



[Annex A]

New FEALAC Action Plan

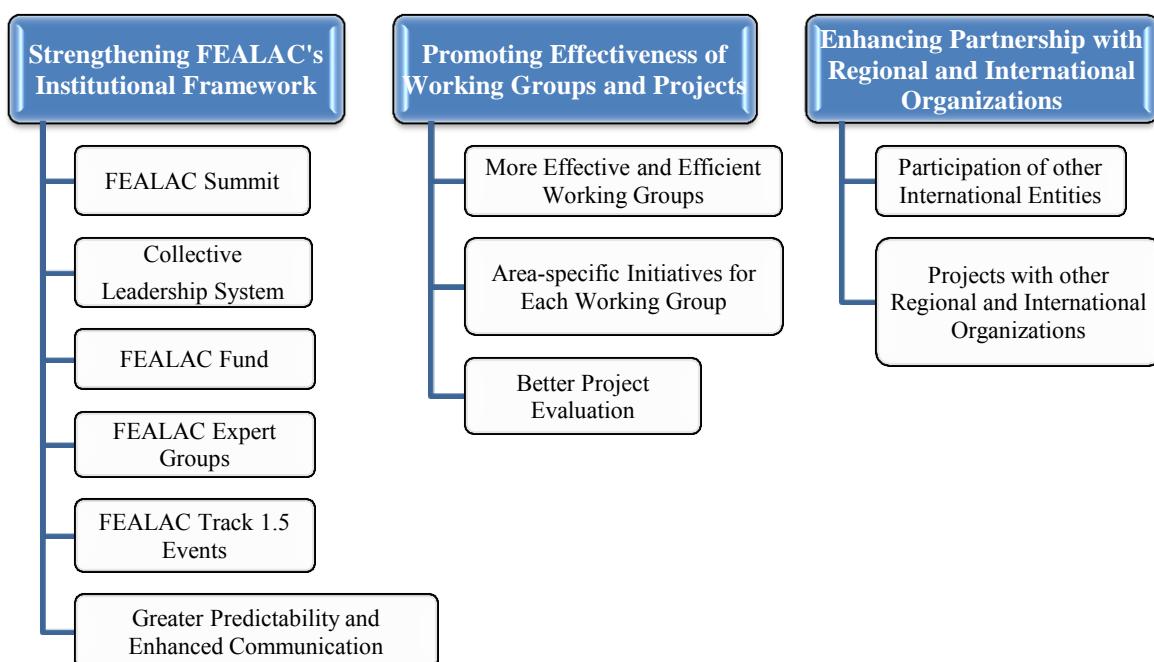
I. Background

The 36 FEALAC member countries had a shared view through the San José Declaration adopted at the 7th Foreign Ministers' Meeting (FMM) on August 21, 2015, that they would prepare the New FEALAC Action Plan (hereafter referred to as “the Action Plan”) for the celebration of 20th anniversary of FEALAC. Accordingly, the Republic of Korea presented a general framework of the Action Plan at the Senior Officials' Meeting (SOM) on August 26, 2016, which the member countries welcomed and agreed to continue developing until the 8th FMM in the Republic of Korea on August 31, 2017.

II. Objectives

Since its establishment in 1999, FEALAC has sought to promote mutual understanding, political and economic dialogue, and cooperation in diverse areas so as to achieve more effective and fruitful relations between the two regions. The Action Plan seeks to put together multiple lines of ongoing and future efforts to ensure that they are fully recognized and take place within a structured framework. The Action Plan is a living document that will continue to be reviewed and updated to reflect the newest developments.

Figure 1: Structure of New FEALAC Action Plan





III. Pillars and Strategic Thrust

The New FEALAC Action Plan consists of 3 pillars: (a) Strengthening FEALAC's Institutional Framework, (b) Promoting Effectiveness of Working Groups and Projects, and (c) Enhancing Partnership with Regional and International Organizations.

A. Pillar 1 - Strengthening FEALAC's Institutional Framework

A.1. FEALAC Summit

A FEALAC Summit meeting could provide a critical momentum for FEALAC by greatly raising its visibility as well as allowing a more whole-of-government approach. The need of a FEALAC Summit was already indicated in the document “the Revitalization, Enhanced Visibility and Future Direction of FEALAC,” approved at the 5th FMM in 2011, and also recommended by the FEALAC Vision Group. The member countries should, in the longer term, explore the possibility of holding a Special FEALAC Summit with due consideration of robust and tangible outcomes as well as the potential implications of the Summit.

A.2. Collective Leadership System

As a means of ensuring the continuity and predictability of the forum as well as an effective implementation of mid- to long-term projects, the FEALAC member countries should seek to introduce a system that would better enable the early selection of incoming Regional Coordinators by latest at the Senior Officials’ Meeting held in the year when Foreign Ministers’ Meeting is not held. Potential solutions include, a rotation based on alphabetical order and an APEC-style voluntary-based approach, among others.

