



REPORT ON THE IMPLEMENTATION OF THE STRATEGIC PLAN FOR PARTNERSHIP FOR INTEGRAL DEVELOPMENT

2006 - 2011

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I. INTRODUCTION

Pursuant to the Strategic Plan for Partnership for Integral Development 2006-2009 (hereinafter "the Plan"), adopted by the General Assembly in resolution AG/RES. 2201 (XXXVI-0/06), whose term was extended through December 31, 2012¹, the Executive Secretariat for Integral Development (SEDI) presents the following report on the implementation of the Plan to the Permanent Executive Committee of the Inter-American Council for Integral Development (CEPCIDI).

In the preparation of this report, an effort was made to include information that could serve as the basis for the evaluation to be done by CEPCIDI and eventually the Inter-American Council for Integral Development (CIDI). This evaluation, coupled with the agreements that the member states have reached to strengthen CIDI, will be important inputs for an in-depth discussion of the issue of partnership for development, including new modalities of cooperation and the role of SEDI, and will serve as a point of reference in the preparation of the next Plan.

It is important to highlight that the Plan is a guide for developing policies, programs and activities in the area of partnership for integral development, but it does not contain indicators, benchmarks or targets that would permit a quantitative evaluation of the Plan's implementation and results. Consequently, the report being presented is a qualitative assessment of the Plan's goal and its four strategic objectives, based on certain quantitative data where relevant. An addendum to this report includes the activities carried out by member states and the General Secretariat, through SEDI, in the Plan's eight areas for action, where member states decided to focus their cooperative efforts.

II. STRUCTURE OF THE STRATEGIC PLAN FOR PARTNERSHIP FOR INTEGRAL DEVELOPMENT

The Plan's principal goal is to support the 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.

In conceptual terms, the Plan follows a clear logic as to what its aim is, where efforts have to be focused, and how this has to be done. Two strategic levels are identified—one policy-related and the other programmatic—as well as two concrete mechanisms: capacity building of human resources and strengthening of institutions.

The what was defined in the four strategic objectives:

1. Improvement of Mechanisms for Policy Dialogue
2. Building and Strengthening of Partnerships
3. Capacity-Building
4. Resource Mobilization

1 - Resolutions AG/RES. 2474 (XXXIX-0/09), AG/RES. 2583 (XL-0/10) and AG/RES. 2641 (XLI-0/11)

The Strategic Plan established a framework for action at two strategic levels:

- a)** The policy level, aimed at strengthening the dialogue, core competencies, and institutional mechanisms that will enable the governments and the General Secretariat to implement the Plan, and
- b)** The programmatic level, intended to identify priority areas to ensure a focused and effective implementation of the Plan and in which the OAS enjoys a comparative advantage.

The Plan also identified eight areas for action where member states decided to focus their cooperation efforts. These areas for action offer a comprehensive vision of the various facets of integral development, and have guided the support that SEDI has provided in the Plan's implementation:

- 1.** Social Development and the Creation of Productive Employment
- 2.** Education
- 3.** Economic Diversification and Integration, Trade Liberalization, and Market Access
- 4.** Scientific Development and the Exchange and Transfer of Technology
- 5.** Strengthening of Democratic Institutions
- 6.** Sustainable Development of Tourism
- 7.** Sustainable Development and the Environment
- 8.** Culture

Lastly, the Plan defined four crosscutting themes: (i) civil society participation; (ii) environmental considerations; (iii) the development of human resources; and (iv) gender equality and equity. These themes were taken into consideration in the member states' activities and have guided the support that SEDI provided to their cooperative efforts.

III. ELEMENTS FOR AN EVALUATION OF THE PROGRESS ACHIEVED

What follows are elements for an evaluation of the progress achieved with respect to the goal and strategic objectives of the Plan.

