



**ORGANIZATION OF AMERICAN STATES**  
Inter-American Council for Integral Development  
(CIDI)



OEA/Ser.W  
CIDI/Doc. 98/14  
30 May 2014  
Original: Spanish/English

---

FEMCIDI RESTRUCTURING

(Agreed on at the 38th regular meeting, held on May 22, 2014)

The following proposal is a response to the 2013 General Assembly mandate regarding the restructuring of FEMCIDI and is aimed at guiding the partnership for development process within the OAS based on an analysis of the current challenges facing FEMCIDI that will make it possible to have a definitive proposal as to the way forward.

**I. Essential Elements of the Proposal**

Based on the foregoing, it is essential that there be a definitive structure for FEMCIDI that attends in large part to the different interests and needs for development partnerships for the integral development of member states. Some of the key elements the definitive FEMCIDI structure must contain are listed below:

- i. Give preference to one clearly-defined objective per four-year funding cycle (one year for development of the objective and programs, plus efforts to raise funds, as well as three years for implementation of the programs and three months for final evaluation and reporting). The programs (up to 4) shall foster the inclusion of specific multinational components under the identified objective, which, it is hoped will attract sufficient partners/resources to make a positive, measurable impact.
- ii. Work over a three-year implementation period using a clearly-defined objective that tackles the following considerations: (1) Address FEMCIDI's financial reality; (2) Focus efforts and resources; (3) Optimize resources and impacts of results; (4) Achieve financial and program sustainability; (5) Align FEMCIDI with new international cooperation criteria and trends, emphasizing the pursuit and mobilization of additional resources; (6) Continue promotion of the *partnerships* for development approach.
- iii. The member states, through their National Liaison Offices (ONEs), permanent missions, and relevant sector authorities, in coordination with the Technical Cooperation Section (TCS), shall be involved in identifying the corresponding area of action of the Strategic Plan, as well as the thematic areas that may contribute to its formulation, including education and science and technology as cross-cutting themes, basic factors for determining the objective, the formulation of up to four programs, and their different activities. The information that is to serve as the basis for the above work shall be drawn, *inter alia*, from the policy guidelines provided by the different ministerial and sector processes, as appropriate.

- iv. The Inter-American Council for Integral Development (CIDI) shall approve the area of action and the thematic areas in order to develop up to four programs, which will be used to develop the programmatic framework.
- v. The resources provided by the member states shall constitute a source of seed capital so as to operate under a model of cooperation and/or partnership with external partners.
- vi. The above recognizes that, due to the proposed structure, FEMCIDI will not be in a position to undertake major projects or programs on its own; rather, it will work under arrangements that will enable it to serve as a facilitator of partnerships and generator of additional resources.
- vii. The guidance and coordination work done by the TCS with the member states shall promote a straightforward, consistent, and direct approach to program identification, formulation, approval, and implementation in the framework of FEMCIDI in order to improve responsiveness and ensure timely, effective delivery of services.
- viii. FEMCIDI's role will change from the traditional functions of providing oversight to one of providing direct and proactive support and technical assistance and guidance, as necessary, to member states in designing and fine-tuning the various activities of the programs ultimately developed, while at the same time seeking to build synergies among member states, the different SEDI departments, and other external partners in order to avoid duplication of efforts.
- ix. Work closely with the National Liaison Offices (ONEs), where they exist, to facilitate the creation of partnerships as necessary in the project development, financing, and implementation phases.
- x. Education and science and technology approaches are to be considered in the formulation of programs as crosscutting elements within each FEMCIDI programming cycle.

## **II. Proposed FEMCIDI Structure:**

- A. Program Formulation Based on a Programmatic Framework
  - 1. In order to develop a clearly defined objective, the TCS, in coordination with the National Liaison Offices (ONEs) and the relevant national authorities, will identify the corresponding area of action of the Strategic Plan, as well as the thematic areas that may contribute to its formulation, including education and science and technology as cross-cutting elements, to provide coverage to up to four programs.<sup>1/</sup> The programming cycle comprises one year for identification of the objective and development of programs as well as efforts to raise funds, plus three years for implementation of the activities contained in the programs and three months for final evaluation.
  - 2. Program activities to be implemented shall be determined based on the inputs the National Liaison Offices (ONEs) and appropriate national (sector) authorities provide to the TCS through consultations and surveys.

