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**MINUTES OF THE TWENTY-FOURTH REGULAR MEETING OF THE  
EXECUTIVE COMMITTEE  
OF THE INTER-AMERICAN INSTITUTE FOR COOPERATION ON  
AGRICULTURE**

The Twenty-fourth Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture (IICA) was held in accordance with the provisions contained in the Rules of Procedure of the Executive Committee and in that Committee's Resolution IICA/CE/Res.406(XXII-O/03).

The 2004 Executive Committee was made up of the following countries: Argentina, Bahamas, Barbados, Chile, Colombia, Dominican Republic, El Salvador, Guatemala, Peru, United States of America, Suriname and Venezuela.

**PREPARATORY SESSION**

0.1 *Opening of the session*

0.1.1 The Preparatory Session of the Twenty-fourth Regular Meeting of the Executive Committee was called to order at 08:15 on July 22, 2004, in the United States/Canada Room at IICA Headquarters. It was chaired by Ambassador Louise Leger, Representative of Canada, the country that chaired the Twenty-third Regular Meeting of the Executive Committee, held on July 23-24, 2003.

0.1.2 The Representatives of all the Member States comprising the Executive Committee were present.

0.2 *Agreements*

0.2.1 Agenda of the Meeting

The agenda presented in document IICA/CE/Doc.439(04) was approved. It was announced that the working and other documents for this meeting had been placed in the Representatives' folders, and had also been posted on IICA's website, in the Executive Committee section, 45 days prior to the meeting, pursuant to Article 20 of the Rules of Procedure of the Executive Committee. The two exceptions were the Tenth Report of the Audit Review

Committee, which was delivered on July 14, and the proposed amendments to the Staff Rules and the Remuneration System, working documents which fall under the subject of Modernization of the Human Resources Management System of the Institute, which had to be adjusted in light of recommendations put forth at the 2004 meeting of the Special Advisory Commission on Management Issues, held in San Jose, Costa Rica, on May 25-26, 2004.

#### 0.2.2 Working Committees

It was decided that no working committees would be set up and that all matters would be addressed in the Plenary. It was also decided that committees would be set up if and when it became necessary during the meeting.

#### 0.2.3 Election of the Chair and Rapporteur of the meeting

The Committee elected Mr. Bernardo Lopez, Deputy Minister of Agriculture of Guatemala, to chair the meeting. It was then proposed that Mr. Oscar Ghersi, Senior Internal Auditor of the National Technology Institute of Argentina, serve as Rapporteur. The motion was approved.

The officers of the meeting were elected as follows:

Chairman:	Bernardo Lopez
Rapporteur:	Oscar Ghersi
<i>Ex officio</i> Secretary:	Chelston W. D. Brathwaite

The Director General welcomed the Representatives to the Executive Committee, congratulating the Representative of Guatemala on being elected to chair the meeting, and the Representative of Argentina on being designated to serve as Rapporteur.

#### 0.2.4 Duration of the meeting

The plenary agreed to hold the closing session of the meeting on Friday, July 23, 2004, at 18:00, as proposed by the Technical Secretariat of the meeting.

0.2.5 Deadline for Submitting Proposals

Friday, July 23 at 12:00 was set as the deadline for submitting proposals for new draft resolutions.

0.2.6 Right to Vote of the Countries

The Director General asked the Legal Advisor for an opinion regarding application of Article 24 of the Convention on the Institute, vis-à-vis the right to vote of those Member States that were more than two years behind in the payment of their quotas.

The Legal Advisor explained this Article, noting that the Executive Committee was empowered to allow even those countries that are in arrears to exercise their right to vote, provided the failure to pay was beyond the control of the Member State.

The Director General gave the floor to the Representatives of the Member States in arrears so that they might explain their situation to the Plenary.

The Representatives of Peru, Suriname, Venezuela, Argentina and Colombia explained why they had been unable to fulfill their commitments, and described efforts under way to honor their financial obligations to the Institute.

The Director General acknowledged the efforts the Member States were making to bring their quota payments up to date, underscored the importance of adhering to the payment plans agreed upon and expressed appreciation for their pledges to continue supporting the Institute.

It was decided that all Member States present would be able to exercise their right to vote.

0.2.7. Order of Precedence of the Member States

Pursuant to Article 41 of the Rules or Procedure of the Executive Committee, the order of precedence was established, beginning with Guatemala, the Member States whose Representative would be chairing the meeting. Thereafter, alphabetical order in Spanish would be followed.

4 Twenty-fourth Regular Meeting of the Executive Committee

0.3 *Close of the Session*

0.3.1 The session was adjourned at 9:00.



## FIRST PLENARY SESSION

### 1.1 Opening of the session

1.1.1 The First Plenary Session of the Twenty-fourth Regular Meeting of the Executive Committee was called to order at 9:05. The Director General welcomed the Representatives, Observers and invited guests. He announced that the Representative of Guatemala, Bernardo Lopez, had been elected to chair the meeting, and that Oscar Gherzi, from Argentina, would serve as Rapporteur.

### 1.2 Message from the Director General

1.2.1 The Director General made a presentation on: (i) the process of change and institutional modernization and, (ii) the results generated. Also, he announced that in his address at the close of the Executive Committee he would offer a vision of the future for IICA.

1.2.2 As regards the process of change and institutional modernization, he mentioned that an integrated management framework had been adopted, as recommended by the Special Commission on Management Issues. He noted that a key aspect of the process was the establishment of a new relationship with the Member States based on participation, transparency and accountability, by means of the joint preparation and implementation of cooperation agendas at the national, regional and hemispheric levels.

1.2.3 With regard to the increased capacity to provide cooperation to the Member States, he referred to the establishment of the new Trade, Agribusiness and Food Safety Program, headquartered in Miami, which focuses on cooperation with the private sector; the establishment of an Agro-tourism Linkages Center in Barbados intended to strengthen linkages between agriculture and tourism, with a view to developing new sources of employment and income in rural areas; the creation of the new Trade Policies and Negotiations Unit, which will center its efforts on enhancing the capabilities of the Member States to engage in free trade agreements; and progress in consolidating strategic partnerships with international organizations such as PAHO, FAO, ECLAC and IFPRI, and the General Secretariat of the OAS.

1.2.4 He also explained what IICA was doing to support the Member States in their efforts to comply with the mandates of the Summits of the Americas

and, in particular, the implementation of the AGRO 2003-2015 Plan of Action.

1.2.5 As for direct technical cooperation services, he pointed out the most important results of IICA's work in the fields of agribusiness, trade, agricultural health, promotion of rural communities, development of human capital, promotion of environmental management and technology and innovation. He also brought up changes under way within the General Directorate designed to make the Institute's work more effective.

1.2.6 He then informed the Representatives of the work being done by the Institute in support of hemispheric and regional integration, highlighting the most important efforts in each region (Andean, Caribbean, Central, Northern and Southern).

1.2.7 In closing, he restated the Institute's commitment to support the efforts of the Member States to comply with the Millennium Development Objectives, especially that of cutting rural poverty in half by the year 2015. He concluded his remarks by stating that, while it was true that the institutional transformation process was on track and the Institute was delivering high-quality technical cooperation services, further progress would be impossible unless the financial situation improved.

1.3 Financial Situation of the Institute (IICA/CE/Doc.445(04))

1.3.1 Mr. Terry Vogt, Deputy Director General and Director of Finance, spoke on progress in the collection of quotas owed to the Institute, and compliance with Resolution 392 of the Eleventh Regular Meeting of the Inter-American Board of Agriculture (IABA), which established a number of measures aimed at encouraging the countries to pay their quota arrearages.

1.3.2 He referred briefly to the difficult financial situation faced by the Institute, and informed the Executive Committee of the measures taken to reduce costs through the use of modern communication systems, cutbacks in expenditures that have the least impact on direct technical cooperation services, and delays in hiring personnel. He then introduced Mrs. Karen Kleinheinz, Head of the Finance Division, so that she could provide more detailed information on the collection of quotas owed to the Institute as of July 2004, in light of the measures established in IABA Resolution 392.

- 1.4 Progress Report on the Collection of Quotas owed to the Institute (IICA/CE/Doc.446(04))
- 1.4.1 Mrs. Karen Kleinheinz, Head of the Finance Division, made a detailed presentation, based on Resolution IICA/JIA/Res.392(XII-O/03), regarding the collection of quotas owed to the Institute by the Member States. Even though 11 countries were totally up to date in the payment of their quotas through 2004, and 12 had made partial payment of their 2004 quotas, she said the Executive Committee would have to decide how to proceed vis-à-vis the right to vote of those countries that still owed quotas to the Institute. She offered exact figures on the amount owed by each Member State in arrears and described the payment plans agreed upon with certain Member States. She also described the measures taken by the Administration to facilitate the collection of quotas, and the efforts made to persuade debtor countries to pay their arrearages. She concluded by underscoring the importance of the Member States' not falling behind in the payment of their quotas, so that the Institute could continue to provide quality and timely technical cooperation.
- 1.4.2 The Executive Committee left the room for a recess.
- 1.5 Discussion of the implementation of IABA Resolution 392 on the collection of quota contributions owed to the Institute
- 1.5.1 The Representative of Colombia proposed setting up a commission comprising members of the Executive Committee to analyze IICA's financial situation and quota arrearages and submit recommendations to the Plenary.
- 1.5.2 The Chair proposed that, since there was consensus regarding the proposal put forth by the Representative of Colombia, the discussion in the Plenary focus on establishing terms of reference for the commission. As regards the deadline for the presentation of the report, he suggested that the same deadline set for submitting proposals (Friday, July 23 at 12:00) apply in this case. Also, he recommended that the commission take into consideration the financial sustainability of the Institute.
- 1.5.3 The Representative of Argentina recommended that the commission consider the financial arrangements reached between several Member States and IICA, and the ability of the Member States to pay given their current economic situation.

- 1.5.4 The Observer Representative of Brazil endorsed creation of the commission, expressing concern over the fact that those Member States in arrears whose delegation comprised only one member would not be able to participate in the commission.
- 1.5.5 The Chair recommended that all these points be considered by the commission. He then invited the Member States to set up the commission. Its members were the Representatives of Argentina, Colombia, United States of America and Peru, and the Observer Representatives of Canada and Brazil.
- 1.5.6 The Director General thanked the Representatives for their willingness to try to identify more effective mechanisms for collecting quotas, and offered the commission any support it needed to perform its duties. As regards the recommendation put forth by the Representative of Argentina, to consider the ability of the Member States to pay given their current economic situation, he recalled that IICA, in compliance with its Convention, uses, in calculating the quotas of its Member States, the formula applied by the Organization of American States.
- 1.6 *Financial Statements of the Institute for 2003 and Report of the External Auditors(IICA/CE/Doc.443(04))*
- 1.6.1 The Head of the Finance Division presented the Financial Statements and the Report of the External Auditors, noting that IICA's Financial Rules require that an external audit be conducted at least once a year. She reported that the audit for 2003 was conducted by the firm of Deloitte & Touche. She underscored efforts made by the Administration to address observations noted on previous audits.
- 1.6.2 The Chair thanked her for her presentation and opened the floor for discussion.
- 1.6.3 The Observer Representative of Canada acknowledged the Institute's efforts to collect overdue quotas, and asked for more information on the reasons for the increases in travel and maintenance expenses seen in the Financial Statements.
- 1.6.4 The Head of the Finance Division explained that the increase in travel expenses was due not only to higher airfares and other costs, but also to changes in the structure of the Institute. One such change was the

replacement of international personnel with Regional Specialists, who must travel from country to country in response to requests for assistance. Also, she said that repairs that could no longer be put off were finally made last year at Headquarters.

- 1.6.5 The Director General stated that the Administration was making every effort to reduce expenditures and handle its financial resources prudently. He added that the increase in expenditures was due to: an increase in horizontal technical cooperation, investments in maintenance, increases in the fixed costs of the IICA Offices in the Member States, and the need for the regional specialists and the specialists at Headquarters to monitor and participate in the implementation of national and regional agendas.
- 1.6.6 The Chair congratulated the Head of the Finance Division and her staff for a job well done, which was evident in the audited Financial Statements of the Institute.
- 1.7 *Tenth Annual Report of the Audit Review Committee (ARC) of IICA (IICA/CE/Doc.444(04))*
- 1.7.1 The Chair reported that the person responsible for presenting the report had been unable to arrive in Costa Rica, and suggested that it be presented the following day. The motion was approved.
- 1.7.2 The Observer Representative of Mexico offered her apologies and explained the cause of flight cancellations in Mexico City, and that this had prevented the members of her delegation, and the Chairman of the ARC, from being present.
- 1.8 *Technical Cooperation Strategies and Results: Knowledge Management in Action*
- 1.8.1 The Assistant Deputy Director General and Director of the Technical Cooperation Secretariat offered detailed information, by country, area of action and region, on the technical cooperation actions carried out by the Institute in 2003.
- 1.9 *Close of the Session*
- 1.9.1 The First Plenary Session was adjourned at 12:30.



## SECOND PLENARY SESSION

### 2.1 *Opening of the session*

2.1.1 The Second Plenary Session of the Twenty-fourth Regular Meeting of the Executive Committee was called to order at 14:20, under the chairmanship of the Mr. Bernardo Lopez, Representative of Guatemala.

### 2.2 *Acknowledgement of Ministers of Agriculture*

2.2.1 The Director General paid tribute to Mrs. Lynette Stanziola Apolayo, Minister of Agricultural Development of Panama, and Mr. Eligio Jaquez Cruz, former Secretary of State for Agriculture of the Dominican Republic, represented on this occasion by Her Excellency, the Ambassador of the Dominican Republic in Costa Rica, Mrs. Margarita Toribio de Aquino. He underscored the many valuable contributions both had made to the Institute, their outstanding performances as Chair of the Inter-American Board of Agriculture, and their support in securing consensus among the Member States for the adoption of the Ministerial Declaration of Bavaro and the approval of the AGRO 2003-2015 Plan of Action. The Director General then presented commemorative plaques to Mrs. Stanziola and Ambassador Toribio de Aquino.

### 2.3 *Presentation by the Director of the Area of Agribusiness Development*

2.3.1 The Director of the Area of Agribusiness Development described progress in the implementation of the Inter-American Program for the Promotion of Trade, Agribusiness and Food Safety. He explained that the Program was created in response to requests from people in the private sector interested in being able to access global agricultural markets on a competitive and sustainable basis.

2.3.2 He noted that the goal of the Program was to integrate IICA's technical cooperation programs, with a view to creating competitive agribusinesses. He then explained the strategic actions and technical cooperation activities being carried out at present. He concluded by saying that the challenges at the moment were to strengthen the institutions with which the Area of Agribusiness Development works, to gain access to additional resources and to develop human capital.

- 2.3.3 The Director General explained that this Program was a new effort to work with the private sector, a key player in the development of rural areas in the Americas. Also, he noted that this initiative was intended to strengthen the linkages between agriculture and international markets.
- 2.3.4 The Observer Representative of Panama asked what the Program's experience had been in dealing with the topic of non-tariff barriers to trade. The Director of the Area of Agribusiness Development explained that the Institute, through this Program, did not intervene in trade relations between countries, but rather focused on the provision of information and know-how that can be used to take advantage of trade opportunities on international markets.
- 2.4 *Progress Report on Implementation of the Agricultural Health and Food Safety Program and on Compliance with Resolution 382 of the Inter-American Board of Agriculture on the Overall Assessment of the Program*
- 2.4.1 The Director General offered an introduction to the presentation of the Director of the Area of Agricultural Health and Food Safety, noting that a working plan had been presented at the Twenty-third Meeting of the Executive Committee in response to the overall assessment of the Agricultural Health and Food Safety (AHFS) Program. He explained that the following report would deal with progress in implementation of the Plan.
- 2.4.2 The Director of the Area of Agricultural Health and Food Safety reported on progress in the implementation of IABA Resolution No. 382. He described the performance evaluation conducted of the national agricultural health and food safety services, and presented the *performance, vision and strategy* instrument developed to improve relevant national services and the information instruments used. Also, he acknowledged the support IICA's Member States received from the World Organization for Animal Health (OIE).
- 2.4.3 He called particular attention to the increased participation of the countries of the Americas in the meetings of the WTO Committee on Sanitary and Phytosanitary (SPS) Measures. He underscored the many roles played by AHFS services today, and stressed the fact that, for the Program to be successful, all actions taken should be in line with the strategic lines of action of the Institute.
- 2.4.4 The Chair opened the floor to the Representatives.



- 2.4.5 The Observer Representative of Guatemala, the Representatives of El Salvador and Colombia, and the Observer Representative of Canada expressed satisfaction with the work of the Directorate of Agricultural Health and Food Safety and the Offices in the countries. They underscored the importance of sanitary and phytosanitary issues in trade negotiations and recommended that more institutional resources be earmarked for this thematic area.
- 2.4.6 The Representative of El Salvador and the Observer Representative of Canada announced that they would be presenting a draft resolution aimed at strengthening the Institute's capabilities in this area.
- 2.4.7 The Representative of Peru also expressed a positive opinion of the Program, and called attention to the active participation of his country in the WTO SPS Committee thanks to IICA's support. He expressed concern over the impact of an increase in funding for this Thematic Area on the other Areas, given the frozen quota budget and the considerable amount of quotas owed to the Institute.
- 2.4.8 The Representative of the United States of America pointed out that the process undertaken by IICA was successful and useful, had had an impact in the countries and had been recognized by organizations such as the WTO.
- 2.4.9 The Director General expressed appreciation for the comments from the Representatives and highlighted the importance of technical cooperation in the area of sanitary and phytosanitary measures in times of more open trade. He acknowledged that the demand for such cooperation was great and that additional resources were needed to meet it. He recommended that countries interested in seeing more done in the field of AHFS make specific contributions, just as had been done in the past in compliance with recommendations of the Executive Committee and IABA calling for the Member States to strengthen the Institute's priority programs.
- 2.4.10 The Technical Secretary noted that in Resolution 390, Special Expenditures Financed by the General Subfund, a budget of US\$1 million was approved for AHFS. He went on to say that the use of these resources was subject to the collection of quota arrearages.
- 2.5 *Following up on the Resolutions of IICA's Governing Bodies*
- 2.5.1 The Technical Secretary presented reports on compliance with the resolutions of the Twenty-third Regular Meeting of the Executive

Committee and the Twelfth Regular Meeting of the Inter-American Board of Agriculture, which revealed compliance with many of them.

2.6 Draft Resolutions

2.6.1 The Chair submitted the following draft resolutions to the consideration of the plenary: (i) 2003 IICA Annual Report ; (ii) Progress Report on the Implementation of IICA's 2002-2006 Medium-Term Plan and the Process to Transform the Institute; (iii) IICA's Action in the Areas of Trade, Agribusiness, Agricultural Health and Food Safety; (iv) Compliance with the Resolutions of the Executive Committee and the Inter-American Board of Agriculture regarding the Assessment of IICA's Agricultural Health and Food Safety Program; (v) Strengthening of Internal Communication Mechanisms for Management; (vi) Status of the Resolutions of the Twenty-third Regular Meeting of the Executive Committee; and (vii) Status of the Resolutions of the Twelfth Regular Meeting of the Inter-American Board of Agriculture. The Rapporteur read out the operative paragraphs of each resolution, all of which were approved as read.

2.7 Draft resolution regarding funding, by IICA, for the participation of Member States in the SPS Committee of the WTO

2.7.1 The Representative of the United States of America expressed support for the draft resolution. She proposed reversing the order of the two operative paragraphs, and changing the wording of the second to read: "IICA to assign funds, subject to financial availability, to facilitate the participation of IICA Member States in the October 2004 session of the SPS Committee of the WTO, on capacity building in SPS."

2.7.2 The Director General stated that the Institute was committed to supporting actions related to agricultural health and food safety, and that the Administration supported the draft resolution. He asked the Member States to be more specific regarding strategies and possible mechanisms for supporting the Institute in its efforts to obtain financial resources from multilateral and regional banks.

2.7.3 The Representative of the United States of America recalled that, at the meeting of the SPS Committee held in June 2004, the Deputy Director General of IICA had mentioned the possibility of submitting a project to the IDB, which could be supported by the United States of America.

- 2.7.4 The Deputy Director General said that a document would be prepared which could be used to present proposals for financial support from the IDB and regional development banks.
- 2.7.5 The Director General proposed adding a third operative paragraph to the draft resolution that would reflect IICA's commitment to prepare a proposal to be submitted to multilateral banks for financing.
- 2.7.6 The Chair asked the Secretariat to prepare a new version of the draft resolution, containing the proposed changes.
- 2.8 *Close of the session*
- 2.8.1 The Second Plenary Session was adjourned at 17:30.



**THIRD PLENARY SESSION**

- 3.1 Opening of the session
- 3.1.2 The Representative of Guatemala, in his capacity as Chair of the Twenty-fourth Regular Meeting of the Executive Committee, called the Third Plenary Session to order at 8:45.
- 3.2 Tenth Annual Report of the Audit Review Committee (ARC)  
(IICA/CE/Doc. 444(04))
- 3.2.1 Mr. Luis Carlos Gutierrez, in his capacity as a member of the Audit Review Committee, read the report on the Committee's tenth annual meeting, held on May 19-20 of this year. He called attention to the following points: i) IICA's delicate economic situation given the increase in quotas owed to the Institute, despite approval of Resolution 392 by the IABA in 2003; as a result, they recommended that the audited financial statements for 2004 reflect how difficult it would be for IICA to continue operating under such precarious financial conditions; ii) line of credit from the bank: IICA found it necessary to resort to a line of credit to cover recurrent expenses given delays in the payment of quotas; iii) Institutional Net Rate (INR): in the interest of greater transparency, the ARC recommended that the Administration provide more detail regarding expenditures for contracts, works, donations and allowances; and iv) internal audit unit: the ARC recommended placing greater emphasis on the review of internal controls in the Offices, based on their level of importance and by activities, and adhering more closely to the Financial Rules.
- 3.2.2 The Representative of the Bahamas wondered why the Institute still had an open line of credit with the Bank of America. The Deputy Director General clarified that the line of credit was still open because it was a practice which, in the case of late or non-payment of quotas, enabled the General Directorate to manage the Institute's cash flow and cover temporary shortfalls. He went on to say that IICA had repaid its loan of US\$1.5 million in May 2004 and no money was now owed under the aforementioned line of credit.
- 3.2.3 The Director General expressed heartfelt appreciation to the members of the Audit Review Committee for their work, and congratulated them for certifying the efficiency and transparency with which the Institute's financial resources were managed.

3.3 Special Commission on Quotas owed to the Institute

3.3.1 The Deputy Director General reported that the Special Commission, which was given the task of analyzing the situation of the Member States vis-à-vis the payment of quotas to IICA, was progressing in its work. He invited the delegations of Venezuela, Suriname, Brazil and Costa Rica to join the Commission for the session that was about to begin.

3.4 *Draft Resolution on Agricultural Health and Food Safety*

3.4.1 The Chair thanked several delegations for having presented a draft resolution on agricultural health and food safety. He added that the Plenary would soon be considering a group of draft resolutions on matters dealt with in the first two plenary sessions, including one on this subject.

3.5 *Modernization of Human Resources Management*

3.5.1 Toward a Smart Parity System (IICA/CE/Doc. 447(04))

3.5.1.1 Ms. Linda Landry, Director of Human Resources, presented the report, explaining that the objectives of the plan to modernize human resources management were to attract and retain the best staff, create a positive working environment and offer an equitable and fair remuneration package to Institute personnel. Under the new system, the criteria on which salary increases were based had been changed, from a system based on seniority to one based on performance. Also, the classification system and the methods for determining changes in the salary scale in the countries had been improved. She added that new recruitment and selection tools had been adopted, and that the performance appraisal system had been enhanced with the inclusion of individual work plans and incentives for good performance, including the Director General's Awards for Excellence. Moreover, human resource development programs had been introduced.

3.5.2 Proposed Amendments to the Staff Rules (IICA/CE/Doc.448(04)) and Proposed Amendments to the System for the Determination of Remuneration of IICA Personnel (IICA/CE/Doc.449(04))

3.5.2.1 IICA's Legal Advisor explained the reasons for all the proposed changes to the Staff Rules and the System for the Determination of Remuneration of IICA Personnel. Also, he acknowledged the contributions made to both proposals by the members of the Special Advisory Commission on Management Issues, at its meeting on May 25-26, 2004.

