

**ADMINISTRATION AGREEMENT**

**between**

**THE INTER-AMERICAN CULTURE AND DEVELOPMENT  
FOUNDATION**

**and**

**THE INTER-AMERICAN DEVELOPMENT BANK**

**regarding**

**Project Specific Grant to the Inter-American Development Bank for Project  
No. RG-X1148 - , titled “Cultural Atlas of the Americas”**

**THIS ADMINISTRATION AGREEMENT** is entered into between **the Inter-American Culture and Development Foundation** ("ICDF"), a charitable foundation established under the laws of the District of Colombia and designated as a charitable organization under section 501(c) of the Internal Revenue Code of the United States, and the Inter-American Development Bank (the "Bank"), a public international organizations established pursuant to the "Agreement Establishing the Inter-American Development Bank", (together referred to as the "Parties", and individually either of them, a "Party").

**WHEREAS**, the Bank has designed Project No. RG-X1148, titled "Cultural Atlas of the Americas " (the "Project"), as described in the attached Project Document (the "Project Document");

**WHEREAS** ICDF is approaching the terminus of its corporate existence, which is expected to take place on or before July 30, 2012, and because of the congruity of their respective missions, the Parties have conducted discussions aimed at IDB's receiving a non-reimbursable grant contribution (the "Contribution") from ICDF's uncommitted resources to finance the Project; and

**WHEREAS**, the Bank is prepared to receive and administer the contribution funds to be made available by ICDF.

**NOW, THEREFORE**, the Parties hereby agree as follows:

1. ICDF represents and warrants to Bank that: (a) it has complied with all contractual, regulatory and statutory obligations, including any tax obligations related to its status as a charitable organization, and any obligations with third parties (including donors or any government authority) required for making the Contribution; (b) Bank has no obligations of any nature towards any party associated with the resources received as a Contribution from ICDF; and (c) Bank may freely use the Contribution as contemplated in this Agreement and in doing so assumes no obligations of ICDF and/or on behalf of ICDF or of any other kind.
2. ICDF will make available to the Bank a Contribution for the aggregate amount of up to U.S.\$280,000 (two hundred eighty thousand dollars of the United States of America) to be administered by the Bank to co-finance the Project.
3. The Contribution will be solely for the purposes indicated in the Project Document. Any material deviations from the objectives and activities of the Project described in the Project Document will require ICDF's approval or the approval of ICDF's appointed representative after ICDF is dissolved. For the avoidance of doubt, any modifications made by the Bank if the total Contribution effectively received by the Bank is less than U.S.\$280,000 (two hundred eighty thousand dollars of the United States of America) will not be considered material deviations for the purposes of this provision, provided that the objectives of the Project will remain unchanged.

4. Following the signature of this Administration Agreement by the Parties, ICDF shall transfer the Contribution to the Bank as follows:
  - a) One first installment of U.S.\$200,000 (two hundred thousand dollars of the United States of America), upon the Bank's written request.
  - b) One second installment of up to of U.S.\$80,000 (eighty thousand dollars of the United States of America), upon the Bank's written request, which shall be issued by July 31<sup>st</sup>, 2012, provided that ICDF has confirmed to the Bank in writing the exact amount of uncommitted resources available to ICDF for this second installment, after completing all expenses associated with the terminus of its corporate existence.
  - c) Both installments shall be paid by ICDF to the account #04404221 "Inter-American Development Bank - Cofinancing Account" opened by the Bank at Deutsche Bank America Trust, New York (swift #BKTRUS33XXX) (the "Account"). The Account is denominated in U.S. dollars and includes resources provided as grant funds by other donors for other Bank projects. The Contribution will be administered in the Account without distinction from other donors' contributions.
5. The Bank will administer the Contribution in accordance with the provisions of this Administration Agreement and the Bank's applicable policies and procedures. The Bank will exercise the same care in the discharge of its functions, as described in this Administration Agreement, as it exercises with respect to the administration and management of resources from other donors and will have no further liability to ICDF in respect thereof.
6. The Contribution will be accounted for separately from the Bank's assets, and will be administered together with other contributions received by the Bank. The Bank may freely exchange the Contribution funds into other currencies as may facilitate their administration and disbursement. The Bank will not be responsible for foreign exchange risk in the receipt, conversion or administration of Contribution funds. Further, the Bank may at its discretion invest and reinvest the resources of the Contribution pending their disbursement in connection with the Project.
7. To assist in the defrayment of the administrative costs in relation to the Contribution, the Bank will charge and retain:
  - a) a fee equal of U.S.\$14,000 (fourteen thousand dollars of the United States of America), which will be deducted from the Contribution at the time the first installment of the Contribution is deposited by ICDF into the Account. For the avoidance of doubt, this fee will not be adjusted if the amount of the second installment is less than the amount mentioned in paragraph 4.b) above; and
  - b) any investment income generated by the Contribution pending its disbursement towards the Project.

