**2020-2021 IACD WORK PLAN**

(Approved by decision ([AICD/JD/DE-125/20](http://scm.oas.org/IDMS/Redirectpage.aspx?class=AICD/JD/DE&classNum=125&lang=e)) at the meeting of the Management Board of the IACD,

held on June 16, 2020

**BACKGROUND:**

The Chair of the Management Board of the Inter-American Agency for Cooperation and Development (MB/IACD) convened a Technical Meeting on Cooperation for Development on October 31 and November 1, 2019 at OAS Headquarters in Washington DC. The meeting provided technical guidance on future steps to be taken to achieve further progress on the implementation of recommendations made by Cooperation Authorities during the Meeting of High-Level Authorities held in September 2018.

At the Meeting, member states requested that the MB/IACD *define a 2020-2021 Work Plan for the IACD* in collaboration with the Secretariat. The Work Plan is expected to guide the actions of the MB/IACD and the Secretariat aimed at strengthening the role and reach of the IACD as the focal point of all OAS/SEDI cooperation actions and ensure a more effective participation by cooperation agencies and offices in each member state, thereby bolstering regional cooperation for development within the framework of the Inter-American Council for Integral Development (OAS/CIDI).

**INTRODUCTION:**

This document was prepared by the Secretariat based on the actions proposed and prioritized by member states during the breakout sessions held at the Technical Meeting, subsequent meetings of the MB/IACD. The priorities of the Work Plan were validated through a discussion held at the meeting of the Board held on December 9, 2019 and comments made by member states by January 21, 2020. At the meeting held on March 12, 2020 member states asked the Secretariat to prepare a proposal for the IACD Work Plan for the period 2020-2021. This draft Work Plan was prepared by the Secretariat and distributed for feedback from member states on April 20, 2020, discussed at an informal meeting of the MB/IACD on April 27, 2020, and forwarded again for comments by member states with a deadline of May 26, 2020. The revised version of the draft, incorporating suggestions and comments was sent on May 27, 2020 in preparation for the MB/IACD meeting convened on June 2020.

The Work Plan is presented with prioritized actions, specific tasks, objectives, deliverables / indicators, and expected result. In addition, a detailed calendar of activities and budget specifying the estimated cost and source(s) of funding are included. The Results of the 2020-2021 Work Plan will be reported at the next meeting of High-level Cooperation Authorities scheduled for 2021.

During the consultation period of the document, the world was faced with the COVID-19 pandemic. The impact of the crisis created by the pandemic on the work of the IACD has two dimensions. On the one hand, the health, social and economic impact on societies require that the agency adjust its programmatic goals in accordance with the revised priorities identified by member states. On the other hand, the logistical challenges created by the pandemic advise that many or most of the cooperation activities and meetings be converted from a presential to a virtual mode. This work plan reflects those new circumstances.

**PRIORITIZED ACTIONS:**

1. Strengthening the working methods of the MB/IACD.
2. Overseeing the OAS Scholarship and Training Programs.
3. Strengthening the Development Cooperation Fund (DCF).
4. Launching, populating, and promoting the CooperaNet Platform.
5. Designing and implementing an overall Communications Strategy.
6. Establishing guidelines for engaging in Multi-stakeholder Partnerships.
7. Seeking out complementarities with other regional and international cooperation schemes and institutions.
8. Aligning Ministerial Processes with Cooperation.