The Guideline also suggested the introduction of a FEALAC Troika system, involving the previous, current and incoming Regional Coordinators. In this respect, the 1st FEALAC Troika Foreign Ministers’ Meeting was successfully held on September 22, 2016 on the sidelines of the United Nations General Assembly (UNGA). It is encouraged that the six foreign ministers continue to hold a FEALAC Troika FMM on the sidelines of the UNGA.

Another critical line of effort is to improve the presence of relevant leadership at the FMM and SOM; the engagement of responsible leadership is of absolute importance in raising the visibility of FEALAC and ensuring the accountability of commitments. It should be noted that only 17 member countries had ministerial presence at the 7th FMM and that the figure was even lower at the 6th FMM with only 13 member countries.

A.3. FEALAC Fund



FEALAC cooperation has been driven mainly by national projects, whereby individual member countries design and pay for all projects they initiate. FEALAC-wide projects, which ideally would involve all 36 member countries, have existed in plan but rarely been implemented, primarily due to the lack of a FEALAC fund. In this regard, the FEALAC Fund, which will be established in the form of a multi-donor trust fund in partnership with UN ECLAC and UN ESCAP, seeks to support FEALAC-wide projects that would increase the visibility and impact of FEALAC. These projects should support projects that are inter-regional in scope and are most effective in enhancing mutual understanding, and in the longer-term seek to include not only the public sectors but also the private sectors of 36 FEALAC member countries.

A.4. FEALAC Expert Groups

As indicated in the Vision Group Final Report, experts and academics can contribute to the development of FEALAC. The FEALAC meetings attended by FEALAC ministers and officials could be enriched by the involvement of experts and academics to share their perspectives. In this regard, FEALAC could set up a pool of experts and consider creating Expert Group Meetings (EGMs). The overall objective of EGMs would be to bring external expertise together to identify best practices and to make recommendations on general and particular issues.

A.5. FEALAC Track 1.5 Events

The Vision Group recommended that FEALAC should promote more active participation from people and institutions, especially youths and academia as well as the private sectors of the member countries for stronger connectivity and cooperation. The FEALAC Business Forum is a case in point. Held in 2012, 2014, and 2017 the FEALAC Business Forum aims at promoting closer trade relations and enhancing business opportunities for the potential investors in the two regions.

A.6. Greater Predictability and Enhanced Communication

A regularly updated FEALAC Events Calendar will enable greater predictability and thus encourage broader participation. The Regional Coordinators and the Working Group Co-chairs could work with the Cyber Secretariat to develop and update the FEALAC Events Calendar on a regular basis and also organize it into an excel file for circulation to all member countries.

A dynamic interaction among the focal points can provide working-level insight to



the FEALAC process, serve as its engine during inter-sessional periods, and monitor the progress of projects. In this regard, the FEALAC Cyber Secretariat has created and managed the online Focal Point Zone, where focal points can exchange opinions and share documents. However, the actual usage of the zone has been limited. Measures, such as the creation of a more interactive online platform, should be explored to encourage more frequent interaction among the focal points, regular update of focal points database, and timely distribution of documents, among others.

B. Pillar 2 - Promoting Effectiveness of Working Groups and Projects

B.1. More Effective and Efficient Working Groups

The four FEALAC Working Groups have identified broad areas of cooperation and have taken first steps to achieve more concrete results. The Working Groups could become more effective and achieve more tangible outcomes by selecting priority areas and implementing projects that serve the common interests of the 36 FEALAC member countries.

Also, more could be done to ensure that Working Group meetings serve as a platform to align national projects with the common vision of FEALAC and ensure that projects avoid inefficiency and duplication.

B.2. Area-specific Initiatives for Each Working Group

- 1) Socio-political Cooperation, Sustainable Development
- 2) Trade, Investment, Tourism, MSMEs
- 3) Culture, Youth, Gender, Sports
- 4) Science, Technology, Innovation, Education

(The Working Group Co-chairs for the 2015-2017 session and the Co-chairs for the 2017-2019 session will continue to lay out the actions under this initiative.)

B.3. Better Project Evaluation

In the recent years, FEALAC member countries have recognized the need to evaluate the executed and ongoing projects in order to ensure effectiveness and share best practices. In this regard, the FEALAC Cyber Secretariat proposed the FEALAC Project Review Survey, which was approved at the 7th FMM in 2015. Accordingly, the FEALAC Project Review Survey was conducted, but with a low response rate of only 28% in 2016. More active participation in the FEALAC Project Review Survey, not least that of the Co-Chairs, is highly encouraged.



C. Pillar 3 – Enhancing Partnership with Regional and International Organizations

C.1. Participation of Other International Entities

Sharing best practices and experiences with other international entities would accelerate the further development of FEALAC. In this regard, FEALAC held the 1st Meeting of Latin American and Asian Financial Organizations and Institutions on the sidelines of 7th FMM. Such efforts should continue to be encouraged under more formal partnership, where appropriate.

