

AG/RES. 2201 (XXXVI-O/06)

STRATEGIC PLAN FOR PARTNERSHIP FOR INTEGRAL DEVELOPMENT 2006-2009

(Adopted at the fourth plenary session, held on June 6, 2006)

THE GENERAL ASSEMBLY,

HAVING SEEN resolution CIDI/RES. 178 (XI-O/06), “Draft Strategic Plan for Partnership for Integral Development 2006-2009”; and

CONSIDERING:

That Article 95 of the Charter of the Organization of American States (OAS) requires the Inter-American Council for Integral Development (CIDI) to “[f]ormulate and recommend to the General Assembly a strategic plan which sets forth policies, programs, and courses of action in matters of cooperation for integral development within the framework of the general policy and priorities defined by the General Assembly”;

That Article 29 of the CIDI Statutes further provides that the Plan shall be “structured around inter-American cooperation programs” and “shall have a four-year planning target period, subject to adjustment when the General Assembly considers it appropriate”;

That Articles 3.a and 23.c of the CIDI Statutes charge CIDI with formulating and recommending the Strategic Plan to the General Assembly, and with examining and, if appropriate, adopting proposals for preparing and updating it;

That, by resolution AG/RES. 1 (XX-E/94), the General Assembly established guidelines for the preparation of the Plan;

That by resolution CIDI/RES. 105 (VI-O/01), CIDI adopted the Strategic Plan for Partnership for Development 2002-2005, for implementation on January 1, 2002, *ad referendum* of the General Assembly; that the General Assembly subsequently ratified and adopted the Plan in June 2002 by resolution AG/RES. 1855 (XXXII-O/02); and that the four-year planning target period for the 2002-2005 Strategic Plan ended on December 31, 2005;

That, by resolution CIDI/RES. 162 (X-O/05), CIDI instructed its Permanent Executive Committee (CEPCIDI) to begin consideration of the new Strategic Plan for Partnership for Development, for 2006-2009, and to approve it *ad referendum* of the thirty-sixth regular session of the General Assembly, and that, by resolution AG/RES. 2077 (XXXV-O/05), the General Assembly endorsed that decision; and

That it is essential to have a Strategic Plan in force to guide the 2006 programming cycle of the Special Multilateral Fund of CIDI (FEMCIDI) and decisions regarding projects supported by other funds,

RESOLVES:

1. To adopt the Strategic Plan for Partnership for Integral Development 2006-2009 attached to this resolution, for implementation effective as of the date of this resolution.
2. To instruct the Permanent Executive Committee of the Inter-American Council for Integral Development (CEPCIDI) to hold consultations with the other entities of the inter-American system and the private sector to explore the establishment of strategic partnerships to contribute to the implementation of this Plan.

STRATEGIC PLAN FOR PARTNERSHIP FOR INTEGRAL DEVELOPMENT

2006 - 2009

Preamble

The struggle against poverty and inequality, and especially the elimination of extreme poverty, are a common and shared responsibility of the member states and are essential factors in promoting and consolidating democracy. Furthermore, the need to achieve integral, equitable, and sustainable social and economic development continues to pose a daunting challenge to the Hemisphere.

These principles have been front and center on the agenda of the Organization of American States (OAS) since the establishment of the Inter-American Council for Integral Development (CIDI) and of the Summits of the Americas process in 1994 and, especially, at the Third Summit of the Americas (Quebec City, April 2001), where the Heads of State and Government placed emphasis on the development of a coherent, results-oriented political, economic, and social agenda, with a focus on people and social equity. The Heads of State and Government placed special emphasis on the need to develop social initiatives to ensure a balanced plan of action. In this context, on the basis of the principles of the Charter of the OAS, General Assembly and Summit mandates, the priorities set out at inter-American meetings of ministers, and the Strategic Plans for Partnership for Development for the years 1997-2001 and 2002-2005, the member states have adopted this Strategic Plan, which will guide the Organization's partnership-for-development activities during the 2006-2009 period.

Partnership for development embraces all member states, regardless of their levels of development. It entails abandoning the traditional aid-oriented approach and developing instead cooperation programs based on a partnership which, without attempting to impose models, would support the economic and social measures taken by countries, particularly those to combat poverty. It pays attention to horizontal and multilateral cooperation, and to the participation of communities, civil society, and the private sector in solving problems. This concept also means that limited OAS resources will be effectively targeted at the most pressing needs of the member states, especially those with smaller and more vulnerable economies.