- 3.5.2.2 The Representative of the Bahamas referred to the System for the Determination of Remuneration of IICA Personnel, and asked for clarification regarding the beneficiary of the bonus in case of the death of the staff member.
- 3.5.2.3 The Legal Advisor explained that the designation of beneficiaries form signed by the staff member and presented to the Directorate of Human Resources resolved this situation. He suggested leaving the wording unchanged, explaining that neither the OAS nor IICA had had any problems in connection with this practice.
- 3.5.2.4 The Representative of Suriname asked for clarification as to the meaning of the words “shall advise the Director General on other human resources matters” and “at least one of whom shall be a Headquarters staff member appointed by the Staff Association,” contained in Rule 1.3 of Chapter I of the Staff Rules. He suggested that subparagraph 5.8.1 be amended to read that the evaluation would take place once a year, rather than “at least once a year.”
- 3.5.2.5 The Legal Advisor explained that the Rules of Procedure of the General Directorate allowed for the participation of staff members in matters dealing with human resources management. He added that the practice of involving personnel has been a positive experience.
- 3.5.2.6 The Director of Human Resources clarified that the use of the term “other” enabled the Human Resources Advisory Committee (HRAC) to expand its scope of action on matters related to human resources management. As for the frequency of the evaluations, the amendment made it possible to conduct more than one evaluation per year in special cases, and ensured that at least a mid-term evaluation would be conducted, given the fact that International Professional Personnel (IPP) contracts are biennial. She added that, under the previous system, evaluations were conducted every two years, making it impossible to evaluate performance at the mid-point in a contract.
- 3.5.2.7 The Representative of Barbados suggested eliminating the word “also” in Rule 1.3 of the Staff Rules.
- 3.5.2.8 The Representative of the United States of America and the Observer Representative of Canada congratulated the Administration on the amendments made to both sets of rules. They expressed concern over the possible financial repercussions of the proposed changes.

- 3.5.2.9 The Legal Advisor and the Director of Human Resources clarified that the proposed amendments corrected inconsistencies in the rules and contributed to the process of modernizing the human resources management system. Also, the result would be intelligent parity, bringing IICA's remuneration levels more into line with, but not matching exactly, the systems of organizations such as the OAS and the UN. They added that the Institute's financial situation had been considered in proposing these amendments.
- 3.5.2.10 The Director General explained that, thanks to the reduction in the time between performance evaluations from two years to one, it would now be possible to make decisions regarding transfers, promotions, changes in duties or dismissals in a more timely manner. He noted that the financial repercussions of this measure were reflected in the 2003-2004 Program Budget, meaning that its adoption would not result in increases in programmed expenditures. He noted that the practice of granting a bonus for performance offered advantages over a step system, including the fact that the bonus would not be applied to the base salary and, therefore, would not be cumulative, and that, in times of severe financial restrictions, the situation could be explained to the staff and the bonuses suspended temporarily.
- 3.5.2.11 The Representative of Chile congratulated the General Directorate on the proposed amendments to the Performance Evaluation System. She expressed concern over the possibility that some evaluators may tend to avoid giving low ratings even when justified, in order to please or ingratiate themselves with their evaluatees.
- 3.5.2.12 The Deputy Director General and Director of Administration and Finance and the Director of Human Resources explained that an analysis of the ratings given under the new system yielded positive results. They added that statistical analyses of the evaluations revealed a nearly normal distribution of results.
- 3.5.2.13 The Representative of the United States of America congratulated the Director General for the outstanding manner in which he had managed the Institute's resources in dealing with the current financial crisis. He said that even though the financial situation was critical, it was necessary to keep hemispheric priorities in mind, especially in the area of Agricultural Health and Food Safety. He expressed his willingness to collaborate with the General Directorate in the identification of mechanisms for attracting qualified personnel, and underscored the importance of avoiding the application of standard benefits packages.



- 3.5.2.14 The Director of Human Resources and IICA's Legal Advisor thanked the Representatives of the Member States for the comments and observations.
- 3.5.2.15 The Chairman asked if there were any further comments on the proposed amendments to the Staff Rules and the System for the Determination of Remuneration for IICA Personnel. There being no further comments, he asked the Technical Secretary to explain the procedure to be followed.
- 3.5.2.16 The Technical Secretary indicated that the modifications proposed by the Representatives and endorsed by the Plenary would be incorporated into the draft resolutions, which would be read aloud by the Rapporteur later in the meeting.
- 3.6 *Granting of Title of Emeritus*
- 3.6.1 The Technical Secretary explained that the Director General, using the powers conferred upon him in Article 16 of the Rules of Procedure of the General Directorate, was proposing as candidates for the title of Emeritus, Mr. Alfonso Chirinos Almanza, Mr. Gonzalo Estefanell Barbato and Mr. Mario Infante Olano, adding that the Directorate of Human Resources had certified that all met the requirements established in the Institute's rules of procedure relevant to the bestowal of this title.
- 3.6.2 The Director General added that all three nominations were based on the Institute's rules of procedure. He underscored the qualities of the candidates and said that he felt honored to have worked with them at IICA over the years.
- 3.6.3 The Technical Secretary added that a draft resolution would be presented to the Plenary later to grant title of emeritus to the persons mentioned in 3.6.1 above.
- 3.7 *Implementation and Follow-up of the AGRO 2003-2015 Plan (Resolution IICA/JIA/Res.387(XII-O/03))*
- 3.7.1 The Director of the Office for Follow-up of the Summit of the Americas Process noted that in the document "Hemispheric Ministerial Agreements 2001 and 2003" attention was called to the fact that the agreement reached at the Second Ministerial Meeting on Agriculture and Rural Life had been elevated to the level of a presidential mandate in the Declaration of Nuevo Leon, issued at the Special Summit of the Americas held in 2004. He then

made an audiovisual presentation describing the preparation of the AGRO 2003-2015 Plan, and IICA's role in supporting same.

- 3.7.2 He then presented a progress report on agriculture and rural life in the Summit of the Americas, and the 2004-2005 ministerial process for implementing the AGRO 2003-2015 Plan, which consisted of three parts: (i) the political framework for agriculture and rural life in the Americas; (ii) the AGRO 2003-2015 Plan in the countries and the regions; and (iii) the commitments in the 2004-2005 ministerial process. At the end of the report, he underscored the four tasks carried out by the Ministerial Delegates in their countries: to promote dissemination of the Plan at the national level; to review the national strategy in light of the 40 strategic actions of the Plan; to identify actions unforeseen in the strategies which had to be coordinated with other ministries and other private groups; and to prepare the progress report on the first hemispheric agenda 2003-2005 of the AGRO Plan. He indicated that the information received from Argentina revealed the need to involve other ministries and the private sectors in the execution of specific actions not promoted by the Secretariat of Agriculture; emphasized the importance of having the Ministers of Agriculture designate or confirm their Ministerial Delegates, and name a Deputy Delegate and a technical team they would work with; and reiterated IICA's commitment to support them.
- 3.7.3 Next, he presented the timetable for preparing for the Third Ministerial Meeting. To do this, he explained the timetable of the Summit of the Americas process presented by Foreign Minister Bielsa of Argentina at the most recent meeting of the SIRG, held in Quito within the framework of the OAS General Assembly. That timetable called for the Fourth Summit of the Americas to be held in early November 2005, and for the last meeting of the SIRG prior to the Fourth Summit to be held in early September 2005, at which time the results of the Third Ministerial meeting would be presented. He pointed out that, in order to consolidate the positioning of agriculture and rural life in the Fourth Summit of the Americas, the Ministerial Delegates had to reach consensus on the hemispheric agenda for 2006-2007, and on the proposal to be made to the Fourth Summit of the Americas, to be held on August 30-31, 2005. He then presented the timetable of the 2004-2005 ministerial process.
- 3.7.4 The Director General explained that the report reflected accurately the key aspects of the ministerial process. He added that IICA supported the Delegates and their teams through the Offices in the countries. He called attention to the fact that the Argentine experience made it clear that the mandate of the Ministries of Agriculture, endorsed by the Presidents at the

Special Summit, demanded the participation of other ministries and the private sector to be able to tackle the challenge of poverty.

- 3.7.5 The Representative of El Salvador reported that, as part of the ministerial process, a workshop on the socialization and validation of a strategy for economic growth and the reduction of poverty had been held recently in his country. He also mentioned that the document “Agricultural and agroindustrial policy actions – Pact for employment 2004-2009” had been prepared, in line with the Hemispheric Agenda of the AGRO Plan. He also noted that the implementation of the 2003-2015 AGRO Plan was the responsibility of the countries, and that support from IICA was vital.
- 3.7.6 The Representative of Peru noted that follow-up of the policies and presidential mandates was crucial. He stated emphatically that the most serious problem with the Summits (Ibero-American, of the Americas, of South America, etc.) was that there was no follow-up to ensure compliance with same. He mentioned that, therefore, IICA had a fundamental role to play both in providing such follow-up and in proposing concrete initiatives that would make it possible to comply fully with the mandates and more clearly define programs.
- 3.7.7 The Observer Representative and Ministerial Delegate of Ecuador reported on progress in implementing the AGRO 2003-2015 Plan and highlighted actions being taken by the Government of Ecuador to disseminate information on and implement same, especially the review of the national agricultural development strategy, which involved 16 commodity-specific advisory councils and six negotiation groups, and the establishment of an information system in support of dialogue and follow-up on matters related to agriculture and rural life. He also reported that, as regards implementation of the AGRO 2003-2015 Plan, a representative of the private sector had been appointed as Deputy Delegate, as had a technical team to provide support. This group would be responsible for preparing the report on compliance with the 2003-2005 Hemispheric Agenda and supporting the preparation of the second biennial Hemispheric Agenda for 2006-2007 and the Ministerial Proposal for the Fourth Summit.
- 3.7.8 The Ministerial Delegate of Ecuador reported on preparations for the Third Ministerial Meeting (August 30-31, 2005) and the Thirteenth Regular Meeting of the Inter-American Board of Agriculture (September 1-2, 2005), both scheduled for Ecuador. He reported that a sub-committee for logistics had been set up, with members in Quito and Guayaquil, to provide support to the General Coordinator of the meetings. He was hopeful that the farmers

of the Americas would benefit from these important hemispheric meetings. Lastly, he presented a memento of his country to the Director General.

3.7.9 The Director General expressed his appreciation to the Ecuadorian Ambassador to Costa Rica, Mr. Juan Miguel Leoro Almeida, and Mr. Emilio Barriga Andino, and acknowledged the solid support of the Government of Ecuador for the Third Ministerial Meeting and the Thirteenth Regular Meeting of the Inter-American Board of Agriculture, in compliance with IABA Resolution 387, in which the Government of Ecuador offered to host both.

3.8 Close of the session

3.8.1 The Third Plenary Session was adjourned at 12:52.

**FOURTH PLENARY SESSION**4.1 *Opening of the session*

4.1.1 The Representative of Guatemala, in his capacity as Chair of the Twenty-fourth Regular Meeting of the Executive Committee, called the Fourth Plenary Session to order at 14:15.

4.2 *Implementation and Follow-up of the AGRO 2003-2015 Plan (continuation)*

4.2.1 The Representative of Guatemala reported on implementation of the AGRO 2003-2015 Plan in his country and showed how the policies and objectives of the government of Guatemala coincided with the objectives of the Plan. He also spoke of the different programs, projects and other actions called for in the agricultural policy for 2004-2007, which are consistent with the twelve cells of the “agri-system” matrix, which represents the conceptual and methodological base of the AGRO Plan.

4.2.2 The Chair of the Committee and Ministerial Delegate of Guatemala acknowledged the efforts of the IICA Office in Guatemala, which helped the government update its policies in light of the AGRO 2003-2015 Plan.

4.2.3 The Observer Representative of Costa Rica expressed appreciation for the Institute’s assistance in achieving the objectives of the AGRO 2003-2015 Plan. He mentioned that, as in the case of Guatemala, the public agricultural sector in Costa Rica was busy preparing, in conjunction with the production sectors, a strategy for competitiveness, sustainability and equity entitled “AGRO 21,” which contains proposals very much in line with the AGRO 2003-2015 Plan. He reported on the launching of a joint strategy with some 43 agricultural production chains, in which agreement had been reached with key players on problems and possible solutions, as well as what they needed from the institutions of the agricultural and other sectors. They had also determined what the institutions could do in response to the demands of the production sectors.

4.2.4 The Observer Representative of Costa Rica also reported on a new way of working with production-related organizations, in which the public and private sectors define, jointly, policies and plans of action for the agricultural production chains, and establish what are known as “agreements on competitiveness between the public and private sectors,” adding that

several projects set forth in the National Agenda had already been approved, as had external funding for some.

4.3 Young Professionals Program

4.3.1 The Director of Human Resources reported on progress in developing the Young Professionals Program, explaining that it was in the developmental stage and was intended to benefit both the young professionals and the Member States. The Director General noted that the initiative would attract young professionals to IICA and give them the opportunity to gain experience in areas related to agriculture and rural life. He asked the countries for their support in implementing this program.

4.3.2 The Representative of the Bahamas expressed hope that all the Member States would benefit from this initiative. The Director General noted that the Institute's presence in all the Member States would facilitate the participation of young professionals from throughout the hemisphere, and pledged to present a proposal at the next Executive Committee meeting.

4.4 Date and Site of the Twenty-fifth Regular Meeting of the Executive Committee

4.4.1 The Director General indicated that, according to the Rules of Procedure of the Executive Committee, it was necessary to set the date and site of the Twenty-fifth Regular Meeting of the Executive Committee. He also said that if no Member States offered to hold the meeting, same would be held at IICA Headquarters during the first half of 2005.

4.4.2 The Representative of Bahamas said that it would be an honor to offer his country as the site of the meeting, but that, first, he would need an estimate of the cost of holding the meeting for his government. The Director General replied that he did not have the answer at that moment.

4.4.3 The Observer Representative of Ecuador proposed that IICA be given a reasonable period of time to submit an estimated budget to the Government of the Bahamas.

4.4.4 The Chair consulted with the Legal Advisor and the Technical Secretary and said it would be possible to accept the proposal of the Observer Representative of Ecuador. The Director General pledged to provide the estimate to the Government of the Bahamas. Also, he asked that once it had studied the information, the Government of the Bahamas announce its

decision by a deadline to be established by the Executive Committee, so that it might proceed accordingly.

4.5 Draft Resolutions

4.5.1 The Rapporteur read out the following draft resolutions: “2003 Financial Statements of the Institute and Report of the External Auditors;” “Tenth Report of the Audit Review Committee (ARC);” “Report of the Special Advisory Commission on Management Issues (2004);” “Modernization of Human Resources Management at IICA;” “Amendments to the Staff Rules and to the System for the Determination of Remuneration of IICA Personnel;” “Title of Emeritus.” The draft resolutions carried as read.

4.6 Draft Resolution No. 412 “Financing for Capacity Building for the Participation of the Member States in the SPS Committee of the WTO”

4.6.1 Several stylistic changes were made in the document. The Representative of the United States of America and the Observer Representative of Canada, in response to a question, affirmed their governments’ willingness to support the countries in strengthening their participation in the SPS Committee of the WTO. The Representative of Barbados suggested that operative paragraph 2 read “...regional and international financial institutions...,” to which the Executive Committee agreed. The Draft Resolution then carried as amended.

4.7 Other Business

4.7.1 The Representative of the Permanent Observer State of Israel gave a presentation on Israel’s worldwide cooperation program for agriculture, consisting of training courses in Israel, on-site courses in beneficiary countries, and short- and long-term missions. As an illustration, he described a project in El Salvador in cooperation with CENTA, and closed by offering similar agricultural training programs to other countries that might be interested.

4.8 Draft Resolution “Amendment to Article 73 of the Rules of Procedure of the General Directorate and Rule 2.1(b) of the Financial Rules”

4.8.1 The Rapporteur read out the Draft Resolution, and it carried with changes of style.

4.9 Draft Resolution “Preparations for the Third Ministerial Meeting and the Thirteenth Regular Meeting of the Inter-American Board of Agriculture”

4.9.1 The Rapporteur read out the Draft Resolution. The Executive Committee agreed to replace the words “Director General” in operative paragraph 1 with “General Directorate,” and the resolution carried as amended.

4.10 Draft Resolution “Date and Site of the Twenty-fifth Regular Meeting of the Executive Committee”

4.10.1 The Rapporteur read out the Draft Resolution. The Representative of The Bahamas asked that operative point 2 specify a date when the General Directorate would convey cost information on the meeting, and the Director General suggested 31 August. The Representative of The Bahamas accepted this offer, and following the introduction of several changes of style, the resolution carried.

4.11 Report of the Working Group on the Collection of Quotas, and Draft Resolution “Progress Report on the Collection of Quotas Owed to the Institute and on Compliance with IABA Resolution 392”

4.11.1 The Rapporteur, speaking in his capacity as Chair of the Working Group, reported that the members of the Group had all displayed great willingness to work together and find acceptable solutions to the problems of quota arrearages. He asked Ms. Karen Kleinheinz, Head of the Finance Division, to present Annex A to the resolution, detailing the situation of each country listed (Antigua and Barbuda, Argentina, Brazil, Colombia, Costa Rica, Nicaragua, Paraguay, Peru, Suriname and Venezuela), which she did. The Legal Advisor then explained that, given the comments made by the Representative, the draft would be reviewed to ensure consistency of terminology and to specify exact figures for each country.

4.11.2 The Chair of the Working Group pointed out that, as most of the countries in arrears were present at this meeting of the Executive Committee, the Working Group had asked them all to join in its deliberations. The Group felt that its recommendations to the IABA would greatly facilitate a balanced application of measures to collect arrearages.

4.11.3 The Representative of Brazil took the floor to read a letter to the General Directorate from Brazil’s Deputy Minister of Agriculture, expressing his full support for the financial restructuring measures approved by the IABA at its



2003 meeting. He then promised that his country would pay the equivalent of 1.5 quotas every year until its debt to IICA had been fully cancelled.

- 4.11.4 The Director General thanked the government and people of Brazil for this clear expression of their commitment to IICA. He also thanked the members of the Working Group for their expeditious work. He asked the Executive Committee to add a sentence explicitly authorizing the Director General to negotiate directly with the Government of Peru on that country's offer of the use of a building in lieu of payment of its overdue quota payments. He also made it clear that the cost of using and maintaining the building should not exceed the amount currently being spent on office rental.
- 4.11.5 Following some discussion of the point, the Legal Advisor pointed out that the General Directorate was fully authorized by the Financial Rules to weigh carefully any assets offered to the Institute as payment for overdue quotas, and to ensure they were truly in IICA's best interest. At the urging of the Representative of Colombia, who felt the provisions of the Financial Rules offered sufficient protection from unanticipated financial burdens, an additional sentence to this effect was added to the paragraph on Peru.
- 4.11.6 In response to a question by the Representative of The Bahamas, the text in Annex A under the heading "All Countries" was reworded for greater clarity and to make the meaning more specific. The resolution was reread in its entirety and approved as amended.
- 4.11.7 The Representative of Peru then took the floor to express his satisfaction with the solution achieved by the Executive Committee and thanked all the Member States for their willingness to find ways for the countries to pay their arrearages and thus meet the needs of the Institute.
- 4.12 *Close of the session*
- 4.12.1 The session was adjourned at 17:50.



**CLOSING SESSION**5. Opening of the session

5.1 The Representative of Guatemala, in his capacity as Chair, called the Closing Session to order at 17:57.

5.2 Remarks by the Deputy Director General

5.2.1 The Deputy Director General acknowledged the leadership of the Director General in the institutional modernization process. He then announced his impending departure from the Institute, and took advantage of the opportunity to thank the Representatives of the Member States on the Executive Committee, the personnel of the Institute and, in particular, the staff of the Directorate of Administration and Finance, for their support during his time at IICA.

5.3 Remarks by the Director General

5.3.1 The Director General called particular attention to the approval, by the Representatives of the Member States, of important resolutions aimed at strengthening the financial base of the Institute and modernizing the management of its human resources. He underscored the importance of the work of the Special Advisory Commission on Management Issues, which had improved the decision-making process within the Institute, and had made it possible for this Executive Committee to get through such a heavy agenda in only two days. He considered that integration, trade and the need to promote prosperous rural communities were fundamental aspects that the Institute should consider. He added that the process of reforming IICA was not only an effort aimed at ensuring transparency and credibility, but also a commitment to a future of technical excellence and to reducing rural poverty in our Hemisphere.

5.3.2 He concluded by saying that the Institute should adopt a development agenda that would enable it to serve as a platform for the promotion of regional integration and trade; to promote horizontal cooperation; to monitor the state of and outlook for agriculture and rural life; and to promote an inter-agency agenda in support of sustainable rural development.

5.3.3 The Director General thanked the Representatives of the Member States for their support of the Institute, in particular, the Chair and Rapporteur for their

outstanding performance. Lastly, he thanked the personnel of the Institute who collaborated in preparing and holding the Executive Committee meeting and ensured its success.

5.4 Remarks by the Chair

5.4.1 The Chair thanked the Director General, the Deputy Director General, the Technical Secretary, the Representatives and the personnel of IICA for the support they had given him in the exercise of his duties.

5.5 Close of the session

5.5.1 The Twenty-fourth Regular Meeting of the Executive Committee concluded at 18:23 on Friday, July 23, 2004.

## **RESOLUTIONS**



**RESOLUTION OF THE TWENTY-THIRD  
REGULAR MEETING OF THE EXECUTIVE COMMITTEE  
APPROVED BY CORRESPONDENCE**

<b>Resolution No. 407</b>	Strengthening IICA cooperation for the sustainable development of agriculture and the preservation of natural resources and biodiversity in communities inhabited by the indigenous peoples of the hemisphere.
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**RESOLUTION No. 407**

**STRENGTHENING IICA COOPERATION FOR THE SUSTAINABLE  
DEVELOPMENT OF AGRICULTURE, THE PRESERVATION  
OF NATURAL RESOURCES AND BIODIVERSITY IN COMMUNITIES  
INHABITED BY THE INDIGENOUS PEOPLES<sup>1</sup> OF THE HEMISPHERE**

The EXECUTIVE COMMITTEE, at its Twenty-third Regular Meeting,

HAVING SEEN:

The proposal prepared by the delegation of Guatemala and endorsed by the delegations of Ecuador and Venezuela, entitled "Addressing Indigenous Issues as part of the Strategic Actions of the Inter-American Institute for Cooperation on Agriculture," submitted to the Executive Committee, at its Twenty-third Regular Meeting,

CONSIDERING:

That there is a significant body of policy definitions for the international community to increase its action in support of indigenous peoples contained in: (i) the Declaration of Quebec City, Canada, adopted during the Third Summit of the Americas, and which established a mandate related to indigenous peoples; and (ii) Agenda 21 of the United Nations Conference on Environment and Development, held in Brazil in 1992;

That in Section 10 of the Plan of Action of the Third Summit of the Americas, the Heads of State and Government stated that they "instructed the Ministers of Agriculture, during the next meeting of the Inter-American Board of Agriculture, to

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<sup>1</sup> The term "indigenous peoples" refers to those communities with ancestral roots that form part of each Member State. Also, the use of the term "peoples" in this resolution cannot be construed as having any implications as to the rights that attach to them under international law.

promote, in cooperation with the Inter-American Institute for Cooperation on Agriculture (IICA), joint action by all the actors of the agricultural sector to work towards the improvement of agricultural and rural life...” in order to implement the mandates of the Third Summit of the Americas that refer to agriculture and rural life, including aspects of importance for the indigenous peoples of the hemisphere;

That IICA and other international technical and financial organizations have capacities in different areas of relevance for promoting development among indigenous peoples, which can be complemented and strengthened by means of mechanisms to articulate their action;

That the value of the world views of different cultures, as well as respect for freedom of expression and appreciation of cultural diversity, contribute to social and economic vitality, and it is therefore important to develop strategies and methodologies that make it possible to appreciate and respect the cultural expressions of indigenous peoples,

**RESOLVES:**

1. To entrust the General Directorate of IICA with establishing a specialized team on indigenous affairs with existing personnel and under the Directorate of Sustainable Rural Development, to prepare and lead the implementation, with the Member States, of a series of strategic actions to promote prosperity in the indigenous communities of the Americas, based on a sustainable development approach that respects the culture, the preservation of natural resources and biodiversity in the territories inhabited by these communities.
2. In order to channel these actions, to entrust IICA, in consultation with the Member States, with preparing a project proposal to be submitted to the consideration of multilateral or regional funding organizations for securing financial resources both to strengthen the Institute’s capabilities and to implement the strategic actions referred to in the point above.
3. To instruct the Director General to take the steps necessary, within the framework of inter-institutional agreements, to articulate the capabilities and mobilize the resources of national, regional and international organizations to finance and develop actions and development projects with the active participation of the communities inhabited by indigenous peoples in the hemisphere.

4. To urge the Member States to consider providing the support needed for implementing this resolution.



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IICA/CE/Res.408(XXIV-O/04)  
22-23 July 2004  
Original: Spanish

**RESOLUTION No. 408**

**PROGRESS REPORT ON THE IMPLEMENTATION OF IICA'S 2002-2006  
MEDIUM-TERM PLAN AND THE PROCESS TO TRANSFORM THE INSTITUTE**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

HAVING SEEN:

Document IICA/CE/442(04) "2003 IICA Annual Report," the presentations by the Director General of IICA and by the Director of the Technical Cooperation Secretariat on that report and on the progress made in the process to transform and reposition the Institute,

CONSIDERING:

That the Member States recognize the significant progress made by the present Administration in implementing the 2002-2006 Medium Term-Plan;

That equally important efforts have been made to reposition the Institute as the leading institution in the Americas supporting the countries of the hemisphere in transforming their agricultural sectors, improving food security and promoting the well-being of rural communities; and

That more support is required from the Member States to implement all the proposals set forth in the 2002-2006 Medium-Term Plan, and to reposition the Institute as the leading institution in support of the countries of the region,

RESOLVES:

1. To take note of the progress achieved to date in implementing the 2002-2006 Medium-Term Plan and in modernizing and repositioning the Institute.