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| **Name** | **Acronym** |
| Organization of American States | OAS |
| Inter-American Council for Integral Development | CIDI |
| Executive Secretariat for Integral Development | SEDI |
| Inter-American Agency for Cooperation and Development | IACD |
| Management Board of the Inter-American Agency for Cooperation and Development | MB/IACD |
| Indirect Cost Recovery | ICR |
| Committee on Administrative and Budgetary Affairs | CAAP |
| Development Cooperation Fund | DCF |
| Department of Human Development, Education and Employment | DHDEE |

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| **Prioritized Action 1: Strengthening the working methods of the MB/IACD.** | | | |
| **Tasks:** | **Objectives:** | **Deliverable / Indicator:** | **Expected Result:** |
| **1.0.** Define mechanism to ensure work continuity, strengthening the use of new technologies by the MB/IACD. | 1.0.1. Define platforms and processes to continue to hold meetings, consultations, and make binding decisions remotely. | The Secretariat makes recommendations on platforms and processes to the Chair. The Chair makes consultations with member states and decides. | The Chair makes decision on new remote working mechanism. \*The MB/IACD has the capacity within its Statutes to begin working remotely and making binding decisions immediately. |
| **1.1.** Create model working methodology for the MB/IACD. | 1.1.1. Create a model annual work schedule for the MB/IACD. | 1 model annual work schedule for the MB/IACD. | Model working methodology approved for the MB/IACD. |
| 1.1.2. Create templates for documents regularly used by the MB/IACD (presentation of account statement, implementation status, new projects, etc.). | Templates (number of templates TBD). | Adoption of OAS reference standards in MB/IACD documents. |
| **1.2.** Implement working methodology. | 1.2.1. Training of MB/IACD Technical Secretariat officers in the model working methodology. | At least 3 training sessions offered to personnel of the Technical Secretariat/SEDI in the quarter following the approval of the methodology. | Officers trained.  Working methodology implemented in the MB/IACD’s work routines. |
| **1.3.** Conduct an analysis to identify the added value, strengths, and weaknesses of the OAS institutional cooperation apparatus**.** | 1.3.1. Request input from member states on what is working and what is not working in the OAS regarding cooperation. Likewise, request feedback on how member states envision the OAS contributing to existing cooperation mechanisms in the region. | 1 report prepared by the Secretariat based on feedback provided from participating member states, including a SWOT analysis on its cooperation apparatus. | Increased understanding of the strengths, weaknesses, threats, and opportunities of the OAS cooperation apparatus. |

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| **Prioritized Action 2: Overseeing the OAS Scholarship and Training Programs.** | | | |
| **Tasks:** | **Objectives:** | **Deliverable / Indicator:** | **Expected Result:** |
| **2.0.** Pursue partnerships to offer scholarships tailored at addressing the capacity building needs of member states in response to the crisis generated by the pandemic. | 2.0.1. Make an inventory/list of the most pressing capacity building needs for member states in response/in the aftermath of COVID-19. | 1 listof potential online coursesis generated by the Secretariat, validated by member states and used as the basis of an inventory of priority capacity building needs. | The OAS/SEDI Scholarships Program offers member states opportunities to address their most pressing capacity building needs in response to the crisis generated by the pandemic. |
| 2.0.2. Analyze how the offer of scholarships can be adjusted to respond to the demand, both in terms of relevant disciplines and in terms of access to additional online programs. | Based on member states priorities identified through virtual consultation, analyze opportunities offered by current partners and pursue new partnerships to tailor the scholarships program. |
| **2.1.** Create a model working methodology for the oversight and management of the fellowship and scholarship programs. | 2.1.1. Create a model annual schedule of activities needed for the oversight and management of fellowship and scholarship programs within the MB/IACD. | 1 model annual schedule to manage the scholarship program. | Working methodology for the oversight and management of the fellowship and scholarship programs approved by the MB/IACD. |
| 2.1.2. Create templates for documents regularly used for the oversight and management of the fellowship and scholarship programs (presentation of account statement, implementation status, new projects, etc.). | Templates (number of templates TBD). | Adoption of OAS reference standards in MB/IACD documents. |
| **2.2.**  Implement working methodology. | 2.2.1. Training of personnel of the DHDEE/SEDI in the model working methodology, and alignment with MB/IACD Technical Secretariat officers. | At least 3 training sessions offered to the personnel of the DHDEE/SEDI in the quarter following the approval of the methodology. | Officers trained.  Working methodology implemented in the MB/IACD’s work routines. |

