



EXECUTIVE COMMITTEE

Twenty-fifth Regular Meeting
May 13 - 14, 2005

IICA/CE/Doc.457 (05)
Original: Spanish
May 13-14, 2005

Report on the 2005 Meeting of the Special Advisory Commission on Management Issues

**Ribeirão Preto, São Paulo
Brazil**

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I. INTRODUCTION

The members of the Special Advisory Commission on Management Issues, meeting at the Headquarters of the Inter-American Institute for Cooperation on Agriculture on March 17-18, 2005, submit to the Director General this report, which summarizes the matters addressed and the recommendations issued on the items of the Agenda.

II. DISCUSSION OF AGENDA ITEMS

2.1 Presentation by the Director General

After welcoming the members of the SACMI, Chelston W.D. Brathwaite, Director General of IICA, presented a report on the accomplishments and results of his administration between 2002 and 2004, and progress in transforming the Institute into a modern development agency at the service of its Member States.

He underscored the efforts to develop a vision and implement the strategy for the sustainable development of agriculture and the improvement of rural life. Also, he referred to the responsibilities the Institute has assumed as a partner institution in the Summit of the Americas process, which must support the Member States in the implementation of the AGRO 2003-2015 Plan. He mentioned the importance of the new technical cooperation model based on national and regional cooperation agendas, adding that they are the result of dialogue and consultation with the countries, and make it possible to deliver cooperation services that are in line with the priorities and needs of the countries, within the framework of the 2003-2025 Medium Term Plan.

As regards the development of a more appropriate management structure, he referred to the strengthening of capabilities in the Offices in the Member States, the elimination of the Regional Directorates as an intermediate step and the simplification of the organizational structure at Headquarters. He mentioned the new units that had been created: Budget and Control Unit; Directorate of Performance Management and Evaluation, whose function is to ensure compliance with plans; and the Office in Miami, the purpose of which is to promote the Inter-American Program for the Promotion of Trade, Agribusiness and Food Safety.

On the topic of human resources, he explained progress in renovating personnel rosters, training for staff members and the Director General's Awards for Excellence, as a mechanism for recognizing the outstanding contributions of staff members. He also referred to the new performance evaluation system, which is based on the results generated by each staff member in the performance of his/her duties.

He also referred to the strengthening of internal communication methods for management and the promotion of the institutional image, primarily through greater accountability to the Member States and the dissemination of information on the work and results of the Institute.

He concluded his presentation by offering the following conclusions regarding the future of the Institute: the need to incorporate new initiatives aimed at moving the Institute toward a development agenda of excellence; to implement such initiatives so that IICA can assume a strategic role in the modernization of the rural sector, the promotion of food security and the well-being of rural communities; and to work together as citizens of the Americas for the common good of our community of nations.

In closing, he quoted the Secretary General of the OAS, who, speaking at the Summit of Presidents and Heads of Government held in Monterrey, Mexico, said “

2.2 Progress in Modernizing the Institute and Implementing the 2002-2006 Medium Term Plan

Mario Seixas, Assistant Deputy Director General and Director of the Technical Cooperation Secretariat, presented the main results of the technical cooperation provided in 2004. He mentioned that the following continued: the inter-thematic approach, under which the technical areas provide an integrated response to the demands of the Member States; horizontal cooperation between Offices and regions; and the strategy of “working together” with the agencies of the Inter-American system, international organizations and the cooperation agencies of developed countries.

Also, in response to a request from the Member States at the Twelfth Regular Meeting of the IABA, the report “State of and Outlook for Agriculture and Rural Life” had been updated. Next, he presented the principal results achieved at the regional, national and hemispheric levels. He presented the principal results achieved at the level of the hemispheric agenda in the areas of agribusiness development, trade policies and negotiations, technology and innovation, agricultural health and food safety, sustainable rural development, education and training and preparation of investment projects. He then presented the most relevant accomplishments vis-à-vis the agendas of the Andean, Southern, Central, Northern and Caribbean regions. Lastly, he made specific reference to actions carried out in the member countries of the SACMI.