2. To encourage the Member States to undertake initiatives aimed at strengthening the Institute technically, administratively and financially, so that it will have the means it needs to implement its 2002-2006 Medium-Term Plan.



IICA/CE/Res.409(XXIV-O/04)  
22-23 July 2004  
Original: Spanish

**RESOLUTION No. 409**

**2003 IICA ANNUAL REPORT**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.442 (04) "2003 Annual Report,"

CONSIDERING:

That Article 4.f of the Rules of Procedure of the Executive Committee establishes that the Committee is to receive, analyze and approve the Annual Report on the activities of the General Directorate, and take appropriate action;

That the General Directorate prepared, published and distributed, in the Institute's four official languages, IICA's Annual Report for 2003, pursuant to the recommendations of the Sixth Regular Meeting of the Inter-American Board of Agriculture (IABA) and Resolution IICA/CE/Res.307(XVIII-O/98) of the Eighteenth Regular Meeting of the Executive Committee, regarding the content and format of the report;

That the report focuses on the cooperation activities carried out by the Institute in 2003 and highlights important technical, programmatic and financial aspects of its institutional life, while the detailed information on projects and agreements, extra-quota agreements and contracts is provided on the Institute's web site ([www.iica.int](http://www.iica.int)),

RESOLVES:

To approve IICA's Annual Report for 2003.

IICA/CE/Res.410(XXIV-O/04)

22-23 July 2004

Original: Spanish

**RESOLUTION No. 410****IICA ACTION IN THE AREAS OF TRADE, AGRIBUSINESS,  
AGRICULTURAL HEALTH AND FOOD SAFETY**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

**HAVING SEEN:**

The presentation on the topic "IICA's Contribution to the Promotion of Trade, Agribusiness, Agricultural Health and Food Safety," Resolution IICA/CE/Res.386(XXIII-O/03) of the Executive Committee and Resolution IICA/JIA/Res.382(XI-O/01) of the Inter-American Board of Agriculture regarding the assessment of IICA's Agricultural Health and Food Safety Program,

**CONSIDERING:**

That the countries of the Americas have entered into important trade agreements in which their successful participation will depend on strengthened support services and improved policies for boosting the competitiveness of their agricultural and agroindustrial production, continued and expanded access to new markets, and measures to safeguard consumer health;

That the commitments assumed by the countries of the Americas for implementing the AGRO 2003-2015 Plan require greater support from IICA in the areas of trade, agribusiness, agricultural health and food safety;

That such efforts have received priority within the framework of the guidelines set out in the 2002-2006 Medium-Term Plan and taking into account the Institute's budgetary constraints, with the General Directorate working to give a new direction to and enhance the effectiveness of its Agricultural Health and Food Safety Program, linking it with the promotion of agribusiness and agricultural trade;

That the progress made to date shows that many of the recommendations from the overall assessment of IICA's Agricultural Health and Food Safety Program, conducted in 2003, have been implemented;

That strengthening the Institute's work in the areas of agribusiness, trade, agricultural health and food safety depends on strengthening its financial situation and on its Member States bringing their quota payments up to date, so that the additional resources approved by means of IABA Resolution 39 can be used to bolster the resources allocated by the Institute for action in agribusiness, trade, agricultural health and food safety,

RESOLVES:

1. To recognize the contributions the Institute has made in its Member States in promoting trade, agribusiness, agricultural health and food safety in order to modernize agriculture and improve its competitiveness within the framework of the AGRO 2003-2015 Plan and the process of integration and consolidation of free trade agreements in the Americas.
2. To recognize the progress made by the General Directorate in implementing Executive Committee Resolution 386 and IABA Resolution 382, referring to the assessment of said program.
3. To instruct the Director General to continue efforts aimed at strengthening and expanding IICA's cooperation services in the areas of trade, agribusiness, agricultural health and food safety in the countries of the hemisphere, in partnership with national and international organizations.
4. To encourage the Member States to redouble their efforts to bring their quota payments up to date so that the Institute will have the additional resources approved by means of the aforementioned IABA Resolution 391, and which are necessary to strengthen cooperation in the promotion of trade and agribusiness.

IICA/CE/Res.411(XXIV-O/04)

22-23 July 2004

Original: Spanish

**RESOLUTION No. 411****COMPLIANCE WITH THE RESOLUTIONS OF THE EXECUTIVE COMMITTEE  
AND THE INTER-AMERICAN BOARD OF AGRICULTURE REGARDING  
THE ASSESSMENT OF IICA'S AGRICULTURAL HEALTH AND  
FOOD SAFETY PROGRAM**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

**HAVING SEEN:**

Resolutions IICA/CE/Res.386(XXIII-O/03) of the Executive Committee and IICA/JIA/Res.382(XI-O/01) of the Inter-American Board of Agriculture, regarding the assessment of IICA's Agricultural Health and Food Safety Program,

Document IICA/CE/Doc.s.n.(04) "IICA Response to the Recommendations Concerning Planned Actions on the External Assessment of the Agricultural Health and Food Safety (AHFS) Program,"

**CONSIDERING:**

That the General Directorate has made a major effort to give a new direction to and enhance the effectiveness of its Agricultural Health and Food Safety Program;

That many of the recommendations from the Overall Assessment of said program, conducted in 2003, have been implemented;

That agricultural health and food safety are a key element of the efforts being made by IICA's Member States to make agriculture more competitive and to strengthen the position of their agricultural and agroindustrial products on the world market, while protecting consumer health,

RESOLVES:

1. To recognize the progress made by the General Directorate in implementing Resolution 386 of the Executive Committee and Resolution 382 of the IABA.
2. To instruct the Director General to continue efforts to strengthen and expand IICA's cooperation services in the area of agricultural health and food safety in the countries of the hemisphere, in partnership with national and international organizations.

IICA/CE/Res.412(XXIV-O/04).Rev

22-23 July 2004

Original: Spanish

**RESOLUTION No. 412****FINANCING OF CAPACITY BUILDING FOR THE PARTICIPATION  
OF THE MEMBER STATES IN THE WTO's SPS COMMITTEE**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

**CONSIDERING:**

That all countries in the Americas have had the opportunity to develop capabilities by participating in the Sanitary and Phytosanitary (SPS) Committee of the World Trade Organization (WTO);

That food safety, animal health and plant protection in the hemisphere have benefited from this capacity-building, and that this has had important, positive impacts on agricultural trade;

That technical experts from many IICA members states, including Canada, Mexico, Brazil, Argentina, Chile and the United States, met in June 2004 and agreed that the WTO SPS capacity building program is beneficial and should be considered a priority;

That funds have not yet been secured for the October, 2004 SPS capacity-building session,

**RESOLVES:**

1. To request that the Director General assign funds, subject to financial availability, to facilitate the participation of IICA Member States in the October 2004 Session of the Sanitary and Phytosanitary (SPS) Committee of the World Trade Organization (WTO).

2. To instruct the Director General to prepare, in consultation with the Member States, a proposal to obtain the support of regional and international financial institutions for the purpose of strengthening the participation of IICA Member States in the WTO's SPS Committee.
3. To support IICA fully in its efforts to obtain external resources to finance the participation of IICA Member States in the WTO's SPS Committee.

IICA/CE/Res.413(XXIV-O/04)

22-23 July 2004

Original: Spanish

**RESOLUTION No. 413****THE 2004-2005 MINISTERIAL PROCESS IN PREPARATION FOR THE  
THIRD MINISTERIAL MEETING, THE THIRTEENTH REGULAR MEETING  
OF THE INTER-AMERICAN BOARD OF AGRICULTURE AND  
THE FOURTH SUMMIT OF THE AMERICAS**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

**HAVING SEEN:**

The reports of the Ministerial Delegate of Agriculture and Observer Representative of Ecuador and of the General Directorate of IICA concerning the 2004-2005 ministerial process in preparation for the Third Ministerial Meeting on Agriculture and Rural Life (August 30-31, 2005), the Thirteenth Regular Meeting of the IABA (September 1-2, 2005), to take place in Ecuador, and the Fourth Summit of the Americas (November 2005),

**CONSIDERING:**

That the 2004-2005 ministerial process in preparation for the Third Ministerial Meeting within the framework of the Summit of the Americas process requires the active participation of the Ministers of Agriculture of the hemisphere and of their Ministerial Delegates, who make up the Group for the Implementation and Coordination of the Agreements on Agriculture and Rural Life of the Summits Process (GRICA), as well as their technical teams;

That, in order to implement this process effectively, it is important to conduct joint actions according to a work schedule that will facilitate the work of the Ministerial Delegates and of the Secretariat, exercised by IICA, in implementing and monitoring the AGRO 2003-2015 Plan;

That the Executive Committee is pleased with the progress made in preparing for the Thirteenth Regular Meeting of the IABA and the Third Ministerial Meeting,



## RESOLVES:

1. To thank and congratulate the Government of Ecuador and the General Directorate of IICA for the progress made in preparing for the Third Ministerial Meeting on Agriculture and Rural Life and the Thirteenth Meeting of the IABA.
2. To adopt the schedule included as the appendix to this Resolution as an instrument that will facilitate coordination of the work of the Ministerial Delegates and their Hemispheric Forum, the GRICA, and the support that IICA will provide to their work.
3. To urge the Member States of IICA, and especially their Ministers of Agriculture, to promote the dissemination and implementation of the AGRO 2003-2015 Plan and provide all the support that their respective Ministerial Delegates and technical team, as well as the GRICA, require to prepare the report on the implementation of the First Biennial Hemispheric Agenda (2003-2005) of the Plan, the second Hemispheric Agenda 2006-2007, and the Ministerial Proposal for the Fourth Summit of the Americas.

**CONSOLIDATION OF AGRICULTURE AND RURAL LIFE IN THE  
FOURTH SUMMIT OF THE AMERICAS: SCHEDULE OF ACTIVITIES AND  
RESULTS OF THE 2004-2005 MINISTERIAL PROCESS**

	<b>SUMMIT OF THE AMERICAS PROCESS</b>	<b>MINISTERIAL PROCESS AGRICULTURE AND RURAL LIFE</b>	<b>IICA GOVERNING BODIES</b>
Nov. 2005	4 <sup>th</sup> Summit (1 <sup>st</sup> week, Argentina)		
Sep. 2005	39 <sup>th</sup> SIRG (last before 4 <sup>th</sup> Summit		XIII IABA(1-2 Sept. –Ecuador)
Aug. 2005		Third Ministerial Meeting in Ecuador (30-31 August) approves Second Hemispheric Agenda 2006-2007 and Ministerial Proposal for Fourth Summit	
July 2005		GRICA* meeting reaches consensus on Hemispheric Agenda 2006-2007	
June 2005	38 <sup>th</sup> SIRG	GRICA, via computer, reaches consensus on Ministerial Proposal for Fourth Summit	
May 2005			XXV Executive Committee
Mar. 2005	37 <sup>th</sup> SIRG	GRICA begins work on 2006-2007 Hemispheric Agenda. Concludes first draft of Progress Report on Implementation of AGRO Plan **	
Oct. 2004	36 <sup>th</sup> SIRG		
Julio 2004		Work schedule defined	XXIV Executive Committee

\* The GRICA is the Group for the Implementation and Coordination of the Agreements on Agriculture and Rural Life of the Summits Process. It comprises the 34 Ministerial Delegates of Agriculture and serves as a forum for them.

\*\* The implementation of the AGRO 2003-2015 Plan is an ongoing process in the countries of the Americas, and is based on the mandate issued by the Heads of

State and Government at the Special Summit of the Americas held in Monterrey, Mexico, in January 2004.

*The Heads of State and Government*

*Commit to maintain a sustained effort to improve living conditions for inhabitants of rural areas, by promoting investment and creating a favorable environment to achieve sustainable improvements in agriculture that will contribute to social development, rural prosperity, and food security. In this context, we support the implementation of the AGRO 2003-2015 Plan of Action for Agriculture and Rural Life of the Americas, adopted at the Second Ministerial Meeting on Agriculture and Rural Life, held in Panama in November 2003.*

***Special Summit of the Americas, 2004  
Paragraph 43, Declaration of Nuevo Leon***

IICA/CE/Res.414(XXIV-O/04)

22-23 July 2004

Original: Spanish

**RESOLUTION No. 414****REPORT OF THE SPECIAL ADVISORY COMMISSION  
ON MANAGEMENT ISSUES (SACMI) 2004**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

**HAVING SEEN:**

The Report of the 2004 Meeting of the Special Advisory Commission on Management Issues (IICA/CE/Doc.441(04)),

**CONSIDERING:**

That, in accordance with Resolution IICA/JIA/Res.341(X-O/99), the purpose of the Special Advisory Commission on Management Issues (SACMI) is “to facilitate more regular discussion between the Director General and the Member States on administrative and financial initiatives and issues in order to facilitate the process of reaching consensus on those issues and initiatives in the Executive Committee and the Inter-American Board of Agriculture (IABA)”;

That the mandate of the SACMI was renewed until the Thirteenth Regular Meeting of the IABA, to be held in 2005, pursuant to Resolution IICA/JIA/Res.394(XII-O/03) of the Twelfth Regular Meeting of the IABA;

That the 2004 Report of the SACMI contains recommendations for both the Executive Committee and the General Directorate of the Institute on matters related to human resources management, the collection of quota arrearages, and other important matters needed to achieve the financial sustainability of the Institute and to further its transformation,

**RESOLVES:**

To accept the 2004 Report of the Special Advisory Commission on Management Issues and to thank the SACMI for its work.

IICA/CE/RES.415(XXIV-O/04)

22-23 July 2003

Original: Spanish

**RESOLUTION No. 415****2003 FINANCIAL STATEMENTS OF THE INSTITUTE AND  
REPORT OF THE EXTERNAL AUDITORS**

THE EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

**HAVING SEEN:**

Document IICA/CE/Doc.443(04), "2003 Financial Statements of the Institute and Report of the External Auditors,"

**CONSIDERING:**

That Article 4(d) of the Rules of Procedure of the Executive Committee establishes that the Executive Committee is to study the Institute's financial statements and, at the request of the Inter-American Board of Agriculture (IABA) or when, according to the Convention, a decision by the Board is required, to forward the corresponding report and recommendations to the Board;

That the External Auditors have attested to the sound management of the organization's financial resources during 2003 and that the administration of IICA has acted in conformity with the regulations of the Institute;

That in its Tenth Annual Report, the Audit Review Committee (ARC) stated that it had studied the report of the External Auditors and found the work performed to be thorough and in accordance with IICA's rules and with international auditing standards,

**RESOLVES:**

To approve the 2003 Financial Statements of the Institute and the Report of the External Auditors.

IICA/CE/RES.416(XXIV-O/04)

22-23 July 2004

Original: Spanish

**RESOLUTION No. 416****TENTH REPORT OF THE AUDIT REVIEW COMMITTEE (ARC)**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

**HAVING SEEN:**

Document IICA/CE/Doc.444(04) "Tenth Annual Report of the Audit Review Committee(ARC),"

**CONSIDERING:**

That the Inter-American Board of Agriculture (IABA), at its Seventh Regular Meeting, by Resolution IICA/JIA/Res.231(VII-O/93), established the ARC and approved its Statute;

That Article 3(k) of the Rules of Procedure of the Executive Committee establishes that the Committee "shall appoint the members of the ARC and approve the ARC's reports and recommendations,"

**RESOLVES:**

1. To approve the Tenth Report of the ARC.
2. To thank the members of the ARC for their valuable efforts.



IICA/CE/Res.417(XXIV-O/04)  
22-23 July 2004  
Original: Spanish

**RESOLUTION No. 417**

**PROGRESS REPORT ON THE COLLECTION OF QUOTAS OWED TO THE  
INSTITUTE AND ON COMPLIANCE WITH IABA RESOLUTION 392**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

HAVING SEEN:

Documents IICA/CE/Doc.445(04) "Financial Situation of the Institute" and IICA/CE/Doc.446(04), "Progress Report on the Collection of Quotas Owed to the Institute,"

CONSIDERING:

That the timely payment of quotas to IICA is essential to enable the Institute to operate normally and to generate the products that the Member States require, making it a matter of urgency that countries in arrears bring their quota payments to the Institute up to date;

That IABA Resolution 392, "Proposal for the Collection of Quota Contributions owed to the Institute," establishes "Measures for Collecting Quotas Owed to the Institute" ("Measures");

That, since the adoption of those measures, Ecuador has brought itself up to date in the payment of its quotas by making a contribution equivalent to seven quotas, an example worthy to be followed by other Member States; and Argentina, Brazil and Uruguay have complied with the payment plans that they agreed to with the Institute;

That, despite these exemplary cases and the extraordinary efforts of the General Directorate to collect quota arrearages, some Member States are still in arrears and subject to the application of the aforementioned Measures;

That, in response to a request from the Director General, this Executive Committee set up a Working Group to make recommendations to the plenary concerning the application of the Measures;

That the Working Group, having carefully studied the cases of all the Member States that owe quotas to the Institute, made recommendations regarding the application of the Measures and recommended that this Executive Committee submit to the consideration of the next regular meeting of the IABA a proposal to facilitate a more balanced application of the Measures, in keeping with the best interests of the Institute;

That, in the Working Group and in the sessions of the Executive Committee, the Member States have demonstrated their readiness to cooperate in the search for creative and pragmatic solutions to improving the Institute's financial and operational viability;

That several Member States have offered to use their good offices to assist the Director General in his efforts to collect the quotas owed to the Institute.

RESOLVES:

1. To thank all the Member States that, pursuant to Resolution IICA/JIA/Res.392, are "up to date," enjoy "regular status" or are in a "special situation".
2. To thank the Working Group set up by this Committee for its efficiency, creativity and willingness to propose practical recommendations to facilitate the fair and logical application of the Measures.
3. To adopt the recommendations made in Annex A of this Resolution and instruct the Director General to put them into effect.
4. To thank the countries in arrears that, as a result of the efforts of the Working Group, have pledged to sign payment plans and make the corresponding payments.
5. To recommend that, at its next regular meeting, the Inter-American Board of Agriculture amend, retroactive to 1 January 2004, the Measures for Collecting Quotas Owed to the Institute established in Resolution IICA/JIA/Res.392 (XII-O/03), adding a new Section VI, attached to this resolution as Annex B.

6. To urge the Director General to continue the efforts to collect the quotas owed to the Institute and to take advantage of offers from the Member States to assist him, individually and collectively, in this endeavor.

## ANNEX A

<i>Antigua &amp; Barbuda</i>	To request that Antigua & Barbuda pay US\$5,502, one annual quota, during the second semester of 2004 as an indication of commitment to pay, and present to the Director General of the Institute by May 2005 a plan for payment of quota amounts past due.
<i>Argentina</i>	To recognize compliance by Argentina with commitments made under its payment plan, and its “special status,” and to request that Argentina pay US\$1,006,744 during the second semester of 2004, to complete payment of 150% of an annual quota and maintain its “special status.”
<i>Brazil</i>	To recognize compliance by Brazil with the commitment signed in accordance with Resolution 392, the written formalization of the commitment to pay, and its “special status,” and to request that Brazil pay US\$1,190,458, during the second semester of 2004, to complete payment of 150% of an annual quota and maintain its “special status.”
<i>Colombia</i>	To ask Colombia to proceed with the payment of its accumulated quotas due of US\$522,783 by October 31, 2004, and, if necessary, to formalize via official letter to the Director General by December 31, 2004 its commitment to pay any remaining amounts.
<i>Costa Rica</i>	To request that Costa Rica proceed with the payment of US\$35,761, one annual quota, by October 31, 2004, and present a plan for payment of accumulated quota arrearages to the Director General of the Institute by December 31, 2004.
<i>Nicaragua</i>	To request that Nicaragua pay an advance on amounts due under its payment plan by October 31, 2004, as an indication of its intention to pay under that plan, and to inform the Director General of the Institute by October 31, 2004, on expectations for additional payments.

<b><i>Paraguay</i></b>	To recognize the commitment made by Paraguay to pay its accumulated arrearages of US\$233,858, paying 50% of this amount (US\$116,929), by December 31, 2004, and the remaining 50% (US\$116,929) by December 31, 2005; to request that Paraguay pay at least half of the US\$116,929 for the year 2004 by October 31, 2004, for Special Status, and the balance of the 2004 commitment by December 31, 2004; and to request that it formalize via official letter to the Director General its commitment to pay US\$116,929 in 2005 in order to maintain its "special status."
<b><i>Peru</i></b>	To acknowledge the presentation by Peru of a proposal for reduction or cancellation of its arrearages, in exchange for providing IICA with use of a building. To request that the proposal be reviewed with the Director General of the Institute to study the details of the proposal; to authorize the Director General, in accordance with Rule 4.20 of the Financial Rules, to accept the use of the building as part of the payment of arrearages, if he determines that it is in the best interests of the Institute; and to request that Peru pay the amount of US\$112,786, one annual quota, by October 31, 2004.
<b><i>Suriname</i></b>	To recognize partial compliance of Suriname with its commitment, to merit "special status," and to request that Suriname proceed with the remaining payment of US\$24,000 per its commitment for 2004, and present to the Director General of the Institute by December 31, 2004 a plan for payment of accumulated quota arrearages, to maintain this status.
<b><i>Venezuela</i></b>	To request that Venezuela proceed with payment of the commitment made for US\$1,830,000 by October 31, 2004, and formalize via official letter to the Director General of the Institute, before December 31, 2004, its commitment to pay at least 150% of its annual quota in coming years to cancel accumulated arrearages.

<b><i>General</i></b>	Request that the Director General inform each Member State that owes three or more quotas and is not in compliance with their payment plan of the possible implications of the application of Resolution 392.
	<ul style="list-style-type: none"><li>• For any Member State that owes three or more quotas and is not in compliance with its payment plan, there will be a reduction in 2005 either of 20% of the quota budget assigned to the IICA office in that Member State, or of an amount equal to its annual quota assessment, whichever is less.</li></ul>

**ANNEX B****VI. IMPLEMENTATION OF MEASURES**

If, in any particular case, in the judgment of the Director General, implementation of any or all of the measures put in place for collecting quotas owed the Institute would not be in the best interests of the Institute, the Director General may consult with the Executive Committee or the Inter-American Board of Agriculture for guidance before applying them. The Executive Committee or the Board, as the case may be, may consider the proposals of the Director General and authorize suspension of any or all of the measures or such alternative action as it deems appropriate. During the process, the Debtor State, with due notice, shall have the opportunity to explain its position to the other Member States before the Executive Committee or Board authorizes any such action. For the purposes of this provision, the "best interests of the Institute" include, the "purposes" established in Article 3 of the Convention on the Inter-American Institute for Cooperation on Agriculture, and the programs and policies adopted by the Institute in pursuit of those objectives.

IICA/CE/Res.418(XXIV-O/04)

22-23 July 2004

Original: Spanish

**RESOLUTION No. 418****MODERNIZATION OF HUMAN RESOURCES MANAGEMENT AT IICA**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

**HAVING SEEN:**

Document IICA/CE/Doc.447(04) "Toward a Smart Parity System,"

**CONSIDERING:**

That the modernization of human resources management at the Institute, through the improvement of rules and regulations, and the adoption of new technologies, is one of the priorities set out in the 2002-2006 Medium-Term Plan;

That the satisfactory fulfillment of the Institute's mandates depends on the quality and availability of its human resources;

That as part of the process to modernize the Institute it is of key importance to improve approaches, rules, procedures, and technologies for the administration of the Institute's human resources;

That the Special Advisory Commission on Management Issues, at its meeting in 2004, recognized the importance of modernizing and improving the effectiveness of human resources management at the Institute,

**RESOLVES:**

1. To adopt as non-binding guidelines for the process to modernize human resources management at the Institute the recommendations contained in Document IICA/CE/Doc.447(04) "Toward a Smart Parity System."



2. To charge the Director General with taking the steps necessary for continuing to move forward with the efforts to modernize human resources management at the Institute, taking into account the financial resources available as approved by the IABA, at its Twelfth Regular Meeting, by means of Resolution IICA/JIA/Res.390(XII-O/03) entitled “2004-2005 Program Budget.”
3. To request that the Director General present at the Twenty-fifth Regular Meeting of the Executive Committee a progress report on the modernization of human resources management at the Institute, and propose possible additional and complementary measures for the consideration of the Executive Committee and the IABA.

IICA/CE/Res.419(XXIV-O/04)  
22-23 July 2004  
Original: English

**RESOLUTION No. 419**

**AMENDMENTS TO THE STAFF RULES AND TO THE SYSTEM FOR THE  
DETERMINATION OF REMUNERATION OF IICA PERSONNEL**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

HAVING SEEN:

Documents IICA/CE/Doc.448(04) "Proposed Amendments to the Staff Rules" and IICA/CE/Doc.449(04) "Proposed Amendments to the System for the Determination of Remuneration of IICA Personnel,"

CONSIDERING:

That some provisions of the Staff Rules and the System for the Determination of Remuneration of IICA Personnel (Remuneration System) warrant revision in order to reflect current practices within the Institute, clear up ambiguities and facilitate improvements to the Human Resources system as recommended by the Director General;

That the Special Advisory Commission on Management Issues, at its last meeting, considered and analyzed draft modifications to the Staff Rules and the Remuneration System that were proposed by the Director General, and that, based on the Commission's observations and the comments received subsequently from the members of the Commission and the Institute's other Member States, the Director General amended the proposal for consideration by this Executive Committee;

That pursuant to Article 3(h) of its Rules of Procedure, the Executive Committee is empowered to amend the Staff Rules and the Remuneration System, provided that the amendments are consistent with the Rules of Procedure of the General Directorate and the Program Budget resolution currently in force,

**RESOLVES:**

To adopt the amendments to the Staff Rules and the Remuneration System, as set out in Appendices A and B of this resolution.

