



STRATEGIC PLAN FOR MOBILIZATION OF EXTERNAL FUNDS IN THE OAS WITH PERMANENT OBSERVERS AND VOLUNTARY DONORS 2013-2015

I. CONTEXT

The Organization of American States (OAS) is the main political, juridical, and development intergovernmental forum in the Hemisphere. The OAS strengthens peace and security, promotes and consolidates democracy, with due respect for the principle of nonintervention; ensures the pacific settlement of disputes that may arise among the Member States; and promotes their integral development in the region.

Today, the OAS brings together all independent states of the Americas and in addition, it has granted the status of Permanent Observer to 67 non-Member States through its General Assembly¹, as well as to the European Union (EU)².

This status offers an opportunity for non-Member States to participate in OAS activities and to cooperate with its programs. More than a quarter of the Permanent Observers support OAS initiatives through training opportunities, expert services, equipment, and financial contributions. From 1999 to 2012, Permanent Observers have contributed more than US\$195 million in cash contributions and US\$12.26 million dollars in estimated value for in-kind contributions.

As a result of the increase of the mandates of the OAS coupled with the shortfall of the Organization's Regular Fund budget to meet these objectives, resource mobilization has become vital. Although OAS Member States contribute an annual quota to the Regular Fund of the Organization and voluntarily finance specific programs based on their areas of interest and ability to contribute, the rising and sustained complexity of the challenges in the region have generated a higher demand for technical expertise and financial support from the OAS. Financial and in-kind contributions from Permanent Observers contribute to the creation of synergies, exchange of best practices, strengthening national development strategies and eliminating the duplication of efforts.³

Support from Permanent Observers has made significant impact in the Americas, particularly in the areas of democracy promotion, human rights, demining, conflict resolution, efforts to combat drug trafficking, corruption, anti-terrorism, fostering gender equality and sustainable development, among others. Contributions from Permanent Observer countries considerably improve the quality of work the OAS conducts in the Americas and is a relevant factor in the successful implementation of its programs.

¹ In April 1971, the OAS General Assembly established the status of Permanent Observer (AG/RES. 50 (I/71)).

² Albania, Algeria, Angola, Armenia, Austria, Azerbaijan, Benin, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, China, the Czech Republic, Denmark, Egypt, Equatorial Guinea, Estonia, European Union, Finland, France, Germany, Georgia, Ghana, Greece, the Holy See, Hungary, Iceland, India, Ireland, Israel, Italy, Japan, Kazakhstan, Korea, Latvia, Lebanon, Lithuania, Luxembourg, former Yugoslav Republic of Macedonia, Malta, Monaco, Morocco, Nigeria, Netherlands, Norway, Pakistan, Philippines, Poland, Portugal, Qatar, Romania, Russian Federation, Saudi Arabia, Serbia, Slovak Republic, Slovenia, Spain, Sri Lanka, Sweden, Switzerland, Thailand, Tunisia, Turkey, Ukraine, the United Kingdom of Great Britain and Northern Ireland, Vanuatu and Yemen.

³ Paris Declaration on Aid Effectiveness: Ownership, Harmonization, Alignment, Results and Mutual Accountability, 2005

The purpose of this Strategic Plan for Mobilization of External Funds from Permanent Observers (2013-2015) is to further develop and strengthen the Organization's capacity to mobilize resources from Permanent Observers for its programs and projects aimed at implementing the Member States mandates. Through the development of these common guidelines, the OAS General Secretariat will be better able to achieve its objectives beyond the assigned mandates and the current limitations of the Regular Fund budget.

This strategic document consists of three major approaches to resource mobilization:

- To improve understanding and support between Permanent Observers and the OAS;
- To identify, within the mandates, and promote High Impact Programs and Priority Projects in each Secretariat; and
- To enhance the OAS' capacity to coordinate its fundraising policies and activities, as well as to improve resource mobilization efforts within the OAS technical areas.

