



# ***Executive Committee***

Twenty-fourth Regular Meeting  
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## **Report on the 2004 Meeting of the Special Advisory Commission on Management Issues**

**San Jose, Costa Rica**

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## I. INTRODUCTION

The members of the Special Advisory Commission on Management Issues (SACMI), meeting at the Headquarters of the Inter-American Institute for Cooperation on Agriculture (IICA) on May 25–26, 2004, present to the Director General this report, which summarizes the matters addressed and their recommendations on the points of the Agenda.

## II. THE MEETING

### 2.1 Presentation by the Director General

The Director General underscored the Institute's accomplishments over the last two years. After mentioning the objectives of the 2002-2006 Medium Term Plan, the Director General referred to: (i) progress and achievements in restructuring the organization and operation of the General Directorate; (ii) the new policies on information and communications, and efforts to forge closer ties with the Member States; (iii) IICA's support to its Member States within the framework of the Summit of the Americas process; and (iv) improvement in and modernization of support for the work of the governing bodies of the Institute (Inter-American Board of Agriculture; Executive Committee).

He also referred to: (i) accomplishments in the development of regional mechanisms to support integration processes; (ii) the most important achievements and results of technical cooperation actions in the Institute's strategic areas: Trade and Agribusiness; Agricultural Health; Technology and Innovation; Sustainable Rural Development; Training and Education; and Information and Communication.

He concluded his presentation by highlighting two major and immediate challenges for the Institute:

- The fragility of IICA's financial structure
- The Institute's limited capacity to attract and retain highly qualified International Professional Personnel.

He asked the SACMI, in its capacity as an advisory body to the Director General, for its valuable recommendations for solving both problems.

### 2.2 Modernization of human resources management at the Institute

**Linda Landry**, IICA Director of Human Resources, explained the conceptual bases of the proposal for modernizing the Institute's human resources management system. She pointed out that the objectives of such modernization are: (i) to attract skilled personnel; (ii) to be able to retain the most skilled personnel to address the Institute's needs; (iii) to create a positive working environment, and (iv) to remunerate employees equitably and fairly within the Institute's financial limitations. The

implementation of these objectives is described in IICA's Human Resources Plan for the 2003-2006 period.

She also explained the progress made to date in renewing recruitment practices; in designing and applying the new staff appraisal system, which evaluates the results of performance against the results called for in individual annual work plans; and in recognizing performance through the granting of bonuses and incentives, the Director General's Awards for Excellence and Teamwork, and staff training programs.

**Ms. Landry** went on to discuss the proposed amendments to the Staff Rules and to the System for Determination of Remuneration of IICA Personnel to be proposed to the Executive Committee, at its Twenty-fourth Regular Meeting, scheduled to take place in San Jose, Costa Rica this July 22-23, at IICA Headquarters.

With respect to the Staff Rules, she requested the members of the Advisory Commission to examine the proposals for: (i) improving some articles by defining terms used in them, by including same in the glossary; (ii) amendments to the individual performance appraisal system; and (iii) changes in the classification and compensation system for the determination of remunerations.

She explained the Administration's reasoning for combining the advisory committees on classification, disciplinary matters and reconsideration into a single Human Resources Advisory Committee. In addition, as a part of the Institute's policy of transparency and in recognition of the fact that privileges and immunities are granted to Institute personnel in order to enable the Institute to carry out its functions, a series of provisions are proposed for setting out the rules governing such privileges and immunities and the possibility of the Director General waiving them.<sup>1</sup>

As concerns recognition for years of service, a series of amendments are proposed to facilitate a more accurate determination of this recognition, and to clarify certain inconsistencies in the rules in force. She also explained that it was impossible to conduct annual studies of the salary market in all the countries for setting the salaries of the Institute's local personnel, given the high cost of same and because it is preferable for such studies to be based on the real needs of the Institute.

### **2.3 Discussion of and recommendations on the proposals for modernizing the Institute's human resources management system**

Following Ms. Landry's presentation, and recognizing the importance of amending the rules that govern the Institute's human resources management, the members of the Advisory Commission recommend to the Director General the following:

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<sup>1</sup> The proposed rules are equivalent to those adopted by the OAS in its Personnel Manual.