8. The Bank's procurement policies and procedures will be applicable to the procurement of goods and services, as well as the contracting of consulting services, carried out with the Contribution, as required by the different components of the Project. Further, ICDF accepts that:
  - a) the resources of the Contribution will be completely untied; and
  - b) the consultancy services financed with the Contribution may be provided and executed by companies, specialized institutions or individuals from any Bank member country.
9. ICDF will not be responsible for the activities of any person or third-party engaged by the Bank as a result of this Administration Agreement, nor will ICDF be liable for any costs incurred by the Bank in terminating the engagement of any such person.
10. The Parties agree that given that the Project execution will be completed after the terminus of the corporate existence of ICDF, the Bank will not submit to ICDF any reports associated with the Contribution or the Project. Nevertheless, the Bank will prepare the same reports and will perform the same evaluations it applies to its own operations, some of which may be publicly available, subject to the terms of the Bank's Access to Information Policy.
11. Any remaining uncommitted Contribution funds may be used by the Bank for the Project.
12. ICDF further acknowledges that the Bank's commitment to use the Contribution as contemplated herein shall be subject to the Bank's formalization of all internal approvals necessary for the Project and/or the Project Document.
13. The offices responsible for coordination of all matters and receiving any notice or request in writing in connection with this Administration Agreement or the Project will be the following:
  - a) For the Bank:
    - i. All communications pertaining to donor relations and resource mobilization will be directed to:

Manager, Office of Outreach and Partnerships  
Inter-American Development Bank  
1300 New York Avenue, NW  
Washington, D.C. 20577 U.S.A.  
Tel.: + 1 (202) 623-1583  
Fax: +1 (202) 623-2543  
E-mail: [partnerships@iadb.org](mailto:partnerships@iadb.org)

- ii. Day-to-day communications regarding the implementation of this Administrative Arrangement shall be directed to:

Chief, Grants and Co-financing Management Unit  
Office of Outreach and Partnerships  
Inter-American Development Bank  
1300 New York Avenue, NW  
Washington, D.C. 20577 U.S.A.  
Tel.: +1 (202) 623-2018  
Fax: +1 (202) 623-3171  
E-mail: [orp-gcm@iadb.org](mailto:orp-gcm@iadb.org)

- b) For ICDF:

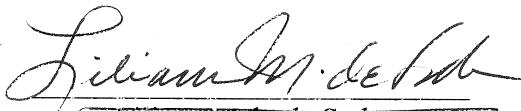
Lucrecia Solano  
Executive Assistant  
LMS  
Tel.: +52-81-8363-5633  
E-mail: [lsolano28@gmail.com](mailto:lsolano28@gmail.com)

14. This Administration Agreement will come into force on the date of its signature by each of the Parties.
15. The Parties may amend any provision of this Administration Agreement in writing.
16. Subject to their respective policies and procedures with respect to the disclosure of information, the Parties may make this Administration Agreement publicly available.
17. Nothing in this Administration Agreement may be construed as creating an agency relationship between the Parties.
18. The Parties will seek to settle amicably any disputes that may arise from or relate to this Administration Agreement.

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IN WITNESS WHEREOF, the Inter-American Culture and Development Foundation and the Inter-American Development Bank, each acting through its duly authorized representative, have signed this Administration Agreement in two (2) original counterparts in the English language as of the dates indicated below.

