

**ACUERDOS BILATERALES/BILATERAL AGREEMENT/ACORDOS
BILATERAIS/ACCORDS BILATERAUX**

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Name of the Agreement: Cooperation Agreement to strengthen education,
public policy and human development in the
Americas

Nom de L'accord:
Nome do Acordo:

Materia:
Subject: To establish the terms and conditions, on a non-
exclusive basis, for cooperation between the Parties
in their shared and coordinated effort to strengthen
education, public policy and human development in
the Americas

Sujet:
Materia:

Partes:
Parties Involved: GS/Instituto de Empresa SL
Parties:
Partes:

Referencia:
Reference: Instituto de Empresa SL
Référence:
Referência:

Fecha de Firma:
Signature Date: November 11, 2019
Date de la Signature:
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Data de Rescisão:

Lugar de Firma:
Place of Signature:
Lieu de la Signature:
Lugar de Assinatura:

Unidad Encargada:
Unit in Charge:
Unité Responsable:
Unidade Encarregada:

Persona Encargada:
Person in Charge:
Personne Responsable:
Pessoa Encarregada:

Cierre del Proceso:
Closure of Proceedings:
Clôture des Procédures:
Fechamento do Processo:

Notas Adicionales/Additional Notes/Notes Supplémentaires/Notas Adicionais:

COOPERATION AGREEMENT

between

THE GENERAL SECRETARIAT OF THE ORGANIZATION OF AMERICAN STATES

and

INSTITUTO DE EMPRESA SL

THE PARTIES TO THIS AGREEMENT, the General Secretariat of the Organization of American States (hereinafter "GS/OAS"), a public international organization, with headquarters at 1889 F. St. N.W., Washington, D.C., 20006, represented by its Secretary General, Mr. Luis Almagro, and Instituto de Empresa SL (hereinafter "IE") located at María de Molina Street, 13, Madrid, Spain, represented by Mr. Manuel Muñiz, in his capacity as the Dean of the IE School of Global and Public Affairs (SGPA),

CONSIDERING:

That Resolution AG / RES. 1 (XLVII-E / 14) "Guidelines and Objectives of the Strategic Vision of the Organization of American States (OAS)", in its section on democracy, states that among the strategic objectives of the OAS are:

- a) Contribute to the strengthening of democracy and the consolidation of the state of the end, by ensuring the principles adopted in the Charter of the Organization of American States and the Inter-American Democratic Charter, assisting:
 - a. Improvement of public management through the promotion of best practices, exchange of experiences and horizontal cooperation between Member States and promoting the equal participation of citizens and cities in democratic management;

That the GS/OAS is the central and permanent organ of the OAS and is authorized to carry out relations of cooperation in accordance with Article 112(h) of the Charter and OAS General Assembly Resolution AG/RES. 57 (I-O/71);

That the IE School of Global and Public Affairs is an academic school of IE dedicated to excellence in teaching and research, shaping leaders able to understand a complex and fast-changing world and hosts a Master in International Relations, currently in its 11th edition.

That the IE School of Global and Public Affairs School is a full member of the Association of Professional Schools of International Affairs (APsIA), the Network of Schools of Public Policy, Affairs and Administration (NASPAA) and the European Consortium for Political Research (ECPR), which constitute the most prestigious platforms and quality accreditation entities in this field, and position the School as a global reference.

That, beyond teaching, the School holds a wide portfolio in applied-research and outreach and have always maintained a strong connection with America, which is reflected in its student and alumni body (approximately one third of the total come from Latin America, USA and Canada), its faculty and management team, as well as numerous applied initiatives and partner organizations, including the Ibero-American General Secretariat (SEGIB) and the Interamerican Development Bank (BID).

HAVE AGREED to enter into this Agreement.

ARTICLE I PURPOSE

- 1.1 The purpose of this Agreement is to establish the terms and conditions, on a non-exclusive basis, for cooperation between the Parties in their shared and coordinated effort to strengthen education, public policy and human development in the Americas.