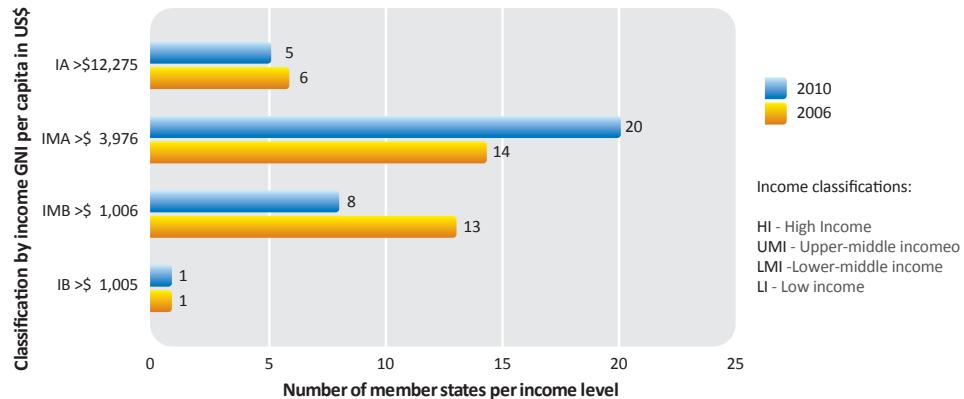
A. Goal

An evaluation regarding the Plan's goal to support member states in their efforts to reduce poverty and inequity, will have to take into consideration the progress that the region has made in this regard since 2006. These results are attributable to a broad set of factors, among which should be noted the small but nonetheless positive contribution made by partnership for development among the OAS member states, as guided by the strategic objectives of the Plan.

In the economic realm, the region has passed the most difficult moments of one of the severest crises in recent decades under more favorable conditions than other regions of the world. Almost without exception, the economies of Latin America and the Caribbean have registered strong growth rates and increased participation in global markets. According to data from the World Bank, a number of countries in the region have moved from the category of lower-middle-income countries to upper-middle-income countries since 2006 (Graph 1).

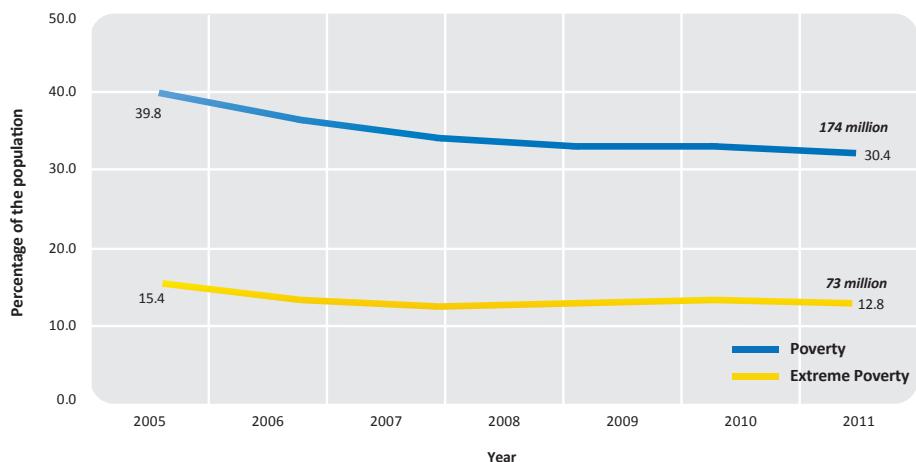


Graph 1
Classification of the OAS member states by income level



As Graph 2 illustrates, the rates of poverty and extreme poverty in the region have been on the decline. According to data from ECLAC², in 2010 some 30.4% of the population of Latin America and the Caribbean was still living in poverty, and some 12.8% remains in extreme poverty. This is an improvement over 2005, when the poverty rate was 39.8% and extreme poverty was 15.4%. Nevertheless, despite the progress made, 174 million people in Latin America and the Caribbean are living in poverty; of these 73 million are indigent or living in extreme poverty, re-enforcing the need to take action through public policies aimed at combating poverty.

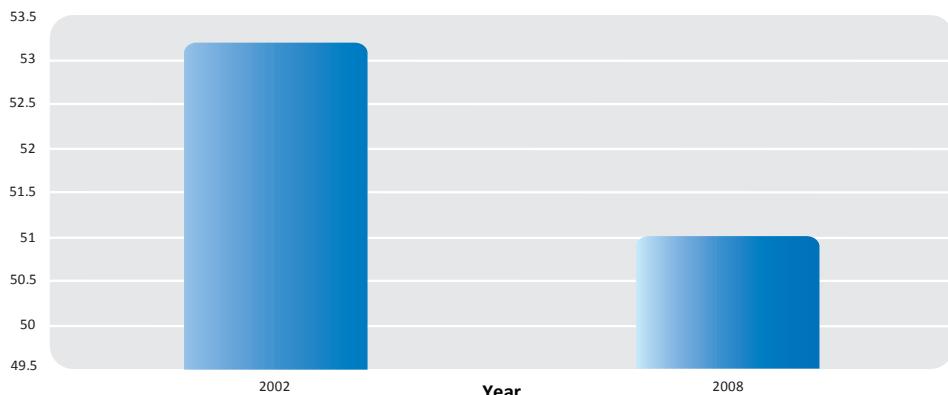
Graph 2
Poverty in Latin America 2005-2011 / ECLAC



² - Social Panorama of Latin America and the Caribbean 2010, Economic Commission for Latin America and the Caribbean, ECLAC, November 2010

In terms of inequity, as Graph 3 illustrates using the most recent information available, Latin America saw a drop of two percentage points in the Gini coefficient between 2002 and 2008, which represents a statistically significant decline in inequality of income distribution.