**INTER-AMERICAN CULTURE AND  
DEVELOPMENT FOUNDATION**



Liliana Melo de Sada  
President, Inter-American Culture and  
Development Foundation

Date: 27 Junio 2012

**INTER-AMERICAN  
DEVELOPMENT BANK**



Bernardo Guillamon  
Manager, Office of Outreach and  
Partnerships

Date: 26 JUNE 2012

## TC Cultural Atlas of the Americas

### I. Basic Information for TC

▪ Country/Region:	Regional
▪ TC Name:	Cultural Atlas of the Americas
▪ TC Number:	RG-X1148
▪ Associated Loan/Guarantee Name:	N/A
▪ Associated Loan/Guarantee Number:	N/A
▪ Team Leader/Members:	Grace Guinand (team leader), Gerardo Martinez Freyssinier (EXR/CSO), Luis Simon (EXR/CSO), Guillermo Eschoyez (LEG/SGO).
▪ Date of TC Abstract authorization:	N/A
▪ Donors providing funding:	Inter-American Culture and Development Foundation (ICDF)
▪ Beneficiaries:	The IDB, Colombia and Argentina, specifically and all 26 member countries
▪ Executing Agency and contact name	VPC/VPC
▪ Funding and funding source:	US\$280,000 through a project-specific grant by the Inter-American Culture and Development Foundation (ICDF)
▪ Local counterpart funding:	US\$70,000 (in cash and in-kind)
▪ Disbursement period (which includes Execution period):	18 months
▪ Required start date:	July 2012
▪ Types of consultants :	Firms and individual consultants
▪ Prepared by Unit:	VPC/VPC and EXR/CSO
▪ Unit of Disbursement Responsibility:	VPC/VPC
▪ TC Included in Country Strategy (y/n):	No
▪ TC included in CPD (y/n):	No
▪ GCI-9 Sector Priority:	N/A

## II. Description of the Associated Loan/Guarantee

N/A

## III. Objectives and Justification of the TC

Founded at the initiative of the IDB (Bank) in 2005, the Inter-American Culture and Development Foundation (Foundation) is a non-profit 501(c)(3) organization committed to promoting cultural development in Latin America and the Caribbean. The Foundation worked with multiple partners (e.g., educational institutions, non-profit organizations, community leaders and members, sustainable tourism providers, and small and medium enterprises working in cultural and creative industries), to create and support programs that had direct impact and benefit on children and youth.

The Bank supported the Foundation through in-kind and cash contributions. Notwithstanding the efforts of the Trustees and its staff, the Foundation's fundraising efforts did not permit it to achieve a level of sustainability that would ensure its independence. With the creation of a Creativity and Cultural Affairs Unit within the CSO Division and the Bank's disengagement from the affairs of the Foundation, ICDF's Board of Trustees voted to end its activities by the end of July, 2012, and to donate, in the form of a grant, the funds remaining in the Foundation's accounts to the Bank.

The objective of this Technical Cooperation (TC) is to fully integrate into the work program of the Creativity, Solidarity and Cultural Affairs Division the cultural development activities that were the responsibility of the Inter-American Culture and Development Foundation (ICDF). Specifically, through this TC the Bank will:

- Develop an *Atlas of the Cultural Heritage and Infrastructure* for Colombia and Argentina, providing a systemic mapping of each country's cultural infrastructure and integrating this information into the Cultural Information System of the Americas (CISA) website, thus centralizing and facilitating the decision- and policy-making process of the Cultural Ministries in the region;
- Strengthen the *Bank of Musical Instruments* (BMI) program thus formalizing relationships with civil society and the private sector in the region to support musical education programs targeted primarily at young children and youth at risk;
- Finance a study of the role and impact of the creative industries in the economy of Latin America and the Caribbean that will serve as the basis for a strategic plan of action for this sector.

The IDB is fully aware of the value of the cultural wealth of Latin America and the Caribbean. Yet one of the greatest limitations for making the most of these resources is the lack of reliable, timely, relevant and comparable information for the whole continent. The development of adequate public policies depends on the quality of the information available. A system with reliable and



relevant information to support the goals and objectives of different national cultural policies must be designed, built and operated as a fundamental tool for the creation and evaluation of cultural policies.

#### **IV. Description of activities/components and budget**

The project is comprised of three components as described below:

**Component 1 - Development of the Atlas of Cultural Heritage and Infrastructure** – In order to create the conditions that support the cultural sector of a country and take full advantage of its development potential, it is necessary to have information on the nature, extent and distribution of its cultural resources, with shared tools that allow a regional overview and comparison of the conditions in each country. This is the fundamental purpose of the Atlas.