ARTICLE II ASSISTANCE, EXCHANGE OF INFORMATION AND ATTENDANCE AT MEETINGS

- 2.1 IE shall:
 - a. As required, provide advice to the GS/OAS on matters material to this Agreement;
 - b. Based upon information provided by GS/OAS, distribute information on the objectives and activities of the OAS among the different institutions with which it has relationships;
 - c. Provide to the GS/OAS, publications on matters having relation to joint programs, projects and activities;
 - d. Present to the GS/OAS before January 31 of each calendar year a report containing a description of the activities carried out in the previous year pursuant to the present Agreement; and
 - e. Consider the written observations and comments of the GS/OAS on the areas identified in (matters referred to) this Article.

2.2 GS/OAS shall:

- a. Make available such OAS documentation and publications as are requested by IE to the extent that confidentiality restrictions permit and the financial resources of the Organization allow;
- b. In accordance with the norms of the respective organs of the OAS and at the request of IE, invite its representatives to the public meetings of those organs when matters of interest to them will be discussed;
- c. As requested by IE, collaborate on matters relative to training in the member states of the OAS (in the areas covered by this Agreement), in accordance with the programs approved by the General Assembly provided and subject to available financial resources;
- d. Consider the written observations and comments of IE in the areas indicated in (on the matters referred to) this article.

**ARTICLE III
SPECIAL COOPERATION RELATIONS**

- 3.1 The Parties shall develop special cooperative relations in areas of common interest through the conclusion of supplementary agreements, memoranda of understanding, or exchange of letters to implement joint activities, in accordance with Article 4.1 of this Agreement, and considering the following aspects:
- a. Identification of academic disciplines that may result in collaborative Programs between both Parties;
 - b. Determination of the nature of the collaboration and whether it would incorporate training, applied research, knowledge transfer and/or communication initiatives that are mutually beneficial to both Parties;
 - c. Management and execution of academic activities and quality assurance processes;
 - d. Exchange of academic material and information;
 - e. Promotion of scholarships, internships, fellowships, capstone projects and academic exchanges;
 - f. Identification and development of key areas of common interest as stand-alone projects;
 - g. Sponsorship of co-operative seminars, workshops, working visits, researches and papers on matters of mutual interest;

- h. Marketing, promotion, resource mobilization and partnership building activities.
- 3.2 Any supplementary agreements, memoranda of understanding, or exchange of letters entered into pursuant to Article 4.1 below shall be governed by the terms of this Agreement, unless the Parties expressly provide otherwise in those instruments. This also shall apply to Annex 1.

**ARTICLE IV
IDENTIFICATION AND IMPLEMENTATION OF PROGRAMS, PROJECTS,
AND/OR JOINT ACTIVITIES**

- 4.1 The Parties shall conclude a supplementary agreement, memorandum of understanding, or exchange of letters containing the applicable conditions for each joint program, project, and/or activity. Each such supplementary agreement, memorandum of understanding, or exchange of letters shall be signed by the duly authorized representatives of the Parties and shall specify in detail, the following:
- a. The agreed-upon program, project and/or activity;
 - b. The objectives sought;
 - c. The dependencies of each of the Parties that will execute the program, project and/or activity;
 - d. The work plan: stages, planning and chronology of development;
 - e. The budget and the human and material resources required by the program, project and/or activity, specifying the financial responsibilities and contributions of each Party (indicating the nature and the amount), the schedule of the contributions and, as required, the property of the material resources that are acquired;
 - f. A provision relating to the coordination, notification and follow-up of the program, project and/or activity; and
 - g. A provision acknowledging this Agreement as the programmatic and juridical framework for the program, project or activity.

**ARTICLE V
FINANCIAL PROVISIONS**

- 5.1 Without prejudice to what the Parties may provide in the supplementary agreements, memoranda of understanding and/or exchange of letters entered into pursuant to this Agreement for the joint implementation of programs, projects

and/or activities, including Annex I, this Agreement in and of itself does not create obligations of a financial nature for either of the Parties.

