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**CICAD TASK FORCE ON RESOURCE GENERATION AND TECHNICAL ASSISTANCE FOR  
ANTI-DRUG PROGRAMS IN THE HEMISPHERE**

## **CICAD TASK FORCE ON RESOURCE GENERATION AND TECHNICAL ASSISTANCE FOR ANTI-DRUG PROGRAMS IN THE HEMISPHERE**

### **INTRODUCTION**

At its thirty-second regular session (Mexico, December 2002), the Commission approved in principle, subject to further refinement, a proposal by the Delegations of Antigua and Barbuda and Suriname to constitute a CICAD Expert Group on Resource Generation and Technical Assistance, as a catalyst for attracting financial and technical support for drug control programs in the hemisphere, and to help member states comply more effectively with the recommendations of the MEM.

The premise is that the direct involvement of senior representatives of member states and their ready access to key decision-makers will increase the chances of success of a hemisphere-wide fundraising effort.

At present, the Executive Secretariat of CICAD is one of several entities promoting, receiving and channelling technical and financial assistance on behalf of and to the member states. Others include the United Nations Office on Drugs and Crime (UNODC), formerly UNDCP; the European Commission, and the Inter-American Development Bank. Bilateral assistance is provided by several governments in the hemisphere, and elsewhere. However, the existing level of technical and financial assistance channeled through the Executive Secretariat of CICAD is but a small proportion of what is really needed by member countries to carry out successful programs to deal with the problem of illegal drugs.

### **PROPOSAL**

The present paper lays out a suggested modus operandi for this proposal, for consideration by the Commission at its thirty-third regular session.

#### **1. Constitution of a CICAD Task Force on Resource Generation, Technical Assistance and Communications Outreach**

The CICAD Regulations allow for the creation of such permanent or special subcommittees, expert groups and working groups as the Commission deems advisable (Article 20).

Given the purposes of the proposed Task Force (see below, paragraph 2), it is recommended that the most appropriate mechanism would be a specialized task force of approximately eight members appointed by the Secretary General of the OAS. The members of the Task Force would need to bring significant fundraising and private sector experience to this resource generation effort (see paragraph 3 below).

#### **2. Functions of the proposed CICAD Task Force on Resource Generation**

The purposes of the Task Force would be to: (a) undertake a program of communications outreach to broaden knowledge of the work that the member states and CICAD are doing to address the drug problem in all of its dimensions; (b) increase the resources flowing to the national drug commissions and other agencies in the member states, and to CICAD itself; (c) involve business and industry in supporting drug control programs, and (d) develop means of increasing and improving technical cooperation among countries and the transfer of best practices. These four elements are intertwined, and while there will be overlap, it is recommended that all four be pursued at the same time.

These activities are discussed in more detail below:

- a. **A communications outreach** program, designed to increase the visibility of member state and CICAD programs, highlight successes and make known gaps and obstacles. Internationally, the Task Force members would give regular briefings to senior staff and Executive Directors of other international organizations such as the Andean Development Corporation (CAF), the European Commission, the United Nations, the World Bank and the Inter-American Development Bank. If these officials are better briefed on counter-drug programs in the hemisphere, they will be more able to advocate and promote financial assistance from their institutions when they receive project funding requests from member states or from CICAD itself.

Nationally, members of the Task Force would be in a position to assist the National Drug Commissions and CICAD Delegates to promote, within their own governments, particularly their national development or planning agencies, and with the national congress, the need to provide specific budget allocations for drug programs and to include drug control plans in national economic planning.

The Executive Secretariat would support this communications outreach program by preparing informational materials related to CICAD's work.

- b. **Fundraising for drug control programs**

The Task Force would seek to raise cash contributions for drug control activities through submission of project proposals to **private and corporate foundations**. Here, the groundwork would be done by the Task Force members representatives and the Executive Secretariat. Together, they would identify potential foundations, prepare grant proposals tailored to the various interests and requirements of different foundations, and make the initial contacts. The Secretariat is currently developing promotional materials and brochures to support the fundraising effort.

Once the grant proposals are prepared, it would be advisable for one or more members of the Task Force to meet with the foundation representatives, in order to demonstrate to them a high level of commitment to the project. This would be decided on a case by case basis, since some foundations prefer not to accept personal visits by grant seekers.