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| **Prioritized Action 3: Strengthening the Development Cooperation Fund (DCF).** | | | |
| **Tasks:** | **Objectives:** | **Deliverable / Indicator:** | **Expected Result:** |
| **3.0.** Potential to address crisis through the area of action of the next DCF programming cycle. | 3.0.1. Establish a date for a discussion on the area of action for the next DCF programming cycle and make a final decision. | 1 virtual meeting and consultation is held where member states decide on the area of action for the next DCF programming cycle. | The MB/IACD defines anarea of action for the next DCF programming cycle for presentation to CIDI, potentially in alignment with member states’ priorities vis-à-vis COVID-19. |
| **3.1.**  Re-evaluate the current DCF programming cycle.  \* Ensure that the actions undertaken as part of the programming cycle include an approach for strengthening national and local capacities. | 3.1.1. Conduct research on the modalities used by member and observer states to contribute to voluntary/specific funds in the OAS/SEDI. Identify alternative and more flexible forms of capitalization of the DCF that may drive contributions from member states, permanent observers, and other actors. | 1 report on the modalities used by member and observer states to contribute to voluntary/ specific funds in SEDI and how those funds are distributed to finance projects / programs within the Secretariat. | Improved understanding of the incentives that draw or hinder voluntary contributions to the Fund. |
| 3.1.2. Analyze the efficiency and effectiveness of the first two DCF programming cycles (2014-2017 and 2017-2021) based on national initiatives in one area of focus. | 1 report on the efficiency and effectiveness of the first two DCF programming cycles (2014-2017 and 2017-2021) based on national initiatives on one area of focus vs. regional programming cycles with multiple focus areas. The report must present clear proposals and actions to be undertaken to the member states of the MB/IACD for their consideration and approval. |
| 3.1.3. Review the viability of different options regarding timelines. Consider the convenience of decreasing the timeline rigidness for member states participation in the programming cycles. | The MB/IACD approves measures that stimulate greater participation from member states in the implementation of the 3rd DCF programming cycle. |
| **3.2.** Analyze the impact of the ICR in the DCF, offer recommendations and present options to the MB/IACD, CIDI and CAAP. | 3.2.1. Offer recommendations and present options for improved OAS comparative advantage as administrator of funds, particularly analyzing the effect of the ICR on fundraising efforts and the sustainability of the DCF. | 1 report for the consideration and approval of the MB/IACD. After the analysis is concluded, the board will offer a favorable recommendation to CIDI to request to the CAAP the reduction or elimination of the ICR. | Recommendations given to the OAS on the competitiveness and other considerations of the ICR applied and affect the appeal of DCF for donors and contributors. |
| **3.3.** Consider the feasibility of DCF as an umbrella cooperation fund for SEDI. | 3.3.1. Analyze options on how to develop a framework for an expanded DCF with subaccounts to fund specific program and project activities. One of those subaccounts must include the leverage of triangular cooperation projects among the OAS member states. This framework would include, among other things, an accountability and financial reporting mechanism for member states. | 1 report on the feasibility of expanding the scope of the DCF with clear proposals and actions to be undertaken presented to member states of the MB/ IACD for their consideration and approval. | Greater oversight capacity by member states. |
| The MB/IACD makes decisions aimed at increasing the capacity to leverage resources and improve investment options for Fund resources. |