ARTICLE VI COORDINATION AND NOTICE

- 6.1 Within the GS/OAS, the dependency responsible for coordinating GS/OAS activities under this Agreement is the Department for Effective Public Management (DEPM) and the Coordinator is Mrs. Maria Fernanda Trigo, DEMP Director. Notifications and communications should be directed to the Coordinator at the following street address and electronic mail:

General Secretariat of the OAS
Mrs. Maria Fernanda Trigo
Director
Department for Effective Public Management (DEPM)
1889 F Street, N.W.
Washington, D.C. 20006
United States of America
Tel.: (1-202) 370-5548
Electronic Mail: mtrigo@oas.org

- 6.2 The dependency responsible within IE for coordinating the activities under this Agreement is the IE School of Global and Public Affairs, and the Coordinator is Mr. Jaime de Aguinaga, Vice Dean for Management and Development. Notifications and communications should be directed to the Coordinator at the following street address and electronic mail:

Mr. Jaime de Aguinaga
Vice Dean for Management and Development
IE School of Global and Public Affairs
María de Molina 6
28006-Madrid
Spain
Tel.: (+34) 917875128
Mob.: (+34) 679417281
Electronic Mail: jaime.deaguinaga@ie.edu

- 6.3 All communications and notifications under this Agreement will be validly made only when they are sent by mail or electronic mail addressed to the Coordinators whose names are set out in Articles 6.1 and 6.2, above. When the communications and notifications are transmitted by electronic mail, they shall be valid when they are sent directly from the electronic address of the Coordinator of one of the Parties to the electronic address of the Coordinator of the other.
- 6.4 Either Party may change the responsible dependency, the designated Coordinator, the address, telephone or electronic mail by notifying the other Party in writing.

**ARTICLE VII
INTELLECTUAL PROPERTY**

- 7.1 All instructional materials, including without limitation any video and audio reproductions, presentations, PowerPoint, PDF, Word and Excel files used for the performance of this Agreement, or a supplementary agreement, memorandum of understanding, or exchange of letters, in accordance with Article 4.1, including Annex 1, shall remain the intellectual property of their respective authors or other owners, whether these may be IE, SG/OAS, the individual faculty members, authors or others, unless otherwise indicated.
- 7.2 In the event the Parties decide to jointly create or commission any work from which intellectual property rights are derived, the Parties shall discuss and agree on how to proceed, taking into account their respective main areas of interest and the contributions made by each. The Parties shall commit to formalizing these terms in a specific written agreement that is signed by both Parties.
- 7.3 IE may be authorized on a non-exclusive and case-by-case basis to use the name and the emblem of the OAS in the context of the Agreement, provided that such use has been expressly approved in advance by the SG/OAS in writing.
- 7.4 IE shall not use the name or emblem of the OAS in connection with IE's activities, products or services falling outside the scope of the Agreement. IE shall also not represent, directly or indirectly, that IE's general activities, products or services have been approved or endorsed by the OAS.

**ARTICLE VIII
NO EMPLOYMENT RELATIONSHIP AND CIVIL RESPONSIBILITY**

- 8.1 The professionals commissioned by each of the Parties for the performance of this Agreement, or a supplementary agreement, memorandum of understanding, or exchange of letters, in accordance with Article 4.1, including Annex 1, shall continue under the direction of and be subject to the institution that commissioned them. Thus, no labor obligations shall be created with the other Party, and in no case shall the other Party be considered an employer of any type for purposes of joint and several liability.
- 8.2 If for any reason a third party should file a claim against one of the Parties in relation to the execution of this Agreement, or a supplementary agreement, memorandum of understanding, or exchange of letters, in accordance with Article 4.1, including Annex 1, shall be considered as the principal vis-à-vis the claimant and the sole party obligated to respond. The responsible Party shall further be required to indemnify the other Part for any damages it may suffer as a result of these claims, including court costs and attorney's fees. The Parties assume full responsibility for the claims and damages directly and proximately caused by

actions or omissions of their corresponding representatives, officials, employees and contractors.