**Regarding the proposed amendments to the Staff Rules**

<b>Issue</b>	<b>Observations and recommendations</b>
<b>Glossary</b>	(i) Enhance the glossary by clarifying the definitions of “seniority” and “years of service,” in order to facilitate the application of the rules on the recognition of benefits
<b>Merging of three advisory committees into one</b>	(i) Support this proposal  (ii) Recommend that steps be taken to avoid possible incompatibilities when combining the responsibilities of the three existing committees.
<b>Privileges and immunities</b>	(i) Point out that the Director General will be charged with ensuring that the privileges and immunities granted to Institute staff in the Basic Agreements signed with the Member States are applied for facilitating the Institute’s functions and in no case should be used for personal benefit. To this end, they endorse the incorporation of the proposed rules, and to state explicitly that the Director General may waive privileges and immunities.
<b>Determination of years of service</b>	(i) Clarify the definition of the terms “seniority” and “years of service” and include in the glossary a definition of “benefits for years of service.”  (ii) Consider, for purposes of recognition of years of service, the movement of staff members from one personnel category to another (General Services, Local Professional and International Professional), a practice which already exists and should be encouraged.  (iii) Include, as an exception, a provision which makes it possible to recognize years of service in case of the death or disability of an international staff member before completing the first two years of his/her contract.
<b>Comparability studies of the salaries of local IICA personnel</b>	Considering that the provisions in force call for obligatory annual comparative studies be conducted, in all the countries, of the salaries of local IICA personnel vis-a-vis the respective labor market and that these studies are burdensome and not always necessary, the SACMI recommends to the Director General:  (i) That the amendment proposed to conduct such studies only when warranted by the situation of the salaries of local Institute personnel vis-à-vis the labor market.

**Regarding the amendments to the System for Determination of the Remuneration of Institute Personnel**

Issue	Observations and recommendations
<p><b>Compensation packages for recruiting and retaining skilled international professional personnel</b></p>	<p><b>The members of the Advisory Commission:</b></p> <p>(i) Recognize the importance of upgrading the rules and making them more flexible in order to improve, within the financial limitations of the Institute, the compensation package to make it possible to recruit skilled personnel and retain those of superior performance with capacities in the priority subject areas of the Institute's cooperation.</p> <p>(ii) Recommend that caution be taken not to link, in obligatory fashion, the IICA System for the Determination of Remuneration with those of the OAS and the United Nations, as this would take away from the flexibility the Institute is seeking.</p>
<p><b>Recognition of performance rather than seniority</b></p>	<p><b>Recommendations</b></p> <p>(i) Support the principle of granting recognition and of improving salaries or transitory economic benefits, such as bonuses, on the basis of the performance of the staff members.</p> <p>(ii) Support the amendment calling for annual staff evaluations using the new methodology based on the assessment of results in comparison to individual work plans.</p>
<p><b>Steps in the salary scales</b></p>	<p>Recommendation</p> <p>(i) Support the proposal to simplify the salary scales and to rationalize the amounts in the intervals between steps</p>

The Deputy Director General proposed the following options for financing improvements in the benefits received by international personnel:

- a. Reduce the resources allocated to the special budget approved by the IABA by Resolution 391.
- b. Reduce by 3% Institute-wide the allocation of resources for operating funds
- c. Temporarily reduce the number of IPP from 94 to 91, by deferring the date for filling positions that are currently vacant and in this way generate savings. These last adjustments should be made at Headquarters, and not involve reducing positions in the IICA Offices in the Member States.

The Advisory Commission agreed that the most suitable option was for the General Directorate to study these and other options with a view to proposing the most appropriate to the Member States.

The General Directorate will send to the members of the Advisory Commission the full text of the Staff Rules and of the System for Determination of Remuneration to facilitate the analysis of the changes that will be proposed in these regulations to the Executive Committee, at its Twenty-fourth Regular Meeting.