## APPENDIX A

## STAFF RULES

Current Text	Proposed Text <sup>1</sup>
<b>Introduction</b>	<b>Introduction</b>
<p>The Rules contained in this document expand upon and supplement the Rules of Procedure of the General Directorate, Official Document Series No. 22. These Rules are intended to be the norms of operation for use by the Director General. The provisions of this document will not be interpreted as modifying any of the decisions of the Inter-American Board of Agriculture (IABA), but are to supplement them and to provide the Director General with the necessary instruments to exercise his prerogatives and defined responsibilities.</p>	<p>The Rules contained in this document expand upon and supplement the Rules of Procedure of the General Directorate, Official Document Series No. 22. These Rules are intended to be the norms of operation for use by the Director General. The provisions of this document will not be interpreted as modifying any of the decisions of the Inter-American Board of Agriculture (IABA), but are to supplement them and to provide the Director General with the necessary instruments to exercise his prerogatives and defined responsibilities.</p>
<p>In accordance with the powers granted him by the Convention and within the provisions of the Rules of Procedure of the General Directorate, the Director General is the final authority in all matters concerning the regulations established in these rules, and only he may authorize exceptions to the provisions they contain.</p>	<p>In accordance with the powers granted him by the Convention and within the provisions of the Rules of Procedure of the General Directorate, the Director General is the final authority in all matters concerning the regulations established in these rules, and only he may authorize exceptions to the provisions they contain.</p>

<sup>1</sup> Deletions from current text are in strikeout; new text is in bold and italics. Use of male pronoun is gender neutral, unless the context clearly suggests otherwise.

<p>Along with the Rules of Procedure of the General Directorate and the pertinent resolutions of the Board, these rules provide the framework for a just system of personnel administration. In so doing, they create an environment for greater efficiency and harmony for all of the staff members of the Institute.</p>	<p>Along with the Rules of Procedure of the General Directorate and the pertinent resolutions of the Board, these rules provide the framework for a just system of personnel administration. In so doing, they create an environment for greater efficiency and harmony for all of the staff members of the Institute.</p>
<p>These rules satisfy the requirements of Article 3.h of Chapter I of the Rules of Procedure of the Executive Committee. References to the pertinent articles of the Rules of Procedure of the General Directorate are shown for cross reference, in parentheses.</p>	<p>These rules satisfy the requirements of Article 3.h of Chapter I of the Rules of Procedure of the Executive Committee. References to the pertinent articles of the Rules of Procedure of the General Directorate are shown for cross reference, in parentheses.</p> <p><i>These Staff Rules contain a glossary of the terms used in them and in the document entitled System for the Determination of Remuneration for IICA Personnel. For the correct interpretation and application of these Rules and that document, users should consult the glossary.</i></p>
<p style="text-align: center;"><b>SECTION ANALYSIS</b></p> <p>The purpose of this provision is to remind users of the Rules that there is a glossary and that the definitions contained therein are important for applying and interpreting the Rules. Users often either do not realize there is a glossary or do not consult it, which leads to unnecessary misunderstandings and mistakes.</p>	

<b>STAFF RULES</b>	
<b>CHAPTER I</b>	
<b>ORGANIZATION OF PERSONNEL</b>	
<b>Current Text</b>	<b>Proposed Text</b>
<p><b>Rule 1.3 Advisory Committee on Classification</b></p> <p>The Director General will appoint a Human Resources Committee to advise the Director General on matters relating to the classification of positions and the selection of professional personnel to be hired. Its members shall include the Deputy Director General, the Assistant Deputy Directors General, the Director of Finance, the Director of Programming and Evaluation and the Director of Human Resources, who will be the Committee's Secretary. The Area Directors, other Directors, Legal Advisor or any other officials from the Institute may be consulted.</p>	<p><del><b>Rule 1.3 Advisory Committee on Classification</b></del></p> <p><del>The Director General will appoint a Human Resources Committee to advise the Director General on matters relating to the classification of positions and the selection of professional personnel to be hired. Its members shall include the Deputy Director General, the Assistant Deputy Directors General, the Director of Finance, the Director of Programming and Evaluation and the Director of Human Resources, who will be the Committee's Secretary. The Area Directors, other Directors, Legal Advisor or any other officials from the Institute may be consulted.</del></p>
	<p><b><i>Rule 1.3 Human Resources Advisory Committee</i></b></p> <p><b><i>The Human Resources Advisory Committee (HRAC) shall serve as the Joint Advisory Committee on Reconsideration and the Joint Committee on Disciplinary Measures provided for under these Rules, and shall advise the Director General on other human resource matters. The Committee shall have a minimum of three members, at least one of whom shall be a</i></b></p>

	<p><i>Headquarters staff member appointed by the Staff Association. Its other members shall be appointed by the Director General. The Director of Human Resources shall serve as the Committee’s Secretary.</i></p>
<p style="text-align: center;"><b>SECTION ANALYSIS</b></p> <p>IICA’s current rules provide for a number of specialized human resources committees covering the various dimensions of human resources management. They include the advisory committees on classification, on disciplinary matters and on reconsideration. Unfortunately, IICA no longer has the resources to staff and coordinate all these committees. Savings and greater efficiency can be realized by combining these committees into one Advisory Committee with expertise and experience in all aspects of human resources management. The text of the proposed rule is entirely new.</p> <p>The Rules of Procedure of the General Directorate (“RPGD”) require that at least one member of the current Disciplinary Measures and Reconsideration Committees be appointed by the Staff Association. It is for this reason that this new Committee, which will also serve as the Disciplinary Measures and Reconsideration Committees, must have a member appointed by the Staff Association. A new rule 10.7.3, introduced later in these modifications, guards against possible conflicts of interest when the Committee meets as a Joint Advisory Committee on Reconsideration.</p> <p>The Committee will comprise at least three (3) members in order to facilitate the application of Rule 10.7.3 on conflicts of interests.</p>	
<b>Current Text</b>	<b>Proposed Text</b>
<p><b>Rule 1.5 Types of Personnel</b></p> <p>1.5.2 Local Personnel</p> <p>(a. No change in English.)</p>	<p><b>Rule 1.5 Types of Personnel</b></p> <p>1.5.2 Local Personnel</p> <p>a. The change did not affect the English text.</p>

<p>b. General Services: persons performing tasks for which specific technical training may or may not be necessary, but do not necessarily require a professional degree. They are hired locally to perform support functions or to provide auxiliary services, not subject to lengthy transfers to or assignments at a duty station other than the country in which they were hired. Their labor relations are also covered by all pertinent stipulations of the Institute's Rules of Procedure or regulations that do not contradict these local labor laws. These staff members need not be nationals of the country in which they work. However, they must have the appropriate documentation that allows them to legally work in the country.</p>	<p>b. General Services <b>Personnel:</b> <del>persons performing</del> <b>perform</b> tasks for which specific technical training may or may not be necessary, <del>but do not necessarily require</del> <b>and a professional degree is not indispensable.</b> They are hired locally <b>under local labor laws and practices</b> to perform support functions or to provide auxiliary services, <b>and they are not</b> subject to lengthy transfers to or assignments at a duty station other than the country in which they were hired. Their labor relations are also covered by all pertinent stipulations of the Institute's Rules of Procedure or regulations that do not contradict these local labor laws. These staff members need not be nationals of the country in which they work. However, they must have the appropriate documentation that allows them to legally work in the country.</p>
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#### SECTION ANALYSIS

The change in part a. affects only the Spanish text. The original text of this Rule is written in English, which, in line 5, refers to laws and practices. Inasmuch as there is no reference to practices in the Spanish text, the term has been added.

The change in part b. corrects an inadvertent omission in the first sentence of the text of this Rule, which occurred when it was last modified in 2001. In Section a. of this Rule, on Local Professional Personnel, reference is made to "those local laws and practices." A similar reference is necessary in the Spanish version. To resolve this problem, we suggest that the new text above, in **bold**, be added to this Rule.



<b>STAFF RULES</b>	
<b>CHAPTER III DUTIES, OBLIGATIONS AND PRIVILEGES</b>	
<b>Current Text</b>	<b>Proposed Text</b>
	<p><b><i>Rule 3.10 Privileges, Immunities and Exemptions</i></b></p> <p><b><i>3.10.3 Any and all privileges and immunities accorded to staff members by the Member States by way of agreement, legislation, or custom and practice, are granted in the interests of the Institute and not for the personal benefit of the individuals themselves. The Director General may waive the immunity of any staff member in any case where, in the Director General's opinion, the immunity would impede the course of justice and can be waived without prejudice to the interests of the Institute.</i></b></p> <p><b><i>3.10.4 Without prejudice to the above-mentioned privileges and immunities, it is the duty of each staff member to respect the laws of his duty station or of any Member State in which he is on mission or to which he is otherwise assigned.</i></b></p>

	<p><b>3.10.5</b> <i>Prior to leaving his duty station, retiring, or otherwise separating from service, a staff member who is not an immigrant or citizen of the duty station country and against whom a civil action is pending in any court in his duty station in relation to activities for which there is no immunity under the corresponding agreements and laws, or for which immunity has been waived, must appoint an agent resident in the duty station. The staff member shall authorize that agent to receive process relating to the civil action, and in the event a final judgment is issued against the staff member, to receive salary, pensions and other remuneration due to him from the General Directorate, so that such salary, pensions, and other remuneration may be available to satisfy the judgment. In the event the staff member fails to appoint that agent, the General Directorate shall have the authority to appoint an agent for him and may do so. Any agent so appointed pursuant to this paragraph shall be resident in the duty station, or in any other locations which the General Directorate deems appropriate.</i></p>
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**SECTION ANALYSIS**

The text of this proposed rule is entirely new. The purpose of this provision is to remind staff members that the privileges and immunities accorded to them by the Member States are solely for enabling the Institute to carry out its functions and achieve its objectives. It also reminds them that such privileges and immunities do not exonerate the staff member from complying with local laws. Finally, it intends to assure that staff members do not abuse those privileges and immunities, and fulfill their legal responsibilities before leaving a duty station. This text is identical to a similar text adopted for this purpose by the General Secretariat of the Organization of American States at the urging of several Member States, largely to ensure that staff comply with their domestic support obligations and not seek to avoid them through their immunities.

<b>STAFF RULES</b>	
<b>CHAPTER IV</b>	
<b>SALARIES, ALLOWANCES, BENEFITS AND ADJUSTMENTS</b>	
<b>Current Text</b>	<b>Proposed Text</b>
<p><b>4.2.8 Recognition for Years of Service</b></p> <p>a. A bonus in recognition of years of service shall be paid to all International Professional staff members who have completed two years of service and who resign or whose appointment is terminated for reasons of health, the elimination of the contract of employment, retirement, or death. (Articles 63 and 64)</p>	<p><b>4.2.8 Recognition for Years of Service</b></p> <p>a. A bonus in recognition of years of <i>continuous</i> service <i>as a staff member</i> shall be paid to all International Professional staff members who have completed two years of service <i>as staff members</i> and who resign or whose <i>staff</i> appointment is terminated for reasons of health, the elimination of the contract of employment, retirement, or death. (Articles 63 and 64)</p>
<p><b>SECTION ANALYSIS</b></p> <p>The purpose of these corrections to the text of this Rule is to clarify and give some guidance for the reasonable application of the rules governing the payment of the bonus in Recognition of Years of Service when a staff member, having observed good behavior, separates from service. Some have expressed doubt as to whether the benefit should take into account all service, including that rendered as independent contractors, volunteers, and employees of independent contractors. Obviously, as the practice in other international organizations in applying termination payments indicates, the intent of this rule is to take into account service as a staff member, nothing more. Similarly, as the table in Section 4.8(b) of Part I of the <u>System for the Determination of Remuneration of IICA Personnel</u> (“the Remuneration System”) suggests, the benefit is intended only to take into account continuous service.</p>	

<b>STAFF RULES</b>	
<b>CHAPTER IV</b>	
<b>SALARIES, ALLOWANCES, BENEFITS AND ADJUSTMENTS</b>	
<b>Current Text</b>	<b>Proposed Text</b>
<p><b>4.2.10 Merit Bonus</b></p> <p>A special bonus for exceptionally high levels of performance as attested to through the performance appraisal procedures may be granted by the Director General.</p>	<p><b>4.2.10 Merit Bonus</b></p> <p><del>A special bonus for exceptionally high levels of performance as attested to through the performance appraisal procedures may be granted by the Director General.</del></p> <p><i>International Professional staff members are eligible to earn a merit bonus, according to the terms and conditions established in the System for the Determination of Remuneration of IICA Personnel.</i></p>
<p><b>SECTION ANALYSIS</b></p> <p>The text of this proposed rule is entirely new. Changes proposed in the Remuneration System provide for the possible payment of a bonus to all staff members who receive an evaluation of totally satisfactory or better. The present text of Rule 4.2.10 restricts the bonus only to those who perform at “exceptionally high levels.” For that reason, new text is necessary for this Rule to correspond to the modification of the bonus provision set out in the Remuneration System.</p>	

Current Text	Proposed Text
<p><b>4.3.5 Recognition for Years of Service</b></p> <p>a. A bonus for years of service will be paid to Local Professional Personnel according to the provisions of the Remuneration System.</p>	<p><b>4.3.5 Recognition for Years of Service</b></p> <p>a. A bonus for years of <i>continuous</i> service <i>as a staff member</i> will be paid to Local Professional Personnel according to the provisions of the Remuneration System.</p>
<p><b>SECTION ANALYSIS</b></p> <p>The purpose of these corrections to the text of this Rule is to clarify and give some guidance for the reasonable application of the rules governing the payment of the bonus in Recognition of Years of Service when a staff member, having observed good behavior, separates from service. Some have expressed doubt as to whether the benefit should take into account all service, including that rendered as independent contractors, volunteers, and employees of independent contractors. Obviously, as the practice in other international organizations in applying termination payments indicates, the intent of this rule is to take into account service as a staff member, nothing more. Similarly, as the table in Section 4.8(b) of Part I of the <u>System for the Determination of Remuneration of IICA Personnel</u> (“the Remuneration System”) suggests, the benefit is intended only to take into account continuous service.</p>	
Current Text	Proposed Text
<p><b>4.4.3 Recognition for Years of Service</b></p> <p>a. A bonus for years of service will be paid to General Services Personnel according to the provisions of the Remuneration System.</p>	<p><b>4.4.3 Recognition for Years of Service</b></p> <p>a. A bonus for years of <i>continuous</i> service <i>as a staff member</i> will be paid to General Services Personnel according to the provisions of the Remuneration System.</p>

**SECTION ANALYSIS**

The purpose of these corrections to the text of this Rule is to clarify and give some guidance for the reasonable application of the rules governing the payment of the bonus in Recognition of Years of Service when a staff member, having observed good behavior, separates from service. Some have expressed doubt as to whether the benefit should take into account all service, including that rendered as independent contractors, volunteers, and employees of independent contractors. Obviously, as the practice in other international organizations in applying termination payments indicates, the intent of this rule is to take into account service as a staff member, nothing more. Similarly, as the table in Section 4.8(b) of Part I of the System for the Determination of Remuneration of IICA Personnel (“the Remuneration System”) suggests, the benefit is intended only to take into account continuous service.

<b>STAFF RULES</b>	
<b>CHAPTER V</b>	
<b>CHANGE IN STATUS AND PERFORMANCE OF DUTIES</b>	
<b>Current Text</b>	<b>Proposed Text</b>
<p><b>Rule 5.8 Performance Appraisal</b></p> <p>5.8.1 Aiming at a better utilization of human resources, each officer who has other staff members directly under his supervision shall make a periodic review and appraisal of each staff member at least once every two years. In addition to this appraisal by first level supervisors, there shall be a system of appraisal and review by the second level and higher if necessary. Staff members will be rated for both technical ability and administrative ability. The appraisal shall determine the efficiency of the staff member, his deficiencies, and his actual and potential capabilities. (Article 39)</p>	<p><b>Rule 5.8 Performance Appraisal</b></p> <p>5.8.1 <del>Aiming at</del> For the purpose of achieving a better utilization of human resources, each officer who has other staff members directly under his supervision shall make a periodic review and appraisal of each staff member at least once <del>every two years</del> <b>a year</b>. In addition to this appraisal by first-level supervisors, there shall be a system of appraisal and review by the second level and higher if necessary. Staff members will be rated for both technical ability and administrative ability. The appraisal shall determine the efficiency of the staff member, his deficiencies, and his actual and potential capabilities. (Article 39)</p>
<b>SECTION ANALYSIS</b>	
<p>The purpose of this modification is to make this Rule consistent with the new evaluation system, which requires annual evaluations</p>	



<b>STAFF RULES</b>	
<b>CHAPTER V</b>	
<b>CHANGE IN STATUS AND PERFORMANCE OF DUTIES</b>	
<b>Current Text</b>	<b>Proposed Text</b>
	<p><b>Rule 5.8 Performance Appraisal</b></p> <p><b>5.8.9</b> <i>The following rules apply exclusively to challenging evaluations:</i></p> <p><i>a. A staff member who wishes to challenge his evaluation may indicate his disagreement with the evaluation in the place indicated on the evaluation form and present it to the Directorate of Human Resources (“DHR”) by the established deadline, together with a memorandum which explains the specific reasons for his disagreement.</i></p> <p><i>b. The DHR will review the challenge and notify the staff member of its decision to leave it as it is or to send it to the Evaluation Review Committee (“ERC”).</i></p> <p><i>c. The ERC shall include at least one Headquarters staff member, appointed by the Staff Association as its representative, and other staff members appointed by the Director General.</i></p>

*d. If the staff member is not satisfied with the decision to leave the evaluation as is, he may request reconsideration of the evaluation by submitting a memorandum to the Director of DHR within twenty working days following receipt of the notification to leave it as is. The Director of DHR shall immediately transmit the request to the ERC for reconsideration and evaluation.*

*e. The provisions on hearings and reconsideration established in Chapter X of these Staff Rules are not applicable for challenging an evaluation. Rather, the first revision by DHR, described in section b. above, is the hearing required under Article 65 of the RPGD; the reconsideration undertaken by the ERC, together with the final decision of the Director General provided for under this Rule, is the reconsideration established under Articles 66-67 of the RPGD.*

**SECTION ANALYSIS**

The text of this proposed rule is entirely new. The purpose of this Rule is to streamline the internal grievance process for considering and reconsidering challenges to evaluations. The rules of the Institute provide each staff member with the right to a hearing, and then reconsideration, of any personnel decision affecting their interest, and the annual evaluation is one such decision. The evaluation process also guarantees each staff member the right to a two-step review. Without this rule, each complaint about an evaluation would have to pass through four levels of review before being eligible for adjudication in a judicial forum. First it would go to DHR for review, then to the ERC, and then, if the staff member were still unsatisfied, to a hearing and then still another reconsideration by the Reconsideration Committee. That process would be expensive to administer and time consuming -- to the prejudice of both the Institute and the staff member.

This new Rule 5.8.9 would avoid the unnecessary expense of multiple reviews and accelerate the process by designating the special review process established in the Evaluation System as the hearing and reconsideration required under the RPGD. Inclusion of an appointee of the Staff Association on the ERC satisfies the requirement that a staff member appointed by the Staff Association serve on the Reconsideration Committee.

<b>STAFF RULES</b>	
<b>CHAPTER X DISCIPLINE AND RECONSIDERATION</b>	
<i>Current Text</i>	<i>Proposed Text</i>
<p><b>Rule 10.4 Joint Committee on Disciplinary Measures</b></p> <p>10.4.1 The Director General shall establish an advisory body called the Joint Committee on Disciplinary Measures to advise him on disciplinary measures and their application. (Article 57)</p> <p>10.4.2 The Joint Committee shall be made up of three staff members, as follows:</p> <p style="margin-left: 2em;">a. A principal member and two alternates to replace the principal member when necessary, designated by the Director General.</p> <p style="margin-left: 2em;">b. A principal member and two alternates to replace the principal when necessary, designated by the Staff Association to serve for a period of up to 12 months.</p> <p style="margin-left: 2em;">c. A principal chairman and two alternates chosen by the Director General, from a list of ten staff members</p>	<p><b>Rule 10.4 Joint Committee on Disciplinary Measures</b></p> <p><del>10.4.1 The Director General shall establish an advisory body called the Joint Committee on Disciplinary Measures to advise him on disciplinary measures and their application. (Article 57)</del></p> <p><del>10.4.2 The Joint Committee shall be made up of three staff members, as follows:</del></p> <p style="margin-left: 2em;"><del>a. A principal member and two alternates to replace the principal member when necessary, designated by the Director General.</del></p> <p style="margin-left: 2em;"><del>b. A principal member and two alternates to replace the principal when necessary, designated by the Staff Association to serve for a period of up to 12 months.</del></p> <p style="margin-left: 2em;"><del>c. A principal chairman and two alternates chosen by the Director General, from a list of ten staff members that the</del></p>

<p>that the Committee on Human Resources (Rule 2.3.1) shall prepare each year in agreement with the Staff Association. If, during the year, any of the persons on the list is unable to serve, replacements shall be selected in the same manner as those on the original list.</p>	<p><del>Committee on Human Resources (Rule 2.3.1) shall prepare each year in agreement with the Staff Association. If, during the year, any of the persons on the list is unable to serve, replacements shall be selected in the same manner as those on the original list.</del></p>
<p>10.4.3 Members of the Joint Committee shall be eligible for reappointment.</p>	<p><del>10.4.3 Members of the Joint Committee shall be eligible for reappointment.</del></p>
<p>10.4.4 The Joint Committee, by majority, may declare that any of its members may not hear a particular matter, if it is deemed advisable in view of the relations existing between the Committee member and the staff member affected, or the nature of the matter under consideration. The Joint Committee may excuse any of its members from hearing a particular matter. In such cases, the Committee member must be replaced by one of his alternates.</p>	<p><del>10.4.4 The Joint Committee, by majority, may declare that any of its members may not hear a particular matter, if it is deemed advisable in view of the relations existing between the Committee member and the staff member affected, or the nature of the matter under consideration. The Joint Committee may excuse any of its members from hearing a particular matter. In such cases, the Committee member must be replaced by one of his alternates.</del></p>

<p>10.4.5 The principals and alternates appointed in accordance with Rule 10.4.2 (a), (b) and (c), may be replaced pursuant to the provisions of Rule 10.4.2. If the principals and the alternates of any case cannot serve and must be replaced after the hearing has begun, the hearing shall be terminated and a new hearing process shall begin only after the new Committee member has been appointed under the provisions of Rule 10.4.4.</p>	<p><del>10.4.5 The principals and alternates appointed in accordance with Rule 10.4.2 (a), (b) and (c), may be replaced pursuant to the provisions of Rule 10.4.2. If the principals and the alternates of any case cannot serve and must be replaced after the hearing has begun, the hearing shall be terminated and a new hearing process shall begin only after the new Committee member has been appointed under the provisions of Rule 10.4.4.</del></p> <p><b><i>10.4.1 The Joint Committee on Disciplinary Measures required under Article 57 of the RPGD is the Human Resources Advisory Committee established under Rule 1.3 of these Staff Rules. The Committee's recommendations to the Director General are purely advisory.</i></b></p> <p><b><i>10.4.2 The references to the Joint Committee on Disciplinary Measures contained in these Staff Rules and other norms of the Institute refer and apply to the Human Resources Advisory Committee in its exercise of its disciplinary functions.</i></b></p>
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**SECTION ANALYSIS**

The text of this proposed rule is entirely new. The modifications to this Rule are intended to make it consistent with the decision to create the HRAC. The Institute no longer has the resources for a multitude of different committees to deal with human resources issues. The decision to use the HRAC as a disciplinary committee obviates the need for the detailed provisions in the present version of Staff Rule 10.4 on Committee selection, replacement, and procedures.