**ARTICLE IX
EXCHANGE OF INFORMATION AND CONFIDENTIALITY**

9.1 Information and data that is considered proprietary by either Party or that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Agreement, and that is designated as confidential ("Information"), shall be held in confidence by that Party and shall be handled as follows:

The Recipient shall:

- a. Use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar Information that it does not wish to disclose, publish or disseminate; and,
- b. Use the Discloser's Information solely for the purpose for which it was disclosed.

9.2 Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Agreement and this Article IX, the Recipient may disclose Information to:

- a. Any other party with the Discloser's prior written consent; and,
- b. The Recipient's employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Agreement, and employees officials, representatives and agents of any legal entity that it controls, controls it, or with which it is under common control, who have a need to know such Information for purposes of performing obligations under the Agreement, *provided that*, for these purposes a controlled legal entity means:
 - A corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; *or*,
 - Any entity over which the Party exercises effective managerial control.

9.3 IE may disclose Information to the extent required by law, *provided that*, subject to and without any waiver of the privileges and immunities of the SG/OAS, IE will give the SG/OAS sufficient prior notice of a request for the disclosure of Information in order to allow the SG/OAS to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.

9.4 The Recipient shall not be precluded from disclosing Information that (i) is obtained by the Recipient from a third party without restriction, (ii) is disclosed by the Discloser to a third party without any obligation of confidentiality, (iii) is

previously known by the Recipient, or (iv) at any time is developed by the Recipient completely independently of any disclosures hereunder.

- 9.5 These obligations and restrictions of confidentiality shall be effective during the term of the Agreement, including any extension thereof, and during the validity of any supplementary agreement, memorandum of understanding, or exchange of letters in accordance to Article 4.1, including Annex 1.

ARTICLE X PRIVILEGES AND IMMUNITIES

- 10.1 Nothing in this Agreement, or a supplementary agreement, memorandum of understanding, or exchange of letters, in accordance with Article 4.1, including Annex 1, constitutes an express or implied waiver of the privileges and immunities of the OAS, the GS/OAS, their personnel, and their assets, in accordance with the OAS Charter, relevant agreements, applicable national law, or the general principles and practices of international law.

ARTICLE XI DISPUTE RESOLUTION

- 11.1 Any dispute or complaint that may arise in conjunction with the application or interpretation of this Agreement, or supplementary agreements, memoranda of understanding or exchange of letters pursuant to Article 4.1, including Annex 1, shall be settled by direct negotiations between the Parties. If a solution satisfactory to both Parties cannot be reached, then the Parties shall submit their differences to arbitration pursuant to the Arbitration Rules of the United Nations Commission on International Trade Law ("UNCITRAL") currently in effect. The place of arbitration shall be Washington D.C, U.S.A. The language in the proceedings shall be English unless the Parties agree otherwise. The three arbitrators or, as the case may be, the one arbitrator shall decide the dispute as amiable compositeur or ex aequo et bono. The arbitrator's decision shall be final, binding and not subject to appeal.
- 11.2 The law applicable to the arbitration proceedings and to this Agreement shall be the law of the District of Columbia, USA.

ARTICLE XII GENERAL PROVISIONS

- 12.1 The Parties agree to observe the highest ethical standards and administrative transparency in all actions and activities related to this Agreement. In addition, the GS/OAS, to the extent applicable and without prejudice to its privileges and

immunities referred to in Article X, and IE agree to comply with the provisions of the Inter-American Convention Against Corruption and in the applicable norms of the country in which the programs, project and/or activities are executed in accordance with Article 4.1. Failure to comply with this provision shall constitute grounds for anticipatory termination of this Agreement, pursuant to Article 12.4.

12.2 Modifications to this Agreement may only be made by mutual agreement in writing by the duly authorized representatives of the Parties. The instruments in which the modifications are set out shall be attached as annexes to this Agreement and shall form part of it.