In their comments on the report, the U.S. members of the SACMI clarified that the U.S. does not support an increase in the salaries and allowance packages of international professional personnel at this time given the critical financial situation of the Institute. While they recognized the importance of attracting and retaining qualified personnel, the U.S. proposed that IICA maintain its current compensation package but that a certain degree of flexibility be instituted when recruiting skilled professionals, taking into consideration the particular needs of the prospective employee. They also noted that linking the IICA compensation system to that of the OAS or U.N. could prove to be financially disastrous for the Institute.

In order to finance the increases in benefits received by international professional personnel, IICA proposed three budgetary alternatives. The U.S. stated that it did not support any measures that would, in effect, reduce funding to defined hemispheric priorities, especially with regard to personnel in the area of agricultural health and food safety, and the modernization of the Institute's communications system. They therefore recommended deferring implementation of the new benefits package for salaries until the Institute's financial situation is normalized.

## 2.4 IICA's Financial Situation

The Deputy Director General, **Terry Vogt**, described the financial situation of the Institute, with emphasis on: (i) the evolution of Member State quota contributions and other Institute resources during the 1995-2003 period; and (ii) the progress made in applying the measures approved by IABA Resolution 393 for restructuring the Institute's finances.

In order to illustrate the performance of the Institute's sources of funding he indicated that, in nominal terms, on average, Member State **quotas** in the past 9 years have averaged US\$26.8 million annually and that they have been frozen since 1995; authorized **Miscellaneous Income** has ranged between US\$2 million and US\$3 million annually; and the **CATI/INR**<sup>2</sup> funds that IICA collects for managing externally financed projects have declined from US\$9.6 million in 1998 to US\$5.3 million in 2003.

The decline in Institute revenues has been affected by the following: the delay in the payment of quotas in the 1999-2003 period totals US\$17.5 million; the 4.1% annual

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<sup>2</sup> CATIs = Indirect Administrative and Technical Costs; INR = Institutional Net Rate

decline in the purchasing power of quota funds; and the reduction in Miscellaneous Income and CATIs/INR funds. At the same time, the Institute has had to address growth in the average cost of personnel (19.13% for IPP; 14.7% for LPP) and in operating expenses (for example, international airfares have increased by an average of 40% and per diems by 23.8%).

He went on to explain the measures taken by the administration to adapt the Institute's expenditures to real revenues, which includes a 30.6% reduction in its international professional personnel, a 36.1% reduction in its general services personnel. The reduction of the international professional personnel has been partially offset by a 46.3% increase in the number of local professionals. In addition, he explained the austerity policy in place to reduce operating costs and detailed the technical cooperation actions that could not be addressed, despite instructions from the Institute's governing bodies or demands from groups of countries, due to a lack of funds.

Among other measures for strengthening the Institute's finances, he mentioned that it was important for the Member States that had not done so to date to provide appropriate office facilities to IICA, with a view to reducing rental costs, and to make contributions to the Patrimonial Fund. Finally, he indicated that if the financial situation were not resolved, it would be necessary to revise the functional structure of the Institute, including the reduction of Offices and/or reducing the thematic fields in which the Institute offers technical cooperation.

## **2.5 Current situation of the collection of Member State quotas**

**Karen Kleinheinz**, Chief of the Finance Division, presented to the members of the Advisory Commission a report on the current situation (with figures to 24 May 2004) of the quotas owed by IICA's Member States and which total US\$44.6 million, as follows:



**INSTITUTO INTERAMERICANO DE COOPERACION PARA LA AGRICULTURA**  
**INFORME SITUACION DE CUOTAS POR COBRAR, POR PAIS Y POR AÑO**  
**(AL 26 DE MAYO 2004)**