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| **Prioritized Action 4: Launching, populating, and promoting the CooperaNet Platform.** | | | |
| **Tasks:** | **Objectives:** | **Deliverable / Indicator:** | **Expected Result:** |
| **4.0.** Make a call for offers and needs of cooperation from member states, specifically related to COVID-19 response and recovery. | 4.0.1. Make platform a useful channel for member states to document specific needs and offer cooperation in relation to the pandemic. | Messages sent to focal points with the user manual and other means of assistance on the use of the platform, so that member states may upload their offers and needs related to COVID-19. | The CooperaNet platform includes information on needs and offers that can drive and inform cooperation on COVID-19 response and recovery in the region. |
| **4.1.** Re-engage focal points to continue populating the platform. | 4.1.1. Bolster the platform with available cooperation offers requested to assigned focal points in member states. | At least 400 cooperation offers from 5 countries available on the platform. | Increased buy-in and participation by member states focal points and other stakeholders.  The platform offers useful information to cooperation actors. |
| 4.1.2. Gather member states’ cooperation needs through focal points.  4.1.3. Upload the needs identified in current DCF projects in order to detect potential cooperation matches in the framework of the projects. | At least 20 cooperation needs from 15 countries available on the platform. |
| 4.1.4. Identify and gather information from internal and external experts, making use of the technical networks available within SEDI. | At least 30 cooperation experts appear on the platform. |
| **4.2.** Design and offer regular training of focal points. | 4.2.1. Design a manual about the platform and socialize it. | 1 User manual available on the platform in English and Spanish and distributed to focal points. | Improved understanding and sustained engagement by focal points designated by Cooperation Authorities. |
| 4.2.2. Schedule and conduct webinars and other training and ongoing training options about the platform. | At least 1 webinar in Spanish and 1 in English offered to the focal points each quarter. |
| **4.3.** Exploreprivate sector, academia, and civil society participation on the platform. | 4.3.1. Publish active private sector partners in the OAS/SEDI in the CooperaNet platform and seek their buy-in. | At least 30 SEDI partners are listed on the platform as development partners. | Expanded cooperation opportunities on platform and enhanced sustainability of platform. |
| 4.3.2. Identify ways to bring the private sector in as potential sources of regional cooperation and funding (study the SEDI/CIP model and others to attract private sector partners.) \*Engagement should follow criteria and standards defined by member states (action 6). | Note: Subject to progress in multi-stakeholder partnerships (action 6) |
| **4.4.** Link the platform to other cooperation mechanisms within and outside of the OAS. | 4.4.1. Conduct an analysis of cooperation initiatives and efforts within the context of the General Secretariat of the OAS and include links to relevant cooperation efforts in the platform. | At least 10 internal cooperation initiatives -from other OAS Secretariats - published on the platform. | Enhanced virtual coordination for partnership for development within and beyond the OAS. |
| 4.4.2. Socialize and link the platform with the observer states’ cooperation agencies. | 1 communication on the platform sent to observer states providing the necessary follow-up to attract and realize collaboration. | Increased synergies and strengthened role of the OAS system in cooperation, in particular as a facilitator of Triangular Cooperation. |
| 4.4.3. Contact other organizations and international agencies and include links relevant to hemispheric cooperation in the platform. Mechanisms highlighted include the Pacific Alliance, the Mesoamerica Project, AEC, Ibero-American Program on SSC (PIFCSS), and CARICOM, which have already conducted exercises to identify sub regional cooperation offers and demands. | 1 communication on the platform sent to relevant agencies, giving the necessary follow-up to attract and realize collaboration. |

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| **Prioritized Action 5: Designing and implementing overall communications strategy.** | | | |
| **Tasks:** | **Objectives:** | **Deliverable / Indicator:** | **Expected Result:** |
| **5.0.** Focus all communications on OAS/SEDI response to COVID-19. | 5.0.1. Successfully communicate the work of the OAS/SEDI with member states and partners in response to COVID-19. | 1 short-term communication strategy specific to OAS/SEDI response to COVID-19 is designed and deployed. | The OAS/SEDI role and work in supporting member states respond to the COVID-19 crisis is clearly understood by governments and other partners. |
| **5.1.** Design an overall Communications Strategy for SEDI, emphasizing its role and that of the IACD in cooperation for development. | 5.1.1. Analyze the communication needs of SEDI and design a strategy, identifying the appropriate channels to optimize message delivery. | 1 draft communication strategy developed and presented to the MB/IACD for its consideration, approval and implementation. | Improved communication and engagement with national focal points, member state governments, existing regional bodies, the private sector, and other actors.  Increased understanding of the role of the OAS in development cooperation and improved viability of access to funding sources. |