It is anticipated that the execution of this strategic approach will generate the resources necessary to help the Organization carry out its programs and activities planned for 2013 in a more structured, coordinated manner with Permanent Observers and will facilitate improved resource mobilization efforts through 2015.

II. BACKGROUND TO ENGAGING PERMANENT OBSERVERS AS ECONOMIC PARTNERS

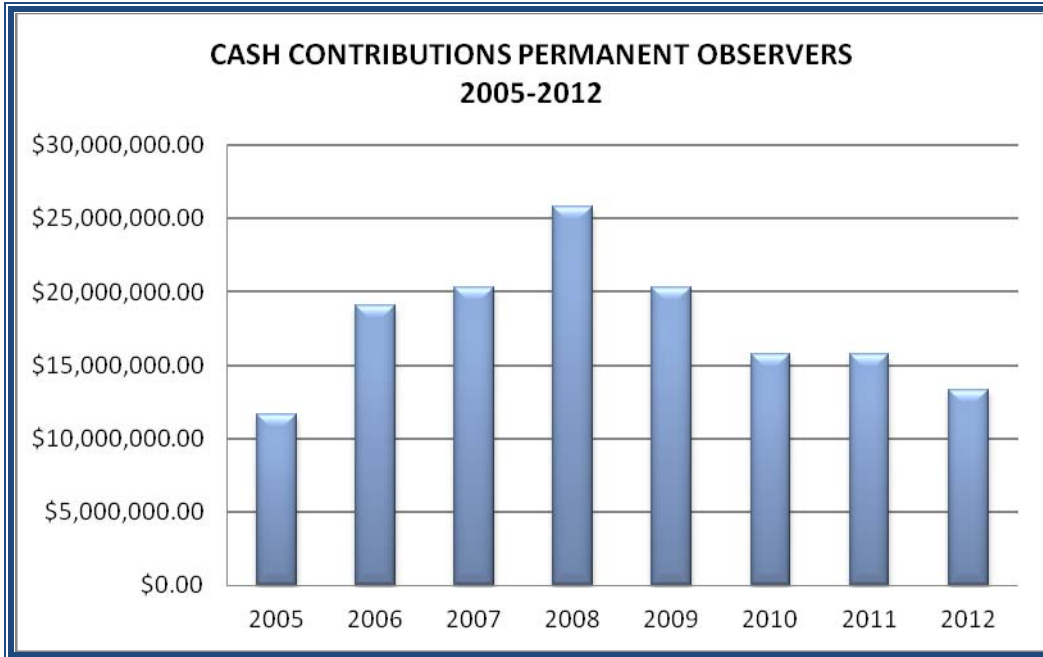
At its first regular meeting in April 1971, the OAS General Assembly established the status of Permanent Observer in order to recognize the interest of some non-Member States in following the activities and attending the meetings of the Organization. This status is unique to the OAS and provides a way for non-Member States to stay abreast of OAS activities and provide cooperation for its development programs.

Permanent Observers attend public meetings of the General Assembly, the Permanent Council and its committees, when invited by the corresponding presiding officer, the closed meetings of these bodies. They may also request to speak at meetings with the approval of the corresponding presiding officer. Permanent Observers receive all documents and publications of the Organization and are encouraged to attend specialized conferences and other meetings convened by the OAS.

Likewise, Permanent Observers are vital sources of funding for OAS programs. During the 1970s and 1980s, most of the Permanent Observers primarily supported OAS efforts primarily in the area of technical cooperation, by providing scholarships, training courses, and experts. In the 1990s, Permanent Observers shifted their interest to programs geared towards the promotion of democracy, the protection of human rights, conflict resolution, and regional security, which was evidenced by significant cash contributions to support programs such as demining, electoral observation missions, and democratic governance activities.

From 1999 to 2012, Permanent Observers have contributed more than US\$210 million. The OAS has received US\$199 million in cash to the Organization's activities and programs and an equivalent of US\$12.54 million dollars in estimated value for in-kind contributions for training, scholarships, equipment, computers, and vehicles.