PAIS	1992-97	1998	1999	2000	2001	2002	2003	SUB-TOTAL	2004	TOTAL
<b>SITUACION AL DIA</b>										
BAHAMAS	0	0	0	0	0	0	0	0	0	0
BARBADOS	0	0	0	0	0	0	0	0	0	0
CANADA	0	0	0	0	0	0	0	0	0	0
ECUADOR	0	0	0	0	0	0	0	0	0	0
EL SALVADOR	0	0	0	0	0	0	0	0	0	0
GRENADA	0	0	0	0	0	0	0	0	0	0
SAN VICENTE Y GRANAD.	0	0	0	0	0	0	0	0	0	0
TRINIDAD Y TOBAGO	0	0	0	0	0	0	0	0	0	0
<b>SITUACION REGULAR</b>										
BELICE	0	0	0	0	0	0	0	0	8,253	8,253
BOLIVIA	0	0	0	0	0	0	0	0	19,256	19,256
CHILE	0	0	0	0	0	0	103,547	103,547	148,547	252,094
DOMINICA	0	0	0	0	0	0	5,502	5,502	5,502	11,004
ESTADOS UNIDOS	0	0	0	0	0	0	0	0	12,269,412	12,269,412
GUATEMALA	0	0	0	0	0	0	19,286	19,286	35,761	55,047
GUYANA	0	0	0	0	0	0	0	0	5,502	5,502
HAITI	0	0	0	0	0	0	19,256	19,256	19,256	38,512
HONDURAS	0	0	0	0	0	0	-5,780	-5,780	19,256	13,476
JAMAICA	0	0	0	0	0	0	0	0	49,516	49,516
MEXICO	0	0	0	0	0	0	0	0	1,672,528	1,672,528
PANAMA	0	0	0	0	0	0	0	0	35,761	35,761
REP. DOMINICANA	0	0	0	0	0	0	47,625	47,625	49,516	97,141
SAN CRISTOBAL Y NIEVES	0	0	0	0	0	0	0	0	5,502	5,502
SANTA LUCIA	0	0	0	0	0	0	0	0	8,253	8,253
<b>SITUACION ESPECIAL</b>										
URUGUAY	0	0	0	0	0	61,523	71,523	133,046	71,523	204,569
<b>SITUACION MORA</b>										
<b>PAISES QUE DEBEN + DE 2</b>										
ANTIGUA Y BARBUDA	0	0	0	0	0	4,506	5,502	10,008	5,502	15,510
COLOMBIA	0	0	0	0	0	5,619	258,582	264,201	258,582	522,783
COSTA RICA	0	0	0	0	0	15,216	35,761	50,977	35,761	86,738
<b>PAISES QUE DEBEN 3</b>										
ARGENTINA	0	0	0	0	1,247,925	1,347,925	1,347,925	3,943,775	1,347,925	5,291,700
BRASIL	0	0	0	0	1,029,705	2,351,992	2,351,992	5,733,689	2,351,992	8,085,681
SURINAM	0	0	0	0	7,256	19,256	19,256	45,768	19,256	65,024
<b>PAISES QUE DEBEN 4</b>										
PARAGUAY	0	0	0	35,794	49,516	49,516	49,516	184,342	49,516	233,858
VENEZUELA	0	0	0	70,126	880,278	880,278	880,278	2,710,960	880,278	3,591,238
<b>PAISES QUE DEBEN 5 o +</b>										
NICARAGUA	96,983	19,256	19,256	19,256	19,256	19,256	19,256	212,519	19,256	231,775
PERU	0	112,786	112,786	112,786	112,786	112,786	112,786	676,716	112,786	789,502
<b>TOTAL</b>	<b>96,983</b>	<b>132,042</b>	<b>132,042</b>	<b>237,962</b>	<b>3,346,722</b>	<b>4,867,874</b>	<b>5,341,813</b>	<b>14,155,437</b>	<b>19,504,198</b>	<b>33,659,635</b>

Ms. Kleinheinz said US\$9.5 million had been collected from January 2004 to date, and explained the administration's efforts to encourage and facilitate the payment of quotas. These had consisted of: (i) follow-up to the implementation of payment arrangements or schedules formalized with several countries, and the signing of new agreements involving such arrangements; (ii) taking the necessary steps and sending information to political and budgetary authorities; and, (iii) the work of the Institute's senior management to make the cooperation provided more pertinent and to strengthen accountability.

