,612,994	456,340	-	92,100	5,161,434
DECREASES					
Execution:					
Expenditures:					
Semester 1	2,304,087	258,702	-	9,688	2,572,477
Semester 2	2,267,136	244,450	-	29,371	2,540,956
Total expenditures	4,571,223	503,152	-	39,058	5,113,433
Obligations	42,321	291,357	308	6,615	340,601
Total execution	4,613,544	794,509	308	45,673	5,454,034
Other decreases	-	-	-	-	-
b Total decreases	4,613,544	794,509	308	45,673	5,454,034
c=a-b NET INCREASE (DECREASE) DURING PERIOD	(550)	(338,169)	(308)	46,427	(292,600)
d Funds available, beginning of period	36,354	360,061	2,284	38,414	437,113
e=c+d FUNDS AVAILABLE, END OF PERIOD (2)	35,804	21,892	1,976	84,841	144,513

(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. In addition, Table 12 includes 2022 execution disbursed in 2023.

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

Specific Funds

- Financial highlights
- Main Donors
- Contributions by Chapter
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Financial Highlights

During 2023, contributions to Specific Funds reached USD 77.2 million, approximately 29.1% higher than the same period in 2022 (USD 59.8 million) and 34.5 % higher than the same period in 2021 (USD 57.4 million). Contributions from Member States and permanent observers increased by 40.1% and 24.0% respectively while contributions from Institutions decreased by 34.0%.

Main Donors

Table 13 shows the ten largest contributors to Specific Funds during 2023. As seen in the table, the three main donors were: United States (USD 34.8 million), Canada (USD 19.3 million), and the European Union (USD 3.9 million). In 2023, Germany and Italy have increased considerably their contribution compared to the same period in 2023.

Contributions by Chapter

By the end of 2023, the Secretariat for Multidimensional Security holds 27% of the contributions received by the General Secretariat, increasing by 7% when compared to the same period in 2022 (see Figure 7 and Table 14). Contributions to the Secretariat for Strengthening Democracy, are the second largest in total contributions, increasing by 11% when compared to the same period in 2022.

Contributions to Principal and Specialized Organs increased by 53%. This increase is largely attributed to contributions received by the Executive Secretariat of the Inter-American Commission on Human Rights (IACHR), with a total of USD 12.2 million in 2023.

Table 13: Main donors for 2023 with comparative figures for 2022 (in thousands of USD)

	2023	2022	Variation %
1 United States	34,775	31,088	12%
2 Canada	19,277	6,567	194%
3 European Union	3,940	3,219	22%
4 Germany	2,025	1,153	76%
5 Italy	1,903	796	139%
6 United Kingdom	1,562	1,106	41%
7 Spain	1,385	1,240	12%
8 Sweden	1,380	1,836	-25%
9 Netherlands	1,054	1,471	-28%
10 Switzerland	1,020	1,214	-16%
Otras fuentes de financiamiento	8,871	10,091	-12%
TOTAL	77,193	59,781	29%

Principal and Specialized Organs represent 18% of the total contributions received, making it the third biggest recipient of Specific Funds contributions in 2023 .

In general terms, decreases in contributions to Specific Funds will have an impact on the execution and continuation of the programs, as well as impacting the income of the Indirect Cost Recovery Fund (ICR). SAF will continue monitoring these trends during 2023 and update you on any significant changes.

Figure 7: Contribution by chapter for 2023 (in percentage)

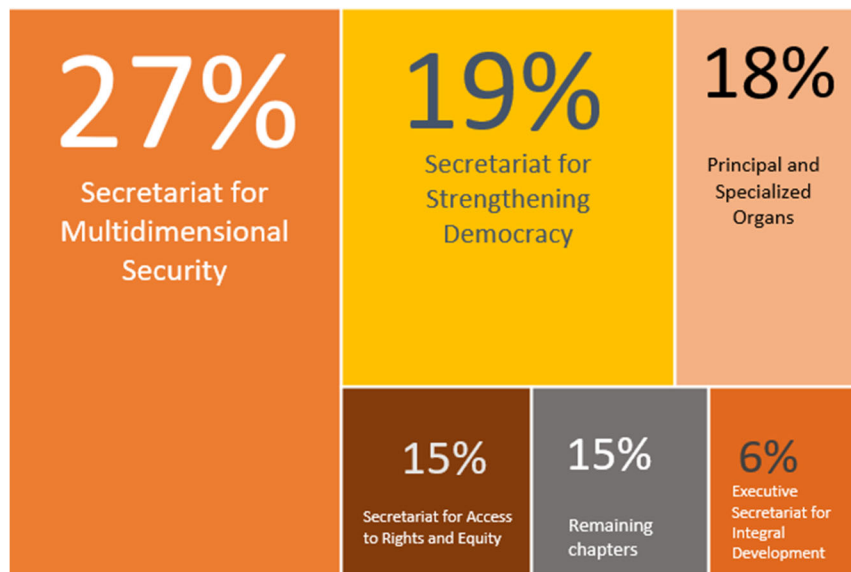


Table 14: Contributions by chapter for 2023 with comparative figures for 2022 (in thousands of USD)