12.3 This Agreement shall enter into force upon signature by the duly authorized representatives of the Parties and shall remain in force for five years from the day of signature without prejudice to what is indicated in Article 12.4.

12.4 This Agreement may be terminated by mutual consent or by either of the Parties by written notice from one to the other with not less than thirty days notice. Notwithstanding the termination of this Agreement, the supplementary agreements, memoranda of understanding and letters referred to in Article 4.1, including Annex 1, that the Parties have signed and that have been duly financed shall be continued to completion unless the Parties mutually decide otherwise.

12.5 Articles VII, VIII, IX, X y XI shall survive the expiry or the termination of this Agreement.

IN WITNESS WHEREOF, the undersigned, being duly authorized, have signed this Agreement in duplicate on the date and at the place indicated below:



SIGNED on behalf of IE:

NAME: Manuel Muñiz

**POSITION: Dean of the IE School
of Global and Public Affairs**

DATE:

PLACE OF SIGNING:



SIGNED on behalf of SG/OAS:

NAME: Luis Almagro

POSITION: Secretary General

DATE: Nov. 11, 2019

PLACE OF SIGNING:

Ref.: MP04111119

**ANNEX #1 TO PARTNERSHIP AGREEMENT
BETWEEN OAS AND IE SIGNED ON NOVEMBER, 11TH 2019.**

ON

OAS-IE Americas Fellowship

[1] Description

The OAS-IE Americas Fellowship [*or alternatively named in recognition of a major public figure pointed out by the sponsor-country or donor*] will support **up to 8 (eight) individuals per year** in conducting evidence-based research on political/public/international affairs focusing on the Inter-American System and/or specific OAS member-States, and linking that research to policy and practice instruments (i.e. analytical frameworks, evaluation methods, policy change recommendation, indicators, among others) to address main political challenges within the region.

[2] Research Areas and Topics

The Program will support original research on the following areas:

- The Inter-American system: governance, organizations, summits and agendas
- The governance of change and emerging technologies
- International development, sustainable development and the 2030 Agenda
- International cooperation (i.e. Transatlantic, Ibero-American or EU-LATAM)
- Democracy promotion and sustainability
- Global trade and internationalization
- Security studies
- International public policy, global governance, and the interaction between public and private sector
- Global commons (i.e., climate change, international crime, migration)
- Human rights in the Americas
- Any other related area agreed by the Parties

[3] Candidate's profile

Citizenship: the candidate must be a citizen from an OAS member-State or an OAS observer-State.

Academic affiliation: Fellows will be selected among high-potential students enrolled at IE SGPA Master degree programs.

Languages: Excellent oral and written communication skills in one of the two official languages of the OAS (English, Spanish and French) and a working knowledge of the other. Additional knowledge of Portuguese will be an advantage.

Other desirable skills (optional):

- Familiarity with Inter-American system and/or Inter-American agenda on political issues.
- Strong evidence of academic and/or professional excellence.
- Experience or previous knowledge of statistical analysis software packages (such as SPSS or STATA).

[4] Statement of Purpose and Thesis/Capstone Proposal

The fellows will be selected based on their background, statement of purpose and thesis/capstone proposals. A list of predefined topics, to be defined each year, could be suggested to the candidates. The **GS/OAS-IE Selection Committee**, constituted by an equal number of members from each organization, will conduct a comprehensive evaluation of candidates and proposals, which will consider the following criteria:

4.1. Originality: The proposal should include a very brief review (no longer than one page) on the literature concerning the selected topic in order to support its originality among the relevant body of knowledge already available.

4.2. Policy relevance: The proposal should address an important policy topic from a novel perspective. It should place the work within the current policy debate and briefly describe the potential contribution this research will make to the field of education and to policy making.

4.3. Potential: The proposal should describe the length, reasons and expected benefits of carrying out part of the research project at the OAS Headquarters in Washington-DC. The proposal should highlight how the research product can be used by the GS/OAS team as a tool to better deliver its day-by-day technical assistance and horizontal cooperation activities to OAS member-countries.