She thanked Antigua and Barbuda, Argentina, Brazil, Costa Rica, Ecuador, Suriname, and Uruguay for the major efforts they had made to meet their financial obligations to the Institute. Finally, she explained to the members of the Advisory Commission what the situation of the Member States that owe quotas to the Institute in June 2004 would be if no new contributions were received by that date. She also outlined the measures that should be implemented in each case, according to Resolution 392 of the IABA.

The Director General explained that the Institute's financial situation was critical, and that the reduction in contributions was affecting day-to-day operations since the Institute was having difficulties covering its operating costs, renewing assets, and pushing ahead with modernization efforts. All this affected the timely delivery of cooperation services to the Member States.

IICA was also being forced to incur additional financial expenses, as it had had to resort to the use of bridge loans. The situation was a matter of great concern for the administration, which had contractual commitments to honor, such as the payment of salaries and the procurement of goods and services. In addition, management staff were having to devote time and energy to securing resources from other sources, which could weaken the focus on the execution of the biennial program approved by the IABA.

## **2.6 Discussion of the Institute's financial situation**

The members of SACMI recognized that the Institute's current financial situation was very difficult. They also acknowledged the considerable efforts made by governments of the Member States that, despite very difficult economic situations, were making contributions to reduce their arrearages with the Institute. Mr. Clark Crook-Castan, a member of the Advisory Committee, indicated that the main cause of the Institute's financial difficulties was the quota arrearages and that special attention should be attached to that problem. He also indicated that the large volume of quota arrearages reduces the Institute's capacity to provide services that address concerns shared by the Member States and that he did not think that the zero growth in quota contributions affected the Institute's capacity to provide technical services. Ms. Lourdes Cruz Trinidad, a member of the Advisory Commission, said it was difficult to consider an increase in quotas when many countries were having difficulties paying their quotas at current levels.

Mr. Oscar Ghersi requested that the following be considered: (i) the definition of the structure of quota contributions is old and no longer responds to the current situation of the countries; (ii) the validity of the concept of the criteria of equity both in terms of quota contributions and the budget allocated to the IICA Offices in the countries, and (iii) the priorities defined by the countries of the Southern Agricultural Council (CAS) and the growing need to adapt the Institute's agenda to said priorities.

During the meeting, it was noted that the current quota scale needed to be reviewed, bearing in mind that that responsibility lies with the OAS General Assembly, and that the criterion of equity in the internal allocation of the IICA budget should be maintained. The members of the SACMI recommended that the Director General present to the Executive Committee, at its Twenty-fourth Regular Meeting (July 22-23), a report on the real financial situation of the Institute, as he had to the Advisory Commission, agreeing with the Director General that the Member States will have to define how Resolution 392 should be applied, taking into account the interests of the Member States as a whole.

Mr. Oscar Ghersi, member of the Commission for Argentina, and Ms. Gladys Ayala, member of the Commission for Venezuela, recommended that the General Directorate continue its efforts to increase the relevance of its cooperation so that results yield greater returns to the countries in exchange for their contributions.

Advisory Commission members Liliana Monica Sola, of Argentina, João Henrique Hummel Vieira, of Brazil, Luis Osorio, of Nicaragua, and Gladys Ayala, of Venezuela, explained the progress made by their respective countries to comply with Resolution 392. They described the contributions made since the resolution had been approved and the actions being taken this year to reduce their arrearages. They also referred to the agreements they had reached with the General Directorate to reduce the amount owed.

To ensure that the Institute has sufficient resources for its operations and to increase the effectiveness of the measures approved by the Executive Committee and the IABA for the collection of quota arrearages, the Advisory Commission acknowledged that:

- a) It is essential that all the Member States meet their financial obligations to the Institute in a timely manner, since delays in the payment of quotas not only affects the debtor country but also has a negative impact on the work of the Institute as a whole.
- b) The Member States are making serious efforts to pay their quota arrearages. The Commission also encouraged them to meet the payment schedules they had signed with the Institute.
- c) The Administration has been making efforts, within its sphere of competence, to implement the provisions adopted at both the Twenty-fourth Regular Meeting of

the Executive Committee and at the Twelfth Regular Meeting of the IABA with regard to the collection of quota arrearages.