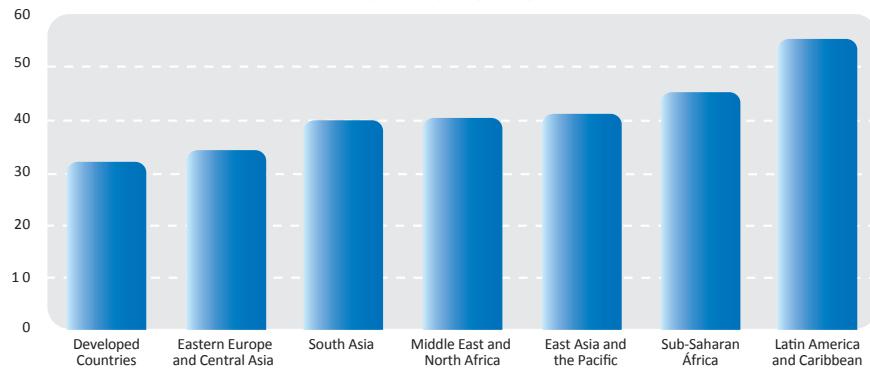
**Graph 3
Gini coefficient in Latin America, 2002-2008**



Source: Gasparini et al., 2010

Despite economic growth and the general decline in inequality as measured by the Gini coefficient, the Latin American and the Caribbean region is still the most unequal in the world. Ten of the fifteen countries with the highest levels of inequality are within the region.

**Graph 4
Inequality by region**



Source: UNDP, 2010

The region's experience has shown that economic growth alone will not suffice to generate the kind of far-reaching development and social inclusion desired. In a number of cases, increased growth has widened the inequality gap. So it is important to reiterate the importance of assuring that the region's economic growth be coupled with public policies aimed at reducing poverty, improving the distribution of wealth, and supporting sustainable development. The opportunities for public policy dialogue that the OAS offers, linked with the cooperation mechanisms and programmatic actions under the framework of the next Plan, can play an important role in supporting member states' efforts to take on these challenges.



B. Strategic Objectives

The following illustrates some of the advances that the member states have made with respect to the four strategic objectives of the Plan. In accordance with the provisions of the Plan, SEDI provided support to CIDI's forums for dialogue and organs to generate and implement policies for integral development and promoted cooperation activities in this context.

B.1. Strategic Objective 1: Improvement of Mechanisms for Policy Dialogue

One of the principal achievements during the Plan's implementation was the improvement of the mechanisms for policy dialogue in the various areas for action. The processes at the level of ministers and high-level authorities were an opportunity for constructive dialogue and for sharing information and best practices, generated cooperative initiatives, including horizontal and triangular cooperation, and contributed to the development and implementation of new government policies and programs by member states.

SEDI's principal comparative advantage lies in its capacity to assist in linking dialogue and the political will of member states with cooperation mechanisms and programmatic actions related to the identification, design, and implementation of public policies. This was used to further the implementation of the Plan.

From 2006 to 2011, SEDI, as technical secretariat of nine (9) processes at the level of ministers and high-ranking authorities, supported 20 sectoral meetings of ministers or high-level authorities and 25 high-level technical meetings, including preparatory meetings and meetings of the inter-American committees, in addition to facilitating numerous related events:³

- Education (Colombia, 2007; Ecuador, 2009)
- Science and Technology (Mexico, 2008; Panama, 2011)
- Labor (Trinidad and Tobago, 2007; Argentina, 2009; El Salvador, 2011)
- Social Development (Chile, 2008; Colombia, 2010)
- Sustainable Development and Energy (Bolivia, 2006; United States, 2010; and the Dominican Republic, 2010)
- Culture (Canada, 2006; Barbados, 2008; OAS headquarters, 2011)
- Tourism (El Salvador, 2011)
- Cooperation (Colombia, 2009)
- Competitiveness (Chile, 2009; United States, 2010; the Dominican Republic, 2011)

The support that SEDI provided to various forums for policy dialogue consisted of, *inter alia*,: producing substantive inputs; logistics and organization; technical assistance in negotiating commitments; coordination and follow-up of the plans of action or work plans; follow-up of the political processes and their results; and providing materials for defining future strategies. Briefly stated, SEDI's role in ministerial and high-level processes goes well beyond organizational matters, and has been instrumental in steering the dialogues towards, and facilitating the achievement of specific results.