Current Text	Proposed Text
<p><b>Rule 10.7 Joint Advisory Committee on Reconsideration</b></p> <p>10.7.1 When a case is presented to the Director General for reconsideration, the Director General shall establish an advisory body called the Joint Advisory Committee on Reconsideration, to advise him on reviewing the case, in accordance with Rule 10.5.1. (Article 67)</p> <p>10.7.2 The Joint Advisory Committee on Reconsideration shall be made up of three members, as follows:</p> <p>a. A principal member and two alternates to replace the principal member when necessary, designated by the Director General.</p>	<p><b>Rule 10.7 Joint Advisory Committee on Reconsideration</b></p> <p><del>10.7.1 When a case is presented to the Director General for reconsideration, the Director General shall establish an advisory body called the Joint Advisory Committee on Reconsideration, to advise him on reviewing the case, in accordance with Rule 10.5.1. (Article 67)</del></p> <p><del>10.7.2 The Joint Advisory Committee on Reconsideration shall be made up of three members, as follows:</del></p> <p><del>a. A principal member and two alternates to replace the principal member when necessary, designated by the Director General.</del></p>

<p>b. A principal member and two alternates to replace the principal when necessary, designated by the Staff Association.</p> <p>c. A principal Chairman selected for each case by the Director General, from a list of ten staff members that shall be prepared each year by the Advisory Committee on Human Resources in agreement with the Staff Association. (Staff Rule 2.3.1)</p>	<p><del>b. A principal member and two alternates to replace the principal when necessary, designated by the Staff Association.</del></p> <p><del>e. A principal Chairman selected for each case by the Director General, from a list of ten staff members that shall be prepared each year by the Advisory Committee on Human Resources in agreement with the Staff Association. (Staff Rule 2.3.1)</del></p> <p><b>10.7.1 The Joint Advisory Committee on Reconsideration required under Article 67 of the RPGD is the Human Resources Advisory Committee established under Rule 1.3 of these Staff Rules. The Committee's recommendations to the Director General are purely advisory.</b></p> <p><b>10.7.2 The references to the Joint Advisory Committee on Reconsideration contained in these Staff Rules and other norms of the Institute refer and apply to the Human Resources Advisory Committee in its exercise of its reconsideration functions.</b></p>
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	<p><b>10.7.3</b> <i>At the request of the interested staff member, a member of the Joint Advisory Committee on Reconsideration who, as a member of the Human Resources Advisory Committee, previously advised on the matter under reconsideration, shall be replaced by another to avoid possible conflicts of interest.</i></p>
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**SECTION ANALYSIS**

The text of this proposed rule is entirely new. The modifications to this Rule are intended to make it consistent with the decision to create the HRAC. The Institute no longer has the resources for a multitude of different committees to deal with human resources issues. The decision to use the HRAC as a reconsideration committee obviates the need for the detailed provisions in the present version of Staff Rule 10.7 on Committee selection, replacement, and procedures. The purpose of Rule 10.7.3 is to guard against possible conflicts of interest.

<b>STAFF RULES</b>	
<b>APPENDIX</b>	
<b>Current Text</b>	<b>Proposed Text</b>
<b>Definitions</b>	<p><i>Glossary</i></p> <p><i>RPGD: abbreviation for Rules of Procedure of the General Directorate</i></p> <p><i>Remuneration System: the document entitled System for the Determination of Remuneration of IICA Personnel</i></p> <p><i>Years of service: time of service as a staff member of the Institute. It does not include, inter alia, service as a consultant, as another type of independent contractor, or as an employee or agent of another independent contractor serving the Institute</i></p>
<b>SECTION ANALYSIS</b>	
<p>The purpose of these additional definitions is to facilitate a uniform application and interpretation of the Staff Rules. The reason the adjective “continuous” is not used in the definition of years of service is because, under some Rules, all years of service as staff members, including those that are not continuous, are taken into account.</p>	

## APPENDIX B

SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL

## INTRODUCTION

Current Text	Proposed Text <sup>1</sup>
	<p><i>The definitions in the glossary attached to the IICA's Staff Rules apply to this document. For the correct interpretation and application of the terms used herein, users should consult the glossary.</i></p>
<p style="text-align: center;"><b>SECTION ANALYSIS</b></p> <p>The purpose of this proposed provision is to remind users of the Rules that there is a glossary and that the definitions contained therein are of critical importance for applying and interpreting the Staff Rules and the Remuneration System. Users often either do not realize there is a glossary or forget that it exists, which leads to misunderstandings and mistakes.</p>	

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<sup>1</sup> Deletions from current text are in strikeout; new text is in bold and italics. Use of male pronoun is gender neutral, unless the context clearly suggests otherwise.

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART I  
INTERNATIONAL PROFESSIONAL CATEGORY PERSONNEL**

Current Text	Proposed Text
<b>1. Salary Schedule</b>	<b>1. Salary Scale</b>
<p>b. The salary differentials between the grade levels are at a fixed percentage of the first step of the immediately preceding grade level. From P-1 to P-5 that percentage is 21%. From P-5 to D-2, that percentage is 13%. There are 20 within-grade steps for each grade level from P-1 through P-5, established at a fixed amount based on a percentage of the salary of P-1 step 1. At the levels of P-6, D-1 and D-2 there are 10 within grade steps. The first 10 steps of each of the grades are established at 3.5% of the salary of the P-1 step 1 and the steps from 10 to 20 are established at 2% of P-1 step 1.</p> <p>The first 10 steps will be available as entrance levels and for advancement for seniority and satisfactory performance. Those steps beyond step 10 will be available only through seniority and performance at the satisfactory level.</p>	<p>b. The salary differentials between the grade levels are at a fixed percentage of the first step of the immediately preceding grade level. From P-1 to P-5, that percentage is 21%. From P-5 to D-2, that percentage is 13%. There are <del>20</del> within-grade steps for each grade level from P-1 through P-5, established at a fixed amount based on a percentage of the salary of P-1 step 1. At the levels of P-6, D-1 and D-2 there are <del>10</del> within grade steps. The first <del>10</del> steps of each of the grades are established at 3.5% of the salary of the P-1 step 1 and the steps from <del>10</del> to <del>20</del> are established at 2% of P-1 step 1.</p> <p>The first 10 steps will be available as entrance levels and for advancement for seniority and satisfactory performance. Those steps beyond step 10 will be available only through seniority and performance at the satisfactory level.</p>

**SECTION ANALYSIS**

The text eliminated from this Rule refers to steps in the salary scale and the percentage differences between them. The General Directorate intends to reduce the number of steps in each grade from twenty to a number more consistent with that of the salary scales of other inter-American organizations. The reduction in steps is to be balanced by an increased opportunity for staff to earn bonuses, based on totally satisfactory performance or better. The change in the text is necessary to accommodate this new concept of a more modern compensation system more squarely based on individual performance.

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA PERSONNEL**

**PART I  
INTERNATIONAL PROFESSIONAL CATEGORY PERSONNEL**

Current Text	Proposed Text
<p><b>1. Salary Schedule</b></p> <p>d. Salary increases for individual staff members will be possible under the following conditions:</p>	<p><b>1. Salary Scale</b></p> <p>d. Salary increases for <del>individual</del> staff members will be possible under the following conditions:</p> <ul style="list-style-type: none"> <li>i. When salary scales are changed as in c. above;</li> <li>ii. <del>by seniority and acceptable performance (seniority will be recognized only when performance is at an acceptable level or higher);</del></li> <li>ii. iii. by merit (when performance is <b>fully</b> satisfactory or <del>higher</del> <b>better</b> as recognized in the appropriate procedures; and</li> <li>iii. <del>iv.</del> by promotion.</li> </ul>
<p style="text-align: center;"><b>SECTION ANALYSIS</b></p> <p>The new merit system requires an evaluation of fully satisfactory as a requisite for eligibility for a step increase or a bonus. Thus the addition of the word “fully” to this provision is necessary to reflect that requirement.</p>	

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART I  
INTERNATIONAL PROFESSIONAL CATEGORY PERSONNEL**

Current Text	Proposed Text
<p><b>2. Merit System</b></p> <p>An effective personnel salary system must be accompanied by a merit system that rewards above average performance and self-development on the part of the individual. An objective and equitable merit system requires careful management and monitoring. It must screen out the indiscriminate enthusiasm or personal bias of supervisors and it must be perceived as fair by all staff members. Thus, the remuneration system identifies a fixed amount that shall be awarded on the basis of merit. The importance of this element of the system is that it offers as incentive for the more serious and skilled staff members to keep improving their performance and provides the Institute with a means of rewarding them other than by promotion.</p>	<p><b>2. Merit System</b></p> <p>An effective personnel salary system must be accompanied by a merit system that rewards above average performance and self-development on the part of the individual. An objective and equitable merit system requires careful management and monitoring. <del>It must screen out the indiscriminate enthusiasm or personal bias of supervisors and it must be perceived as fair by all staff members. Thus, the remuneration system identifies a fixed amount that shall be awarded on the basis of merit.</del> The importance of this element of the system is that it offers an incentive for the <del>more serious and</del> skilled <i>and experienced</i> staff members to keep improving their performance and provides the Institute with a means of rewarding them other than by promotion.</p>

<p>The merit system shall be for recognition of performance at levels above the level of satisfactory. No increase shall be granted for levels of performance at the acceptable level or below.</p> <p>Staff members will be eligible to progress from steps 1 to 20, in each grade level shown on the salary schedule, with the combination of seniority and satisfactory performance. Depending upon their level of performance, staff members will be eligible for up to two steps every two years. The determinations as to whether or not a staff member should receive an increase, and the number of steps to be granted, will be made through the performance appraisal system.</p> <p>In addition, there will be a provision for a bonus for exceptionally high levels of performance. The bonus will not be available for staff members appointed to positions of trust. The bonus will be a single payment to be made at the end of a completed year of service. The amount shall not exceed 5% of the staff member's salary earned during that year.</p>	<p>The merit system shall be for recognition <b>recognize fully satisfactory</b> performance at levels <del>above the level of satisfactory</del> <b>or better</b>. No increase shall be granted for levels of performance at the acceptable level or below <b>below fully satisfactory</b>. <b>Based on their annual performance evaluation, staff members may be eligible for an annual bonus or a step increase in grade.</b></p> <p>Staff members will be eligible to progress from steps 1 to 20, in each grade level shown on the salary schedule, with the combination of seniority and satisfactory performance. Depending upon their level of performance, staff members will be eligible for up to two steps every two years. The determinations as to whether or not a staff member should receive an increase, and the number of steps to be granted, will be made through the performance appraisal system.</p> <p>In addition, there will be a provision for a bonus for exceptionally high levels of performance. The bonus will not be available for staff members appointed to positions of trust. The bonus will be a single payment to be made at the end of a completed year of service. The amount shall not exceed 5% of the staff member's salary earned during that year.</p>
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**SECTION ANALYSIS**

The purpose of these modifications is to make the text on the Merit System consistent with the new performance evaluation system. Under the new system, staff are evaluated on a five-point scale. The middle point is “fully satisfactory.” Under the previous system, the middle point was “satisfactory.” The new system provides for annual evaluations rather than the biennial evaluations of the previous system.

Under the previous system, staff were eligible for as many as two step increases based on the biennial evaluation if their performance was better than satisfactory. Under the new system, they will normally be granted annual bonuses for fully satisfactory or better performance. The better the performance, the better the bonus will be relative to others. The staff member who achieves an evaluation of at least fully satisfactory shall have the option of electing a bonus or a step increase; however, staff members in the last step of their grade may receive only a bonus.

The new system replaces a system that allowed staff members to improve their basic salary by advancing step by step within a particular grade level based on a combination of merit and seniority, with a system based principally on merit. Bonuses for better than fully satisfactory performance are expected to exceed the amount of step increases; however, the bonus is fundamentally different from the step increase because once a step increase is given, it remains part of the staff member's basic salary forever. In contrast, a bonus is a one-time payment; it does not become part of the staff member's basic salary.

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART I  
INTERNATIONAL PROFESSIONAL CATEGORY PERSONNEL**

Current Text	Proposed Text
<b>4.8 Recognition of Years of Service</b>	<b>4.8 Recognition of Years of Service</b>
<p>a. A bonus for recognition for years of service shall be paid to all International Professional Personnel who resign or whose appointments are terminated for reasons of health, the elimination of the contract or employment, retirement or death (Article 57)</p>	<p>a. A bonus for recognition for years of <i>continuous</i> service <i>as a staff member</i> shall be paid to all International Professional Personnel who resign or whose appointments are terminated for reasons of health, the elimination of the contract <del>or</del> <i>of</i> employment, retirement or death. (Article <del>57</del> <i>63</i>)</p>
<p><b>SECTION ANALYSIS</b></p> <p>This modification is necessary to make this Rule consistent with the new proposed text for Staff Rule 4.2.8.</p>	

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART II  
LOCAL PROFESSIONAL CATEGORY PERSONNEL**

Current Text	Proposed Text
<p><b>1. Salary Schedule</b></p> <p>a. A numerical identification of grade levels from PL-1 to PL-5. Within each level there shall be 20 within-grade steps.</p> <p>b. The initial levels of salary for each grade of the Local Professional category shall be determined by legal minimum salary levels and by conducting comparability studies of classification grade and salary in each country using government agencies, public corporations and private national and multinational corporations.</p> <p>c. Salary schedules will be adjusted according to local labor laws when a cost-of-living increase is decreed.</p>	<p><b>1. Salary Scale</b></p> <p>a. A numerical identification of grade levels from PL-1 to PL-5. <del>Within each level there shall be 20 within-grade steps.</del></p> <p>b. The initial levels of salary for each grade of the Local Professional category shall be determined by <i>taking into account</i> legal minimum salary levels and <del>by conducting</del> comparability studies of classification grade and salary in each country, using <i>based on</i> government agencies, public corporations and private national and multinational corporations.</p> <p>c. Salary scales will be adjusted according to local labor laws when a cost-of-living increase is decreed.</p>

<p>d. At a minimum of once a year a comparability study (b. above) will be requested to determine the prevailing salaries for comparable work, and appropriate adjustments will be made, within the budgetary possibilities of the Institute.</p> <p>e. Salary increase for individual staff members will be possible under the following conditions:</p> <p>i. when salary schedules are changed through c. or d. above;</p> <p>ii. by seniority and acceptable performance (seniority will be recognized only when performance is at an acceptable level or higher);</p> <p>iii. by merit when performance is satisfactory or higher as recognized in the appropriate procedures; and</p> <p>iv. by promotion.</p>	<p>d. <del>At a minimum of once a year</del> <i>As necessary</i> a comparability study (b. above) will be requested to determine the prevailing salaries for comparable work, and appropriate adjustments will be made, within the budgetary possibilities of the Institute.</p> <p>e. Salary increases for individual staff members will be possible under the following conditions:</p> <p>i. when salary scales are changed through c. or d. above;</p> <p>ii. <del>by seniority and acceptable performance (seniority will be recognized only when performance is at an acceptable level or higher);</del></p> <p>ii. <del>iii-</del>By merit when performance is <i>fully</i> satisfactory or <del>higher</del> <i>better</i> as recognized in the appropriate procedures; and</p> <p>iii. <del>iv-</del>by promotion.</p>
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**SECTION ANALYSIS**

The implementation of the new evaluation and merit system is combined with changes to the salary scale, including reducing the number of steps in the salary scale. To make this Rule consistent with that decision, the text referring to the number of steps in the scale has been eliminated from this Rule. We also modified part d. to reflect the reality that IICA no longer conducts annual salary surveys in the field because they are extremely expensive and there are not sufficient budgeted resources to do so. Finally, we have modified the text to indicate that only those staff members with fully satisfactory performance evaluations (the midpoint on the new evaluation scale) will be eligible for step increases based on merit.

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART III  
GENERAL SERVICES CATEGORY PERSONNEL**

Current Text	Proposed Text
<p><b>1. Salary Schedule</b></p> <p>a. A numerical identification of grade levels from G-1 to G-9. Within each level there shall be 20 within-grade steps.</p> <p>b. The initial levels of salary for each grade of the General Service category shall be determined by legal minimum salary levels and by conducting comparability studies of classification grade and salary in each country using government agencies, public corporations and private national and multinational corporations.</p> <p>c. Salary schedules will be adjusted according to local labor laws when a cost-of-living increase is decreed.</p>	<p><b>1. Salary Scale</b></p> <p>a. A numerical identification of grade levels from G-1 to G-9. <del>Within each level there shall be 20 within-grade steps.</del></p> <p>b. The initial levels of salary for each grade of the General Services category shall be determined by <i>taking into account</i> legal minimum salary levels and <del>by conducting</del> comparability studies of classification grade and salary in each country, using <i>based on</i> government agencies, public corporations and private national and multinational corporations.</p> <p>c. Salary scales will be adjusted according to local labor laws when a cost-of-living increase is decreed.</p>

<p>d. At a minimum of once a year a comparability study (b. above) will be requested to determine the prevailing salaries for comparable work, and appropriate adjustments will be made, within the budgetary possibilities of the Institute.</p> <p>e. Salary increase for individual staff members will be possible under the following conditions:</p> <p>i. when salary schedules are changed through c. or d. above;</p> <p>ii. by seniority and acceptable performance (seniority will be recognized only when performance is at an acceptable level or higher);</p> <p>iii. by merit when performance is satisfactory or higher as recognized in the appropriate procedures; and</p> <p>iv. by promotion.</p>	<p>d. <del>At a minimum of once a year</del> <b>As necessary</b> a comparability study (b. above) will be requested to determine the prevailing salaries for comparable work, and appropriate adjustments will be made, within the budgetary possibilities of the Institute.</p> <p>e. Salary increase for individual staff members will be possible under the following conditions:</p> <p>i. when salary scales are changed through c. or d. above;</p> <p>ii. <del>by seniority and acceptable performance (seniority will be recognized only when performance is at an acceptable level or higher);</del></p> <p>ii. iii. <del>by merit when performance is satisfactory or higher as recognized in the appropriate procedures; and</del> <b>fully</b> satisfactory or <b>higher better</b> as recognized in the appropriate procedures; and</p> <p>iii. iv. by promotion.</p>
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**SECTION ANALYSIS**

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**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART II  
LOCAL PROFESSIONAL CATEGORY PERSONNEL**

Current Text	Proposed Text
<p><b>6. Recognition of Years of Service</b></p> <p>a. As a bonus for years of service, Local Professional Personnel will accumulate one half of a monthly salary for each year of service, in line with the provisions listed below: (Article 57)</p> <p>i. For accounting purposes, this benefit will be reserved monthly US dollars at the equivalent of 1/24th of the current salary. Variations in salary will not have retroactive effect.</p> <p>ii. This benefit will be paid in a singles sum on the date services are terminated and in the local currency of the corresponding country.</p>	<p><b>6. Recognition of Years of Service</b></p> <p>a. As a bonus for years of <i>continuous</i> service as <i>staff members of the Institute</i>, Local Professional Personnel will accumulate one half of a monthly salary for each year of service, in line with the provisions listed below. (Article <del>57</del><b>63</b>)</p> <p>i. For accounting purposes, this benefit will be reserved monthly <i>in</i> US dollars at the equivalent of 1/24th of the current salary. Variations in salary will not have retroactive effect.</p> <p>ii. This benefit will be paid in a <del>singles</del> <i>lump</i> sum on the date services are terminated and in the local currency of the corresponding country.</p>

<p>iii. In those countries that pay fourteen (14) or more salaries per year (for any reason), or where the payment of one-half or a fully salary per year of services is obligatory by law in the event of resignation or termination or services, staff members will not be eligible for this benefit.</p> <p>iv. The bonus for years of services will not be granted to staff members who have been terminated under the provisions or Article 58 of the Rules of Procedure or the General Directorate or under Staff Rule 9.5.3.</p>	<p>iii. In those countries that pay fourteen (14) or more salaries per year (for any reason), or where the payment of one-half a <b>monthly</b> <del>or a fully salary</del> <b>or more</b> per year of services is obligatory by law in the event of resignation or termination of services, staff members will not be eligible for this benefit.</p> <p>iv. The bonus for years of services will not be granted to staff members who have been terminated under the provisions or Article 58 of the Rules of Procedure of the General Directorate or under Staff Rule 9.5.3</p>
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**SECTION ANALYSIS**

These modifications to section a. are necessary to clarify the intent of this benefit, which, like benefits of a similar nature provided upon termination by other international organizations, is to recognize continuous service to the Institute as staff members. Similar clarifying text has been introduced into the Staff Rules.

The purpose of subsection iii. is to prevent a staff member from acquiring the right to payment of two termination payments, one under local law and another under IICA’s rules. Nonetheless, a recent complaint by an IICA staff member suggested that the provision was not as tightly drafted as necessary to achieve that purpose. Thus, to eliminate all doubts about how many termination payments a local IICA staff member must be paid, we suggest that subsection iii be clarified by the above text. The current text is modified to eliminate most of the current problem in interpretation by adding the word “monthly” before the word “salary” and adding the words “or more” after the word “salary”, as indicated in the proposed text for this provision.

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART III  
GENERAL SERVICES CATEGORY PERSONNEL**

Current Text	Proposed Text
<p><b>6. Recognition of Years of Service</b></p> <p>a. As a bonus for years of service, General Service Personnel will accumulate one half of a monthly salary for each year of service, in line with the provisions listed below: (Article 57)</p> <p>i. For accounting purposes, this benefit will be reserved monthly US dollars at the equivalent of 1/24th of the current salary. Variations in salary will not have retroactive effect.</p> <p>ii. This benefit will be paid in a singles sum on the date services are terminated and in the local currency of the corresponding country.</p>	<p><b>6. Recognition of Years of Service</b></p> <p>a. As a bonus for years of <i>continuous</i> service as <i>staff members of the Institute</i>, General Service Personnel will accumulate one half of a monthly salary for each year of service, in line with the provisions listed below. (Article <del>57</del><b>63</b>)</p> <p>i. For accounting purposes, this benefit will be reserved monthly <i>in</i> US dollars at the equivalent of 1/24th of the current salary. Variations in salary will not have retroactive effect.</p> <p>ii. This benefit will be paid in a <del>singles</del> <i>lump</i> sum on the date services are terminated and in the local currency of the corresponding country.</p>

<p>iii. In those countries that pay fourteen (14) or more salaries per year (for any reason), or where the payment of one-half or a fully salary per year of services is obligatory by law in the event of resignation or termination or services, staff members will not be eligible for this benefit.</p>	<p>iii. In those countries that pay fourteen (14) or more salaries per year (for any reason), or where the payment of one-half a <i>monthly</i> <del>or a fully</del> salary <i>or more</i> per year of services is obligatory by law in the event of resignation or termination or services, staff members will not be eligible for this benefit.</p>
<p>iv. The bonus for years of services will not be granted to staff members who have been terminated under the provisions or Article 58 of the Rules of Procedure or the General Director-ate or under Staff Rule 9.5.3.</p>	<p>iv. The bonus for years of services will not be granted to staff members who have been terminated under the provisions or Article 58 of the Rules of Procedure or the General Directorate or under Staff Rule 9.5.3.</p>
<p style="text-align: center;"><b>SECTION ANALYSIS</b></p> <p>These modifications to section a. are necessary to clarify the intent of this benefit, which, like benefits of a similar nature provided upon termination by other international organizations, is to recognize continuous service to the Institute as staff members. Similar clarifying text has been introduced into the Staff Rules.</p> <p>The purpose of subsection iii. is to prevent a staff member from acquiring the right to payment of two termination payments, one under local law and another under IICA's rules. Nonetheless, a recent complaint by an IICA staff member suggested that the provision was not as tightly drafted as necessary to achieve that purpose. Thus, to eliminate all doubts about how many termination payments a local IICA staff member must be paid, we suggest that subsection iii be clarified by the above text. The current text is modified to eliminate most of the current problem in interpretation by adding the word "monthly" before the word "salary" and adding the words "or more" after the word "salary", as indicated in the proposed text for this provision.</p>	

IICA/CE/Res.420(XXIV-O/04)

22-23 July 2004

Original: Spanish

**RESOLUTION No. 420**

**STRENGTHENING OF INTERNAL COMMUNICATION MECHANISMS  
FOR MANAGEMENT**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.451(04) "Progress made in Strengthening Internal Communication Mechanisms for Management,"

CONSIDERING:

That the Institute has been engaged in efforts to modernize its structure and improve the efficiency of its operations;

That a significant aspect of those efforts has been the renewal and modernization of the information systems for management, a process which has made use of advanced distance communications technologies and, consequently, improved the Institute's responsiveness and generated savings in the cost of international communications;

RESOLVES:

To accept the report on the strengthening of internal communication mechanisms for management, and to ask the Director General to continue with the efforts to renew and modernize the communication and information mechanisms and systems for management of the Institute.

IICA/CE/Res.421(XXIV-O/04)

22-23 July 2004

Original: Spanish

**RESOLUTION No. 421****AMENDMENT TO ARTICLE 73 OF THE RULES OF PROCEDURE  
OF THE GENERAL DIRECTORATE AND RULE 2.1(b)  
OF THE FINANCIAL RULES**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

**RECOGNIZING:**

That both the building housing Institute Headquarters in San Jose, Costa Rica, which is more than 30 years old, and its basic equipment, as well as its Offices in the countries, require investments for their renewal and suitable operation;

That Article 73 of the Rules of Procedure of the General Directorate (RPGD) and Rule 2.1(b) of the Financial Rules stipulate that the Program Budget is to contain the following three categories of activity: I. Direct Technical Cooperation Service; II. Management Costs, and III. General Costs and Provisions;

That pursuant to Article 73 of the RPGD and Rule 2.1(b) of the Financial Rules, the current structure of the Institute's Program Budget does not provide a category for budgeting the essential investments necessary to renew buildings and to invest in equipping said infrastructure;

That pursuant to Article 3(o) of its Rules, the Executive Committee may amend the Rules of Procedure of the General Directorate and implement amendments ad referendum the Inter-American Board of Agriculture (IABA), and that in accordance with Article 3(h) of its Rules, the Executive Committee may amend the Financial Rules, provided the amendments are consistent with the RPGD and the Program Budget resolution in force,

RESOLVES:

1. To provisionally approve, ad referendum the IABA, the amendment to Article 73 of the Rules of Procedure of the General Directorate to include the additional category: “d. Renewal of infrastructure and equipment,” and recommend to the IABA that this amendment be permanently adopted.
2. To approve the amendment to Rule 2.1(b) of the Financial Rules to include the additional category: “4) Renewal of infrastructure and equipment,” to make it consistent with the amended text of Article 73 of the RPGD.
3. To entrust the Director General with using this new structure of categories of activity in preparing the Institute’s 2006-2007 Program Budget and in preparing the corresponding annual budgets.