- d) The members of the Advisory Commission voiced special recognition of the effort made by the Government of Ecuador to meet its quota obligations, taking into account that it had a 5-year arrearage and that contributions had been made to IICA despite the country's difficult economic situation. This attitude should encourage similar decisions by other countries that owe quotas to the Institute.

### III. OTHER BUSINESS

#### 3.1 Amendments to Article 73 of the Rules of Procedure of the General Directorate

The Director General pointed out that IICA's current budget structure does not include a chapter for capital funds<sup>3</sup> to finance investments that are indispensable for maintaining buildings and renewing equipment and illustrated with figures some the pressing needs, especially in the buildings at IICA Headquarters, which are 30 years old.

Mr. Oscar Ghersi, from Argentina, recommended that, since this proposal had to be submitted to the Executive Committee: (a) the request of the Ministers of the Southern Agricultural Council (CAS) to advance toward the adaptation of IICA's Regional Technical Agenda to the needs and priorities set by that Council should be taken into account; and (b) in order to reduce the fluctuations in quota contributions, a counter-cyclical and/or reserve fund be created for funds received from the payment of quota arrearages. Ms. Luis A. Osorio, from Nicaragua, endorsed the proposal for the fund and suggested that CATI/INR funds, and funds from other sources also be included.

Mr. Daryla Nearing of Canada requested that the Director General describe scenarios with the Institute's needs and its real financing possibilities in light of the expected revenues of annual quota payments and the recovery of quotas owed. The Director General agreed with this statement in the sense that delays in the payment of quotas has created a delicate situation that must be resolved in the medium term.

The Commission recommended that the Director General continue to prepare the proposed amendments to Article 73 of the Rules of Procedure of the General Directorate with a view to including in the Program Budget a new chapter that considers these concepts. It also recommended that alternatives be identified to ensure the financial resources needed to address priority investments that have been put off due to lack of funds.

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<sup>3</sup> According to Article 73 of the Rules of Procedure of the General Directorate, the Chapters of IICA's Program Budget are: i) Direct Technical Cooperation Costs, ii) Management Costs, and iii) General Costs and Provisions. (No provision exists for capital investments.)

### **3.2 Young Professionals Program**

The Deputy Director General reported on the progress made in designing and implementing an innovative pilot program for promising young professionals, aimed at creating within the Institute a base for expanding the sources used to recruit qualified personnel in the areas that are the Institute's main priorities. The program includes; (i) the formalization of partnerships with universities, foundations and financial agencies; (ii) the design and implementation of mechanisms to facilitate the financing of the program; and, (iii) the active participation of the governments of the Member States. He also pointed out that being exposed to an international work environment, travel, and innovative subjects could motivate young professionals or students in the final years of university degree studies in fields relevant to IICA's work to participate in the program.

The members of the Advisory Commission expressed satisfaction with the progress of the initiative and recommended that the Institute take into account the OAS General Secretariat's existing accords and agreements with centers of excellence and financial agencies, and the OAS Fellowship Program, which could be additional sources for financing expansion of the program.

### **3.3 Policy on Technical Information and the Institute's New Web Portal**

Mario Seixas explained the efforts IICA has been carrying out in order to make available to the Member States relevant knowledge and information available at IICA and in other national and international institutions, through the development of the new IICA Web portal. He mentioned that this effort had been done by IICA staff after studying the most advanced portals in the network. The new portal will facilitate access to technical information and to information on the governing bodies of IICA, the Institute's work agendas through the Directorates of IICA's thematic areas<sup>4</sup>, through the Institute's Offices in its 34 Member States and through the five Regions in which it operates.

The new IICA Web portal has been designed as a knowledge-sharing mechanism and includes components for: (i) facilitating distance education, (ii) disseminating information through electronic bulletins; (iii) articulating a vast network of experts and technical specialists; (iv) disseminating information on the state of agriculture in the Member States; (v) facilitating trade; (vi) promoting discussion on vital matters of current interest; (vii) providing access to IICA publications and, (viii) in general, adding value to IICA's cooperation to its Member States.