³ - See Addendum

The Addendum to this document contains a more detailed description of the progress made at the ministerial and high-level meetings, and in other forums for policy dialogue in the eight areas for action of the Plan.

One of the most effective mechanisms for monitoring and implementing the actions identified and agreed upon in the various policy dialogues has been to develop and put into place new networks and to strengthen existing networks. The networks associated with ministerial or high-level processes are undoubtedly one of the best examples of effective partnership among OAS member states and are recognized as such even outside this Hemisphere. The networks do more than enable dialogue; they give it substance and continuity, thereby making it possible to identify common interests and a common resolve. They also serve to build specific consensus that is the foundation for democratic governance in our countries and of constructive and creative coexistence among our peoples.

SOME CASES ILLUSTRATING PROGRESS MADE THROUGH DIALOGUE AND NETWORKS

- The Inter-American Network for Labor Administration (RIAL), an outcome of the Inter-American Conference of Ministers of Labor (IACML), was formed around an innovative idea and has proven to be an effective vehicle for implementing horizontal cooperation initiatives and programs aimed at strengthening national institutions to enable them to develop and implement policies aimed at promoting decent work, including reforming labor regulations or laws.
- The Inter-American Social Protection Network (IASPN), launched in 2009 as a result of the Meeting of Ministers and High Authorities of Social Development and endorsed by the Fifth Summit of the Americas, has become an innovative mechanism that sets the framework for a dynamic exchange of experiences and cooperative initiatives among member states in the area of social protection.
- In furtherance of the Plan, a public-private policy dialogue was established through the Inter-American Competitiveness Network (RIAC), which brings together high-level authorities and public/private councils of competitiveness and innovation in the Americas. In 2011, the members of RIAC adopted the Consensus of Santo Domingo and its 10 general principles of competitiveness, which will guide the development of public policy under the 2020 Competitiveness Agenda for the Americas and cooperation initiatives in this area.
- Launched at the V Summit of the Americas in 2009, the Energy and Climate Partnership of the Americas (ECPA) has been formed through ministerial meetings on these issues and the follow-up of the resulting initiatives. Through the ECPA process, SEDI has supported member states in the implementation of over 20 projects that seek to increase the sustainability of the energy sector and find common solutions to climate and land use challenges in the region.



- After a lapse of eight years, the ministers and high authorities of tourism met in September 2011, under the new structure as a sectoral ministerial level meeting of CIDI. They agreed on priorities that will guide work in the tourism area, and also created a hemispheric tourism fund to support communities that live in extreme poverty and have tourism potential.
- Opportunities for dialogue increased with the establishment of the meetings of authorities responsible for trade and micro-, small- and medium-sized enterprises (MSMEs), providing a forum where participants can share best practices in public policies that promote productivity, innovation and competitiveness of MSMEs, and their participation in market opportunities. The meetings also serve to promote horizontal cooperation initiatives that make it possible to replicate successful institutional models of support to the MSMEs.
- The Regional Education Indicators Project (PRIE) is another example of a direct outcome of policy dialogue both at the Summits and meetings of ministers of education, where countries play an active role in putting together and developing the project. PRIE has helped to track progress toward the Summit education goals and has directly strengthened the capacity of ministries of education to collect, analyze, and publish reliable and internationally comparable indicators.

B.2. Strategic Objective 2: Building and Strengthening of Partnerships

During the implementation period of the Plan, significant progress has been made towards establishing new strategic partnerships and strengthening existing ones through the many agreements entered into with governmental, nongovernmental, national, regional and multilateral development institutions, including international financial institutions, and with the private sector, academic institutions, local authorities and civil society. Between 2006 and 2011, the OAS General Secretariat signed over 400 cooperation agreements in the area of integral development.⁴

Among the many strategic partnerships and agreements entered into, the following should be highlighted

- World Bank (IBRD)
- World Trade Organization (WTO)
- United Nations Conference on Trade and Development (UNCTAD)
- Organisation for Economic Co-operation and Development (OECD)
- United Nations Development Programme (UNDP)

⁴ - See Addendum

- Ibero-American General Secretariat (SEGIB)
- World Tourism Organisation (UNWTO)
- United Nations Children's Fund (UNICEF)
- United Nation's Educational, Scientific and Cultural Organization (UNESCO)
- Organization of Ibero-American States (OEI)
- Caribbean Community Climate Change Centre
- Inter-institutional Committee for the Development of the River Plate Basin (CIC)