---

1. Programs are multinational in nature, based on prevailing priorities within member states.

3. The member states, in the framework of CIDI, approve the area of action and the thematic areas to develop up to four programs for the initial formulation of the proposed programmatic framework.
4. Member states that are current with their contributions to the programming cycle in question shall confirm their participation in one of the programs in accordance with their needs.
5. The IACD Management Board will increase member state participation to more than one program to the extent that financial resources allow.
6. The FEMCIDI Statutes shall govern special cases wherein a member state may join and participate in the activities of one of the programs being executed even if was not current with its contributions at the outset of the programming cycle in question.
7. The FEMCIDI criteria document shall establish guidelines for the program activities.

The TCS shall establish management and coordination relations at a technical level on the topic being developed with a group of officials (technical professionals) who will comprise the Washington Inter-Agency Group for Development Cooperation. The Unit will share the contents of the programs with this Group with a view to creating partnerships and building synergies where common objectives exist.

Starting with the second programming cycle and beyond, conceptual goal and program development work, as well as external resource mobilization, will begin in the third year of implementation of the prior programming cycle in order to ensure that FEMCIDI activities are ongoing.

#### B. Funding

- i. Based on the contributions they make regularly to FEMCIDI, countries will submit letters of commitment and support for the FEMCIDI process; this shall serve as a demonstration of the member states' commitment to potential donors with respect to the programs to be implemented.
- ii. Countries shall continue to make their annual contributions to FEMCIDI; such contributions will constitute the seed capital for building synergies and managing additional funds from potential external partners.
- iii. SEDI, in coordination with the Management Board of the IACD and in collaboration with other relevant OAS bodies, shall convene a meeting of donors with potential external partners in order to manage and potentially obtain pledges of support (financial, technical, and/or human resource) for implementation of the agreed programs.<sup>2/</sup>
- iv. The TCS, based on internal planning designed to ensure programs are funded, shall carry on working with external partners on a continuous basis to secure the support pledged for the different programs. OAS country offices, where they exist, will be asked to be involved in managing funding and resources from local sources.
- v. The FEMCIDI Statutes shall govern those cases in which the available resources are not sufficient for the programming cycle.

---

2. The TCS, in coordination with the Secretariat for External Relations, shall convene a group of potential partners to work in collaboration with the member states (via the MB/IACD) and SEDI in order to raise external funds to strengthen FEMCIDI programs.

C. Sources of funding

- i. Includes voluntary pledges and contributions from member states.
- ii. In addition, specific contributions in cash, personnel, equipment, materials, and services made by the governments of the member states to assist in covering the local costs of program implementation shall be considered.
- iii. Contributions from non-member states and/or from other sources, as well as special contributions, shall be regulated by the General Standards to Govern the Operations of the General Secretariat.

D. Program Implementation

- i. Member states, in accordance with existing practices and regulations, shall sign the agreements on the programs to be implemented.
- ii. The TCS shall coordinate program implementation in close collaboration with SEDI departments and with the executing agencies and responsible officials, in keeping with signed execution agreements.

E. Evaluation

- i. SEDI, through the TCS, shall coordinate the preparation of annual progress and review reports, for submission to the countries and external partners, on the progress and achievements made in the programs being implemented.
- ii. The TCS will do a midterm follow-up report on implementation of the programming cycle (at the end of year two), which will allow for adjustments as necessary to program execution, in order to ensure effective implementation of the programs.
- iii. The process shall conclude with a final program evaluation, coordinated by the TCS, jointly with the Department of Planning and Evaluation (DPE), at the end of the corresponding programming cycle. The evaluation shall be conducted by a qualified independent evaluator, according to the standards defined in the respective Execution Agreement.

The reports shall be made available to the member states and external partners. Best practices and lessons learned arising out of these monitoring and evaluation reports will be disseminated via the section on best practices on FEMCIDI's webpage.