I. Goal

The principal goal of this Strategic Plan is to support member states in their efforts to reduce poverty and inequity, to provide equality of opportunities, and to eradicate extreme poverty through capacity-building of human resources and strengthening of institutions.

II. Objectives

This Strategic Plan establishes a framework for action at two strategic levels. The first, the policy level, aims at strengthening the dialogue as well as the institutional arrangements and mechanisms that are critical to the ability of both governments and the General Secretariat to

implement the Plan. The second, the programmatic level, identifies a number of priority areas to ensure a focused and effective implementation of the Plan that are of special concern to member states and in which the OAS enjoys a comparative advantage. These objectives are a combination of new practices and a consolidation of existing ones. They are intended to generate and implement policies and programs for reducing poverty and inequality, and to follow up on and implement the mandates of the General Assembly, the Summits of the Americas, the sectoral meetings of CIDI, and the inter-American committees.

Strategic Objective 1: Improvement of Mechanisms for Policy Dialogue

Promote policy dialogue to share information and best practices among member states and assist in developing effective and efficient government policies.

Strategies

- Collaborate with member states in facilitating and, where appropriate, organizing relevant forums for constructive dialogue and the exchange of experiences regarding public policies and programs.
- Provide the ministerial, sectoral, and inter-American committee meetings with research and in-depth background papers on current and emergent issues in the priority areas of interest to facilitate formulation of appropriate policies.
- Assist member states, at their request, in developing policies to address national challenges.
- Identify or create the appropriate institutional framework for follow-up and implementation of the activities and actions identified and agreed to at these meetings and provide it with necessary support.
- Enhance the process for evaluating the results of the meetings and monitoring the implementation of the activities arising from them.

Strategic Objective 2: Building and Strengthening of Partnerships

Establish new and strengthen existing strategic partnerships with governmental, nongovernmental, national, regional, and multilateral development institutions, including international financial institutions, as well as with the private sector and civil society, to enhance the capacity to address development challenges in the member states as well as to implement this Plan.

Strategies

- Assist member states, at their request, in establishing relevant strategic partnerships to implement national programs or policies.
- Promote the exchange of information, experiences, best practices, and expertise.
- Facilitate consultation, collaboration, and coordination for the purpose of programming joint cooperation activities.
- Establish and consolidate networks in priority areas of the Strategic Plan.
- Increase and enhance the General Secretariat's responsibility for establishing and developing partnerships.
- Maximize the use of information and communication technology in the activities related to the building and strengthening of partnerships.

Strategic Objective 3: Capacity-Building

Enhance individual and institutional capacities in the member states to design and implement cooperation programs, projects, and activities and strengthen the capacity of individuals to contribute to the social and economic development of their countries.

Strategies:

- Design and implement programs, projects, and activities to develop human resources and strengthen institutions in the member states.
- Develop training programs and workshops in the various disciplines using appropriate methodologies.
- Promote and convene coordination meetings to ensure that relevant and appropriate institutions of member states are actively engaged in the design and implementation of projects.
- Promote and convene meetings to exchange experiences and best practices to ensure the transfer of lessons learned and the successful development and execution of projects and programs by member states.
- Promote the use of appropriate information and communication technologies.
- Organize meetings and workshops to contribute to the effective preparation of multilateral projects.

Strategic Objective 4: Resource Mobilization

Secure increased financial and non-financial resources from diverse sources, with special emphasis on nonreimbursable funding, for implementation of this Plan.

Strategies:

- Secure a continuing base of support from donors already committed to partnership for development and develop strategies to expand the donor base.
- Promote cooperation by national and multilateral agencies, private and public foundations, international financial institutions, and corporations.
- Develop relationships with the private sector to obtain resources, technical cooperation, and other forms of collaboration.