IICA/CE/Res.422(XXIV-O/04)

22-23 July 2004

Original: Spanish

**RESOLUTION No. 422****TITLE OF EMERITUS**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

**HAVING SEEN:**

Document IICA/CE/Doc.450(04), "Proposal for Granting the Title of Personnel Emeritus,"

**CONSIDERING:**

That Jose Alfonso Chirinos Almanza, Gonzalo Estefanell Barbato, and Mario Infante Olano have devoted much of their professional lives to the service of the Inter-American Institute for Cooperation on Agriculture, where they held important positions and discharged them with great success, dedication and skill;

That Mr. Chirinos Almanza, Mr. Estefanell Barbato and Mr. Infante Olano meet all the requirements established in Article 16 of the Rules of Procedure of the General Directorate for obtaining the title of Emeritus;

That, in compliance with Article 16 of the Rules of Procedure of the General Directorate, the Executive Committee may grant the title of Emeritus,

**RESOLVES:**

To grant Jose Alfonso Chirinos Almanza, Gonzalo Estefanell Barbato and Mario Infante Olano the title of Emeritus of the Inter-American Institute for Cooperation on Agriculture, with all the rights and privileges this entails.



IICA/CE/Res.423(XXIV-O/04)  
22-23 July 2004  
Original: Spanish

**RESOLUTION No. 423**

**STATUS OF THE RESOLUTIONS OF THE TWENTY-THIRD  
REGULAR MEETING OF THE EXECUTIVE COMMITTEE**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.453(04) "Status of the Resolutions of the Twenty-third Regular Meeting of the Executive Committee,"

CONSIDERING:

That the aforementioned progress report demonstrates that the General Directorate has satisfactorily complied with the resolutions adopted at the Twenty-third Regular Meeting of the Executive Committee,

RESOLVES:

1. To accept the report "Status of the Resolutions of the Twenty-third Regular Meeting of the Executive Committee."
2. To express its satisfaction with the progress made by the General Directorate in complying with the aforementioned resolutions.

IICA/CE/Res.424(XXIV-O/04)

22-23 July 2004

Original: Spanish

**RESOLUTION No. 424****STATUS OF THE RESOLUTIONS OF THE TWELFTH REGULAR MEETING  
OF THE INTER-AMERICAN BOARD OF AGRICULTURE**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

**HAVING SEEN:**

Document IICA/CE/Doc.452(04) "Status of the Resolutions of the Twelfth Regular Meeting of the Inter-American Board of Agriculture,"

**CONSIDERING:**

That the aforementioned progress report demonstrates that the General Directorate has been satisfactorily complying with the resolutions adopted by the Inter-American Board of Agriculture at its Twelfth Regular Meeting,

**RESOLVES:**

1. To accept the document "Status of the Resolutions of the Twelfth Regular Meeting of the Inter-American Board of Agriculture."
2. To express its satisfaction with the progress made by the General Directorate in complying with the aforementioned resolutions.

IICA/CE/Res.425(XXIV-O/04)  
22-23 July 2004  
Original: Spanish

**RESOLUTION No. 425**

**DATE AND SITE OF THE TWENTY-FIFTH REGULAR MEETING  
OF THE EXECUTIVE COMMITTEE**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

CONSIDERING:

That it is necessary to set the date and site of the Twenty-fifth Regular Meeting of the Executive Committee;

That, pursuant to Article 22 of its Rules of Procedure, the Executive Committee must hold one regular meeting annually;

That, in accordance with Article 25 of those Rules, if no site is offered by one of the Member States to hold the meeting in another country, the meeting will be held at IICA Headquarters,

RESOLVES:

1. To thank the Minister of Agriculture of The Bahamas for the offer made, in principle, to host the Twenty-fifth Regular Meeting of the Executive Committee in that country.
2. To charge the Director General with sending to the Minister of Agriculture, by the end of August 2004, the information on the additional costs required for hosting the meeting in The Bahamas.
3. To instruct the Director General to inform the Member States that the Executive Committee meeting will be held in San Jose, Costa Rica, if official notification is not received from the Government of The Bahamas to host the aforementioned meeting by September 30 of this year,.

4. To instruct the Director General to issue the convocation to the Member States to participate in the Twenty-fifth Regular Meeting of the Executive Committee in accordance with the rules currently in effect.

## **SIGNING OF THE REPORT**



**SIGNING OF THE REPORT OF THE TWENTY-FOURTH REGULAR  
MEETING OF THE EXECUTIVE COMMITTEE**

Pursuant to Article 97 of the Rules of Procedure of the Executive Committee, the Report of the Twenty-fourth Regular Meeting of the Executive Committee is hereby signed at 18:30 hours of the twenty-third day of July of the year two thousand four, at the Headquarters of the Inter-American Institute for Cooperation on Agriculture.

The report will be edited by the Secretariat and the changes approved during the Closing Session will be included before it is published in the four official languages of the Institute, in the Official Documents Series, all versions being equally authentic and valid.

The Secretariat shall file the original texts in the archives of the Inter-American Institute for Cooperation on Agriculture, post electronic files of same on the Institute's web page and send copies of the final version of this report to the governments of the Member States, the Associate States, the Permanent Observers of the Institute and other participants in the meeting.

San Isidro de Coronado, San Jose, Costa Rica

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Chelston W. D. Brathwaite  
Director General and  
*Ex officio* Secretary

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Bernardo Lopez  
Deputy Minister of Agriculture,  
Livestock and Food, Guatemala  
Chairman





**SPEECHES**



**Address by the Director General, Chelston W.D. Brathwaite,  
at the Inaugural Session**

I am indeed pleased to welcome all of you to the 2004 Executive Committee meeting. Stephen Covey, Peter Drucker and other gurus in the field of management have stated that in order to make organizations effective, efficient and innovative, effective leaders of the 21<sup>st</sup> Century must:

- 1) Lead change and institutional modernization
- 2) Produce relevant results
- 3) Visualize the future

In this presentation, I wish to summarize for you what we have been doing to lead change and modernize our Institute, and I will report on the results obtained in 2003. In my closing remarks, I will attempt to visualize the future as we seek to make our Institute an effective institution ready to face the demands of our member states and the challenges of the 21<sup>st</sup> Century.

***I. Lead change and institutional modernization***

In its 2002-2006 Medium-Term Plan, the Institute, in cooperation with its Member States, adopted as its mission *...to support the Member States in their pursuit of progress and prosperity in the hemisphere through the modernization of the rural sector, the promotion of food security, and the development of an agricultural sector that is competitive, technologically prepared, environmentally managed, and socially equitable for the peoples of the Americas.*

In order to put this mission into practice and provide the leadership needed in the hemisphere, it was necessary to undertake a process of internal reorganization and institutional reform. The steps taken so far are:

***1.1 Implementation of a new structure based on an integrated management framework***

Pursuant to a recommendation issued by the Special Advisory Commission on Management Issues in 2002, the Institute has implemented a new structure based on an integrated management framework. I am pleased to report that the programming and implementation of actions are now based more on the expectations of countries, that such actions are subsequently evaluated, and that relevant stakeholders are informed of the results obtained.

In many ways, this integrated management framework reflects the new vision required to face the challenges of agriculture and rural life in the 21<sup>st</sup> Century, in which institutions must be more accountable to their stakeholders and transparent in their actions. This new structure has allowed us to: 1) eliminate the bureaucracy of the Regional Centers; 2) reduce management positions at Headquarters from 36 to 24; 3) reduce Headquarters costs by 10%; 4) consolidate units, creating a flatter, more efficient institutional structure; and 5) allocate US\$1.2 million in savings from these actions to support technical cooperation activities in the Member States in 2002 and 2003.

In addition, we have: 1) created a new unit responsible for budget preparation and control; 2) strengthened the Institute's internal audit function with the appointment of a new internal auditor and a deputy auditor; 3) assigned responsibility for finance and administration to the Deputy Director General; 4) distributed new guidelines for budget preparation and financial accountability to all managers; 5) established a Directorate for Performance Management and Evaluation to ensure that proposed actions are implemented in a cost-effective manner, and 6) created a Directorate for Follow-Up of the Summit of the Americas process to provide appropriate follow-up to the mandates issued at the Quebec Summit and the OAS General Assembly and in the Bavaro Declaration. This unit provides for the exchange of information and facilitates joint efforts with development banks, agencies of the OAS system and other international organizations that are institutional partners of the Summits process, within the framework of the Joint Summit Working Group.

The Directorate of Performance Management and Evaluation is responsible for ensuring that the integrated management framework is adhered to, with clear standards and procedures for the evaluation process. This new framework has been indispensable in compiling and evaluating successful and unsuccessful experiences in the implementation of IICA's actions.

This has proven to be of immense value in moving toward the Institute's objective of greater transparency and accountability.

1.2 *Establishment of a new relationship with the Member States based on participation, accountability and partnership*

As a result of the mandates given to IICA at the Summit of the Americas in Quebec, and reaffirmed at the IABA meeting in Bavaro, the Administration undertook to develop a new technical cooperation model that would respond more effectively to the needs of Member States.

In each of its Member States, IICA engaged in an ongoing dialogue with national authorities, key stakeholders in the agricultural and rural sectors, and representatives of public organizations, the private sector, NGOs, civil society, academia, etc. The objective was to harmonize IICA's actions in the countries with the priorities and development plans of each Member State, taking into consideration the Institute's strategic areas of action and its strengths, in order to prepare a national technical cooperation agenda.

Cognizant of the Member States' desire for transparency and accountability, we initiated the practice of holding a national seminar annually to present a national annual report on the results of the implementation of the National Technical Cooperation Agendas.

The preparation of these agendas and the presentation of results to national authorities represents a new approach to technical cooperation in which the concepts of participation, partnership, cooperation and demand-driven efforts are emphasized, and stakeholders are encouraged to be "owners" of the agendas.

1.3 *Establishment of a new program on trade, agribusiness and food safety*

In this era of free trade negotiations and globalization, access to markets is fundamental to the economic development of the Member States. As you know, IICA's Administration has included agribusiness development as a priority line of action in its 2002-2006 Medium-Term Plan. This has given rise to closer cooperation between the Institute and the private sector in the implementation of actions aimed at promoting agribusiness development and competitiveness.

The trade capacity-building facility established in Miami to promote greater access to international markets is now fully operational, as Dr. Miguel Garcia will explain later.

1.4 *Establishment of a centre to promote linkages between agriculture and tourism.*

Another interesting area has been IICA's participation in the development of programs that combine agriculture with tourism, which resulted in the creation of an Agro-tourism Linkages Centre in Barbados in 2002 to serve the Caribbean Region.

This centre has facilitated mutually beneficial relations between the farming community and the hospitality industry in Barbados, Jamaica, St. Kitts and Nevis, and St. Lucia.

On the basis of this successful model, IICA has provided technical cooperation to the Ministry of Agriculture of Costa Rica in the development of a pilot experience in rural tourism, which, as a complement to agriculture and agroindustry, is a viable alternative for improving the incomes and employment opportunities of rural families.

1.5 *Establishment of a new unit for communication and the promotion of the institutional image*

The Institute has developed a new institutional image that emphasizes its commitment to contributing to agricultural development, food security and the modernization of rural communities in the hemisphere.

The Administration attaches special importance to information, communication and the projection of the institutional image. The promotion of a new global dimension and a new institutional image is fundamental in positioning the Institute as an international development organization that is recognized and respected as a reliable strategic partner that can make a major contribution to the development of agriculture and rural life in the Americas.

A new information and communication policy was developed to facilitate dialogue with the community of agriculture and the Member States, in order to keep them informed of the Institute's activities and the results of its work.

The repositioning documents, the 100 Days Report, the Director General's Report for 2002, IICA News and IICA Connection (an electronic bulletin) are results of this new policy. Later, Dr. Mario Seixas will speak in greater detail on the implementation of this new policy.

1.6 *Promotion of a new human resources policy, including a code of ethical conduct*

Another important element of this Administration's work is the development of a new human resources policy. It is based on the belief that the Institute must be able to maintain and enhance its capacity and competitiveness in order to attract and retain outstanding professionals.

The role and responsibilities of IICA's management personnel were redefined, especially those of the IICA Representatives in the Member States. The policy regarding employees over 65 years of age was enforced, and a new personnel evaluation policy which matches individual performance with institutional goals has been implemented.

At the level of our international professional personnel, the number of regular positions was reduced from 17 to 8, giving the Administration more flexibility in terms of recruitment procedures. Forty-four international staff left the Institute and were replaced by 32 new staff members. The average age of those who left was 61 years; the average age of those joining the Institute is 51. In 2003, women constituted 10% of our professional staff; today, they account for 13%.

As an institution that promotes the generation and transfer of knowledge, the Institute developed a three-year plan, beginning with a review of the classification and compensation system and current recruitment practices, the development of a language training program for staff members, the creation of an orientation program for new employees, the introduction of a new performance evaluation system linked to performance incentives and bonuses, and the introduction of an awards for excellence program.

Linda Landry, IICA's Director of Human Resources, will provide you with more information later.

Also, IICA developed a new code of ethics which takes into account the standards of the Institute, as set out in the Rules of Procedure of the General Directorate, the Staff Rules and the Financial Rules.

The purpose of this Code is to build an ethical system that recognizes the value of the individual and of diversity, and to foster an environment characterized by high moral integrity so that staff members can realize their full potential.

It also highlights those IICA values which govern staff members' work at the Institute so that all members observe the highest values of ethical conduct, namely: impartiality, integrity, professionalism, flexibility, discretion, loyalty, financial prudence and responsibility.

It sets standards for staff members' conduct within and outside the Institute, relations at work, personal business and moral issues, as well as the use and confidentiality of information, conflicts of interest, and political activity outside the Institute.

1.7 *Promotion of a new commitment to strengthen strategic partnerships and to promote the “working together” approach*

IICA has been actively promoting a “working together” approach, which is considered to be indispensable in achieving its objectives, and is based on the belief that problems hindering agricultural and rural development in the Americas are so vast and complex that they surpass the resources and capabilities not only of national governments, but also of any single development agency or international organization.

This has made it necessary for international organizations and agencies to combine their capabilities and experiences with those of their allies and partners, in an effort to find solutions that will have a real impact on the community of agriculture and rural life of the Americas.

Decades of experience have shown the need for, and the advantages of, cooperation among national and international public and private organizations that work in the fields of agriculture and rural life, and whose actions complement those of the Institute.

For years, IICA has collaborated and cooperated with other agencies of the Inter-American and United Nations Systems, international financial institutions, government agencies for international cooperation, as well as other public national and private entities. In order to strengthen these relationships, we established a Directorate for Strategic Partnerships in our Office in Washington D. C., as part of a strategic initiative to work more closely with global strategic partners.

The synergies created have ensured greater relevance of the actions undertaken and enhanced their effectiveness, and expanded the scope of services provided.

1.8 *Establishment of a new unit for trade policies and negotiations*

With the establishment of the Office in Miami, it has become necessary to reorganize the Directorate of Trade and Agribusiness Development, in order to facilitate the smooth operation of the Office and the Directorate at Headquarters.

As a result, it has been decided that the work of the Office in Miami should concentrate primarily on agribusiness development, and that a separate Trade Policies and Negotiations Unit be established at Headquarters. Mr. Julio Hernandez, a citizen of Guatemala with extensive experience in trade policy



formulation and trade negotiations, has been appointed as the Coordinator of this Unit, which will support the Member States in the areas of trade negotiations and agricultural policy formulation.

The new Unit, the Office in Miami and the Directorate of Agricultural Health and Food Safety are working closely to ensure implementation of the Inter-American Program for the Promotion of Trade, Agribusiness and Food Safety.

## ***II. Produce relevant results***

### **Relevant results in 2003:**

The details of our 2003 Report are presented in the document in your packet, and individual country reports are available for your information. Here, given time constraints, I will limit myself to highlighting some of the main achievements of 2003.

#### ***2.1 Promotion of hemispheric and regional integration***

During 2003, the Administration continued its efforts to foster hemispheric integration, strengthen the mechanisms for regional integration and promote horizontal technical cooperation among and between countries.

#### **Northern Region**

In the Northern Region, comprising Canada, the United States and Mexico, IICA continued its efforts to forge effective linkages between these NAFTA countries and the rest of the Hemisphere.

In Canada, IICA focused its efforts on facilitating trade and agribusiness linkages between that country and the other countries of the Americas. The demand within Canada for information, contacts and networks in the Americas is increasing dramatically. IICA's sponsorship of the Conference of Montreal allowed the Institute to participate in seminars and workshops with key Canadian and LAC partners from the public and private sectors.

The IICA Office in Canada continues to work with Agriculture and Agri-food Canada (AAFC) to enhance collaboration, networking capacity, identification of common concerns as they relate to food safety, good manufacturing practices and Hazard Analysis and Critical Control Points (HACCP) and HACCP-based systems. IICA/Canada, in collaboration with the AAFC, sponsored the 4<sup>th</sup> Annual International Congress on Food Safety, held in Guadalajara, Mexico.

The national agenda for IICA in the USA has three key strategic objectives. The first is to expand the capacities of and opportunities for U.S. public institutions, private enterprises and centers of learning in technology and innovation to improve conditions in rural communities and the agricultural economy through links to partners in the hemisphere. The second is, together with U.S. partners, to facilitate professional exchanges and exchanges of information and policy forums, to build hemisphere-wide consensus on issues and approaches to agricultural health and food safety that will ensure a supply of safe food and the use of environmentally sustainable technology. Third, IICA seeks to link institutional, financial, professional and technical resources of the public and private sectors in the U.S. to improve trade capacity in the Hemisphere, within the emerging framework of the FTAA.

In conjunction with the National Association of State Departments of Agriculture, IICA commemorated its sixtieth anniversary by celebrating the contributions of 60 U.S. citizens to agricultural development in the Hemisphere. This alliance will serve to create new partnerships between producers from agricultural producing states in the U.S. and farmers throughout Latin America and the Caribbean. The Tri-national Council met to discuss ways to address priorities in agriculture in the NAFTA countries for 2004, including the establishment of a Technical Secretariat to oversee progress and assist in leveraging resources for the Cooperative Agricultural Research and Technology Transfer Program for the Northern Region PROCINORTE, and task forces related to food safety, gene banks and science and technology.

Our Office in Mexico facilitated the participation of professionals from the Hemisphere in different events to understand the Mexican experience in the management and implementation of the NAFTA agreement.

At the request of SENASICA authorities, support was provided for the Regional Agricultural Health and Food Safety Specialist stationed in Argentina to participate in a seminar on animal health emergencies, held within the context of the 150<sup>th</sup> Anniversary of Veterinary Education in Mexico and the Americas, and speak at the annual CONASA meeting.

In support of the countries of the Southern Region, the Regional Policy and Trade Specialist participated in the Pan American Seminar held by FEPALE in Buenos Aires, Argentina, and, in Montevideo, Uruguay, in the "Workshop on Policies and International Trade," and in the Third Course on Trade Policy. In support of the Andean Region, the specialist participated, in Venezuela, in the Workshop on the FTAA; in Montevideo, Uruguay, in the "Meetings for

Reflection on the Agricultural Sector” and in a meeting with representatives of the private sector to discuss the post-Cancun multilateral trade scenario.

By invitation from the Network for Research on Trade in the Americas, of the OAS, a Mexican consultant participated in the seminar “Integration into the World and Regional Economy: the Challenges Facing Central America,” co-sponsored by the Central American Bank for Economic Integration, held in Tegucigalpa, Honduras.

### **Andean Region**

IICA signed a Memorandum of Understanding with the General Secretariat of the Andean Community in April 2003. The implementation of the agreement went into effect this year, with the preparation of a joint work plan which attaches priority to the following actions: i) studies and research on common themes; development and implementation of cooperation projects; iii) organization and implementation of meetings and workshops; iv) direct assistance to the Member States for the organization of missions of experts, exchanges of experiences and internships; v) development and validation of methodologies; vi) training programs; and vii) information services and dissemination of publications

### **Caribbean Region**

In October 2003, IICA signed a technical cooperation agreement with the Caribbean Community (CARICOM) Secretariat on behalf of the Alliance for the Sustainable Development of Agriculture and the Rural Milieu of the Wider Caribbean. The objectives of this agreement are: i) to identify areas for joint action and to recommend regional and national policies and strategies; ii) to promote programs that can accelerate the integration of agriculture into the economy; iii) to strengthen the capacity of Ministers individually and collectively; and iv) to coordinate the programs of institutions and associations involved in the development of agriculture and the rural sector in the Caribbean.

### **Central Region**

IICA continued to provide technical logistic support intended to enhance the effectiveness of the Regional Council for Agricultural Cooperation in Central America (CORECA) and the Central American Agricultural Council (CAC). More specifically, IICA provided technical assistance to the CORECA Member States in several areas of interest to the region, such as: i) regional and international agricultural trade; ii) reduction in the vulnerability of the

agricultural sector to natural disasters; iii) clean and certifiable agricultural production; iv) preparation of the regional agenda and operating strategy of the Central American Agricultural Council; v) preparation and follow-up of the agricultural chapter of the Puebla Panama Plan; vi) exchanges of information among Member States; and vii) organization of CORECA and CAC meetings

### **Southern Region**

IICA signed a cooperation agreement with the Southern Agricultural Council (CAS) in May 2003, and agreed to execute the following technical cooperation actions: i) establishment and operation of the Technical-Administrative Secretariat; ii) definition of the work plan of the Council; iii) establishment and implementation of the Regional Network for Agricultural Policies, the Informal Regional Group of Agricultural Negotiators and the Permanent Veterinary Committee; and iv) design and implementation of a strategy to seek additional resources for the above-mentioned groups.

#### *2.2 Promotion of agribusiness competitiveness and global trade*

Within the framework of the lines of action of agricultural policy analysis and trade negotiations, IICA's participation in the Fifth WTO Ministerial Conference contributed to strengthening its training and direct technical cooperation actions, demanded by public and private entities in the agrifood sector. Eleven seminars and workshops were organized, and IICA co-organized events with other cooperation agencies.

IICA supported the development of regional positions and facilitated the search for consensus on agricultural trade and sectoral policy by organizing the first meeting of agricultural trade policy offices of the Central American countries.

IICA served as technical secretariat for various discussion forums, among them the Southern Agricultural Council, the Informal Regional Group of Agricultural Negotiators, and the Network for the Coordination of Agricultural Policies in the Southern Region.

In 2004, IICA opened the Inter-American Program for the Promotion of Trade, Agribusiness and Food Safety, in Miami, which launched operations in four core areas of action: market development, strengthening of agribusiness capabilities, food safety, and trade information. Partnerships were forged with firms that supply trade information (e.g., Indigo Key), and a cooperation agreement was signed with the Market Information Organization of the Americas to carry out activities aimed at pooling the market information systems of its members.

### 2.3 *Promotion of agricultural health and food safety*

At its Eleventh Regular Meeting, the IABA instructed IICA to conduct an external assessment of its Agricultural Health and Food Safety Program.

The Institute did this in 2003 and, in the process, established a frame of reference for maximizing the impact of its technical cooperation efforts in this strategic area. The assessment process was transparent and realistic, and provided useful additional inputs for the national agendas. Common needs were identified that can be met by means of actions that have a multiplier effect.

The WTO Agreement on Sanitary and Phytosanitary Measures (SPS) is another important focus of IICA's work. In tandem with the USDA, the Institute implemented a program to facilitate the participation of national delegates in the meetings of the WTO/SPS Committee.

This program has had a major impact, helping to strengthen the institutional framework in the countries and thereby ensure that the WTO/SPS Agreement is implemented and administered effectively.

It has also enabled IICA to strengthen its strategic partnerships with international organizations such as the WTO, the IPPC and the OIE. In fact, the Institute has been designated by the WTO as a regional support organization for its training courses.

In the area of food safety, IICA participated in meetings of the Codex Alimentarius Commission and shared the results widely with key public and private sector officials in LAC, emphasizing the need for them to participate more actively in the Commission's work.

### 2.4 *Promotion of prosperous rural communities*

With regard to actions aimed at strengthening rural communities, IICA provided technical assistance and training for the formulation of rural development strategies and programs with a territorial approach in Brazil, Colombia, Uruguay, Honduras, Mexico, Costa Rica, Nicaragua, Ecuador and Venezuela.

In cooperation with the IDB, the Institute created instruments for building capacities and incorporating the gender approach into micro-enterprises and access to credit in rural communities. These instruments were then validated in northern Costa Rica and southern Nicaragua.