4.4. Scientific Rigor: The proposal should describe the methods and statistical procedures that will be used to develop the research project. Taking into consideration its empirical-based approach, the research proposal should describe, in detail, at minimum: (a) the scope of work (e.g. sample, groups, exclusions, timeframe), (b) the qualitative and/or quantitative data that will be used to develop the research project, (c) the concepts defined in the conceptual framework and (d) the proposed methods – that should be clearly linked to the conceptual framework and research question(s).

4.5. Resources: The proposal should outline the resources needed to achieve the proposed research goals and the proposed timeline. The aims of the research proposal should be achievable within the proposed time and the resources sought.

The GS/OAS-IE Committee may also simplify these steps in a particular edition of the Program, if its timeframe requires a more expeditious process.

[5] Benefits

OAS-IE Americas fellows will be invited for a working stay at the OAS Headquarters in Washington-DC for a period of up to 3 (three) months. The Programme will provide the following benefits during the term spent at OAS Headquarters:

- USD 1,500 monthly allowance to be granted for all fellows
- USD 1,000 travel allowance” to be granted for selected fellows on a specific-case base - accordingly fund’s availability
- An official consulate’s letter required for support the fellow application for a G-4 visa (the G-4 Visa must be obtained by the Fellows on a US-consulate located on fellow’s home-country, prior to their arrival in Washington-DC)
- A working station located at OAS General Service Building in Washington-DC with access to OAS knowledge-base, systems and on-line resources
- Access to OAS Library
- Participation in selected OAS forums and meetings in Washington-DC
- Certification of the fellowship program

Financial resources will be covered by a donor, unless it is specifically agreed otherwise by the Parties. The Program will not cover any domestic travel costs, transportation expenses, visa consulate fees or any other expenses related to fellow’s participation. The Program will not provide additional daily allowances (per diem), emergency funds and/or offer monetary compensation/refund of any kind.

[6] Conditions

The selected candidates will be responsible for:

- Actively engage on a daily-basis at GS/OAS activities related to the approved research project
- Attend additional activities eventually scheduled under the Fellowship Program
- Comply with GS/OAS office-hours: Monday-Friday 09:30AM – 05:00PM
- The selected candidate will sign a contract with the GS/OAS, containing the terms and conditions applicable to the OAS-IE Americas Fellowship, such as: (i) the description of the activities to be developed by the Fellow; (ii) the financial responsibilities borne by the Fellow; (iii) the reasons for termination of the OAS-IE Americas Fellowship, including, among others, the breach of the terms of the Fellowship contract by the Fellow and when the GS/OAS determines that the performance of the Fellow does not comply as expected; (iv) the Fellow’s commitment to maintain discretion and confidentiality; and (v) other responsibilities included in this Annex and in the internal regulations of the GS/OAS.

[7] Fellow’s experience and responsibilities

Fellows will work in close collaboration with GS/OAS experts and consultants under the direct supervision of a GS/OAS senior staff. The main responsibilities of a fellow go as follows:

7.1. Analysis and drafting: Analyse policy issues related to political affairs in the Americas. For example, identifying relevant policy issues, conducting statistical analysis of data sets, develop tools to assist countries in implementing their policies. In collaboration with other fellows, colleagues and external experts, draft and edit substantive guidelines, technical notes, working papers –including synthetic reports, country case studies and analytical papers, where needed.

7.2. Collaboration and representation: Help organize seminars, conferences and workshops in collaboration with the GS/OAS and partners. Represent the Fellowship Programme in relevant international and national fora and deliver presentations and papers.

[8] Deliverables/Products

By the end of their fellowship, OAS-IE Americas Fellows must:

- produce a publishable research paper or policy report, focusing the research carried out during fellowship term at the OAS, and
- deliver a presentation on research results and recommendations in an OAS Roundtable or OAS Brown-Bag Lunch session, engaging in discussions with GS/OAS staff and special guest convened for this purpose.