III. Areas for action

Based on the above-mentioned objectives and the experience acquired in the implementation of the Strategic Plans for Partnership for Development for 1997-2001 and for 2002-2005, and taking into account the mandates from the General Assembly, the Summits of the Americas, the sectoral meetings of CIDI, and the inter-American committees as guides for the formulation of this Strategic Plan, partnership-for-development activities for the 2006-2009 period will focus on the following areas:

- Social development and creation of productive employment
- Education
- Economic diversification and integration, trade liberalization, and market access
- Scientific development and the exchange and transfer of technology
- Strengthening of democratic institutions

- Sustainable tourism development
- Sustainable development and environment
- Culture

Sectoral authorities, through decisions adopted at meetings held within the framework of CIDI, may recommend modifications to the actions in the areas defined above. The proposed modifications will be considered by CIDI for adoption and subsequent incorporation into the Strategic Plan.

Crosscutting Themes

It is recognized that the participation of civil society, through democratic processes, is a vital element to the success of development policies carried out by governments. Furthermore, environmental protection and the sustainable use of natural resources are essential to sustainable development.

The development of human resources is key to achieving economic growth and reducing poverty. Gender equality and equity are key to addressing the “feminization of poverty,” and are therefore recognized as an important theme to be considered in all partnership-for-development programming. In this regard, the empowerment of women, their full and equal participation in the development of our societies, and equal opportunities for them to exercise leadership are all central to integral development and the elimination of the broad range of inequalities that still exist.

Therefore, the partnership-for-development programs, projects, and activities (hereinafter, “cooperation activities”) in the above-mentioned priority actions should incorporate, to the extent possible, in their formulation, implementation, and evaluation, the following: (a) civil society participation; (b) environmental considerations; (c) the development of human resources; and (d) gender equality and equity.

Social Development and the Creation of Productive Employment

In the area of social development, priority will be given to strengthening the procedure for designing policies, enhancing their implementation, and developing programs which will measurably and significantly improve access for the poor to employment, education, health, and housing and other sustainable social services. In this sense, efforts will be concentrated in the following actions:

- Developing and implementing networks to share knowledge, experiences, and lessons learned in the following areas:
 - Social development, in those areas identified as priorities by the Summits of the Americas and by hemispheric forums of ministers and high-level authorities in social development; and
 - Labor, in those areas identified as priorities by the Summit of the Fourth Summit of the Americas, held in Mar del Plata, Argentina, and the Inter-American Conference of Ministers of Labor (IACML).

- Supporting member states' efforts to strengthen the institutional capacity of their labor ministries to develop and implement policies aimed at the generation and promotion of decent work;
- Supporting member states' efforts to strengthen the capacity of their institutions for social development by means of the promotion and improvement of the design and implementation of integral social policies to significantly reduce inequality and poverty;
- Contributing to the promotion of initiatives in support of the development and enhanced productivity of micro, small, and medium-sized enterprises, and other production units, particularly as a strategy for employment generation and poverty reduction;
- Promoting and implementing international cooperation strategies with other related entities, such as the International Labour Organization (ILO), the Economic Commission for Latin America and the Caribbean (ECLAC), the Inter-American Development Bank (IDB), and the Pan American Health Organization (PAHO), in order to support national efforts aimed at complying with their social development programs and meeting the Millennium Development Goals.

Education

Education is the foundation of economic growth, social inclusion, and the development of a democratic and productive citizenry. While the countries of the Americas have made significant strides in enrolling more children and young people in school, progress has been slow in improving the quality of education and in reducing disparities in access and quality between more and less advantaged groups. In this context, and in light of the mandates and priorities established by the meetings of ministers of education and the Inter-American Committee on Education, efforts will focus on the following actions:

- Supporting member states' efforts to achieve and evaluate educational equity and quality at all levels of the education system, including through the development of regional education indicators and by sharing consolidated experiences to improve educational outcomes for the less advantaged and most vulnerable groups, including strategies to combat school dropout and grade repetition;
- Strengthening the effectiveness of the teaching profession in member states, promoting cooperation and sharing with respect to successful policies and practices that help educational systems prepare, develop, recruit, and certify high-quality teachers;
- Supporting member states' efforts to foster the development of a democratic culture through education by implementing the Inter-American Program on Education for Democratic Values and Practices;
- Supporting member states' efforts to prepare people for work, including expanding and strengthening technical and professional training, and other means

to provide greater opportunities for people to acquire the knowledge and skills that meet the demands of a constantly evolving labor market;

- Supporting member states in developing effective policies and practices in priority areas such as early childhood education, adult education, and lifelong learning, including the appropriate use and adaptation of new technologies, and online and distance courses and materials to support learning, as well as in creating conditions to improve completion rates in secondary education;
- Supporting the efforts of member states to reduce high levels of illiteracy so as to ensure a democratic citizenry, facilitate decent work, fight against poverty and achieve greater social inclusion for the entire population.