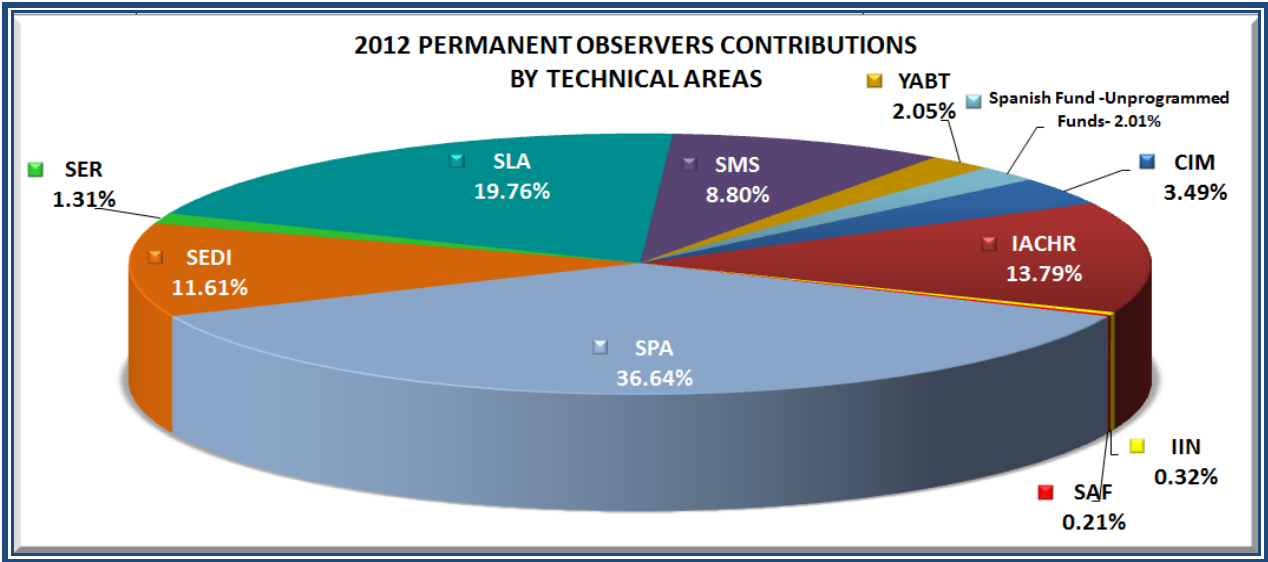
Since then, and despite initial signs of the recovery of the world economy, the global economic crisis of 2008 and the Eurozone crisis of 2010 have forced major donors to redirect their international development cooperation to domestic fiscal and social strategies, causing significant reductions in specific funds received by the OAS from Permanent Observers.



In 2012, the main recipient of cash contributions in 2012 was the Secretariat for Political Affairs (36%), followed by the Secretariat for Legal Affairs (19%), the Inter-American Commission on Human Rights (13%), the Secretariat for Multidimensional Security (8%) and the Executive Secretariat for Integral Development (11%).

PERMANENT OBSERVERS 2012 CONTRIBUTIONS	
TECHNICAL AREA	TOTAL CONTRIBUTIONS
SPA	\$5,351,937.53
SLA	\$2,886,736.36
IACHR	\$2,013,880.73
SEDI	\$1,696,191.93
SMS	\$1,286,145.41
CIM	\$509,600.00
SER	\$191,500.00
SAF	\$30,000.00
YABT	\$300,000.00
IIN	\$47,390.00
Spanish Fund	\$294,250.00
TOTAL	\$14,607,631.96

The majority of the contributions received in the Secretariat for Political Affairs were earmarked for activities of the Mission to Support the Peace Process (MAPP) in Colombia and the Peace Fund for the Implementation of Confidence-Building Measures in the Belize-Guatemala Adjacency Zone.