The publication of the Atlases offers the possibility of approaching the cultural diversity of these countries while taking into consideration their origins, the current situation and the potential it represents, as well as identifying the availability of infrastructure so that the heritage is also more accessible to nationals and visitors from abroad. To do so, this component includes as its main activity the systematization of the cultural information by organizing it and putting it into the Cultural Information System of the Americans (CISA). The Cultural Information System of the Americas is a database available on the internet that is continuously updated through a regional network that will gradually include the entire region. Currently, four countries<sup>1</sup> already have their cultural infrastructure information available through CISA.

Although the content of the national editions of the Atlas is defined by each country, each Atlas contains a set of basic information organized around the following general sections: (i) socio-demographic context of the country, (ii) access to communication and information technologies, (iii) ethno-linguistic diversity, (iv) national cultural heritage including, archeological sites, historical and artistic monuments, (v) cultural infrastructure including, museums, libraries, theaters, and cultural centers, among others, and (vi) state of the national media such as newspapers, magazines, publishing houses, radio and television stations.

Formal agreements will be signed by the Bank with the respective Ministries of Culture for Argentina and Colombia to formalize a commitment to gather all the necessary information for the preparation of the Atlas and to update and maintain it on a regular basis. While both countries already have some of this information, it is neither organized nor readily accessible. A team of consultants will be hired to assess the information that exists, and develop a plan to gather the information that is missing. Finally, the information will be input into the CISA website and made accessible to policy planners and to the general public. If

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<sup>1</sup> Costa Rica, Ecuador, Jamaica and Peru

counterpart funds from the above-mentioned Ministries, other governmental agencies and/or from private donors are secured during the execution of the project (see footnote # 3), the Atlas will be published in print form.

**Component 2 - Implementation of the Bank of Musical Instruments** –The Bank of Musical Instruments (BMI) program seeks to strengthen musical education as a way to promote social inclusion and contribute to the cultural development of individuals and their communities with a focus on serving underprivileged children and youth in the region. The program facilitates the donation of musical instruments and other cultural assets to expand the coverage of programs by established musical institutions.

The program will focus on establishing relationships with partners from civil society and the private sector in the region as key contributors to its mission. The initiative will be geared to support musical systems in the Region, targeted primarily at young children and youth at risk, while keeping its goals of harnessing the skills of its three main groups of stakeholders: musicians, luthiers<sup>2</sup> and composers.

Specifically, the activities are designed to provide logistical support to the Bi-National Orchestra of Haiti and Dominican Republic, formed by the Ecole de Musique Saint Trinité from Port au Prince and La Fundacion Fil-Armonia from Santo Domingo, helping them to play their first concert which will be held in November. Assistance will be provided in securing musical instruments for some of the youth and in subsidizing the trips leading to the first concert. The experience will serve as a model for other bi-national orchestras in the region.

Finally, a comprehensive list of music education programs in the region will be developed and linkages established with foundations and private sector industries to create a network to support these initiatives.

**Component 3 - Study on the impact and role of creative industries in the region** – The purpose of this study will be to evaluate the strengths and weaknesses of the cultural and creative industries in the region. The study will analyse the value and potential of these industries to the economy of the countries in the region and will seek to identify the need for focused policies and programmed interventions designed to improve the conditions and perspective for growth in this sector.

Designed to provide regional policy makers, including representatives from the public and private sector, with detailed information, a seminar will be organized to disseminate the Study's findings, most probably in Washington DC, to highlight lessons learned and successful case studies identified in and outside the region.

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<sup>2</sup> A luthier is someone who makes or repairs lutes and other string instruments. In the United States, the term is used interchangeably with any term that refers to a specific, or specialty type of stringed instrument, such as a violin, a guitar maker, or a lute maker. (Taken from Wikipedia <http://en.wikipedia.org/wiki/Luthier>)

## **OUTPUTS:**

### Output 1: Cultural Atlas of the Americas

- (a) Atlas of Cultural Heritage and Infrastructure for Argentina and Colombia. This output will consist of a total mapping in each country of: (i) socio-demographic context, (ii) access to communications and information technologies, (iii) ethno-linguistic diversity, (iv) national cultural heritage including, archeological sites, historical and artistic monuments, (v) cultural infrastructure including, museums, libraries, theaters, and cultural centers, among others, and (vi) state of the national media such as newspapers, magazines, publishing houses, radio and television stations.
- (b) The Atlas of Cultural Heritage and Infrastructure of the region for Costa Rica, Ecuador, Jamaica, and Peru will be integrated with that of Argentina and Colombia into one website accessible through the CSO's Division website.
- (c) Promotional events organized in each of the six countries to publicly launch, together with the Ministry of Culture, the Cultural Atlas.