SOME EXAMPLES OF STRATEGIC PARTNERSHIPS

- In 2010, the OAS, IDB and ECLAC remobilized the Tripartite Committee, which has been recognized as a successful exercise in cooperation among international development organizations. On that occasion, they identified: trade, innovation, climate change and energy, State modernization, and the Millennium Development Goals, as priority issues for collaboration.
- A successful example of a strategic partnership has been the relationship with business associations and chambers, which has strengthened the OAS Private Sector Forum as a space for dialogue that: has built awareness of how important the private sector—especially small and medium-sized enterprises—is for the economic and social development of countries; has created new networks of collaboration; and has produced inputs for OAS political processes. Five OAS Private Sector Forums were held in the period from 2006 through 2011:
 - Santo Domingo, Dominican Republic (2006)
 - Panama City, Panama (2007)
 - Medellín, Colombia (2008)
 - Port of Spain, Trinidad and Tobago (2009)
 - San Salvador, El Salvador (2011)
- SEDI has carried out projects and activities which have promoted the incorporation of corporate social responsibility (CSR) principles and guidelines in business strategies, particularly in the extractive and tourism sectors, and in government agendas, including among Latin American legislators. CSR management and evaluation indicators for small and medium-sized enterprises were developed in partnership with ECLAC. The CSR program has also strengthened the regional network of organizations that promote these principles and practices.



The networks themselves are an excellent example of partnerships established or strengthened during this period. Many were the direct result of ministerial processes. As previously noted under Strategic Objective 1, they seek to build capacity, strengthen institutions, share critical information and lessons learned, and build consensus for stronger development policies. In addition to the public sector, these partnerships often include the academic sector and civil society organizations. SEDI supports the following networks:

- Inter-American Competitiveness Network (RIAC)
- Inter-American Social Protection Network (IASPN)
- Inter-American Labor Administration Network (RIAL)
- Inter-American Teacher Education Network (ITEN)
- Development and Culture Network
- Inter-American Cooperation Network (CooperaNet)
- Inter-American Scientific Journalism Portal (IASJN)
- Inter-American Disaster Mitigation Network (INDM)
- Inter-American Biodiversity Information Network (IABIN)

The networks are an intrinsic part of the dialogue process and entail a mutual interest and willingness among cooperation actors to cooperate, and therefore, are much more than a technological platform to facilitate dialogue. In other words, they are not mere websites.

While the foundation has been laid for cooperation and strategic partnership with many actors, the scarcity of resources is a serious and often insurmountable obstacle to enable joint undertakings or alliances. This is, without a doubt, one of the challenges that will have to be addressed in the design of the new Strategic Plan, especially for promoting South-South and triangular cooperation mechanisms.

B.3. Strategic Objective 3: Capacity-Building

Building institutional and human capacities was an essential element of SEDI's activities to assist the member states. In the 2006-2011 period, activities conducted included workshops, lectures, seminars, courses and direct technical assistance.⁵ Taking advantage of information and communication technologies (ICTs) and the Educational Portal of the Americas' virtual platform, classroom courses were coupled with a wide array of online courses.

The OAS Scholarship Program has been very effective in cultivating talents and skills. As Table 1 indicates, on average 3,000 fellowships were awarded each year in the 2006-2011 period. The distribution of these fellowships has matched the priorities established by the member states (Table 2).

However, notwithstanding the number of training activities and fellowships awarded, the importance of building communities around issues of mutual concern and the multiplier effect that fellowship recipients have within their respective communities and countries are considerations that far outweigh the investment made under this strategic objective.

5 - See Addendum

**Table 1
Fellowships awarded by year, 2006-2011**

Type of Program	2006	2007	2008	2009	2010	2011	Total
Graduate fellowships (Masters and PhD degrees and research)	0	151	228	183	125	86	773
Special Caribbean Fellowships (undergraduate studies)	0	21	23	25	16	9	94
Programs for Professional Development	463	724	759	1014	735	633	4328
Other fellowships (financed or Managed)	0	0	7	218	227	189	641
Trained via the Educational Portal of the Americas	1662	3046	2780	1534	1586	1828	12436
Total	2125	3942	3797	2974	2689	2745	18272

Source: OAS General Secretariat

**Table 2
Financing for Scholarships by Area for Action 2007-2011**

Area	Total	%
Culture	\$ 1,142,712	5%
Economic Diversification and Integration, Trade Liberalization and Market Access	\$ 3,367,467	14%
Education	\$ 3,341,187	17%
Scientific Development and Technology Transfer	\$ 4,640,056	20%
Social Development and Creation of Productive Employment	\$ 2,817,403	15%
Strengthening Democratic Institutions	\$ 1,606,277	6%
Sustainable Development and Environment	\$ 4,132,188	19%
Sustainable Development of Tourism	\$ 772,223	4%
Grand Total	\$ 21,819,516.30	100%