### 2.5 *Development of human capital*

IICA's objective in this area is to support the Member States' efforts to upgrade and strengthen human capital and talent for the sustainable development of agriculture and the improvement of rural life, by means of training in strategic subject areas, the modernization of educational programs, and dialogue aimed at integrating agricultural and rural education in the Americas.

In connection with **training in strategic subject areas**, the stakeholders in agriculture and rural life now have the benefit of courses developed with new information and communication technologies, especially videoconferencing, CD-ROMs and the Internet.

The courses deal with subjects such as food safety (HACCP), organic agriculture, farm management, e-commerce, the quality of agricultural education, and the competitiveness of agrifood chains.

IICA also helped set up training centers for agricultural entrepreneurs and technical personnel in Central America, and trained instructors for distance education programs in Costa Rica, Dominican Republic, Colombia, Guatemala, Mexico and Ecuador.

IICA also promoted the **development of human capital**. In Costa Rica, it helped train groups of extension workers from public institutions and implemented a self-guided training model for upgrading micro-business development capabilities.

### 2.6 *Promotion of environmental management*

In the area of **environmental management**, IICA continued to implement the Program to Combat Desertification in South America (Brazil, Argentina, Bolivia, Chile, Ecuador and Peru), the objective of which is to implement national action plans to combat desertification and drought.

Steps were taken to formulate and implement similar multinational projects in Paraguay, Uruguay, Venezuela, Colombia, El Salvador, Nicaragua, Honduras and the Chaco region (Argentina, Chile and Bolivia).

### 2.7 *Promotion of technology and innovation*

In regard to institutional modernization and the strengthening of competitiveness, IICA continued to disseminate the conceptual and operational framework to support the countries' appropriation of a new paradigm that views technological innovation as the pillar of agricultural competitiveness. Transformation processes were supported in research institutions in Mexico (INIFAP), Costa Rica (INTA), and Colombia (CORPOICA).

With regard to policies on **biotechnology and biosafety**, and taking into consideration a mandate from the ministers of the Central American Agricultural Council (CAC), a regulatory framework was designed for living modified organisms (LMO) used in agriculture in Central America; a regional strategy was proposed for agrobiotechnology, and a proposal was formulated for strengthening national capabilities in biosafety.

I am also pleased to report that Costa Rica's Ministries of Agriculture and Science and Technology, the U.S. Department of Agriculture (USDA), and our Institute co-hosted a Ministerial Conference on Science and Technology to Increase Agricultural Productivity in Central America, held in May 10-11 of this year here at Headquarters.

The event was a follow-up to the International Conference and Expo on Agricultural Science and Technology that was hosted by USDA Secretary Ann M. Veneman in California in June 2003. Some 150 people attended this year's conference, including the Ministers of Agriculture from Central America, the Dominican Republic, Mexico and the United States of America, as well as high-level officials in the fields of science and technology, and representatives from private industry, academia, NGOs and regional and international organizations.

### 2.8 *Promotion of institutional modernization*

One of IICA's goals is to promote the strategic importance of agriculture based on its contribution to the economy in the expanded sense (i.e., not only as a primary sector but also in terms of its contribution to employment, exports, the stability of democratic governance and the balance between the urban and rural sectors), so that decision makers do not lose sight of the importance of agriculture and rural life in development.

Together with the Strategic Planning and Institutional Modernization Unit, the real contribution of agriculture to the economy was quantified in 11 countries of the Americas. On this basis, it was concluded that, when the value added in

production chains is included, agriculture is a very important contributor to GDP and a source of important linkages with the rest of the economy.

Official statistics show agriculture as contributing single digit percentages to Gross Domestic Product (GDP).

Our research suggests that, when all of the backward and forward linkages in the commodity chain are considered, agriculture's contribution to national development is three to seven times higher than the percentages reported in national statistics.

In Argentina, official statistics indicate that agriculture's contribution to GDP is 4.6%, but when we consider all of the backward and forward linkages this figure increases to 32.2%. In Brazil, the figure grows from 4.3% to 26.2%, in Chile from 5% to 32.1%, in Mexico from 4.6% to 24.5%, and in Costa Rica from 11.3% to 32.5%.

In addition, these analyses demonstrate that approximately 74% of the primary products of agricultural production are used as inputs by other sectors of the economy such as agroindustry and manufacturing.

These results are documented in our report "More than food on the Table: Agriculture's true contribution to the Economy."

### *2.9 Promotion of horizontal technical cooperation*

With over 60 years' experience in technical cooperation, IICA has developed numerous successful initiatives that can be shared and adapted in other Member States.

As a knowledge-based institution, IICA is actively promoting the sharing of experiences that can be replicated and tailored to other countries with similar needs. Allow me to give you a few examples, to illustrate our efforts in promoting horizontal technical cooperation.

I have already mentioned one such example - the agro-tourism initiative now being adapted to the Costa Rican context.

Another of IICA's priority efforts has been continued support to the development of small-scale rural industry through the creation of networks and collaborative associations under the umbrella of the Rural Agroindustry Development Program, better known as PRODAR.



PRODAR was created in 1989 as a response to the concerns of international cooperation agencies and governmental and non-governmental organizations regarding the need to strengthen and promote rural agroindustry in the hemisphere.

A third example worth mentioning are the activities carried out by the regional mechanisms for reciprocal cooperation in agricultural science and technology, the PROCIs.

IICA is an active supporter of these cooperative regional programs in research and technology for the hemisphere, and even acts as the Executive Secretary in some cases. Each region has its own program (PROCISUR, PROCIANDINO, PROCICARIBE, PROCINORTE and SICTA).

These mechanisms function as catalysts to facilitate cooperative actions of mutual interest to each of the countries in the respective region, including both the public and private sectors, and facilitate the transfer of knowledge and technologies between countries.

#### *2.10 Strengthening strategic partnerships*

The Administration considers the strengthening of strategic partnerships as a fundamental objective in its efforts to promote sustainable agricultural development, food security and prosperity in the rural communities of the Americas.

As mentioned earlier, the Administration also designated its Office in Washington as the Directorate of Strategic Partnerships, to strengthen our work with international strategic partners.

The agreements signed with the Pan American Health Organization (PAHO), the Food and Agriculture Organization (FAO), ECLAC and IFPRI, and their corresponding plans of action, are at the heart of a new and strengthened relationship based on joint actions.

In addition, the Institute renewed its commitment to working with the Inter-Agency Group for Rural Development and has established appropriate linkages with other international, regional and national agencies throughout the hemisphere.

The reestablishment of our Office in Washington DC in the Organization of American States building is part of these strategic initiatives to work more closely with the OAS in the implementation of actions where our joint efforts are vital for the promotion of sustainable agricultural development.

### ***III. The Ministerial Meeting and the IABA in Panama, and the AGRO 2003-2015 Plan***

The Institute supported the ministers and agricultural delegates in organizing the Second Ministerial Meeting on Agriculture and Rural Life, held 11-12 November 2003 in Panama, and facilitated dialogue, consensus building, and the adoption of commitments for joint action among the stakeholders of the agricultural sector.

At the meeting, the ministers of agriculture approved the AGRO 2003-2015 Plan of Action for Agriculture and Rural Life, which charts a course for agriculture and rural life in the hemisphere to move toward the shared vision of 2015.

The approval of the Plan is one step in implementing the mandates that the Heads of State and Government gave to the ministers at the Third Summit of the Americas (Quebec, 2001), calling on them to promote the development of agriculture and the improvement of rural life through joint actions involving people in agriculture and other organizations responsible for developing the sector.

Immediately following the Second Ministerial Meeting, the Inter-American Board, or IABA, was held on November 13.

The principal result of this IABA meeting was the support given by the agriculture ministers and other heads of delegation to the work of the present Administration, when they adopted Resolution 384, "Consolidation of the Institute's Transformation Process."

This resolution charges the Director General with continuing the process to transform the Institute into an organization that acquires increasing responsibilities in promoting agricultural modernization, ensuring food security and fostering prosperity in rural communities.

The resolution also urges the Member States to support this process and to promote links between IICA's work and financial institutions committed to rural and agricultural development in the hemisphere.

The agricultural ministers of the Americas also adopted Resolution 387, through which they entrusted IICA with supporting implementation of the AGRO 2003-2015 Plan and the ministerial delegates' efforts to prepare progress reports and update the hemispheric agenda for the 2005-2007 period.

The ministers also approved Resolution 392, which encourages Member States to support the Institute financially and pay their arrearages, and proposed appropriate remedial actions for those Member States that continue to fail to live up to their financial responsibility to the Institute. An analysis of the implementation of this resolution is one of the subjects on today's agenda.

I wish to end this presentation by referring to my address to the Executive Committee of 2003, when I said:

"IICA is committed to supporting the international development goals set out in the United Nations Millennium Declaration and believes that these goals constitute a platform for social progress, social stability and cooperation in our hemisphere. We intend to do our part to help reduce poverty in the hemisphere by 50% by 2015. But the institutional modernization process to which we are all committed is not sustainable unless we strengthen the financial base of the Institute.

The international staff of the Institute continues to give their best on a remuneration package and a salary scale approved in 1993. As an integral part of our process to strengthen human resources management at this Institute, and in order for us to remain an international organization that can attract and retain the best qualified specialists in the field of agriculture so that we may efficiently and effectively fulfill our mandate, the Institute wishes to introduce, over the next three years, changes in its human resources policies and programs, particularly in its classification and compensation structure. To ensure an effective and timely decision mechanism to support this change process, we would like to have the support of the Executive Committee for these changes."

Today, I again request your support to strengthen the financial base of this noble institution and to assist the Administration in promoting excellence by retaining and recruiting outstanding professional staff through an attractive and competitive remuneration package.

I hope that with your support we can work together to achieve these goals.

Thank you.

**Address by the Director General, Chelston W.D. Brathwaite,  
at the Closing Session**

We have now reached the close of the Twenty-Fourth Regular Meeting of the Executive Committee and I wish to thank you all of you for your cooperation and support.

Yesterday morning we had before us a comprehensive agenda and a tight schedule and thanks to the sterling leadership of our Chairman, the Committee has been able to cover all the matters presented for its consideration.

We are pleased that the Executive Committee has been able to approve resolutions to strengthen the financial base of the Institute and to modernize the management of our human resources. I wish to recognize the importance of the work by the Special Advisory Commission on Management Issues which strengthens the decision-making process of the Institute and has contributed significantly to the expeditious manner in which this Executive Committee has been able to deal with the agenda over the last two days.

Our work to promote hemispheric integration, science-based hemispheric trade, food safety, prosperity in rural communities and social equity must be seen as important elements in the efforts to promote democracy, free trade and economic stability in the hemisphere.

Our programs of work are strategically important for the future of agriculture in the hemisphere. They include efforts that focus on: i) the promotion of trade, agribusiness and food safety; ii) support to regional integration and horizontal technical cooperation; iii) support for increasing the competitiveness of agricultural products, as a measure for improving market access for the products of Latin America and the Caribbean; iv) support to rural communities and efforts to promote the sustainable use of natural resources; and v) increased resource allocation to agricultural health and food safety.

Looking towards the future, it is generally agreed that the demands of countries in the area of rural development today require: i) either that we reform existing institutions or we create new ones to meet the challenges of the 21<sup>st</sup> Century; ii) that the reform process that we are undertaking, and which has been recognized within and outside the Institute, be designed to make IICA a modern, results-based, demand-driven organization that is valued by the Member States. This process is driven, on the one hand, by the need to increase the Institute's technical competence and credibility, and, on the other, by the need for transparency, accountability and participation by the

stakeholders. The process of globalization and hemispheric integration and the need to promote sustainable rural development are two important issues for development in the hemisphere and iii) that the role of this Administration is not only to manage the Institute, but also to look into the future and see the Institute not as it is today but for what it can become tomorrow.

Today, in looking at IICA's future, I would like to focus on two forces that will fashion agriculture in the Americas:

1. Forces of integration and hemispheric trade
2. The need to promote prosperous rural communities

### ***Forces of integration and hemispheric trade***

Over the last decade or so, there has been a clear trend in the Americas to promote trade and regional and hemispheric integration. The emergence of MERCOSUR, NAFTA, the G-3, the Andean Pact, the Southern Agricultural Council (CAS), and the strengthening of CARICOM into a single market and economy, as well as efforts to build the Free Trade Area of the Americas (FTAA), all clearly express the desire of this hemisphere to move towards integration.

Trade among the countries of the Americas has increased more significantly than has world trade. In the past decade, world trade has shown an annual increase of approximately 8%, while regional groupings in the Americas have recorded higher increases: 20% in the Andean Pact area, 12% in NAFTA and over 20% in CARICOM.

This trend suggests excellent prospects for regional trade in the future, and will underpin the formation of the Free Trade Area of the Americas (FTAA).

The FTAA, which has the potential to create a single hemispheric market of 800 million people and a capital market of some US\$20 trillion, presents the countries of the Americas with both challenges and opportunities. The concept of a new inter-American economy in which no country is constrained by its geographic size but has the potential to create enterprises that can operate in the new regional, hemispheric and global environment is an exciting reality for development in our countries.

However, the potential will only become a reality if globalization and trade liberalization are controlled and regulated by transparent, science-based rules, with instruments and institutions that provide for an equitable distribution of the benefits of the new global economy. In this connection, the concerns expressed regarding the

treatment of small economies, environmental considerations and the fate of those who may be marginalized by the process are relevant.

In light of the challenges facing agriculture and rural life in the context of free trade and development in the Americas, a new institutional framework will be needed to transform rural isolation into a network of global prosperity. The mechanism to implement this strategy is a hemispheric platform of cooperation that: i) promotes dialogue; ii) strengthens and expands alliances with strategic partners; iii) promotes an increased flow of investments to agriculture and the rural economy; and, iv) facilitates hemispheric trade.

The aim of this hemispheric platform is to enable the stakeholders in agriculture to take advantage of hemispheric and global knowledge and, simultaneously, influence action at the hemispheric and global levels to address needs at the local and national levels.

In my view, the success of the FTAA from the perspective of agriculture requires an institution that:

- fosters hemispheric dialogue and consensus building on agricultural issues,
- promotes hemispheric trade, agribusiness and food safety in agricultural products,
- fights hunger and poverty in rural communities,
- promotes horizontal cooperation and the sharing of experiences,
- develops competitiveness in the agricultural sector,
- supports regional integration,
- encourages the effective management of natural resources,
- has a structure and operations that involve large and small countries of the hemisphere equally and equitably,
- assists the Member States in adjusting their agricultural sectors to the realities of free trade,
- focuses on the promotion of science-based trade and the removal of non-tariff barriers to trade, and
- facilitates harmonization of trade rules and regulations.

IICA must be the hemispheric institution for global cooperation in agriculture in the Americas. We have the mandate from the Quebec Summit, we have the infrastructure (a network of 34 offices in the hemisphere), and we have an operational framework that can make this a reality.

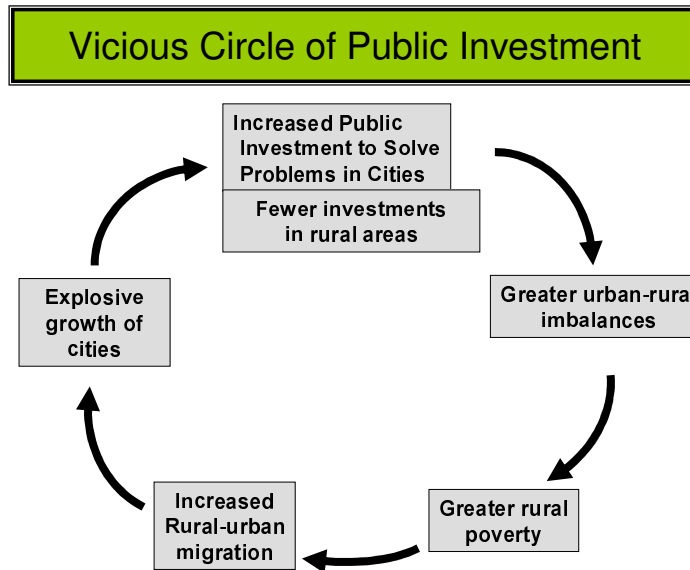
This is why our Medium-Term Plan for 2002-2006 is centered on people and committed to the future.

Our Institute is well positioned to facilitate hemispheric trade in agricultural products and to contribute to developing competitiveness in the agricultural sector.

***The need to promote prosperous rural communities***

Past and even current development models have an anti-rural bias whose approach to modernizing the economy favors industrialization and growth of urban areas. Some consequences of these models include:

- a large, disproportionate allocation of public investment funds for urban centers;
- the concentration of population in cities, the increased political importance of which results in greater public investments in urban services;
- an increasing proportion of the national budget being earmarked for solving growing urban problems;
- greater inflow of private investment to urban areas as a result of the externalities of public investments;
- continued inequalities between urban and rural areas despite economic reforms implemented in the mid-1980s and during the 1990s;
- a limited inflow of resources and improvement in infrastructure in rural areas due to unsound public policies on investment, trade and taxes;
- the spillover effects of increased rural poverty in urban areas;
- a rise in violence and growing social and political insecurity in the rural economy due to the urban-rural imbalances; and
- the continued competitive disadvantage of the rural sector despite investments in areas with considerable potential.



We believe that it is necessary to adopt a new development model that facilitates:

- i) a better rural-urban balance through the integral development of both urban and rural areas;
- ii) increased investment in rural areas that ensures social and political stability, promotes the competitiveness of agriculture and rural economic activities, and creates rural agricultural and non-agricultural employment that provides for an acceptable livelihood in rural areas; and,
- iii) increases in productivity and an expansion in the food supply to meet growing food needs and market requirements.

Furthermore, appropriate policies and strategies must be adopted for:

- increasing investments in the rural sector, to facilitate a profitable and sustainable use of natural resources;
- supporting investments in infrastructure and services that will make both agriculture and non-agricultural activities in rural areas competitive, profitable and sustainable;



- supporting investments for developing human capital in the rural sector (rural education) in order to improve the skills of the population and their standards of living; and
- investing in the development of rural enterprises and institutions that strengthen rural-urban linkages and generate value-added activities and higher incomes.

This broader view of rural development leads us to the inescapable conclusion that if our Institute is going to take its rightful place in promoting agricultural development and improving the welfare of the rural poor, as mandated by the Summit Plan of Action, we must begin to view our role in a broader context. For this reason, we believe that, in addition to continuing to focus on agricultural development, IICA must also address non-farm aspects of the rural sector. To this end, we believe that the Institute should become more than a technical cooperation institute for agriculture, by developing and implementing a development agenda.

In this connection, it is interesting to note that both the Inter-American Development Bank (IDB) and the World Bank have developed and implemented new rural development strategies that focus on increased investment in the rural economy.

The IDB has modified its approach to agriculture and rural development and its projects are geared to investing in the rural economy, with a more inter-sectoral approach.

The priority areas for investment in the rural economy are rural finance, poverty reduction, the territorial approach to competitiveness, technology and food safety. Increasingly, agricultural and rural development actions are embedded in programs linked to the ministries of commerce and environment, and social investment funds.

The World Bank launched a new rural development strategy this year for Latin America and the Caribbean. IICA played an important role by facilitating regional consultation with key stakeholders throughout the hemisphere.

The World Bank's overall rural agenda now takes a more multi-sectoral approach, and its rural development strategy for LAC is based on the rural territory approach. It focuses on three issues: land markets, community-driven development and environmental sustainability. Agricultural and food production activities are embedded in these components.

***Important considerations***

The two banks have reorganized their institutional arrangements and placed agricultural activity under an umbrella of environmentally sustainable development, where it is one complementary component of the overall development program. They have adopted a multi-sectoral approach for analyzing loan portfolios. Although individual loans are sector oriented, many dealing with competitiveness and social development include rural development and agricultural components.

**A development Agenda**

These new initiatives provide our Institute with a unique opportunity to work with development banks and to incorporate a culture of social responsibility by adopting actions to reduce social inequality and rural poverty.

The reform process at the Institute is not only a platform for transparency and credibility, but also a commitment to a future of technical excellence and a responsibility to help reduce rural poverty in our hemisphere.

The Institute seeks to reduce poverty, promote food security and promote rural prosperity by: i) promoting integration, ii) developing competitiveness and facilitating global agricultural trade, iii) strengthening rural communities, iv) furthering sustainable rural development, v) enhancing agricultural health and food safety, and, vi) developing human capital.

This development agenda will help to attain the Millennium Development Goals, but these goals will only be achieved if we work together to develop knowledge-based societies.

It is within this context that we must ensure that the Institute takes its place of pride and technical leadership in agricultural and rural development in the hemisphere. When Henry Wallace and his colleagues thought about establishing IICA in 1942, clearly they were thinking about an institution of technical excellence in research and training. With the new Convention of 1979, we started down the path toward excellence in technical cooperation. Today we must incorporate the new dimensions and move our Institute forward with a development agenda of excellence that promotes food security and prosperity in the rural communities of the Americas.

In conclusion, given the mandates that we received in Quebec, Bavaro, Panama and Monterrey, we are convinced that in the future the Institute must adopt a development agenda that allows it to:

- a. Act as a platform for the hemispheric promotion of regional integration and trade in agricultural products,
- b. Promote horizontal cooperation and the exchange of experiences,
- c. Monitor the state and outlook for agriculture and rural life in the hemisphere, and
- d. Promote an interagency agenda in support of sustainable rural development.

We see the monitoring of agriculture and rural life in the hemisphere and the identification of trends, threats, critical emerging issues and opportunities as an important future role of this Institute as we seek to create societies of knowledge. Discharging this responsibility will allow the Institute to support the efforts of the Member States to implement the AGRO 2003-2015 Plan. Consequently, in 2004, the Offices in the Member States will begin a process to define the state of agriculture and rural life in each Member State, and identify the critical emerging issues, threats, trends and opportunities in the sector.

This exercise will then be consolidated at the regional, thematic and hemispheric levels, in order to define the state of agriculture and rural life in the hemisphere.

We believe that, following the implementation of these initiatives, the Institute will indeed be ready to play a strategic role in the modernization of the rural sector, the promotion of food security and the promotion of prosperity in the rural communities of the Americas.

Before closing, I wish to recognize the people who have worked diligently to make this meeting a success. First, you, the Representatives of the Member States, the management team, the Deputy Director General, Mr. Terry Vogt; all the members of the Cabinet; Mr. Fernando Del Risco, Technical Secretary of the Executive Committee; our legal advisor, Mr. William Berenson; Mr. Miguel Herrera, Coordinator of the Protocol and Institutional Relations Unit; Ms. Leda Avila, Coordinator of Special Events and her team; Ms. Patricia Leon, Head of Public Information and Institutional Image and her team; Ms. Susana Raine, Head of Language Services and her team of translators and interpreters; Mr. Steve Lewis and the support and logistics team, and last but by no means least, the security personnel. Heartfelt thanks to all of you.

Mr. Chairman, members of the Executive Committee, Permanent Observers and invited guests, I wish to reiterate my appreciation for your outstanding contributions during this meeting and I look forward to continuing to work closely with you to strengthen and modernize IICA so that together we can promote prosperity in the rural communities in the Americas.

To those of you who are traveling back home, I wish you a safe trip.

Mr. Chairman, for your sterling role in the success of this meeting, I present you the gavel you used during same.

## **APPENDICES**



**AGENDA****1. Introduction**

Article 22 of the Rules of Procedure of the Executive Committee establishes that this governing body shall hold one regular annual meeting, generally at Institute Headquarters.

The Provisional Agenda of the Twenty-fourth Regular Meeting of the Executive Committee has been prepared by the Director General, pursuant to Article 30 of the Rules of Procedure of the Executive Committee.