	2023	2022	Variation %
Ch. 8 Secretariat for Multidimensional Security	20,538	19,197	7%
Ch. 6 Secretariat for Strengthening Democracy	14,576	13,095	11%
Ch. 3 Principal and Specialized Organs	13,837	9,062	53%
Ch. 5 Secretariat for Access to Rights and Equity	11,321	1,551	630%
Other**	7,170	5,151	39%
Ch. 7 Executive Secretariat for Integral Development	5,483	5,956	-8%
Ch. 9 Secretariat for Hemispheric Affairs	3,096	3,179	-3%
Ch. 2 Assistant Secretary General	492	1,013	-51%
Ch. 10 Secretariat for Legal Affairs	299	704	-58%
Ch. 11 Secretariat for Administration and Finance	205	418	-51%
Ch. 1 Secretary General	88	420	-79%
Ch. 4 Strategic Counsel for Org Dev & Man for Results	58	3	1,589%
Ch. 13 Compliance Oversight Management Bodies	32	32	0%
Ch. 12 Basic Infrastructure and Common Costs	-	-	N/A
TOTAL	77,193	59,781	29%

* These figures do not include the programming of funds from the unprogrammed accounts.
** Corresponds to unprogrammed accounts

Signed donor agreements

A donor agreement is any accord, 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 manual spreadsheets because of the current limitations in the 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 executed is less than USD 80 thousand (based on 2020 data). Furthermore, almost 78% 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 issued 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 2023, 108 new agreements have been signed for a total pledged amount of USD 43.6 million. Table 15 summarizes these agreements by type of donor. A detailed list of signed donor agreements is published in the [OAS website](#).

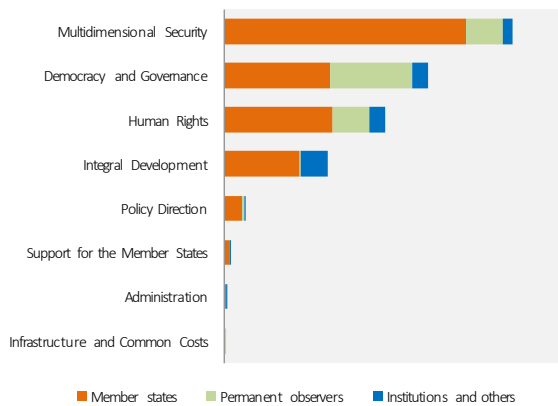
Table 15: New donor agreements starting execution this year

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	50	35,421.4	708.4	From 0 to 3 years
Permanent observers	38	6,282.7	165.3	From 0 to 3 years
Institutions and others	20	1,913.0	95.7	From 0 to 3 years
Total	108	43,617.1	403.9	

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



During 2023, the GS/OAS incurred a total of USD 68.8 million in Specific Fund expenditures. Almost 70.9% of that amount was financed with contributions from member states, 20.2% with contributions from permanent observers and 8.9% with contributions from institutions and other donors. Permanent observers tend to finance more activities within the programmatic pillar of Democracy and Governance while Institu-

tions and other donors such as the United Nations tend to finance activities within integral development (Figure 8).

Statement of Changes in Fund Balance

Specific Funds operate differently than the Regular Fund or the Indirect Cost Recovery (ICR) Fund 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 16 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

With respect to donor’s compliance and projects’ execution oversight, five financial audits and two expenditures verification have been coordinated by the GS/OAS during 2023. From these engagements, all of them were completed with clean opinions or clean verification report. A detailed list of the status of financial audits is published in the [OAS website](#).

Expired and inactive Specific Funds

GS/OAS dependencies, through their Administrative Management Support (AMS) sections, must monitor overall unspent balances and must conduct systematic reviews to assure the return of unspent funds to donor within the timeframe established in the agreements, if so required. The Department of Financial Services (DFS) also monitors overall unspent balances as well and may initiate actions to resolve these balances if instructions from GS/OAS dependencies are not received in a timely manner. By the end of the year, there was approximately USD 1.6 million in expired funds.

Table 16: Specific Funds—Statement of Changes in Fund Balance (in USD)

Executive Order 07-01. (Rev. 3 at the time of this publication).