The 2004 IICA Annual Report and the Directors General’s Special Report for 2004, which provide detailed information on the actions and results of the Institute at the national, regional and hemispheric levels, was distributed to the members of the Commission.

2.3 Progress in Implementing the Matters Considered at the 2004 SACMI Meeting

Fernando Del Risco, in his capacity as Technical Secretary, summarized the document “Progress in Implementing the Matters considered at the 2004 SACMI Meeting,” which focused on the following: i) progress in transforming the Institute; ii) progress in collecting quota arrearages; and iii) improvements in the human resources management system at IICA.

His presentation showed that the General Directorate had made important progress in all of the areas on which the Commission had issued recommendations. In particular, he mentioned

that the Commission's careful review of the proposals put forth by the General Directorate, and its recommendations for improving or strengthening same, had greatly facilitated their study and approval by the Executive Committee, at its Twenty-fourth Regular Meeting, held in San Jose, Costa Rica, on July 22-23, 2004. He mentioned that the full-length report showed in detail the progress achieved in each matter, and announced that the members would be receiving updated information during the meeting.

2.4 Proposed 2006-2007 Program Budget and Proposed Special Budget to be Financed with Resources of the General Subfund.

Francisco Barea, Director of Administration and Finance, presented the proposed Program Budget. He explained that it is based on the following guidelines:

1. No nominal increase in regular funds had been contemplated, meaning that, for 2006-2007, there would be no change in the amount that had been allocated for the last ten years, and Member State quotas would remain unchanged.
2. The allocation of resources had been detailed only for 2006, considering that in January 2006, there would be a change of administration. The proposal is that the Twenty-sixth Regular Meeting of the Executive Committee, to be held in 2006, be authorized to approve the detailed allocation for 2007.
3. The allocation of resources is based on the Institute's technical cooperation agenda at the national and regional levels and the priorities emanating from the mandates of the Summit of the Americas process, especially as regards supporting the Member States in implementing the AGRO 2003-2015 Plan.

He reported that the total amount of resources budgeted for the Regular Fund was US\$30 million per year. Of that total, US\$27.2 million were quota resources and US\$2.8 million miscellaneous income.

Pursuant to the rules currently in effect, the proposed Program Budget is divided into three Chapters: i) Direct Technical Cooperation Services; ii) Management Costs; and iii) General Costs and Provisions. The resources allocated to the latter Chapter include funds for the meetings of the Governing Bodies, insurance, pensions, and other items which do not pertain to specific operating units.

The following annexes are part of the Proposal: Annex No. 1. Priority Technical Cooperation Activities, Priority Activities in the Management of Cooperation, the Repositioning of the Institute and Allocation of the Regular Fund according to Unit; Annex No. 2. Composition of Quota Resources allocated according to Strategic Area; Annex No. 3. Lines of Action and Priority Activities of the Institute; Annex No. 4. Allocation of the Regular Fund according to Unit and Major Object of Expenditure; and Annex 5. Projection of External Resources and INR according to Unit.

During the discussion, the members of the Advisory Commission asked a series questions for purposes of clarification or obtaining additional information. These questions were answered. The chief concerns concerned: (i) Gaining assurances that the Agricultural Health and

Food Safety Program would be continued; (ii) The priority attached to resources allocation for financing IICA support for the hemisphere-wide strategy in biotechnology (iii) The need to seek a mechanism that would afford the Institute greater flexibility in finance management and the fact that the Institute's budget has been frozen since 1995; and (iv) The need for resources to fund support activities for countries that suffer the impact of natural disasters.

Next was the presentation of the proposed special budget financed with General Subfund resources. It was explained that in light of the deterioration in physical facilities and institutional assets and the need to invest in equipment, infrastructure and information and communication technology systems, it would be important to request authorization for a budget of special expenditures for the 2006-2007 biennium in the amount of US\$2,975,000.