Economic Diversification and Integration, Trade Liberalization, and Market Access

The promotion of economic diversification and integration, trade liberalization, and market access can lead, through expanded market and investment opportunities, to enhanced economic development, job creation, and poverty reduction in member states. In this framework, the focus will be on:

- Providing support to member states, particularly smaller economies, focusing on those trade capacity-building priorities identified by member states in their national strategy plans that fall within the areas of expertise of the OAS in order to build each member state's capacity to benefit from trade and promote economic growth, job creation, and poverty reduction;
- Providing support to the economic integration and trade processes at the hemispheric, regional, subregional and/or bilateral levels, as agreed upon among our respective authorities responsible for trade in the Hemisphere; and strengthening horizontal and inter-institutional cooperation, including through the OAS-IDB-ECLAC Tripartite Committee;
- Providing support to member states aimed at promoting a dialogue with civil society on trade and economic integration;
- Promoting cooperation to support activities that enhance the competitiveness of member states, particularly those with smaller economies, including a multilateral policy dialogue on the issue of competitiveness and the promotion of public-private partnerships;
- Promoting and supporting actions to facilitate the participation of micro, small, and medium-sized enterprises in domestic markets and international trade, and coordinating efforts in this direction, when pertinent, with the World Bank, the IDB, and other regional development banks; and supporting the SME Congress of the Americas and encouraging wider participation in this initiative, stressing the importance of opening new markets for the goods and services of small and medium-sized enterprises (SME);
- Continuing, through the Foreign Trade Information System (SICE), to provide trade and trade-related information to the Hemisphere through its Web page; and

continuing its contribution to the Free Trade Area of the Americas (FTAA)* by maintaining the FTAA public Website and managing, as a member of the Tripartite Committee, the Document Distribution Service (DDS).

Scientific Development and the Exchange and Transfer of Technology

Science, technology, engineering, innovation, and science education are fundamental for the integral development of member states. In this context, and as a follow-up on those areas identified as priorities by the Fourth Summit of the Americas, held in Mar del Plata, Argentina, and by the Ministers and High-Level Authorities on Science and Technology of the Hemisphere, efforts will be made to promote dialogue, facilitate cooperation and technical assistance, foster experience sharing, and support member states in their activities, including the following:

- Strengthening the development of scientific, technological, and innovation capacities in member states, particularly in connection with human capital development, in fields such as engineering, metrology, science education, information technologies, and communications;
- Supporting the efforts of member states to formulate and apply policies, programs, and projects aimed at advancing, strengthening, and using their scientific, technological, and innovation capacities, taking into account the gender perspective;
- Promoting the development, research, and application of frontier science and technology in member states, *inter alia*, in the areas of biotechnology, material sciences, nanotechnology, spatial digital image processing, and advanced manufacturing processes;
- Supporting ongoing dialogue with civil society organizations involved in science, technology, engineering, and innovation, in order to facilitate their contribution for the advancement and understanding of these areas in the member states;
- Creating and strengthening specialized networks on science and technology, to facilitate the generation and dissemination of new knowledge, technology transfer, and experience sharing, as well as hemispheric and global cooperation; and supporting the popularization of science in all its different aspects.

Strengthening of Democratic Institutions

Democracy and social and economic development are interdependent and mutually reinforcing. Effective and efficient government institutions, transparency, public accountability, and the separation of powers are cornerstones of integral development. In this framework, the focus will be on the following actions:

* Venezuela reiterates the content of its reservations to the FTAA formulated in the Declarations and Plans of Action of the Summit of the Americas (paragraph 15 of the Declaration of Quebec City and paragraph 6-A of the Plan of Action; and paragraph 12 of the Declaration of Nuevo León), as well as in resolution AG/RES. 2014 (XXXIV-O/04), “Trade and Integration in the Americas,” and previous resolutions with the same title.