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| **Prioritized Action 6: Establishing guidelines for engaging in Multi-stakeholder Partnerships.** | | | |
| **Tasks:** | **Objectives:** | **Deliverable / Indicator:** | **Expected Result:** |
| **6.0.** Identifyprivate sector partners specifically offering solutions to the crisis, and share offers with member states. | 6.0.1. Identify potential partners offering COVID-19 specific solutions to member states. | 1 list of potential partners offering COVID-19 specific solutions to member states. | New partnerships secured to offer increased solutions to member states in response to the COVID-19 crisis. |
| 6.0.2 Pursue engagement with private sector partners specifically offering solutions to the crisis. | At least 3 new partnerships secured in the short term to offer solutions to member states in response to the crisis. |
| **6.1.** Identify good practices with multi-stakeholder relations in place at other organizations and institutions. | 6.1.1. Conduct desk research and clarifying interviews, as necessary, to gather examples of good practice from other organizations and institutions regarding their relations with multi-stakeholder actors. | Note: Await the analysis and proposal that is being developed and will be presented by the GS/OAS to the member states. | OAS better positioned to respond to member states’ development cooperation needs.  Conflict of interest avoided between member states and partners.  Inclusion of the private sector as an equal partner for the development of the region. |
| **6.2.** Work with member states to establish guidelines for engaging the private sector. | 6.2.1. Define the guidelines and explore avenues for engaging the private sector and other partners. |
| **6.3.** Establish partnerships with the private sector and other actors, including the multilateral banks, academia, and civil society. | 6.3.1. Conclude the database of shortlisted potential partners and seek opportunities for engaging them. |
| **6.4.** Build internal capacity to explore innovative partnerships and fundraising. | 6.4.1. Continue the process of implementing the private sector engagement strategy, which includes a component of staff training. |

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| **Prioritized Action 7: Seeking out complementarities with other regional and international cooperation schemes and institutions.** | | | |
| **Tasks:** | **Objectives:** | **Deliverable / Indicator:** | **Expected Result:** |
| **7.1.** Leverage the comparative advantages of inter-American cooperation with other regional and internationalcooperation schemes, mechanisms, and institutions through the IACD, including, but not limited to the EU, UN, CARICOM, SICA, Mercosur, SEGIB, and other similarly mandated institutions. | 7.1.1. Identify key regional and international cooperation actors and define actions and or activities to realize potential synergies, and scale programs and projects for the benefit of member states. | 1 calendar of activities / actions drafted and distributed to the MB/IACD. Participation in at least 2 strategic events by the Secretariat of the IACD. In turn, potential partners will be invited to participate in at least 2 OAS meetings by the MB/IACD. | Improved coordination and collaboration to expand cooperation reach and impact.  Increased  cooperation opportunities for member states |
| 7.1.2. Identify resources and knowledge products from other institutions that could be adapted to the needs of the different memberships. Work on at least 1 joint publication. | 1 list of potential resources and knowledge products from different institutions that may be of interest to member states. At least 1 joint publication adapted and produced. |
| 7.1.3. Raise the visibility of inter-American good practices on triangular cooperation schemes and explore potential work with traditional triangular partners (countries such as the United States and Canada, agencies such as PAHO and IICA, and banks such as the IDB and CAF, OECD, among others). | Ensure inclusion of triangular cooperation initiatives in international and regional reports to expand outreach. Develop 1 joint knowledge product in this area emanating from the IACD. |
| 7.1.4. Analyze the systems for measuring, registering, displaying, and generating knowledge on technical cooperation projects developed by other international and regional organizations, to inform the drafting of a proposal for a methodology for measuring, registering, displaying, and generating knowledge on international cooperation initiatives in the framework of the AICD. | 1 proposal for a methodology for measuring, registering, displaying, and generating knowledge on international cooperation initiatives in the framework of the IACD. |