- c. **Involving the private sector in the work of CICAD and of its member governments**

The Task Force would coordinate **approaches to business and industry**, locally, nationally and internationally, to seek their direct support of programs of CICAD and the member states. The goal is to identify potential partners for local or regional co-funding initiatives, and match their interests with specific projects.

We see the need for significant involvement by the private sector in local, national and international anti-drug programs. Business and industry, particularly transportation and petrochemical companies, have an important interest in supporting substance abuse prevention and treatment programs for their employees and their families and communities. Freight shippers and carriers and industries

concerned with port and airline security are generally more than willing to cooperate in self-policing in order to avoid the losses to their business caused by frequent government inspections or even impounding of their goods. Financial institutions are concerned to protect themselves against money laundering, and manufacturers who import and export chemicals and pharmaceuticals likewise have a vested interest in speedy deliveries and in avoiding diversion. With closer involvement of business and industry in programs of interest to them, the odds of raising funds to complement scarce government resources improve, and, just as importantly, private sector commitment to anti-drug programs would likely improve performance. Local business can support local anti-drug programs in many ways (cash grants, donation of professional services, and advocacy).

### **Proposal on involving the private sector**

Business and industry leaders respond best to their peers, and individual companies will define their own course of action to support a private sector initiative. While a project should be private-sector led and driven, Governments and CICAD can play an important supporting role by providing accurate information.

We therefore propose a business Round Table, at which the CICAD Task Force on Resource Generation would begin to open up lines of communication with the private sector, explore their interest in supporting drug abuse prevention programs, drug control in private ports and others, as noted above. The participants and speakers would be largely from the private sector: examples include representatives of the Chambers of Commerce, large multinationals (e.g., Texaco, Royal Dutch Shell, Exxon, Dupont, GM, Ford, TRW, General Electric, Chevron, Petrobras, PdVSA, BASF, Rhone-Poulenc, etc., through drugs in the workplace programs); Sherwin Williams (has cooperated with governments on education against inhalant use); pharmaceutical companies like Merck, Hoffman La Roche; National Associations of Manufacturers, and others who can describe the benefits to a large corporation of investing in local social programs.

Task Force members would be responsible for identifying and contacting major private-sector leaders in their countries or regions who would cooperate in this effort.

#### **d. Improving technical cooperation and the transfer of best practices**

Currently, many of CICAD's programs involve human resources training, which involves the identification and transfer of best practices in a wide variety of drug-related fields. Through the Inter-American Observatory on Drugs and the CICAD web page, the Executive Secretariat is able to give wide publicity to the types of programs that have been shown, through research, to be effective, and to ensure that all governments and NGOs have access to that information.

However, it is recognized that more must be done, particularly in making information and research published in one language available to speakers of other languages.

It is sometimes difficult for member governments and NGOs to identify consultants to provide short-term specialized technical assistance, and it is therefore proposed that together with the Task Force, the Executive Secretariat update its database of experts

in particular fields. Task Force members, as well as National Drug Commissions and CICAD Delegates, would identify experts in their country or region in, for example, substance abuse prevention and HIV/AIDS, or money laundering control, and forward their names to the Executive Secretariat. The database is a shared resource of the Inter-American Observatory on Drugs.

### **3. Nomination and appointment of members of the Task Force**

If the Task Force is approved by the Commission, each member state would be invited to nominate one candidate for member of the Task Force, meeting the following profile:

- a) Well-versed in national and inter-American aspects of the drug problem, and possessing thorough knowledge of the needs and concerns of countries requiring assistance;
- b) Holds, or has held, a senior executive position, in or out of government;
- c) Experience with fundraising, public relations and/or public diplomacy or public affairs;
- d) Ability and willingness to devote time and energy to this unremunerated, high-profile task over a period of at least two years; continuity of membership is important so that an individual member can see a project through from beginning to end. It is difficult at this point to determine how much time a Task Force member would need to devote to this work, but the Secretariat estimates that at least ten days a year would be required; and
- e) Full and ready access to e-mail and INTERNET for frequent consultations.

Member state nominations for membership on the Task Force would be reviewed by the Commission or by a Subcommittee, and then sent, with recommendations, to the Secretary General of the OAS, who would choose a maximum of 8 members, in consultation with the Chair of CICAD.

The Chair of the Task Force should be an individual of renown, with an ability to raise funds, and knowledgeable about the workings of the national, regional and international funding agencies. He or she should be familiar with the traditional donor countries, and how financial and technical assistance are coordinated and disbursed.