Programs related to Democracy received total funds of US\$5,351,937.53, which were allocated to the Mission to support the Peace Process in Colombia (21.03%), the Universal Civil Registry and the Right to Identity Program (PUICA) (6.72%), the Belize-Guatemala Adjacency Zone Mission (5.09%) and the Electoral Observation Missions (3.73%), followed by the area of Legal Affairs with US\$2,886,736 to support the Inter-American Judicial Facilitators Program (19.76%).

In the area of Human Rights, contributions from Permanent Observers totaled US\$2,013,880.73 distributed among the Strategic Plan 2011-2015 from the Inter-American Commission on Human Rights (8.05%) and the OAS Rapporteurship for Freedom of Expression (5.74%).

Along the same line, Integral Development programs received US\$1,696,191 from Permanent Observers with areas of Education and Culture (6.66%), Sustainable Development (2.350%) and Economic Development, Trade and Tourism (2.60%) receiving the most support. In relation to the Multidimensional Security Pillar, the US\$1,286,145.41 in funds received from Permanent Observers were directed to support Demining Activities (5.38%) and the Report on Drugs (3.42%).

Moreover, the Inter-American Commission of Women, the Office of the Secretary General, and other dependencies of the Organization also received contributions that helped to strengthen their programs.

III. IMPLEMENTATION OF THE STRATEGIC PLAN

A. Objectives of the Strategic Plan

This strategic plan for resource mobilization of external funds has been developed in response to resolution AG/RES. 1 (XLII-E/12) rev. 1 Paragraph A. 3, which states “To instruct the Secretary General, as part of his fundraising efforts, to promote and encourage, through the Secretariat for External Relations, in coordination with member states, support for the implementation of the mandates of the

General Assembly, and to submit a report to the CAAP on an annual basis on the results of these efforts.”

In addition, this strategy responds to Executive Order No. 08-01 Rev. 5, which states that the Secretariat for External Relations (SER), “serves as the focal point of the General Secretariat with regard to fundraising efforts” and “promotes cooperation with member states, Permanent Observers, international and regional organizations, nongovernmental organizations, academic institutions, and the private sector in order to generate active support for the Organization, taking into account all its goals and activities.”

The General Secretariat has established primary objectives in the area of resource mobilization with Permanent Observers, including:

1. To enhance understanding and support among Permanent Observers, other key Observer government institutions, OAS Member States, and the General Secretariat by strengthening and facilitating the links of cooperation, the exchange of information and best practices;
2. To enhance the capacity of the OAS to coordinate its fundraising policies and activities, and improve resource mobilization efforts within the OAS technical areas.
3. To mobilize resources to implement Member States mandates, particularly for:
 - High Impact Programs for each Secretariat
 - Priority Projects for technical areas

B. Road Map for the Implementation of the Strategic Plan

To achieve these objectives, the elements of the strategy will include the following set of actions:

ELEMENTS OF IMPLEMENTATION	DESCRIPTION OF ACTIONS	EXPECTED RESULTS
1. To enhance understanding and support among Permanent Observers, OAS Member States, and the General Secretariat by strengthening and facilitating the links of cooperation, the exchange of information and best practices;	<ul style="list-style-type: none"> ▪ Implement a comprehensive communication strategy and work plan focused on Permanent Observer interests and priorities to facilitate the support and exchange of ideas and to disseminate this work plan within the General Secretariat to ensure coherent communication of key messages related to resource mobilization. ▪ Strengthen and facilitate the links of cooperation and exchange of information and best practices among Permanent Observers, OAS Member States, and OAS technical areas. ▪ Promote innovative ways for Permanent 	<ul style="list-style-type: none"> ▪ Increased transparency and accountability in OAS activities. ▪ Increased alignment of Permanent Observers cooperation with regional priorities and strengthened institutional capacities of OAS Member States. ▪ Enhance the visibility of Permanent Observers.