Distribution of financial resources according to the Plan's 8 Areas

Source: OAS General Secretariat

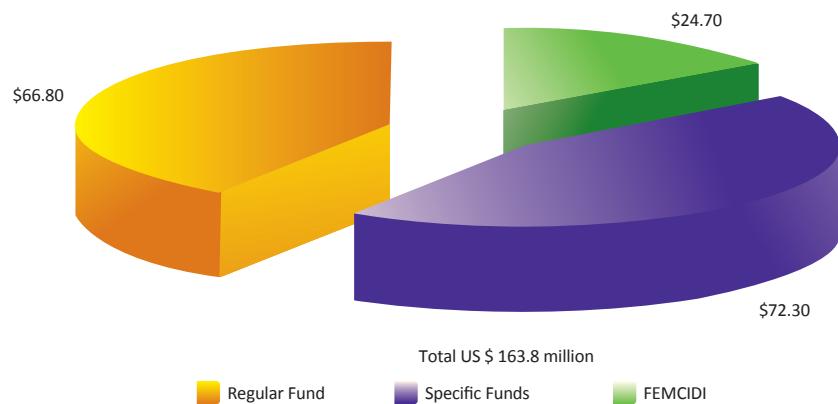
The Foreign Trade Information System (SICE) is another outstanding example of a resource for building human and institutional capacities in the region. SICE has become a source for reliable, up-to-date information; its website now features more than 20,000 documents on trade, economic integration, and investment in the Americas. The figures reported indicate that it receives over three million visits annually, which clearly demonstrates how useful and relevant it is to thousands of users. In 2011, SICE became a presence on major social media (Facebook, YouTube, and RSS), thereby multiplying and diversifying its points of access.



B.4. Strategic Objective 4: Resource Mobilization

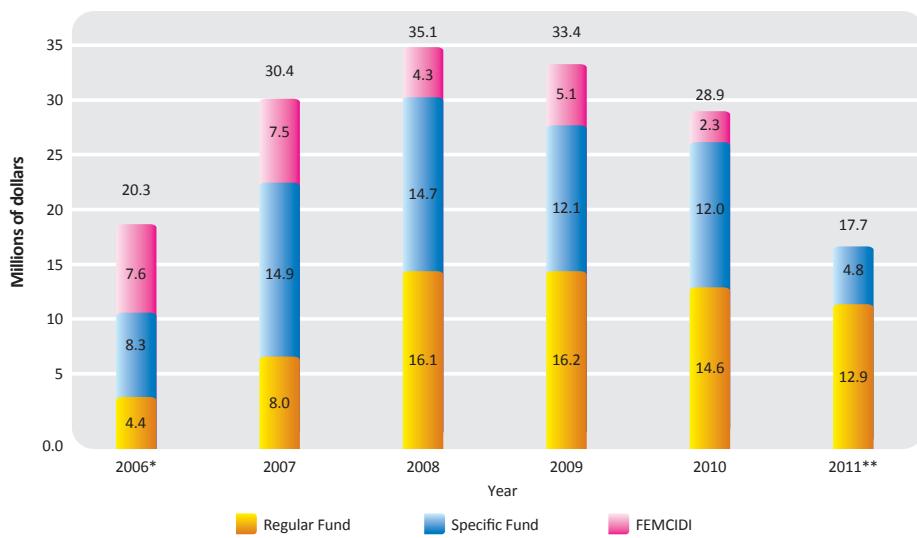
During 2006-2011, the financial resources available for cooperation for development by way of SEDI totaled \$163.8 million dollars, which includes the resources from the Regular Fund. During that same period, specific funds totaled \$66.8 million dollars. This means that for every dollar spent from the Regular Fund, \$0.93 cents in specific funds were executed; to this one would have to add the multiplier effect of in cash and in kind counterparts to those funds.