### Output 2: Bank of Musical Instruments

- (a) Logistical support to the Bi-National Orchestra of Haiti and Dominican Republic will be provided, allowing them to travel and perform for the first time.
- (b) Develop a map of civil society organizations devoted to teaching music to youth at risk and of potential donors interested in promoting these programs in LAC.

### Output 3: Creative Industries' Study

- (a) Creative and Cultural Industries' Study of Latin America and the Caribbean – The study plans to update a study done by the Bank in 2007 which sought to identify challenges and opportunities of the cultural industries in the region. The proposed study would seek to assess the impact of the cultural and creative industries in the economy of the region and assess the needs – both in the field of public policy as well as resources necessary to promote the sector.
- (b) A seminar to disseminate the results of the study and to highlight successful policies implemented within and outside the region will be organized to promote dialogue and exchange of information.

## **OUTCOMES:**

- Result 1: Atlas of Cultural Heritage and Infrastructure for Argentina and Colombia completed and available on CSO's Division website.
- Result 2: The Bi-National Orchestra of Haiti and Dominican Republic deliver their first concert with support from the IDB
- Result 3: In-depth study on the economic impact of the creative and cultural industries sector in LAC disseminated.

### Indicative Results Matrix

Project Component	Outputs	Results
<b>1. Cultural Atlas</b>	<p><b>Output 1a:</b> Atlas of Cultural Heritage and Infrastructure for Argentina and Colombia.</p> <p><b>Output 1b:</b> Atlas of Cultural Heritage and Infrastructure website fully functional.</p>	<p><b>Result 1a:</b> Atlas of Cultural Heritage and Infrastructure for Argentina and Colombia completed and available on CSO's Division website.</p> <p><b>Result 1b:</b> Atlas of Cultural Heritage and Infrastructure for Costa Rica, Ecuador, Jamaica and Peru available on CSO's Division website.</p> <p><b>Result 1c:</b> Formal presentations at the national level of Atlas for all 6 countries.</p>
<b>2. Bank of Musical Instruments</b>	<p><b>Output 2a:</b> Logistical support to the Bi-National Orchestra of Haiti and Dominican Republic</p> <p><b>Output 2b:</b> Develop a regional map of needs and an action plan to mainstream BMI among the activities of the CSO Division</p>	<p><b>Result 2a:</b> The Bi-National Orchestra of Haiti and Dominican Republic deliver their first concert with support from the IDB.</p> <p><b>Result 2c:</b> Needs assessment completed and development of partnerships with the private sector as part of a new plan of action designed to mainstream the BMI initiative in the region formalized.</p>
<b>3. Creative Industries' Study</b>	<p><b>Output 3a:</b> Creative and Cultural Industries' Study of Latin America and the Caribbean</p> <p><b>Output 3b:</b> Regional Seminar on the Impact of the Creative and Cultural Industries organized.</p>	<p><b>Result 3a:</b> In-depth study on the economic impact of the creative and cultural industries sector in LAC</p> <p><b>Result 3b:</b> Regional seminar organized with support from public and private sector in the region.</p> <p><b>Result 3c:</b> Expression of interest from at least one country in the region for IDB support for a project dealing with creative and cultural industries.</p>

### Indicative Budget

Activity/Component	Description	ICDF Funding Administered by IDB	Counterpart Funding (public/private)	Total Funding
<b>1. Cultural Atlas</b>	Develop Cultural Atlas and implant website	\$179,800	\$40,000 <sup>3</sup>	<b>\$219,800</b>
<b>2. Bank of Musical Instruments</b>	Support to Bi-National Orchestra and New Plan of Action	\$10,000		<b>\$10,000</b>
<b>3. Creative Industries' Study</b>	Regional Study conducted and disseminated	\$76,200	\$30,000 <sup>4</sup>	<b>\$106,200</b>
<b>Admin. Fee 5%</b>		\$14,000		<b>\$14,000</b>
<b>TOTAL</b>		<b>\$280,000</b>	<b>\$70,000</b>	<b>\$350,000</b>