	Observers with smaller economies to support OAS activities, such as encouraging in-kind contributions, expertise, and exchange of information on issues of common interest.	
2. To enhance the capacity of the OAS to coordinate its fundraising policies and activities, and improve resource mobilization efforts to the OAS technical areas.	<ul style="list-style-type: none"> ▪ Identify programs of common interest between Permanent Observers and Member States. ▪ Document and monitor Permanent Observer countries' foreign policy interests and national laws regarding foreign aid trends. ▪ Identify and engage the appropriate Permanent Observer governmental bodies responsible for budgeting appropriations to the work of the OAS. 	<ul style="list-style-type: none"> ▪ Achieve effective organizational support of resource mobilization. ▪ Gain a comprehensive understanding of the needs and operations of Permanent Observers, including their project cycles, methodologies, terms of reference, and priorities.
3. To mobilize resources for: <ul style="list-style-type: none"> ▪ High Impact Programs for each Secretariat; ▪ Priority Projects for technical areas. 	<ul style="list-style-type: none"> ▪ Establish Impact Focus Areas to help catalyze the mobilization of resources. These Impact Focus Areas represent the 'flagship' areas of work defined for the immediate future or that reflect emerging challenges. ▪ Impact Focus Areas may include areas of comparative advantages or core functions of the Organization where there are insufficient resources to deliver and perform at the expected level. ▪ Develop new framework agreements for multi-year and/or multi-programmed funding, as well as unilateral trust funds, or joint programs. 	<ul style="list-style-type: none"> ▪ Increased funding base of the Organization. ▪ Increased OAS' financial capacity to achieve the General Assembly mandates. ▪ Improve the efficient programming of external specific funds to support OAS-Permanent Observer priorities.

IV. HIGH IMPACT PROGRAMS

Based on the identification of Impact Focus Areas, the mandates and priorities of the Organization, as well as on lessons learned regarding Permanent Observers' interests, the following thematic areas have been identified as potential High Impact Programs:

HIGH IMPACT PROGRAMS	
SECRETARIAT FOR POLITICAL AFFAIRS (SPA)	<i>Department for Effective Public Management – DEPM</i>
	<p>Universal Civil Identity Program in the Americas (PUICA): Technical support to national civil registry institutions through the implementation of birth registration systems in hospitals; mobile registration and awareness campaigns; and the recovery and digitization of documents.</p> <p><u>Projects:</u></p> <ul style="list-style-type: none"> ▪ Strengthening the birth registry systems in Central America (2012 - 2014) (US\$720,000 – US\$180,000 per country (4)) ▪ Reconstruction of Civil Records in Colombia, Guatemala and Peru (US\$240,000) ▪ Providing Citizen Identity in the border areas of Ecuador, Peru, Bolivia, Paraguay and Colombia PHASE II (US\$1,423,273) ▪ Strengthening the birth registry system in Paraguay (US\$307,830) ▪ Promoting Horizontal Cooperation in Latin America and the Caribbean (CLARCIEV) (US\$113,000)
INTER-AMERICAN SYSTEM ON HUMAN RIGHTS	<i>Department of Electoral Cooperation and Observation (DECO)</i>
	<p>Strengthening Electoral Systems: Fielding electoral observation missions throughout the hemisphere as requested by OAS Member States, and support the development and implementation of technical cooperation programs to strengthening Member States electoral systems and electoral institutions by improving the institutional, legal, administrative and technological capacities of the electoral authorities.</p>
	<i>Inter-American Commission on Human Rights (IACHR)</i>
	<p>Strengthening Human Rights Institutions:</p> <ul style="list-style-type: none"> ▪ Inter-American Commission on Human Rights Strategic Plan 2011-2015. Conducts activities associated with eight thematic areas (indigenous peoples' rights; women's rights; the rights of migrant workers and their families; the rights of children and adolescents; the rights of persons deprived of their liberty; the rights of Afro-descendants; freedom of expression; and human rights defenders), and monitors the human rights situation in the OAS Member States. Strengthening Member States Human Rights systems and institutions by improving their institutional, legal, administrative and technological capacities.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">INTER-AMERICAN SYSTEM ON HUMAN RIGHTS</p>	<p style="text-align: center;"><i>Inter-American Commission of Women (CIM)</i></p> <p>Women’s substantive political citizenship of women for democracy and governability: The full exercise of women’s political citizenship and parity in political representation supported as essential conditions for governance and a citizens’ democracy in the countries of the Americas, within the framework of agreed international and inter-American commitments on women’s human rights. (US\$4,887,386)</p> <p style="text-align: center;"><i>Inter-American Children’s Institute</i></p> <ul style="list-style-type: none"> ▪ Adolescent Criminal Responsibility Systems, Strengthening Technical Regulations for the Enforcement of Non-Custodial Penalties. Contribute to the protection of human rights of adolescents who violate the criminal law in the framework of the international treaties on the subject. (US\$66,513) ▪ Care of Children and Adolescents in Disaster Emergencies with a Rights Approach. (US\$62,033) ▪ Protection of Children and Adolescents Facing new Modalities of Sexual Exploitation in the Continent. (US\$50,000)
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">SECRETARIAT FOR MULTIDIMENSIONAL SECURITY</p>	<p style="text-align: center;"><i>Department of Public Security (DPS)</i></p> <p>MAS Centroamérica / MAS Central America A strong emphasis of SMS’ work is currently placed in the "Northern Triangle" of Central America (El Salvador, Guatemala and Honduras).</p> <ul style="list-style-type: none"> ▪ Evaluations of the National Public Security Systems in: Dominican Republic, Guatemala and Panama. Strengthen public security institutions (the National Security Systems) of three Central American member states (the Dominican Republic, Guatemala, and Panama) (US\$269,606.74) 12 months. ▪ Strengthening Registry and Classification Systems for Prisons in Honduras. Addressing the need to reform Honduras’ penitentiary system. (US\$605,269.66) 18 months. ▪ Inter-American Police Training Program (PICAP). Training 150 police officers and/or civil officials in human rights and use of excessive force; international law enforcement cooperation and investigative techniques; criminal information systems.(US\$333,682.02) 16 months. ▪ Disarmament, Rehabilitation and Reinsertion within the process of Violence and Crime reduction in El Salvador. Support former gang members to successfully reintegrate into society. (US\$454,000) 24 months. ▪ Strengthening of Institutions specialized in the Assistance and Protection of victims of violence generated by organized crime in Central America. Address the impact of violence generated by organized crime on victims and witnesses in Central America (Guatemala, Honduras and El Salvador). (US\$358,426.97) 18 months. <p>MAS Caribbean</p> <ul style="list-style-type: none"> ▪ Supporting CARICOM’s Crime and Security Strategy. Support the CARICOM Crime and Security Strategy by providing member states with; (1) A detailed needs assessment on security concerns; (2) An OAS/SMS regional strategy based on the findings of the regional needs assessment; (3) Recommendations and suggestions to better implement regional strategies with the support of the SMS/OAS and its key partners. (US\$215,633.15) Project Timeframe: 12 months upon availability of funds.

**EXECUTIVE SECRETARIAT FOR
INTEGRAL DEVELOPMENT
(SEDI)**

Department of Economic Development Trade & Tourism (DEDTT)

- **Institutional strengthening of micro, small and medium enterprises (MSME) support institutions for promoting the productivity, innovation and internationalization of this sector - 2012-2015.** This project seeks to contribute to sustainable economic growth in the Americas through increased progress in the implementation of policies, particularly in the areas of MSMEs and innovation, and increased opportunities provided by Member States to business to access national, regional and global markets. (US\$2,000,000)

Department of Human Development, Education & Culture (DHDEC)