Chapter	a Cash balance 01/01/23	b Contributions *	c Other net activity **	d Expenditures	e=a+b+c-d Cash balance 12/31/23	f Obligations as of 12/31/23	g=e-f Fund balance 12/31/23
Chapter 1 - Office of the Secretary General	92,350	88,000	85,313	201,754	63,909	17,634	46,276
Chapter 2 - Office of the Assistant Secretary General	137,692	492,307	(61,864)	545,459	22,677	293,079	(270,403)
Chapter 3 - Principal and Specialized Organs	2,172,225	13,837,303	392,775	12,106,067	4,296,237	5,372,153	(1,075,916)
Chapter 4 - Strategic Counsel for Org Dev & Man for Results	8,906	57,561	(22)	25,670	40,775	1,580	39,195
Chapter 5 - Secretariat for Access to Rights and Equity	2,824,003	11,321,045	46,786	2,394,491	11,797,343	428,353	11,368,990
Chapter 6 - Secretariat for Strengthening Democracy	5,558,127	14,575,936	1,220,053	14,051,759	7,302,358	2,762,280	4,540,078
Chapter 7 - Executive Secretariat for Integral Development	7,673,342	5,482,797	(146,517)	9,014,830	3,994,792	1,328,335	2,666,457
Chapter 8 - Secretariat for Multidimensional Security	26,824,905	20,537,521	104,331	25,244,168	22,222,589	6,580,764	15,641,825
Chapter 9 - Secretariat for Hemispheric Affairs	300,412	3,095,514	70,630	4,436,749	(970,192)	253,003	(1,223,195)
Chapter 10 - Secretariat for Legal Affairs	1,795,062	298,880	(782)	539,040	1,554,119	166,836	1,387,284
Chapter 11 - Secretariat for Administration and Finance	54,645	204,769	224,509	165,963	317,959	51,800	266,159
Chapter 12 - Basic Infrastructure and Common Costs	455	-	-	425	30	-	30
Chapter 13 - Monitoring and Oversight Bodies	(1,779)	31,500	-	32,066	(2,345)	-	(2,345)
Other activities:							
Resolution CP 831/2002	4,779,570	-	106,965	-	4,886,535	58,875	4,827,659
Fund for Cooperation with Latin America & the Caribbean	221,321	-	5,765	-	227,086	-	227,086
Inter-American Emergency Aid Fund (FONDEM)	96,419	-	-	-	96,419	-	96,419
Oliver Jackman Fund	167,769	-	4,586	-	172,355	-	172,355
Interest to be reimbursed to USINL	32,682	-	415,606	-	448,288	-	448,288
Specific Funds Interest to ICR	-	-	-	-	-	-	-
Reconciliation / Write-Off	87,626	-	246,617	-	334,243	-	334,243
Unprogrammed Funds	13,304,010	7,170,223	(2,236,291)	-	18,237,942	-	18,237,942
Total	66,129,742	77,193,356	478,462	68,758,440	75,043,119	17,314,693	57,728,427

* 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.

Indirect Cost Recovery System

Indirect cost recovery is about project management by costing of all project resources and allowing the proper identification of hidden or omitted costs. A well-established organization must recognize the full cost of their activities to enable informed decisions and partially recover these costs.

The GS/OAS receives multiple funding from various sources requiring efficient and effective record keeping and an environment of transparency and accountability. A sound cost-recovery policy ensures transparency and reduces cross-subsidization among projects and/or Funds. To ensure this, the GS/OAS General Standards established the Fund for Indirect Cost Recovery (FICR) which is outlined primarily in two Articles 84 and 86. In 2007 the GS/OAS established their cost recovery policy via the

In 2022 the Permanent Council opted for a more modern approach to cost recovery with the adoption of the Cost Recovery System (CRS) whose objective is to minimize regular resources (Regular Fund) from subsidizing programs financed with voluntary resources (Specific Funds), all while ensuring long-term sustainability in the implementation of projects. The new Cost Recovery System has been established via the resolution CP/RES. 1204 (2391/22) “Cost Recovery System of the General Secretariat of the Organization of American States for projects financed with Specific Funds”.

Table 17 summarized the financial activity of both current components of the cost recovery system, ICR and CRS.

Table 17: Funds for Cost Recovery System (in USD)

Fund for Indirect Cost Recovery (ICR)	2023	Fund for Project Support Costs (PSC)	2023 (A)
Reserve Subfund at the beginning of year	5,379,157	Add: sources of financing	
Add: sources of financing		From Project Support	
Income	9,675,559	Management of Human Capital (DHR)	28,849
		Payment Processing (DFS)	14,280
Less: uses of ICR		Creation of Purchase Orders (DPMO)	4,227
Execution	7,296,732	Office space use (DGS)	15,115
		From contributions less than USD 50,000	-
ICR Operations Subfund (ICROS), sources of financing minus uses	7,757,984	Total sources of financing	62,471 (B)
Less: earmarked appropriation		Less: uses of PSC	
Framework for new mandates	189,750	Execution:	
Demand Notes payable	800,000	Personnel	-
Simón Bolívar Renewal	300,000	Non-personnel	-
External evaluation by a third party	1,200,000	Other uses	-
Enhanced Program Management Oversight	500,000	Total execution	-
External assessment of the EU Pillar Agreement	300,000	Other uses of PSC	-
Total earmarked appropriation	3,289,750	Total uses of PSC	-
Reserve Subfund of the Indirect Cost Recovery Fund (RSICR)	4,468,234	Net change during period	62,471
		Cash Balance at the beginning of period	-
		Fund balances at end of period	62,471

- A) The information in this report corresponds solely to the participating in the current pilot program held to implement the new Cost Recovery System
- B) Transfers equal to the 6% of the 13% fixed ICR rate that is applied to contributions less than USD 50,000. This registration is temporary on hold.