- Promoting the use of technology, cooperation, and the sharing of information, experiences, and best practices to facilitate public participation and transparency in governmental decision-making processes;
- Contributing to the efforts of member states in the development of educational programs on democracy and human rights, including the human rights of women;
- Promoting cooperation among member states for the implementation of the Inter-American Convention against Corruption, particularly through government officials responsible for ethics and representatives of civil society;
- Promoting policies, processes, and mechanisms, such as statements of personal net worth by public officials, conducive to protecting the public interest.

Sustainable Development of Tourism

Tourism's potential as an engine of sustainable economic growth and development in the member states is widely recognized. Enhancing the region's competitiveness in this sector requires continuous diversification, innovation, and upgrading of the tourism product. In this framework, and based on the recommendations of the Inter-American Travel Congress, efforts will be concentrated in the following actions:

- Supporting member states in their efforts to develop a sustainable tourism sector, particularly as they relate to the design and implementation of strategies beneficial to the environment and to local communities, which emphasize quality, marketing, and the creation of an enabling environment for the growth of the tourism industry, particularly for micro, small and medium-sized enterprises and other production units;
- Strengthening tourism product development especially for targeting niche markets and adopting harmonized product standards which meet international market requirements;
- Supporting private and public human resource capacity-building through training, and encouraging the use of information and communication technologies in the development of the tourism industry;
- Promoting the sustainable development of tourism in order to mitigate possible negative environmental impacts, increasing public awareness of the importance of maintaining the environmental balance of tourist sites, and fostering the development of linkages between tourism and other economic sectors; particularly through dialogue between the public and private sectors in supporting eco-tourism and sustainable tourism;
- Ensuring that disaster planning is also extended to the area of tourism, as part of the Organization's multisectoral approach to reducing the impact of natural and man-made disasters on member states, by developing mechanisms to prepare for and recover from disasters affecting tourism infrastructure, particularly in small economies, as well as ensuring visitor safety and security.

Sustainable Development and the Environment

Economic growth, social development, and environmental protection are interdependent and mutually reinforcing. Member states recognize the need to balance these three themes within the rubric of sustainable development, as was articulated in the 1987 report “Our Common Future” of the World Commission on Environment and Development, and advanced in the 1992 United Nations Conference on Environment and Development, the 1996 Summit of the Americas on Sustainable Development, and the 2002 United Nations World Summit on Sustainable Development.

In that sense, sustainable development has been highlighted as a priority of member states in the Inter-American Committee on Sustainable Development (CIDS) and the Inter-American Program for Sustainable Development (PIDS), and consequently, efforts will be concentrated in the following actions:

- Supporting member states in their efforts to integrate environmental protection within policies, regulations, and projects on natural resource management;
- Strengthening the capability of member states to identify and mitigate the risks of natural and man-made disasters, in order to mainstream planning of both areas within economic development policies, working at the sector-specific levels with the private sector and civil society;
- Supporting public-private collaboration in human resource capacity-building in the sharing of scientific information, best environmental management practices, regulatory standards, and enforcement issues, and encouraging the use of information and communication technologies in support of sustainable development;
- Promoting the development of sustainable energy policies and projects, in cooperation with the private sector, in order to expand renewable energy, energy efficiency, and energy security in the region;
- Ensuring that sustainable development policies and projects help reduce poverty, particularly in rural areas, identify and support new competitive and investment opportunities, and create and sustain jobs and livelihoods.

These actions will be developed through policies and projects, as well as a number of regional networks, including the Inter-American Committee on Natural Disaster Reduction, the Inter-American Biodiversity Information Network, the Renewable Energy of the Americas Initiative, the Inter-American Forum on Environmental Law, and others.

Culture

The Americas constitute a culturally rich and remarkably diverse hemisphere in which culture can be a source of identity, social cohesion, and economic growth. In light of the mandates and priorities agreed upon by the Inter-American Meetings of Ministers and Highest Authorities in Culture and the Inter-American Committee on Culture, efforts will be concentrated in the following actions:

- Supporting member states in their efforts to preserve, protect, manage, and promote cultural heritage through cooperation and capacity-building to combat pillaging, illicit trafficking, destruction, and unauthorized possession of cultural objects; promoting educational public awareness campaigns; fostering international partnerships among cultural heritage sites and agencies; and documenting and promoting research on cultural heritage, both tangible and intangible;
- Supporting member states in their efforts to strengthen the cultural content of their educational programs, particularly those directed at young people, to assist in developing cultural identity; promoting intercultural dialogue, creativity, and artistic expression; and enhancing awareness and respect for cultural and linguistic diversity;
- Supporting job creation in the cultural sector through regional forums that address the challenges and opportunities of artists, artisans, and cultural industries; horizontal cooperation pilot projects aimed at developing management and commercial skills in the culture sector; and programs and incentives to ensure an environment in which creative expression and cultural industries may flourish;
- Supporting member states in their efforts to build capacity to measure the social and economic impact of cultural activity, and to gather, analyze and disseminate information on culture through the exchange of information and practices in cultural information systems, by supporting networks of cultural policymakers and of persons involved in the area of culture and by serving as a bridge with specialized organizations active in the field;
- Fostering respect for cultural diversity, as well as promoting and preserving ethnic and linguistic heritage and traditions.

IV. Mechanisms

In order to achieve the partnership-for-development objectives mentioned above, the following execution and financing mechanisms are to be used:

1. Execution Mechanisms:

- a. Political Dialogue: The Inter-American Council for Integral Development (CIDI)

CIDI serves as the main forum for inter-American dialogue within the OAS in areas related to social, economic, and cultural development. It also generates mechanisms for strengthening partnership for development and acts as a catalyst in mobilizing human, technical, and financial resources and as a coordinator in implementing the mandates of the Summits of the Americas in its particular areas of competence.

CIDI will promote, facilitate, and guide hemispheric dialogue on sectoral and specialized policies on topics related to the social, economic, and cultural development of the Hemisphere.

In so doing, it will give priority to commitments made by the Heads of State and Government at the Summits of the Americas. To this end, CIDI will create and promote mechanisms for preparing dialogues, support ministerial meetings within its sphere of competence, implement their relevant mandates, and promote coordination among different regional or subregional financial and development institutions and agencies working in the field.

In this context, CIDI will be guided by the basic need to provide maximum support for ministerial, specialized, or sectoral meetings that define policies and activities in the areas for action of the Strategic Plan, particularly those derived from the OAS General Assembly and the Summits of the Americas. The Executive Secretariat for Integral Development (SEDI) will be responsible for providing support for these meetings, including steps to ensure that the meetings are adequately prepared and fully support the implementation of their decisions. To this end, SEDI will coordinate with the Inter-American Agency for Cooperation and Development (IACD), as well as supervise the work of its departments, coordinating with the pertinent dependencies of the General Secretariat and with multilateral organizations related to cooperation.

b. Programs, Projects, and Activities

Cooperation activities carried out in the framework of the OAS must be consistent with this Strategic Plan and maintain an appropriate geographic balance and, to the extent possible, promote horizontal cooperation, a multilateral focus, the exchange of best practices, and the development and strengthening of strategic partnerships. In the case of those areas where the technical support of several departments is required, SEDI will promote appropriate coordination among them in order to ensure the best use of available resources and avoid duplication of efforts.

As a subsidiary organ of CIDI, the main purpose of the Inter-American Agency for Cooperation and Development (IACD) is to collaborate in the promotion, coordination, management, and facilitation of planning, financing, and execution of programs, projects, and activities, in accordance with its own Statutes, within the framework of this Strategic Plan.

c. Training Programs

The development of human potential was given the highest importance in the framework of the Third Summit of the Americas, held in Quebec City. The development of human resources is an indispensable component of partnership for development and is recognized as a crosscutting theme in this Strategic Plan.

Accordingly, the strengthening and improvement of the fellowship, scholarship, and training programs will be pursued by expanding the range of learning opportunities, as well as professional and academic exchanges, distance education, and other similar activities.

Advantage will also be taken of the different instruments provided by new information and communication technologies to benefit from distance learning, multimedia, and education by satellite systems.

2. Financing

a. Special Multilateral Fund of CIDI (FEMCIDI)

The voluntary contributions of member states to the activities carried out under the Strategic Plan are credited to FEMCIDI and placed in the sectoral accounts associated with the areas for action of the Plan and/or in the Integral Development Account, in accordance with the FEMCIDI Statutes.

The cooperation activities financed by this fund, should include, whenever possible, strategies for cofinancing, self-sustainability, and mobilization of external resources.

b. Specific and Trust Funds

Contributions or donations made for a specific purpose by any state or public or private entity for implementation of cooperation activities may go into a Specific Fund or a Trust Fund administered by the OAS General Secretariat. They will be allocated in accordance with the terms of written agreements between contributors and the OAS General Secretariat, pursuant to the General Standards to Govern the Operations of the General Secretariat.