[9] Duration

The duration of the fellowship is up to **3 (three) months**, unless an exception is explicitly approved by both Parties. The fellowship is non-renewable.

[10] Application Process and Deadline

The submission will be received through a link specifically defined by IE for that purpose.

The Fellowship does not represent or generate any contractual expectations, obligations or working relationship of any kind. Specific deadlines, conditions and number of offered fellowships will be defined by the time of the first announcement of each edition.

[11] Complementary Activities:

The Parties may agree to complement the working stay at the OAS Headquarters in Washington-DC with the following activities:

11.1. Joint communication and dissemination: The GS/OAS and IE would collaborate to promote the Fellowship program through different channels and could co-organize special events to give visibility to this alliance. The logos of both organizations would be visible in promotional materials, social media, related press releases and publications (subject to previous review and clearance from both organizations).

11.2. An induction to OAS (Madrid, Spain): At the beginning of October, Fellows could enjoy an institutional introduction to OAS with a seminar and some networking

activities. A high-level representative from OAS could chair the opening of the program in Madrid and lead the induction sessions or participate online.

11.3. A tailor-made course on Inter-American System (Madrid, Spain): In the first term of the master program, Fellows could take, in addition to the courses included in the master program, a special deep dive course on LATAM political, social and economic challenges and opportunities. The content of the course could be co-designed by the OAS School of Governance and could build on courses already developed and tested by the OAS School of Government (e.g., "The Future of Government: Governance, Management, Innovation and Public Leadership in the 21st Century"). OAS may also provide some advice to update the content of other master courses and address their specific areas of interest.

11.4. Capstone projects (on-line): During the second and third terms, Fellows could work on a 6-month consultancy-applied project, in groups of 2-4 students and supported by an academic advisor and/or a professional mentor, that address a practical challenge posed by the OAS. Mentoring from the GS/OAS may involve at least 2 teleconferences (at the beginning and at the end of the process), plus 2 or more follow-up conversations.

11.5. A residential week Washington-DC, USA: At the end of the second term, usually before Easter break, Fellows could go to Washington-DC to participate in a one-week immersion. The trip would combine institutional events and practical training sessions, mainly focused on soft skills (design thinking, negotiation, communication, behavioural insights, political acumen, adaptive leadership, etc.). During this visit, some students may have the opportunity to present some initial findings of their capstone project and gather preliminary feedback and additional information from OAS to complete their work. Part of the sessions of this week and portions of its content could be delivered at OAS School of Governance. Accommodation, internal transportation and travel insurance costs would be fully covered. Economic-class roundtrip flight tickets and meals could be partially covered. Other master students (non-fellows) could also participate in this trip.

11.6. OAS Speaker Series (Madrid, Spain): During the entire year, there could be series of seminars and/or speaker series focused on current affairs of special relevance for Fellows. A high-level representative from the GS/OAS could participate in the graduation ceremony in July as keynote speaker and/or could take part in some other complementary events with Fellows and representatives from public and private organizations. A representative from the GS/OAS could also be invited to participate in networking and career fairs for IE graduates.

11.7. An OAS Americas Fellows Graduation Ceremony (Washington-DC, USA): A special event could be organized in Washington, D.C. to celebrate the graduation of the OAS Americas Fellows.

11.8. Scholarships for young talent: Mobilization of resources for scholarships could be instrumental to attract young talent from OAS member countries to participate in the OAS-IE Americas Fellowship and cover, at least partially, their master fees and a basic stipend for the working stay in DC.

11.9. Joint applied research and/or case studies: OAS and IE, through the School of Global and Public Affairs or its associate centres –the Center for the Governance of Change and the PublicTech Lab–, could also collaborate in the development of additional

applied research projects or case studies that would capture relevant challenges and opportunities that OAS is facing.

The specific terms of these complementary activities would be discussed and agreed by the Parties at the beginning of each edition of the program.

[12] Further Information and Contacts:

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