The Director General indicated that the portal was expected to become the principal source of information on what is going on in the field of agriculture and rural life in the Americas.

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<sup>4</sup> Trade and Agribusiness, Agricultural Health and Food Safety, Technology and Innovation, Sustainable Rural Development, Education and Training, and Information and Communications.

The Commission expressed its satisfaction with the progress made in developing the Institute's new Web portal, underscored the importance of including information generated by the countries, and recommended that efforts continue to convert the portal into the principal source of information on agriculture and rural life in the Americas.

To this end, the Commission recognized the importance of involving and securing the support of the ministries of agriculture and other institutions to provide national information and to promote a greater use of this valuable instrument to support their programs and projects.

### **3.4 Progress in Strengthening the Mechanisms for Information for Management**

The General Directorate presented to the members of SACMI a background document describing the progress made by the present administration to strengthen the mechanisms for information for institutional management. The document details the main actions implemented and measures adopted to: (i) ensure that information is distributed and made available in a timely manner; (ii) strengthen feedback mechanisms; (iii) improve the quality of messages; (iv) clarify and strengthen lines of communication and relationships; and, (v) reduce excessive formal communication.

The members of the Advisory Commission expressed to the Director General their recognition of the progress made in this field.

## **IV. The IICA of the Future: Presentation by the Director General**

In his final presentation to the SACMI, at its 2004 meeting, Dr. Chelston Brathwaite stated that in order to address the challenges of the 21st Century and bring about rural development in the countries of the Americas, the creation of new institutions, or the reform of existing ones, was of fundamental importance. In the case of IICA, the current process of transformation seeks to convert it into a organization driven by the demand of its Member States. Therefore, it is working to strengthen its technical competencies, credibility, transparency and accountability, with the active participation of its Member States. He also stated that, given the framework of globalization and hemispheric integration, it is necessary to recognize that knowledge- and information-based societies will be the forces that lead change.

Transformation of the isolated rural world into a global network of prosperity requires a platform of cooperation that promotes dialogue, strengthens and expands strategic partnerships, promotes a real increase in investments in agriculture and in the rural economy, and facilitates the development of trade in the hemisphere. That platform should facilitate the achievement of global objectives and serve growing needs both at the local and national levels.

The potential of the Americas, with more than of 800 million inhabitants and a market greater than US\$20 trillion, offers the countries challenges and opportunities in a new interdependent economy that has the capacity to create companies that operate in that new

context. He mentioned, however, that this potential can only become a reality if globalization and trade liberalization are regulated by transparent, science-based rules and with instruments that ensure an equitable distribution of benefits. He manifested concern that special treatment should be afforded to small economies and to environmental issues.

The future of agriculture in the Americas requires an institution that: (i) facilitates hemispheric dialogue and the building of consensus; (ii) promotes trade, agribusiness, and the safety of agricultural products; (iii) supports efforts to combat hunger and poverty in rural communities; (iv) promotes horizontal cooperation and the sharing of experiences; (v) develops competitiveness in the agricultural sector; (vi) supports regional integration; (vii) promotes the sustainable management of natural resources; (viii) has an operating structure that serves both large countries and small ones, within the framework of a hemispheric principle of equity and equality; (ix) supports the Member States in their efforts to adjust their agriculture to the realities of free trade; and (x) focuses on the promotion of science-based trade and the removal of non-tariff barriers.

In this connection he stated indicated that IICA should be that institution, considering that it received a mandate from the Québec Summit, has a network of Offices in 34 countries of the hemisphere, and has a suitable operating framework. He pointed out that IICA's 2002-2006 Medium Term Plan is centered on people and committed to the future, adding that IICA is well positioned to facilitate hemispheric trade, contribute to the development of competitiveness, and promote prosperity in rural communities.