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| **Prioritized Action 8: Aligning Ministerial Processes with Cooperation.** | | | |
| **Tasks:** | **Objectives:** | **Deliverable / Indicator:** | **Expected Result:** |
| **8.0.** Identify opportunities in 2020 Ministerial processes for increased cooperation specific to COVID-19 recovery. | 8.0.1. The MB/IACD makes specific suggestions to review thematic focus of 2020 Ministerial meetings: Ports, Science and Technology, and Labor. | The MB/IACD is involved in the process of reviewing the thematic focus of 2020 Ministerials, as to validate the potential to realize cooperation. | 2020 Ministerial meetings are aligned with member states’ priorities related to COVID-19 recovery and focused on areas with known potential for realizing cooperation. |
| **8.1.** Strengthen Ministerials’ intersectoral linkages, establishing a fluid and continuous engagement between cooperation authorities and Missions during the 3-year Ministerial cycle. | 8.1.1. Inform cooperation focal points when sectoral ministerial and meetings of high-level authorities are convened. | 1 communication sent to focal points on each Ministerial called, and reminders offered in the framework of meetings of the MB/IACD. | Improved alignment between cooperation for development and the ministerial processes within the framework of CIDI.  Ministerials convened around salient and crosscutting thematic areas.  Improved ministerial and high-level attendance at the meetings.  A virtuous cycle is generated, linking the policy dialogue with the technical cooperation component  Increased opportunities to engage in multi-stakeholder partnerships for development cooperation. |
| 8.1.2. Design and promote a campaign for the delivery of results by all the stakeholders involved prior to the meeting and in all the sectors. To be coordinated by the host country and the Secretariat. | 1 draft of a campaign for the delivery of results co-created between the Secretariat and the Committee on Policies, to be presented for consideration by CIDI and implemented with the support of the Ministerial host countries. |
| 8.1.3. Transmit to the IACD the Plans of Action agreed on at Ministerials that include cooperation proposals. | 1 communication sent to cooperation authorities on Ministerial outcome documents, and reminders offered in the framework of meetings of the MB/IACD. |
| 8.1.4. Ensure that the guidelines and deadlines of the ministerial cycle are met, consolidating the selection of topics according to the member states’ needs and priorities. | Note: Continue to provide continuous monitoring and support from the Technical Secretariat to the member states. |
| **8.2.** Promote the use of technology to improve, advance, and optimize the cooperation work of the development pillar and the conduct of ministerial meetings, facilitating online participation by authorities. | 8.2.1. Explore with the hosts of the Ministerial meetings and with the OAS Department of Conferences the feasibility of enabling the remote participation of Ministers in the meetings. | Consult the OAS Department Conferences and present response and options to hosts of the Ministerials. |
| 8.2.2. Devise a strategy for CooperaNet to become a useful tool for encouraging, focusing, and catalyzing regional cooperation, and for pursuing the priorities jointly agreed on through the ministerial processes. | 1 draft strategy to link Ministerial processes with CooperaNet prepared and presented to the MB/IACD for its consideration, approval and implementation. |
| **8.3.** Establish, as a regular method, the conducting of cooperation feasibility analyses, through the MB/AICD. | 8.3.1. Validate the viability of implementing the cooperation proposals arising from Ministerials through the MB/IACD, according to the funds available in SEDI and in the IACD, or through forms of triangular cooperation. | Note: Coordinate with the Committee on Policies, under its Work Plan, as regards the ministerial processes and consider progress made on multi-stakeholder partnerships (action 6). |
| **8.4.** Engage with various stakeholders from different sectors that are ready and prepared to contribute to the ministerial processes. | 8.4.1. Promote the participation of different actors in the Ministerial process, increasing opportunities to realize multi-stakeholder partnerships for development cooperation. | Note: Subject to progress made on multi-stakeholder partnerships (action 6). |