Per information in the Indicative Budget, the ICDF is expected to contribute with a Project-Specific Grant (PSG) of up to US\$ 280,000. The PSG will be administered by the IDB according to the "Report on COFABs, Ad-Hocs and CSFGS and a proposal to unify them as Project-Specific Grant" (Document SC-114) and pursuant to an Administrative Agreement to be signed between ICDF and the IDB, in accordance with SC-114, the Administrative Agreement will establish that the IDB will charge an administrative fee of 5% to cover administrative and indirect costs deriving from the project, which is identifies in the budget table above. Such fee shall be deducted from the Contribution at the time the first installment of the Contribution is deposited by ICDF into the Account. The ICDF contribution would be paid in two installments. The first one will be in the amount of US\$ 200,000 (two hundred thousand dollars of the United States of America), following the Bank's request after execution of the

<sup>3</sup> The initiation of activities related to the printing of the Atlas will be subject to the prior written commitment and effective contribution of resources by the Ministries of Culture or other governmental agencies in Argentina and Colombia and/or from donors in the private sector. For that purpose, the Bank will seek to obtain the confirmation from said entities, which will be responsible for the payment of the printing costs.

<sup>4</sup> The initiation of activities related to the invitation of presenters and their travel to the Regional Seminar on the Impact of the Creative and Cultural Industries will be subject to written commitment and contributions from governmental agencies from the members of the Bank and/or donors from the private sector or international agencies. For that purpose, the Bank will seek to obtain confirmation from said entities which will be responsible for covering such costs as may be incurred in bringing these presenters to the Conference.

Administrative Agreement. The second installment will be of up to US\$ 80,000 (eighty thousand dollars of the United States of America), upon the Bank's written request, which shall be issued no later than by July 31, 2012 and after ICDF has confirmed to the Bank in writing the exact amount of uncommitted resources available to ICDF for this second installment after completing all expenses associated with the terminus of its corporate existence. If ICDF confirms a lower amount for the second installment, the indicative budget will be adjusted by the team leader accordingly, following the Bank's procedures in force at the time of such budget adjustment. The administrative fee amount will not be adjusted if the amount of the second installment is less than US\$80,000.

## **V. Executing agency and execution structure**

This is a Bank-originated TC designed to transfer the knowledge and experience gained by the ICDF in promoting the cultural heritage and infrastructure of Latin America and the Caribbean to different operational sectors of the Bank, but most importantly to its member countries. The Bank will use the experience and knowledge gained through this TC to streamline the procedures and processes to develop cultural atlases for other countries in the region and promote the concept of creative and cultural industries as a sector of economic growth for the region.

Monitoring for this project will be a joint responsibility of the CSO Division (EXR) with the team leader in VPC/VPC. Under the agreement with ICDF, the Bank will prepare a thorough final report that will evaluate the results obtained and assistance will be sought from other units in the Bank to develop a suitable evaluation model.

The Inter-American Culture and Development Foundation, in approaching the Bank for this donation and transfer of funds, specified that in their view the CSO Division would be uniquely qualified to continue the projects and initiatives outlined in this document and that were part of its mission.

## **VI. Major issues**

This project relies on obtaining counterpart funds from the public and/or the private sector for two of its activities – the publication of the Atlas for Argentina and Colombia (component 1) and the financing to bring outside speakers to the seminar for the Creative and Cultural Industries' Study (component 3). While the economic situation makes it difficult to procure independent financing, CSO and ORP (our partner within the Bank) have extensive experience in working with not only the private sector but with civil society as well in securing funding for these types of activities. We have already begun preliminary discussions with several actors in the cultural field that have demonstrated interest in both the development and publication of the Atlas and the study to

disseminate information about the impact of the cultural and creative sector to the economy of the region. While both of these activities are important, they are not essential to obtain the desired results.

**VII. Exceptions to Bank policy**

No exemptions to Bank policy are contemplated in this project.

**VIII. Environmental and Social Strategy**

Following ESG's project classification process (Safeguard Policy Filter and Safeguard Screening Form) requirements, it has been determined that this project falls under Category C. No environmental assessment studies or consultations are required for Category "C" operations. [2012000498\\_SafeguardPolicyFilter RG-X1148\[1\].htm](#)

**Required Annexes:**

- Annex 1 - Terms of Reference for activities/components to be procured -
- Annex 2 - Procurement Plan