Graph 5
Total Resources Executed by Fund 2006-2011
-Millions of dollars-



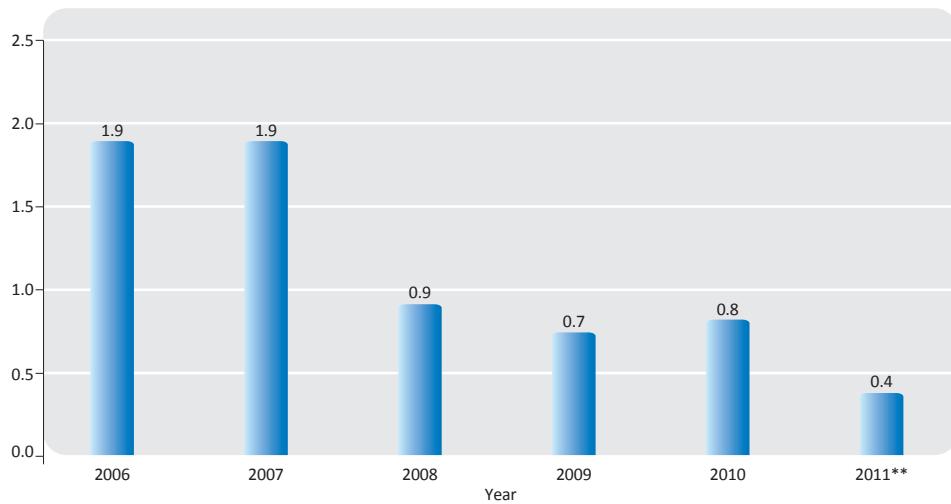
Source: FEMCIDI

Graph 6
Execution of Resources -by Fund-



Source: FEMCIDI

Graph 7
Ratio of Specific Funds / Regular Funds



Source: OAS General Secretariat

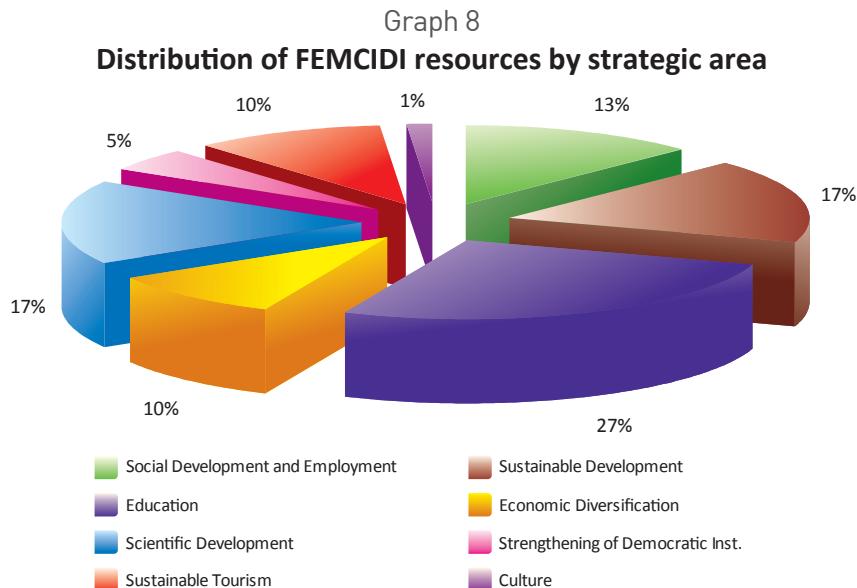
The significant decline in specific funds, especially in the last two years, is attributable to the financial crisis that affected donor countries and organizations. However, it is important to consider that a number of countries in the region have moved into the middle income and upper-middle income categories. Even with the crisis overcome, the second consideration will continue to have an impact on the redirection of development cooperation funds towards the world's poorer countries or regions.

Therefore, it is important to recognize that the countries of this Hemisphere will experience more and more difficulty in order to obtain non-reimbursable international cooperation funds; traditional donors attach little weight to the social inequality argument. The central, compelling argument, therefore, will be the need for effective cooperation between the countries of our own Hemisphere. Likewise, other forms and methods of cooperation (south-south, horizontal and triangular) will have to be promoted, while underscoring the importance and value of transferring human and institutional capacities among the region's countries.

FEMCIDI is a special case which, from 2006 until 2011, mobilized \$24.70 million dollars (Graph 5). The distribution of those resources by sector matches the Plan's areas for action. FEMCIDI funds have a significant multiplier effect, as they tend to raise in cash and in kind contributions at a ratio of 2 to 1. The seed fund characteristic of FEMCIDI is what makes it such a powerful tool for partnership for development. In future it is expected that the impact of the resources invested and the relevance of the assistance provided will be that much greater because of FEMCIDI's strengthening process that will ensure a more direct correspondence between the funds assigned and the priorities established by the ministerial processes and high-level meetings in the strategic areas of integral development.