### **4. Timetable**

The proposed Task Force would meet once a year in Washington, DC, for two days. At that meeting, it would determine its work plan for the coming year; review the Executive Secretariat's proposals for funding, and assign responsibilities of task force members for intensive action and follow-up. The Task Force would also review the previous year's successes and failures in raising funds, and make recommendations to the Executive Secretariat for improvements.

### **5. Action on the part of the Executive Secretariat of CICAD**

The Executive Secretariat would:

- a) Hire a consultant with experience in international fundraising, whose functions would be to (i) serve as Secretary to the Task Force, and (ii) coordinate the resource generation effort within the Executive Secretariat;
- b) Prepare grant proposals, tailored to potential donors' interests;
- c) Prepare brochures and informational materials about member state and CICAD programs; these materials will be tailored for different audiences, and will be in English and Spanish;

- d) Ask Task Force members, as needed, to brief potential donors, both in their own countries and elsewhere;
- e) Provide funds for the travel of Task Force members;
- f) Continuously update the CICAD inventory of specialists and organizations in member states and elsewhere who are able and willing to provide technical assistance and transfer of best practices;
- g) Invite parliamentary/congressional representatives to visit CICAD projects, to familiarize themselves with all aspects of anti-drug efforts;
- h) Send CICAD information to the pertinent committees of national congresses (not only the substantive committees on drugs, health and welfare, judiciary, etc., but also to the appropriations committees and to the national planning agencies).

## **6. OAS Mechanism for Receiving Private Sector Funds**

The OAS Trust for the Americas was set up in 1997 to open new avenues for partnerships with the private sector, foundations, international financial institutions and the commercial banking sector, in order to enable institutions to invest in and support actions throughout the Americas. The Trust is convenient for donors. The Trust for the Americas is established as a tax-exempt foundation under the US Internal Revenue Code (501.C.3), which allows US taxpaying donors to deduct their grants from US taxes, and assures them that their grants are to properly-constituted organizations that have a good track record. The Trust passes funds through to OAS Departments with a minimal percentage (less than 5%) for that service.

## **7. Cost**

A general principle in fundraising is that it costs money to raise money, and in addressing this proposal, the Commission should be aware that funds must be made available by member governments for two to three years to finance the work of the Task Force, before significant returns can be realized.

The following annual costs are anticipated for the first three years (see budget on next page:

1. One two-day meeting per year of the Task Force in Washington, DC, 8 members, travel and per diem, and interpretation costs (US\$27,600)
2. International travel for members of the Task Force to potential donors: estimated 2 visits per year x 8 members, at an average of US\$2,500 per visit.
3. Production by the Executive Secretariat of promotional materials in English and Spanish, and regular updating (US\$10,000 per year for design and printing)
4. Cost to the Executive Secretariat of engaging the services of a professional fundraiser: estimated at US\$50,000 per year for 3 years.
5. Business round table (US\$30,000).

## **6. Options for financing the Task Force**

1. Member states (governments and/or private sector) that nominate members of the Task Force would agree in advance to finance all costs (travel, representational expenses, etc) for three years for their nominee.
2. Governments could agree to co-finance the cost of engaging a professional fundraiser based in the Executive Secretariat of CICAD.
3. Governments could agree to produce fundraising materials, brochures, etc, through their normal production processes, at no cost to CICAD.

**ANNUAL BUDGET FOR TASK FORCE ON RESOURCE GENERATION**

<b>Activity</b>	<b>US\$</b>	<b>US\$</b>
<b>One 2 day meeting of Task Force in Washington, DC</b>		
• Travel for 8 members (\$1,350 x 8)	10,800	
• Per diem for 8 members (3 days @ \$235/day)	5,640	
• Terminals for 8 members	960	
• Interpretation (Eng & Span)	3,200	
• Translation of documents (E & Span)	5,000	
• Incidentals (Xerox, communications, coffee)	2,000	
Subtotal		27,600
<b>Travel by Task Force members for briefings</b>		
• Ave. 2 trips/year x 8 members @ \$2,500/trip	40,000	40,000
<b>Production of promotional materials by Exec. Secretariat of CICAD</b>		
• Design, printing	10,000	10,000
<b>Contract for professional fundraiser in CICAD</b>	50,000	50,000
<b>Business round table</b>	30,000	30,000
<b>TOTAL</b>		<b>157,600</b>