Dr. Brathwaite made mention of the limited flow of investment resources for development to agriculture and rural areas. He explained the vicious cycle of how inattention to rural areas generates growing rural-urban inequalities, increased rural poverty, increased migration to the cities and that this generates pressure on governments to invest ever more resources in solving urban problems. He showed how multilateral development bank investments in agriculture and rural areas have been declining.

He indicated that development banks have been reorganizing their institutional frameworks, placing agriculture under the umbrella of environmentally sustainable development. They have adopted a multisectoral approach and renewed their interest in agriculture and rural communities. This provides IICA with an excellent opportunity since it is necessary to foster a culture of social responsibility to reduce inequalities.

Referring to IICA, he underscored that its recently published code of ethics is not only a platform for transparency and credibility, but also a commitment to technical excellence. He pointed out that he visualized IICA's contribution as a leading institution in efforts to reduce poverty, promote food security, and bring about rural well-being as being focused on: (i) support for integration; (ii) the development of competitiveness and the facilitation of trade; (iii) the strengthening of rural communities; (iv) the expansion of rural development; (v) the improvement of agricultural health and food safety; and (vi) the reduction of knowledge gaps and the development of human capital.

He concluded his presentation by manifesting his commitment for IICA to attain technical leadership in the field of agricultural and rural development in the hemisphere and that,

inspired by the ideas of Henry Wallace and his colleagues who created IICA, to continue down the path of excellence in technical cooperation, including in the Institute's action new dimensions that will make it possible to develop an agenda of excellence for promoting food security and rural prosperity in the Americas.



**ANNEXES**



## PROVISIONAL SCHEDULE

### Monday, May 24, 2004

08: 00 – 21:00 Participants received at airport and taken to Hotel Bougainvillea

### Tuesday, May 25, 2004

09:00 – 09:30 Welcoming remarks and presentation by the Director General (CWDBrathwaite)

09:30 – 10:00 Modernization of human resources management at IICA (TVogt)

10:00 – 10:20 Coffee break

10:20 – 10:45 Presentation of the proposal for the modernization of human resources management (L.Landry)

10:45 – 11:30 Review and analysis of the proposed amendments to the Staff Rules (SACMI)

11:30 – 12:00 Review and analysis of the proposed amendments to the System for the Determination of Remuneration of IICA Personnel (SACMI)

12:00 – 14:00 Lunch

14:00 – 15:00 Discussion and SACMI recommendations for modernizing human resources management and amending the Institute's rules (SACMI)

15:00 – 15:20 Coffee break

15:20 – 15:50 Financial situation of the Institute (TVogt)

15:50- 16:20 Report on the collection of quotas owed to the Institute (KKleinheinz)

16:20- 17:00 Discussion on the financial situation of the Institute and on the application of the measures approved by the Executive Committee and the IABA for the collection of quota arrearages (SACMI)

17:15 Transportation from IICA to Hotel Bougainvillea

19:00 – 21:00 Reception Hotel Bougainvillea

### Wednesday, May 26, 2004

09:00 – 10:00 Analysis and recommendations on the financial situation of the Institute and the collection of quotas owed to IICA (SACMI)

10:00 – 10:30 IICA's new Web portal (MSeixas)

10:30 – 10:50 Coffee break

10:50– 12:00 Analysis of the recommendations on the modernization of human resources (SACMI)

12:00 – 14:00 Lunch

14:00 – 16:00 Drafting of the preliminary report (SACMI representatives, with IICA support)<sup>5</sup>

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<sup>5</sup> Recess for participants not involved in drafting the report.

- 16:00 – 16:15 The future of IICA (CWDBrathwaite)
- 16:15 – 16:30 Coffee break
- 16:30 – 16:40 Review and approval of the preliminary report (SACMI)
- 16:40 – 17:00 Close of the meeting
- 17:15 Transportation from IICA to Hotel Bougainvillea

Thursday, May 27, 2004

- 08:00-12:00 Transportation of participants from the Hotel to the airport.

**COMISIÓN CONSULTIVA ESPECIAL PARA ASUNTOS GERENCIALES (CCEAG)  
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