The members of the Advisory Commission made comments and requested more information. The main concerns revolved around: (i) specific information as to which offices required an investment in maintenance and equipment; (ii) clarifying whether the offices in need of repair were owned, rented or provided by Member States; and (iii) stipulating the deadline and time-table for the investments.

The Director General and staff members of the Institute gave clarification and additional information on each of the topics raised.

2.5 Progress and Results in the Application of Measures for the Collection of Quota Payments in Arrears

Karen Kleinheinz, Director of Finance, explained progress recorded in the collection of outstanding quota payments to IICA. She noted that as of March 15, 2005, US\$6.6 million in outstanding quota payments for 2003 and previous years had been collected and US\$36.7 million remained outstanding.

The situation with regard to quota payments in arrears had been examined by the IABA, EC and SACMI. Measures for collection of those quota payments had been adopted in resolutions 392 of the IABA and 417 of the EC.

According to the provisions of resolution 417 of the Executive Committee, ten countries had made commitments or requested an arrangement to pay their arrearages. As a result of payments made, four countries –Costa Rica, Colombia, Suriname and Venezuela – had regularized their situation. Six countries are in arrears; of these, three countries (Antigua and Barbuda, Nicaragua and Peru) made the requested payments by December 31, 2004, or owe fewer than three quotas; the remaining three countries (Argentina, Brazil and Paraguay) have commitments pending as of March 12, 2005, and are therefore subject to application of the measures anticipated in Resolution 392 of the IABA and the additional provisions for their application established in Resolution No.417 of the Executive Committee.

The statements by the members of the Special Advisory Commission on Management Issues were directed at (i) Acknowledging the effort that Member Countries had made to become

current in their quota payments to the Institute; (ii) Recommending that action continue to encourage Member States to fulfill their obligation to make timely payment of their quotas to the Institute and to honor standing arrangements to make outstanding payments; and (iii) Specifying which countries were in arrears and spelling out the repercussions that this implied.

With regard to the collection of arrearages and application of the provisions of Resolution No. 392 of the IABA and Resolution No. 417 of the Executive Committee, the Advisory Committee recommended to the Director General that he maintain an open channel of communication with all Member States. The aim here was to have current information on the situation of the countries with regard to quota payments. He should also prepare a presentation for the Executive Committee with information on quotas in arrears and Member Countries that would be subject to application of the provisions of the IABA and the EC. Quotas for 2005 should be presented separately.

The members of the Commission also recommended that both the report prepared by the General Directorate and the presentation made by Mrs. Kleinheinz be submitted for the consideration of the Twenty-fifth Regular Meeting of the Executive Committee, to be held in Ribeirão Preto, Brazil. Finally, the Legal Advisor responded to questions regarding the procedure for applying quota payments received. According to the rules in effect, such payments are to be applied to the debt incurred earliest. The Legal Advisory also answered questions on the ramifications of the provisions of the resolutions that regulate the situation of Member States on the basis of the status of their quota contributions to the Institute.

2.6 Basis for a Hemispheric Program on Biotechnology and Biosafety

Jorge Ardila, Director of the Area of Technology and Innovation, presented the proposed basis for the Hemispheric Program on Biotechnology and Biosafety. In his presentation he underscored the importance of this new priority topic which responded to the need for Member States to strengthen their legal and institutional frameworks to promote the development of agrobiotechnologies (ABTs) and ensure their safe use. ABTs represent a new means for modernizing agriculture, increasing competitiveness for the countries and thereby promoting the development of production and trade.

IICA's work has been focused on promoting dialogue on the impact of ABTs on development and trade, on support for the design of policies and regulatory frameworks, on the dissemination of information in the Americas and technical support for the preparation of specific projects.

Resolution 386 of the IABA supports the work of IICA in this field, recognizes the importance of the Institute promoting meetings to analyze and grasp the impact of ABTs on trade and development and recognizes the importance of a hemispheric plan on ABTs, one that contributes to the efforts of Member States to develop strategies and raise financing.