- **Education for development and innovation in the Americas: From Policy to Action.** The goal of this initiative is to increase opportunities for employment, social mobility and a better quality of life for the young people of Latin America and the Caribbean by enhancing their knowledge, skills, and attitudes regarding mathematics, science, and technology. In turn, to strengthen social inclusion, economic growth, and capacity for innovation at the country level. (US\$1,528,000)

V. PRIORITY PROJECTS

PRIORITY PROJECTS	
SPA	<p><u>Department of Electoral Cooperation and Observation (DECO)</u></p> <ul style="list-style-type: none"> - Creation of an OAS-sponsored Electoral Accreditation Body for Certification of Electoral Authorities in ISO Electoral Standard - Integration of the Gender Perspective in Electoral Observation Missions Phase II - International Electoral Observation’s Progress and Challenges: An agenda for the future of the OAS Electoral Observation
SMS	<p><u>Department for Public Security</u></p> <ul style="list-style-type: none"> - Program for Comprehensive Action against Antipersonnel Mines (AICMA). Reduce the risk and dangers of unexploded ordinance (UXO) and antipersonnel mines, and return previously mined land to productive use.
SEDI	<p><u>Department of Human Development, Education, and Culture</u></p> <ul style="list-style-type: none"> - Inter-American Program on Education for Democratic Values and Practices - Training of Trainers Workshop on Building democratic classrooms in the Caribbean - Consolidation of a hemispheric agenda in education for democratic citizenship - Horizontal Cooperation Fund for Technical Assistance Missions electoral training for young first exercising their right to vote ("First Vote") - Training of Trainers Workshop on Policy and Program Evaluation in Education for Democratic Citizenship - Project Proposal for the Development of the Audiovisual Digital Software Industry “Animérica: regional integration, market access and capacity building in animated shorts”

SEDI	<ul style="list-style-type: none"> - Professional Development Scholarship Program (PDSP) <ul style="list-style-type: none"> • Education • Social Development and Creation of Productive Employment • Economic Diversification and Integration, Trade Liberalization and Market Access • Scientific Development and Exchange and Transfer of Technology • Strengthening of Democratic Institutions • Sustainable Development of Tourism • Sustainable Development and the Environment • Culture
SER	<p><u>Department of International Affairs</u></p> <ul style="list-style-type: none"> - Strengthening OAS work with Civil Society Organizations

VI. EXPECTED RESULTS

One of the goals of the General Secretariat for the period 2013-2015 is to continue strengthening the promotion of OAS activities and programs among Permanent Observers in order to increase their engagement and participation. The expected results from this strategy include:

1. Increased transparency and accountability in the implementation of OAS activities;
2. Enhanced recognition and appreciation of the OAS “brand” among Permanent Observers and other key Observer government institutions;
3. Enlarged funding base of the Organization; and
4. Improved effectiveness of organizational support to resource mobilization.

VII. ABOUT THE OAS

The Organization of American States (OAS) brings together the nations of the Western hemisphere to promote democracy, strengthen human rights, foster peace, security and cooperation and advance common interests. The origins of the Organization date back to 1890 when nations of the region formed the Pan American Union to forge closer hemispheric relations. This Union later evolved into the OAS and in 1948, 21 nations signed its governing charter. Since then, the OAS has expanded to include the nations of the English-speaking Caribbean and Canada, and today all of the independent nations of North, Central and South America and the Caribbean make up its 35 member states.

Secretariat for External Relations

The mission of the Secretariat for External Relations (SER) is to disseminate the role of the Organization as the institution for promoting democratic governance, sustainable development, multidimensional security, and respect for human rights in the Hemisphere; and to contribute to the strengthening of the Organization's institutional image.

Department of International Affairs

The Department of International Affairs (DIA) is responsible for maintaining and strengthening relations with Permanent Observers of the OAS and developing strategies with civil society and other agencies in the United Nations and Inter-American system to advance the OAS agenda. The DIA is also charged with resource mobilization activities and outreach programs, such as the Lecture Series of the Americas, OAS Policy Roundtables, and briefings for diverse audiences.

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