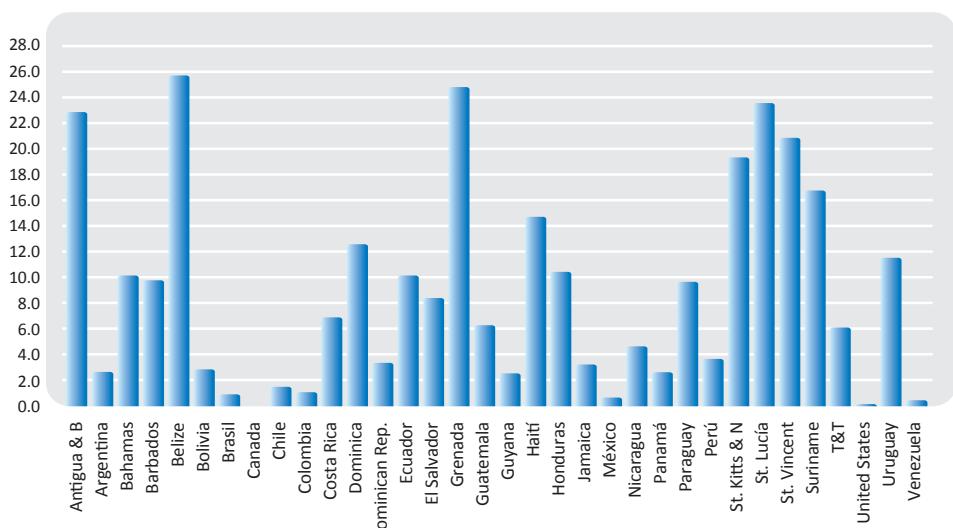
Graph 8 illustrates the distribution of FEMCIDI funds by strategic area, and the priority that the member states attach to each area when the allocation of the resources is decided.



Source: FEMCIDI

Graph 9 shows the ratio between the resources each member state contributes to FEMCIDI and what it receives in return.

Graph 9
Equivalent in dollars received for every dollar contributed to FEMCIDI



Source: FEMCIDI

IV. FINAL COMMENTS

The Strategic Plan for Partnership for Integral Development 2006-2011 served its purpose as a road map by which to guide the policies, programs, and activities in partnership for integral development, as well as the allocation of economic resources according to clear, well-defined priorities that have been instrumental in helping the region move forward.

The Plan served as an instrument to frame member states' cooperation efforts undertaken with SEDI's support. The latter's main comparative advantage was well used, that is, its capacity to support the link between the political dialogue and will of member states and mechanisms and concrete programmatic actions associated with the identification, design, and implementation of public policies.

Many OAS development projects conducted under the Plan have won international recognition as successful enterprises in horizontal and triangular cooperation. The OAS role as a forum for dialogue on hemispheric cooperation, particularly on its effectiveness, has been reinforced.

The advances made under the Plan have served to strengthen the link between the Strategic Plan and democratic governance. As the member states acknowledged in the Inter-American Democratic Charter, "democracy and socio-economic development are interdependent and mutually reinforcing." The progress made in the Plan's eight areas for action has contributed to sustainable economic development and social inclusion, which are essential conditions for stronger democracies in the region. In turn, it is precisely democratic governance which allows building the essential social consensus necessary to put into practice economic policies aimed at helping those who have been unable to partake of the benefits from the growth the region has experienced during this period. Any evaluation of the Plan, will most assuredly take considerations of this kind into account with a view to establishing a solid foundation upon which to design the next Plan.

It is clear that the Plan responded to the set of circumstances prevalent at the moment and that they guided the countries' selection of the strategic objectives and areas for action. The time has come to redefine, focus and design a new framework that supports the member states' cooperation efforts. The limitations on available resources and the need to focus action on well-defined objectives must be taken into account to ensure that they respond to the region's development priorities. In this task, it will be important to consider the following factors, among others:

- Emphasize the efficacy of cooperation among our countries as a pivotal element in attracting additional resources to assist in transferring of capacities among the region's countries.
- Optimize the increasingly scarce financial resources and use them in much more focused actions that achieve visible, measurable results.
- Focus actions to support and strengthen the ministerial and high-authority dialogue processes as an intrinsic element of partnership, taking advantage not only its comparative advantage, but the OAS unique nature as political hemispheric body.
- Help stimulate synergies and interactions among the various political dialogue processes through the identification of common objectives and implementing shared programs and projects.



- Consider horizontal cooperation that promotes bi- or multi-directional capacity transfer as a new form of partnership for development.
- Ensure that cooperation programs, projects, and activities have clear and direct correspondence to the priorities established in ministerial and high-authority processes.
- Redefine the role of the Inter-American Agency for Cooperation and Development (IACD) and its relationship to the Strategic Plan.
- Establish common guidelines for the political dialogue processes. The guidelines should facilitate the preparations for the dialogue, be conducive to generating and approving long-term plans and programs (such as Vision 20/25 in science and technology), and enable monitoring and evaluation of the agreements and actions agreed upon.

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