The proposal, designed from an interdisciplinary approach, seeks to shape a comprehensive ABT hemispheric and biosafety plan that draws on the experiences of the

countries and that links their technical and institutional capabilities. Existing experience, such as the initiative being promoted by the US, Mexico and Canada, and the regional strategies and regulatory frameworks being prepared for the Caribbean and Central regions, with support from IICA, will contribute greatly to this effort.

In closing, Mr. Ardila explained that the main components of the Program would be: (i) to gather and disseminate information to all countries of the Americas; (ii) to support the development and updating of policy frameworks on technological innovation; (iii) to study the impact of ABTs on trade and development; (iv) to support the development of regulatory frameworks from promoting and regulating ABTs; and (v) to conduct research development activities aimed at providing countries with broad access to ABTs.

The members of SACMI urged IICA to continue its efforts to design the program as presented based on a clearer understanding of the countries' needs, support for the development of a strategy on ABTs and biosafety, the dissemination of information and the delivery of horizontal cooperation. The Director General underscored the importance of the program for the Americas and proposed the establishment of an inter-American technical team to promote preparation and implementation of this important hemispheric program.

2.7 The Global Open Food and Agriculture University project

Francois Dagenais, Director of Education and Training, presented the project Global Open Food and Agriculture University, which was approved by the Board of Directors of the Consultative Groups on International Agricultural Research (CGIAR) in October 2004. The International Food Policy Research Institute (IFPRI) was given the responsibility of launching this project with an initial budget of US\$5 million. He added that said the project began the preparation of six Master's Degree programs in the agricultural and agrifood sectors, but had programmed no activities for Latin America and the Caribbean. IICA proposed that they two programs that could be prepared in Latin America and the Caribbean: one on food security to be prepared by IICA, FAO and the Schools of Agriculture of the Universities of Central America, and another for the countries of the Southern Cone on agricultural policies and international trade to be prepared by IICA and the Schools of Agriculture of universities in the Southern Cone. Once completed, the degree programs would be made available on the Internet and CD-Rom.

In closing, he suggested that the interest of IICA's Member States in participating in this initiative be conveyed to the Chairman of CGIAR, the Director General of IFPRI and the Representatives of the countries of the Americas that are members of CGIAR.

The members of the Commission endorsed this initiative and recommended that the Member States be consulted regarding their interest in participating in same, and that such interest be conveyed to the representatives of this region on the CGIAR Board of Directors.

2.8 Improvements in IICA's Human Resources Management System

Linda Landry, Director of Human Resources, presented a report on the improvements made in the human resources management system during 2004. She noted that the goal this year was the same goal stated in the Plan to Modernize Human Resources Management 2003-2006.

She added that activities had focused on: i) the classification and compensation system; ii) the policy framework; iii) the Individual Performance Evaluation System; and iv) training programs and programs for recognizing outstanding performance.

With regard to the classification and compensation principal actions included: organizational reviews in eight offices, including Brazil; salary scales reviews in 21 offices; the insurance program; a special program for emergency assistance; and the creation of a human resources and occupational health subcommittee at headquarters.

As regards to the policy framework, actions focused on: the renewal of contracts, policies on early retirement and repatriation, temporary assignments for International Professional Personnel, a policy on internships and a new Executive Order on consultants.

With regard to the Individual Performance Evaluation System (IPES), it makes it possible to align individual work plans with annual action plans and the MPT. She also noted that this system evaluates the what and the how, allows for accountability and the determination of training needs and the potential of staff members, etc. She went on to say that the IPES included a new evaluation form, a new rating scale and new financial incentives which led to the replacement of the system based on steps with one based on an annual bonus. She mentioned that the training and recognition programs included the implementation, for the second consecutive year, of the Director General's Award for Excellence, a language training program at headquarters and a training program on human development at headquarters.

Lastly, at the request of the SACMI, Ms. Landry reported on the mechanism for reviewing performance evaluations, on the financial repercussions of the change in economic incentives and on the acceptance of the new system on the part of the staff.