C.2. Projects with Other Regional and International Organizations

FEALAC could draw from the wealth of know-how and resources from other regional and international organizations. As pointed out by the FEALAC Vision Group Final Report as well as the Guideline for FEALAC Working Process, FEALAC member countries should explore areas and ways in which regional and international organizations could become actively involved in the FEALAC process.

IV. Way Ahead

The following 5 years will be a key to ensuring that the Action Plan is a living document that guides the FEALAC process. The Action Plan will be reviewed and updated at every SOM. An interim report will be submitted to the 9th FMM in 2019 and a full evaluation report will be submitted to the 10th FMM in 2021.



(Appendix: New FEALAC Action Plan – List of Actions)

A. Pillar 1: Strengthening FEALAC's Institutional Framework		
Initiative	Action	Remarks
A.1. FEALAC Summit - Raise visibility - Allow a more whole-of-government approach	• Hold a Special FEALAC Summit, <u>as a long-term goal</u>	To continue discussion at FMM and SOM.
A.2. Collective Leadership System - Ensure continuity and accountability - Ensure effective implementation of projects	• Hold <u>annual</u> FEALAC Troika Foreign Ministers' Meeting on the sidelines of the UNGA • Early selection of future Regional Coordinators • Greater participation of relevant leadership at FMM and SOM	To be led by the Regional Coordinators.
A.3. FEALAC Fund - Establish a fund based on voluntary contribution to finance FEALAC-wide projects	• Establish the Fund at the 8 th FMM • Implement pilot FEALAC-wide projects	In the form of a UN multi-donor trust fund under the partnership with UN ECLAC and UN ESCAP.
A.4. FEALAC Expert Groups - Bring external expertise together to identify best practices and receive recommendations	• Create a pool of experts <u>by 2018</u>	Need to find a lead country.



A.5. FEALAC Track 1.5 Events - Enhance cooperation among the members and promote connectivity that brings academia and private sectors into FEALAC	<ul style="list-style-type: none"> Hold events that would encourage interaction among multiple sectors and constituents of FEALAC <ul style="list-style-type: none"> Biennial FEALAC Business Forum 	In potential partnership with relevant institutions, academia, and private sectors.
A.6. Greater Predictability and Enhanced Communication - Regularly updated calendar to encourage greater participation - Active working-level interaction to serve as a bridge during inter-sessional periods	<ul style="list-style-type: none"> Collect tentative FMM, SOM, and other activated dates at the fourth quarter of every calendar year, and reflect them on the FEALAC Events Calendar <ul style="list-style-type: none"> Update and revise the dates every quarter or as often as necessary Create a more effective and interactive online platform by 2018 	<p>Calendar update to be implemented in collaboration among Regional Coordinators, Working Group Co-chairs, and the Cyber Secretariat.</p> <p>The Cyber Secretariat to present a plan for enhanced communication platform.</p>
B. Pillar 2: Promoting Effectiveness of Working Groups and Projects		
Initiative	Action	Remarks
B.1. More Effective and Efficient Working Groups - Achieve more tangible outcomes that benefit FEALAC as a whole	<ul style="list-style-type: none"> Working Group meetings to improve current meeting modalities to discuss more substantial issues with more policy implications Working Group Co-chairs to engage in inter-sessional interaction to ensure smooth implementation of and participation in cooperation projects 	To be led by Working Group Co-chairs.
B.2. Area-specific Initiatives	1) Socio-Political Cooperation, Sustainable Development	(Working Group Co-chairs to specify)



	2) Trade, Investment, Tourism, MSMEs	<i>(Working Group Co-chairs to specify)</i>	
	3) Culture, Youth, Gender, Sports	<i>(Working Group Co-chairs to specify)</i>	
	4) Science, Technology, Innovation, Education	<i>(Working Group Co-chairs to specify)</i>	
B.3. Better Project Evaluation	<ul style="list-style-type: none"> - Evaluate the executed and ongoing projects in order to ensure effectiveness and share best practices 	<ul style="list-style-type: none"> • Raise the response rate to FEALAC Project Review Survey to 75% by 2018, and over 85% afterward 	To be led by the Cyber Secretariat in collaboration with Working Group Co-chairs.
C. Pillar 3: Enhancing Partnership with Regional and International Organizations			
Initiative	Action	Remarks	
C.1. Participation of Other International Entities	<ul style="list-style-type: none"> - Share best practices and experiences with other international entities 	<ul style="list-style-type: none"> • Invite regional and international organizations to relevant FEALAC meetings 	
C.2. Projects with Other Regional and International Organizations	<ul style="list-style-type: none"> - Draw from the wealth of know-how and resources from other regional and international organizations 	<ul style="list-style-type: none"> • Leverage the FEALAC Fund to run pilot projects with UN ECLAC and UN ESCAP. 	