Specific Funds with multiple donors may develop new methods of programming and implementing projects that include the participation of all donors.

c. Regular Fund

The resources of the OAS Regular Fund are used to finance CIDI and its subsidiary organs and agencies and the regular operations of SEDI. They are also used to finance the technical supervision and administrative support for multilateral cooperation activities, in accordance with the resources allocated in the program-budget of the Organization.

d. Additional Resources for Financing Cooperation Activities

i. Nonreimbursable resources:

The IACD should take necessary measures to diversify sources of nonreimbursable financing for cooperation activities and increase existing resources. To this end, efforts will focus on:

- a. Promoting an increase and greater use of specific funds to strengthen cooperation among member states;
- b. Promoting contributions from permanent observers and the private sector for specific activities;
- c. Seeking new methods of cofinancing which encourage direct participation by communities, including both the private and public sectors; and
- d. Developing project formulation methodologies that can attract both direct funding and non-financial contributions, such as offers of training or experts.

ii. Reimbursable resources:

For the purpose of offering alternative sources of cooperation financing, the IACD will identify and facilitate for member states lines of credit and other mechanisms for reimbursable financing on concessional terms, subject to the policy guidance provided by the Management Board.

V. The Cooperation Actors

1. Member states

The member states define partnership-for-development policies through the decisions adopted by the OAS General Assembly, CIDI, the Permanent Executive Committee of CIDI (CEPCIDI), and the Management Board of the IACD, which will establish mechanisms for the identification, processing, programming, budgeting, execution, monitoring, and evaluation of cooperation activities with the intention of making them more effective and efficient.

Within the spirit of partnership for development, national institutions taking part in the development, organization, and execution of cooperation activities, will have to take into account the areas for action and guidelines contained in this Strategic Plan and ensure that the projects and activities related to the Plan are tied to General Assembly and Summits mandates and assign priority to those of a multilateral character. Likewise, within their possibilities, they shall contribute complementary financial, human, or material resources.

Member states, through the exchange of information on best practices and experts in the priority areas, will cooperate in improving the design of proposed cooperation activities and in implementing them. The IACD will provide the necessary technical assistance to achieve that goal.

2. The OAS General Secretariat

The General Secretariat, through SEDI, will provide support to CIDI's forums for dialogue and organs to generate and implement policies for integral development. The IACD will provide the technical support required by the member states for implementation of the present Plan. The General Secretariat will promote and support the implementation of cooperation activities and the execution of this Plan. SEDI will coordinate the cooperation activities of the different departments and other dependencies of the General Secretariat related to the priority areas covered by the Plan, in keeping with the mechanisms for coordination established by the Secretary General.

Recognizing the fundamental role of the National Liaison Offices (ONEs) and with a view to contributing in an effective and synergistic manner to the success of the activities in the framework of this Strategic Plan, SEDI and the IACD shall maintain—when pertinent and without prejudice to maintaining the official channels—close contact, communication, and coordination with the national bodies, in particularly throughout all stages of the project life cycle.

VI. Evaluation and Monitoring of the Strategic Plan

The Inter-American Council for Integral Development is responsible for monitoring and evaluating implementation of the Strategic Plan. In the framework of its regular meetings, CIDI shall evaluate cooperation activities and monitoring of the policies defined. To this end, SEDI shall present to CIDI, through CEPCIDI, a qualitative and quantitative report on the implementation of the Strategic Plan. That report should contain an evaluation of (a) policy

implementation; (b) the results of cooperation activities, their impact, efficacy, and efficiency; (c) the use of resources; and (d) the quality of the technical cooperation services rendered.

The IACD is to implement mechanisms for monitoring and evaluating execution of the projects financed with funds entrusted to the Agency's management, so that they contribute to increasing its efficiency, effectiveness, impact, and sustainability. These mechanisms will define, where appropriate, the participation of the units, offices, and other dependencies of the General Secretariat, as well as the frequency with which the institutions must present reports on the projects they execute.

On the basis of the evaluation reports presented, CIDI may adjust the Strategic Plan in terms of its execution and objectives.