**IACD WORK PLAN 2020 – 2021: CALENDAR OF ACTIVITIES**







**IACD WORK PLAN 2020 – 2021: ESTIMATED BUDGET AND FUNDING SOURCES**

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| **Prioritized Actions** | **Current Human Resources  of the Technical Secretariat:** | **Additional  Estimated Costs:** | **Funding Sources:** |
| **1. Strengthening the working methods of the MB/IACD.** |  | $ 13,840.00 |  |
| Tasks 1.0. to 1.3. | X | $ - |  |
| Costs of holding Meetings: |  |  |  |
| Informal meetings: use of existing tools and resources paid for by the Secretariat (GoToMeeting and Zoom). | X | $ - |  |
| Formal meetings: Additional costs given interpretation requirements. $250 per hour. 4 Formal 2 hours Meetings. | X | $ 2,000.00 | Regular Fund. CIDI Meetings. |
| Interpretation costs: (U$550 x 2 interpreters) x 2 languages x 4 meetings. |  | $ 8,800.00 | Regular Fund. CIDI Meetings. |
| Document Translation costs ($0.19 per word. 2 languages. 4,000 words. 4 meetings) |  | $ 3,040.00 | Regular Fund. CIDI Meetings. |
| **2. Overseeing the OAS Scholarship and Training Programs.** |  | $ - |  |
| Tasks 2.0 to 2.2. Current Human Resources of the Department of Human Development, Education and Employment (SEDI/DHDEE). | X | $ - |  |
| **3. Strengthening the Development Cooperation Fund (DCF).** |  | $ 50,000.00 |  |
| Task 3.0 | X | $ - |  |
| Tasks 3.1 to 3.3: External evaluation of the DCF with recommendations and implications of a new restructuring process. |  | $ 50,000.00 | DCF Evaluation Fund. |
| **4. Launching, populating, and promoting the CooperaNet Platform.** |  | $ 171,000.00 |  |
| Task 4.0 | X | $ - |  |
| Tasks 4.1 to 4.4. Two (2) additional CPRs in Headquarters: |  |  |  |
| 1 Webmaster (U$5,000 x 18 months) |  | $ 90,000.00 | Specific Funds |
| 1 Community Manager (U$4,500 x 18 months) |  | $ 81,000.00 | Specific Funds |
| **5. Designing and implementing overall communications strategy.** |  | $ - |  |
| Tasks 5.0 and 5.1. | X |  |  |

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| **6. Establishing guidelines for engaging in Multi-stakeholder Partnerships.** |  | $ 270,000.00 |  |
| Task 6.0 | X | $ - |  |
| Tasks 6.1 to 6.5: Two (2) additional CPRs in Headquarters: member states may want to consider establishing targets, as per industry standards. Amount paid is an estimate, but it will commensurate with the targets that are set. |  |  |  |
| CPR with fund raising expertise (U$7,500 x 18 months) |  | $ 135,000.00 | Specific Funds |
| CPR with fund raising expertise (U$7,500 x 18 months) |  | $ 135,000.00 | Specific Funds |
| **7. Seeking out complementarities with other regional and international cooperation schemes and institutions.** |  | $ 22,700.00 |  |
| Task 7.1 support | X | $ - |  |
| Estimated cost of travel, per diem and terminal expenses for 2 international events from OAS Headquarters (U$4,500 \* 2) |  | $ 9,000.00 | Specific Funds |
| Estimated cost of design of web-ready, electronic publications. (U$4,000 x 2 publications) |  | $ 8,000.00 | Specific Funds |
| Translation costs (U$0.19 per word, per language. 4 languages. 5,000 words. 2 publications) |  | $ 5,700.00 | Specific Funds |
| **8. Aligning Ministerial Processes with Cooperation.** |  | $ - |  |
| Tasks 8.0. to 8.4. | X |  |  |
| **TOTAL ESTIMATED COST TO IMPLEMENT WORK PLAN ACTIONS:** |  | **$ 527,540.00** |  |

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