**2. Provisional Schedule of the Meeting** *IICA/CE/Doc.440(04)***3. Reports of the Director General to the Executive Committee**

3.1 Message from the Director General *Unnumbered*

3.2 Report of the 2004 Meeting of the Special Advisory Commission on Management Issues *IICA/CE/Doc. 441(04)*

**4. Institutional Policy and Cooperation Services**

4.1 2003 Annual Report *IICA/CE/442(04)*

4.2 Promotion of Trade, Agribusiness, Agricultural Health and Food Safety: *No document*

- a) Trade and Agribusiness
- b) Agricultural Health and Food Safety

4.3 Policy on Technical Information and the New IICA Web Portal *Unnumbered*

**5. Financial and Budgetary Matters**

- |     |                                                                                                                            |                            |
|-----|----------------------------------------------------------------------------------------------------------------------------|----------------------------|
| 5.1 | Financial Statements of the Institute for 2003 and Report of the Independent Auditors                                      | <i>IICA/CE/Doc.443(04)</i> |
| 5.2 | Tenth Annual Report of the Audit Review Committee (ARC) of IICA                                                            | <i>IICA/CE/Doc.444(04)</i> |
| 5.3 | Financial Situation of the Institute                                                                                       | <i>IICA/CE/Doc.445(04)</i> |
| 5.4 | Progress Report on the Collection of Quotas Owed to the Institute                                                          | <i>IICA/CE/Doc.446(04)</i> |
| 5.5 | Recommendations for Implementing Resolution 392 “Proposal for the Collection of Quota Contributions Owed to the Institute” | <i>(No document)</i>       |

**6. Modernization of Human Resources Management**

- |     |                                                                                           |                            |
|-----|-------------------------------------------------------------------------------------------|----------------------------|
| 6.1 | Toward a Smart Parity System                                                              | <i>IICA/CE/Doc.447(04)</i> |
| 6.2 | Proposed Amendments to the Staff Rules                                                    | <i>IICA/CE/Doc.448(04)</i> |
| 6.3 | Proposed Amendments to the System for the Determination of Remuneration of IICA Personnel | <i>IICA/CE/Doc.449(04)</i> |

**7. Other Institutional Business**

- |     |                                                                                     |                            |
|-----|-------------------------------------------------------------------------------------|----------------------------|
| 7.1 | Proposal for Granting the Title of Personnel Emeritus                               | <i>IICA/CE/Doc.450(04)</i> |
| 7.2 | Progress Report on the Modernization of Information Systems for Internal Management | <i>IICA/CE/Doc.451(04)</i> |



**8. The Governing Bodies of IICA and the Ministerial Meeting**

- 8.1 Progress Report on the Process to Implement the AGRO 2003-2015 Plan *(unnumbered)*
- 8.2 Status of the Resolutions of the Twelfth Regular Meeting of the IABA *IICA/CE/Doc.452(04)*
- 8.3 Status of the Resolutions of the Twenty-third Regular Meeting of the Executive Committee *IICA/CE/Doc.453(04)*
- 8.4 Date and Site of the Twenty-fifth Regular Meeting of the Executive Committee. *IICA/CE/Doc.454(04)*

**9. Other Business**



## LIST OF PARTICIPANTS

### IICA MEMBER STATES SITTING ON THE EXECUTIVE COMMITTEE

#### ARGENTINA

Oscar Gherzi (Regular)  
Auditor Interno  
Instituto Nacional de Tecnología  
Agropecuaria  
Buenos Aires  
Tel.: (5411) 4382 2258  
Fax: (5411) 4381 1679  
[ogherzi@correo.inta.gov.ar](mailto:ogherzi@correo.inta.gov.ar)

Liliana Mónica Sola  
Directora de Análisis Operativo y  
Programación  
Secretaría de Agricultura, Ganadería,  
Pesca y Alimentos  
Buenos Aires  
Tel.: (5411) 4349 2710  
Fax: (5411) 4349 2704  
[lsola@mecon.gov.ar](mailto:lsola@mecon.gov.ar)

#### BAHAMAS (Commonwealth of)

V. Alfred Gray  
Minister of Agriculture, Fisheries and  
Local Government  
Ministry of Agriculture, Fisheries and  
Local Government  
Nassau  
Tel.: (242) 325 7502  
Fax: (242) 322 1760  
[v.alfredgray@bahamas.gov.bs](mailto:v.alfredgray@bahamas.gov.bs)

#### BARBADOS

Carston M. Simmons  
Permanent Secretary  
Ministry of Agriculture and Rural  
Development  
Bridgetown  
Tel.: (246) 428 4065  
Fax: (246) 420 8444  
[psminagri@caribsurf.com](mailto:psminagri@caribsurf.com)

#### CHILE

Ema Laval  
Jefa de Gabinete  
Oficina de Estudios y Políticas  
Agrarias (ODEPA)  
Santiago  
Tel.: (562) 397 3000  
Fax: (562) 397 3044  
[elaval@odepa.gob.cl](mailto:elaval@odepa.gob.cl)

#### COLOMBIA

Jaime Eduardo Rivas Ángel  
Secretario General  
Ministerio de Agricultura y  
Desarrollo Rural  
Bogotá  
Tel.: (571) 341 9002/284 1795  
Fax: (571) 336 1562  
[jera@minagricultura.gov.co](mailto:jera@minagricultura.gov.co)

**DOMINICAN REPUBLIC**

Margarita Toribio de Aquino (Regular)  
 Embajadora Extraordinaria y  
 Plenipotenciaria de la República  
 Dominicana  
 Embajada de República Dominicana en  
 Costa Rica  
 San José  
 Tel.: (506) 283 8103  
 Fax: (506) 280 7604  
[embdominicanacr@racsa.co.cr](mailto:embdominicanacr@racsa.co.cr)

Isis de la Mota Cáceres (Alternate)  
 Primer Secretario de Asuntos  
 Culturales y Turísticos  
 Embajada de República Dominicana en  
 Costa Rica  
 San José  
 Tel.: (506) 283 8103  
 Fax: (506) 280 7604  
[embdominicanacr@racsa.co.cr](mailto:embdominicanacr@racsa.co.cr)

**EL SALVADOR**

Armando Servellón  
 Director de la Oficina Financiera  
 Institucional  
 Ministerio de Agricultura y Ganadería  
 San Salvador  
 Tel.: (503) 241 1782  
 Fax: (503) 228 2655  
[aservellon@mag.gob.sv](mailto:aservellon@mag.gob.sv)

**GUATEMALA**

Bernardo López (Regular)  
 Viceministro de Agricultura,  
 Ganadería y Alimentación  
 Ministerio de Agricultura, Ganadería y  
 Alimentación  
 Ciudad de Guatemala  
 Tel.: (502) 362 4759  
 Fax: (502) 362 2784  
[lopezbernardo@usa.net/viceagri@intel.net.net.gt](mailto:lopezbernardo@usa.net/viceagri@intel.net.net.gt)

Ana Cristina Rodas Girón (Alternate)  
 Asesora del Despacho en Comercio y  
 Competitividad  
 Ministerio de Agricultura, Ganadería y  
 Alimentación  
 Ciudad de Guatemala  
 Tel.: (502) 362 4759/332 9995  
 Fax: (502) 334 2784  
[anacriss12hotmail.com](mailto:anacriss12hotmail.com)  
[viceagri@intelnet.net.gt](mailto:viceagri@intelnet.net.gt)

**PERU**

Efraín Palti Solano (Regular)  
 Asesor Principal  
 Ministerio de Agricultura  
 Lima  
 Tel.: (51 1) 332 6549  
 Fax: (51 1) 332 1244  
[eps-gsaac@gsaac.org.pe](mailto:eps-gsaac@gsaac.org.pe)

Miguel Guzmán (Alternate)  
Pimer Secretario y Jefe Sección  
Económica, Comercial y Asuntos  
Administrativos  
Embajada de la República del Perú en  
Costa Rica  
San José  
Tel.: (506) 225 9195  
Fax: (506) 253 0457  
mguzmang@rree.gob.pe

**SURINAME**

Geetapersad Gangaram Panday (Regular)  
Minister of Agriculture, Animal  
Husbandry and Fisheries  
Ministry of Agriculture, Animal  
Husbandry and Fisheries  
Paramaribo  
Tel.: (597) 477 698/477 830  
Fax: (597) 470 301  
dirlvv@sr.net

Gerrit Breinburg (Alternate)  
Director of Planning and Development  
Ministry of Agriculture, Animal  
Husbandry and Fisheries  
Paramaribo  
Tel.: (597) 476 654  
Fax: (597) 470 301  
[dirlvv@sr.net](mailto:dirlvv@sr.net)

**UNITED STATES OF AMERICA**

James Butler (Regular)  
Deputy Under Secretary for Farm and  
Foreign Agricultural Services  
U.S. Department of Agriculture  
Washington DC.  
Tel.: (202) 720 7107  
Fax: (202) 720 8254  
Jim.Butler@usda.gov

Clark Crook-Castan (Alternate)  
Alternate Representative  
U.S. Mission to the OAS  
Washington DC.  
Tel.: (202) 647 6375  
Fax: (202) 647 0911  
crook-castanch@state.gov

Marianne McElroy  
International Relations Advisor  
FAS/U.S. Department of Agriculture  
Washington DC.  
Tel.: (202) 690 1522  
Fax: (202) 690 1841  
[Marianne.McElroy@fas.usda.gov](mailto:Marianne.McElroy@fas.usda.gov)

Bryce Quick  
Assistant Administrator  
Office of Public Affairs, Education  
And Outreach (OPAEO)  
U.S. Department of Agriculture/FSIS  
Washington DC.  
Tel.: (202) 720 8218  
Fax: (202) 720 2025  
Bryce.Quick@fsis.usda.gov

Susan Sadocha  
 International Relations Advisor  
 International Cooperation and  
 Development Foreign Agricultural  
 Services  
 U.S. Department of Agriculture  
 Washington DC.  
 Tel.: (202) 690 0855  
 Fax: (202) 690 1841  
 Susan.Sadocha@usda.gov

#### **VENEZUELA**

Leonardo A. Gil Mora (Regular)  
 Viceministro de Desarrollo Rural  
 Integral  
 Ministerio de Agricultura y Tierras  
 Caracas  
 Tel.: (582 12) 509 0099  
 Fax: (582 12) 576 9991  
 leogilmora@yahoo.com

Lennys B. Rosales Palacios (Alternate)  
 Directora General (E) de la Oficina  
 de Relaciones Internacionales  
 Ministerio de Agricultura y Tierras  
 Caracas  
 Tel.: (582 12) 571 6383  
 Fax: (582 12) 577 9398  
 ofic\_relac\_inter@mat.gov.ve

#### **IICA MEMBER STATES NOT SITTING ON THE EXECUTIVE COMMITTEE**

##### **BRAZIL**

Edilson Guimarães (Regular)  
 Diretor do Departamento de  
 Planejamento e Economia Agrícola  
 Ministério da Agricultura, Pecuária e  
 Abastecimento  
 Brasília  
 Tel.: (55 61) 223 5909  
 Fax: (55 61) 225 4726  
[edguima@agricultura.gov.br](mailto:edguima@agricultura.gov.br)

Francisco Soares Alvim Neto (Alternate)  
 Embajador Extraordinario y  
 Plenipotenciario de la República  
 Federativa del Brasil  
 Embajada de la República Federativa  
 del Brasil en Costa Rica  
 San José  
 Tel.: 295 6875

##### **CANADA**

Louise L. Léger (Regular)  
 Embajadora Extraordinaria y  
 Plenipotenciaria de Canadá en  
 Costa Rica  
 Embajada de Canadá  
 San José  
 Tel.: (506) 242 4400  
 Fax: (506) 242 4411  
[louise.leger@dfait-maeci.gc.ca](mailto:louise.leger@dfait-maeci.gc.ca)

Daryl Nearing (Alternate)  
Deputy Director  
Programs and Multilateral Affairs  
Agriculture and Agri-Food Canada  
Ottawa  
Tel.: (613) 694 2566  
nearingd@agr.gc.ca

Daniel Burgoyne  
International Relations Advisor  
Canadian Food Inspection Agency  
Ottawa  
Tel.: (613) 225 2342 x 4217  
Fax: (613) 228 6634  
dburgoyne@inspection.gc.ca

Maria Lo  
Senior Multilateral Affairs Officer,  
-AAFC-  
Programs and Multilateral Affairs  
Agriculture and Agri-Food Canada  
Ottawa  
Tel.: (613) 759 7729  
Fax: (613) 759 7504  
lom@agr.gc.ca

#### **COSTA RICA**

Carlos Luis Vásquez Fernández (Regular)  
Subdirector Ejecutivo  
Secretaría Ejecutiva de Planificación  
Sectorial Agropecuaria (SEPSA)  
Ministerio de Agricultura y Ganadería  
San José  
Tel.: (506) 231 1642  
Fax: (506) 232 0677

Franklin Charpantier Arias (Alternate)  
Coordinador de Políticas  
Agropecuarias  
Secretaría Ejecutiva de Planificación  
Sectorial Agropecuaria (SEPSA)  
Ministerio de Agricultura y Ganadería  
San José  
Tel.: (506) 296 2059  
Fax: (506) 296 2060  
fcharpantier@mag.go.cr

#### **ECUADOR**

Emilio Barriga  
Director de Desarrollo de Gestión  
Organizacional y Coordinador de la  
Unidad Técnica de Gestión  
Estratégica Agropecuaria  
Ministerio de Agricultura y Ganadería  
Quito  
Tel.: (593) 255 2618  
Fax: (593) 255 4123  
ebarriga@mag.gov.ec

#### **MEXICO**

María Virginia Buendía Calzada  
Encargada de Asuntos Comerciales y  
Agropecuarios  
Embajada de los Estados Unidos  
Mexicanos en Costa Rica  
San José

**PANAMA**

Lynette Stanziola (Regular)  
 Ministra de Desarrollo Agropecuario  
 Ministerio de Desarrollo Agropecuario  
 Ciudad de Panamá  
 Tel.: (507) 207 0603  
 Fax: (507) 232 5044

Virginia Burgoa Solana (Alternate)  
 Embajadora Extraordinaria y  
 Plenipotenciaria de la República de  
 Panamá  
 Embajada de la República de Panamá  
 en Costa Rica  
 San José  
 Tel.: (506) 283 4089  
 Fax: (506) 280 2442  
[empancr@racsa.co.cr](mailto:empancr@racsa.co.cr)

Jacqueline Escobar  
 Directora de Política Comercial  
 Ministerio de Desarrollo Agropecuario  
 Ciudad de Panamá  
 Tel.: (507) 232 5036  
 Fax: (507) 232 5036  
[jackescobar@yahoo.com](mailto:jackescobar@yahoo.com)

**ASSOCIATE STATE****SPAIN**

Antonio Crespo García  
 Consejero de Agricultura, Pesca y  
 Alimentación de la Embajada del  
 Reino de España  
 Embajada del Reino de España en  
 Costa Rica  
 San José  
 Tel.: (506) 222 9823  
 Fax: (506) 222 9733  
[mapaesp@racsa.co.cr](mailto:mapaesp@racsa.co.cr)

**AUDIT REVIEW COMMITTEE**

Luis Carlos Gutiérrez Jaime  
 Director General de Eficiencia  
 Financiera y Rendición de Cuenta  
 Secretaría de Agricultura, Ganadería,  
 Desarrollo Rural, Pesca y  
 Alimentos (SAGARPA)  
 México  
 Tel.: (525) 91 83 12 21  
 Fax: (525) 91 83 10 00 Ext. 33809  
[cgutierrez@sagarpa.gob.mx](mailto:cgutierrez@sagarpa.gob.mx)

**PERMANENT OBSERVERS****ARAB REPUBLIC OF EGYPT**

Hussein Mansour  
 Agricultural Minister Plenipotentiary  
 Embassy of Egypt-Agriculture  
 Washington DC  
 Tel.: (202) 966 2080  
 Fax: (202) 895 5493  
[hkmansour@aol.com](mailto:hkmansour@aol.com)

**FRANCE**

Pasquin Cristofari  
 Agregado Regional de Cooperación  
 Científica y Técnica para América  
 Central  
 Embajada de la República Francesa en  
 Costa Rica  
 San José  
 Tel.: (506) 224 4105  
 Fax: (506) 253 7410  
[cccacr@racsa.co.cr](mailto:cccacr@racsa.co.cr)



**ISRAEL**

Ahuva Spieler Reshef  
 Segundo Secretario y Cónsul  
 Embajada de Israel en Costa Rica  
 San José  
 Tel.: (506) 221 6444  
 Fax: (506) 257 0867  
[embofisir@racsa.co.cr](mailto:embofisir@racsa.co.cr)

Yehuda Rozenblum  
 Director de Proyectos en América  
 Latina  
 Ministerio de Agricultura y Desarrollo  
 Rural  
 Beit-Dagan, Israel  
 Tel.: (972 3) 948 5580  
 Fax: (972 3) 948 5761  
[yehudar@moag.gov.il](mailto:yehudar@moag.gov.il)

**POLAND**

Ryszard Shenepf  
 Embajador Extraordinario y  
 Plenipotenciario de Polonia en  
 Costa Rica  
 Embajada de Polonia en Costa Rica  
 San José

**RUSSIAN FEDERATION**

Alexey Sáltichev  
 Consejero  
 Embajada de la Federación de Rusia en  
 Costa Rica  
 San José, Costa Rica  
 Tel.: (506) 221 2178  
 Fax: (506) 221 2054  
[emrusa@racsa.co.cb](mailto:emrusa@racsa.co.cb)

**OTHER AGENCIES****CARIBBEAN AGRICULTURAL  
RESEARCH AND DEVELOP-  
MENT INSTITUTE (CARDI)**

Wendel Parham  
 Executive Director  
 Trinidad y Tobago  
 Tel.: (868) 645 1205/1207/8120/8121  
 Fax: (868) 645 1208  
[executive@cardi.org](mailto:executive@cardi.org);  
[wparham@cardi.org](mailto:wparham@cardi.org)

**TROPICAL AGRICULTURE  
RESEARCH AND HIGHER  
EDUCATION CENTER**

Pedro Emilio Ferreira Rossi  
 Director General  
 Turrialba, Costa Rica  
 Tel.: (506) 556 6081 directo  
 Fax: (506) 556 6166  
[ferreira@catie.ac.cr/www.catie.ac.cr](mailto:ferreira@catie.ac.cr/www.catie.ac.cr)

Alan González  
 Director del Departamento de  
 Proyección Regional  
 Turrialba, Costa Rica  
 Tel.: (506) 556 6853  
 Fax: (506) 556 2427  
[alang@catie.ac.cr](mailto:alang@catie.ac.cr)

**REGIONAL COUNCIL FOR  
AGRICULTURAL  
COOPERATION**

Róger Guillén  
Secretario de Coordinación  
San José, Costa Rica  
Tel.: (506) 216 0303  
Fax: (506) 216 0295  
[Roger.Guillen@iica.ac.cr](mailto:Roger.Guillen@iica.ac.cr)

**SPECIAL GUESTS**

Juan José Arcuri  
Embajador Extraordinario y  
Plenipotenciario de la República  
Argentina  
Embajada de la República Argentina  
en Costa Rica  
Teléfono: 234 6520

Susana Peñaranda de del Granado  
Embajadora Extraordinaria y  
Plenipotenciaria de la República de  
Bolivia  
Embajada de la República de Bolivia  
en Costa Rica  
Teléfono: 296 4590/296 3747

Guillermo Yunge Bustamante  
Embajador Extraordinario y  
Plenipotenciario de la República de  
Chile  
Embajada de la República de Chile en  
Costa Rica  
Teléfono: 280 0973

Julio Aníbal Riaño Velandi  
Embajador Extraordinario y  
Plenipotenciario de la República de  
Colombia  
Embajada de la República de  
Colombia en Costa Rica  
Teléfono: 283 6871

Juan Miguel Leoro Almeida  
Embajador Extraordinario y  
Plenipotenciario de la República del  
Ecuador  
Embajada de la República del Ecuador  
en Costa Rica  
Teléfono: 232 1503

Hugo Roberto Carrillo Corletto  
Embajador Extraordinario y  
Plenipotenciario de la República de  
El Salvador  
Embajada de la República de  
El Salvador en Costa Rica  
Teléfono: 257 7855

Odette Barrera de Gomar  
Encargada de Negocios a.i. de la  
República de Guatemala  
Embajada de la República de  
Guatemala en Costa Rica  
Teléfono: 283 2290

Álvaro Agüero Lacayo  
Embajador Extraordinario y  
Plenipotenciario de la República de  
Honduras  
Embajada de la República de Honduras en  
Costa Rica  
Teléfono: 231 1642

Laura Pereira de Zelaya  
Ministra Consejera  
Embajada de la República de Honduras en  
Costa Rica  
Teléfono: 231 1642

Kiyoshi Ishii (Observer Country)  
Consejero Segunda Jefatura  
Embajada de Japón en Costa Rica  
San José  
Tel.: (506) 232 1255  
Fax: (506) 231 3140

Mayumi Hashimoto (Observer Country)  
Agregada de Economía y Cooperación  
Embajada de Japón en Costa Rica  
San José  
Tel.: (506) 232 1255  
Fax: (506) 231 3140

María Carmen Oñate Muñoz  
Embajadora Extraordinaria y  
Plenipotenciaria de los Estados  
Unidos Mexicanos  
Embajada de los Estados Unidos  
Mexicanos en Costa Rica  
Teléfono: 233 4145

Francisco José Fiallos Navarro  
Embajador Extraordinario y  
Plenipotenciario de la República de  
Nicaragua  
Embajada de la República de  
Nicaragua en Costa Rica  
Teléfono: 234 6024

Mario Sandoval  
Encargado de Negocios de la  
República del Paraguay  
Embajada de la República del  
Paraguay en Costa Rica  
Teléfono: 231 7707

Alberto Gutiérrez La Madrid  
Embajador Extraordinario y  
Plenipotenciario de la República del  
Perú  
Embajada de la República del Perú en  
Costa Rica  
Teléfono: 225 9145

Jorge María Carvalho Santini  
Embajador Extraordinario y  
Plenipotenciario de la República  
Oriental del Uruguay  
Embajada de la República Oriental del  
Uruguay en Costa Rica  
Teléfono: 253 2755

Nora Margarita Uribe Trujillo  
Embajadora Extraordinaria y  
Plenipotenciaria de la República  
Bolivariana de Venezuela  
Embajada de la República Bolivariana  
de Venezuela en Costa Rica  
Teléfono 225 8810

**IICA STAFF**

Chelston W. D. Brathwaite  
Director General

Terry Vogt  
Deputy General Director and  
Director of Administration and  
Finance

Mario Seixas  
Assistant Deputy Director  
General and Director of the  
Technical Cooperation Secretariat

Robert Landmann  
Director of Strategic Partnerships  
and Director of Operations –  
Northern Region

Fernando Del Risco  
Executive Secretary to the IABA,  
the Executive Committee and the  
Cabinet

Dowlat Budhram  
Director of Performance  
Management and Evaluation

Lizardo de las Casas  
Director of Follow Up to the  
Summits of the Americas Process

Martín Ramírez Blanco  
Director of Operations –  
Andean Region

H. Arlington Chesney  
Director of Operations –  
Caribbean Region

Mariano Olazábal  
Director of Operations –  
Central Region

Guillermo Toro  
Director of Operations –  
Southern Region

Francisco Barea  
Director of Programming

Kevin Walker  
Director of Agricultural Health  
and Food Safety

Sergio Sepúlveda  
Director of Sustainable Rural  
Development

Jorge Ardila  
Director of Technology and  
Innovation

François Dagenais  
Director of Education and  
Training

Julio Hernández  
Coordinator of the Trade Policies  
and Negotiations Unit

Lynda Landry  
Director of Human Resources

Luis Condines  
Internal Auditor

Karen Kleinheinz  
Head of Finance Division

Yanko Goic  
Head of Budget and Control  
Division

Steven Lewis  
Coordinator of Administration  
and Finance Directorate and,  
Head of Administration and  
Services at Headquarters

Rafael Trejos  
Specialist, Directorate of Strategic  
Planning and Institutional  
Modernization

Pamela Stroude  
Coordinator of the Office of the  
Director General

Nelson Espinoza  
Coordinator of the Project  
Preparation Unit



**MEETING STAFF**

**Meeting Secretariat**

*Ex officio Secretary*  
and IICA Director General  
Technical Secretary  
Deputy Director General  
Coordinator of Logistics and Assistant  
to the Technical Secretary

Chelston Brathwaite  
Fernando Del Risco  
Terry Vogt

Leda Celina Ávila

**- Legal Advisor**

William Berenson

**- Publicity and Press**

Patricia León Coto  
Sofía Castresana  
Mónica Montero  
Adriana Araya

**- Diplomacy and Protocol**

Pamela Stroude  
Miguel Herrera  
Elieth Villalta

**- Representatives' Services**

• *Assistance for Representatives*

Ligia Rojas

• *Registration*

*Coordinator*

Mariantonieta Cordido

Flor Bastos

Laura Gutiérrez

• *Hotel*

Antonieta Barrientos

Leticia Giménez

- ***Airport***

*Coordinator*

Ronald Hidalgo

Enrique Salazar

Mariela Zúñiga

Rebeca Martínez

- ***Conference Room Services***

*Coordinator*

Eduardo Lovell

Marta Arias

Minor Carvajal

Marlen Montoya

Lorena Mata

Kattia Quesada

- **Documents and Report**

- ***Classification and distribution***

*Coordinator*

María Elena González

*Control and follow-up*

Zayda Granados

Hannia Acevedo

Geancarlo Salazar

- ***Precis writers***

*Coordinator*

Silvia Delgado

Manuel Jiménez

Wilbert Alfaro

Ronald Aragón

Henry Benavides

Eric Bolaños

Yasiela Gómez



Elizabeth Lewis  
Patricia Matamoros  
Julio Mora  
Tim O'Brien  
Viviana Palmieri

- **Printing and photocopying**

Laura Cartín

- **Interpretation and translation**

*Coordinator*

Susana Raine

Simultaneous Interpretation

English

Elizabeth Lewis  
Mario Samper

Spanish

Sharona Wolkowicz  
Anita Kaufman

Translation

English

Paul Murphy  
Peter Leaver

Spanish

Orlando García

Word Processing

Spanish-English

Viviana Chacón  
Laura Gutiérrez  
Clotilde Rodríguez

- **Audio and video**

*Coordinator*

David Álvarez  
Hermich Flores

**- Technical support and digital reproduction***Coordinator*

Manuel León

Alexander Díaz  
Ricardo Montero  
Osvaldo Solano**- Nurse**

Eunice Zamora

**- General services**

Alberto Muñoz

**- Financial services**

Gerardo Chaves

**- Travel Agency**Silvia López  
Mauricio Jiménez