2.9 Progress in organizing the Twenty-fifth Regular Meeting of the Executive Committee

Fernando Del Risco, in his capacity as Executive Secretary of the IABA, Executive Committee and the Cabinet reported on progress in organizing the Twenty-fifth Regular Meeting of the Executive Committee. At the invitation of the Government of Brazil, the Meeting will be held on May 13-14 of this year in the city of Ribeirão, São Paulo, Brazil. That city is a 45-minute flight from São Paulo in a region with modern agriculture and agro-industries whose main product is sugarcane and alcohol for fuel.

The Meeting will be held at the Hotel Plaza Araucaria where the delegations will also stay. Some participants will also stay in the Hotel Plaza Inn.

On the agenda for Sunday, May 15, is a visit by 40 people to the facility for producing alcohol for fuel, and a luncheon at the farm of Mr. Roberto Rodrigues, Minister of Agriculture, Livestock and Supply of Brazil. On Monday, May 16, up to 30 people will be able to participate in the AGRISHOW 2005 Fair.

The agenda for the Meeting includes the following items: (i) Management Issues, which includes the Message of the Director General and the presentation of the 2004 IICA Report; Technical Matters and Strategic Guidance for the countries and IICA, which includes: The Report on Agriculture, Poverty, Employment and Rural Life in the Americas, the Hemispheric Agro-energy Program and IICA-CATIE Relations; (iii) Special Matters will include presentations by candidates for the post of Director General; and (iv) under Administrative and Financial Matters, the 2004 Financial Statements and Report of the External Auditors, the Eleventh Report of the ARC, the Election of a Member of the ARC, the Status of Collection of Quota Arrearages, and Proposed Program-Budget for 2006-2007.

As regards matters to be considered by the Governing Bodies of IICA, the Executive Committee will select the winners of the Inter-American Awards in the Rural Sector, will learn of preparations for the Third Ministerial Meeting and the Thirteenth Regular Meeting of the IABA, and will receive reports on compliance with the resolutions of the Twelfth IABA and of the Twenty-fourth Regular Meeting of the Executive Committee. Also, the Executive Committee will set the date and venue for the Twenty-sixth Regular Meeting of the Executive Committee.

Administrative arrangements for the Meeting in Brazil are proceeding smoothly with the firm support of the Minister of Agriculture of Brazil and the IICA Office in that country. Letters of convocation have been sent to the Member States sitting on the Executive Committee, as has information to the remaining Member States, special guests, the Associate Country and the Observer Countries. In view of time constraints it is recommended that Member States confirm as soon as possible the names of the members of their delegations, reserve well in advance, with support from the IICA Offices, their flights to São Paulo and confirm their attendance at each event. Also, they are requested to inform us whether or not they will be presenting any proposals at the Meeting of the Executive Committee.

2.10 Towards the Third Ministerial Meeting in the context of the Summit of the Americas process

P. Lizardo de las Casas, Director for Follow Up of the Summits of the Americas Process, provided background on the ministerial process since the Third Summit of the Americas in Quebec City in 2001, which he considered a landmark for agriculture and rural life in the Americas. He explained the new “institutional architecture” which the Summits of the Americas Process has been putting in place since its first meeting in Miami in 1994. He recalled that the Heads of State and Government had defined the ministerial meetings as a mechanism that would propel the summit process along. Also, he indicated that since 2001, the importance of agriculture and rural life had been recognized by the government leaders.

Next, he explained that the ministerial process was an ongoing and participatory process which went beyond the ministerial meetings. The starting point of the process was a series of national dialogues conducted by the respective ministerial delegate. The ministerial delegates submit national proposals to the Secretariat of the process which is exercised by IICA. The Secretariat systematizes these proposals, summarizes them, after which they are forwarded on line. This marks the starting point for reaching hemispheric consensus as a result of negotiations involving the 34 ministerial delegates in consultation with their ministers.

Also, he explained the difference between the IABA, which is a Governing Body of the Institute, and the Ministerial Meeting on Agriculture and Rural Life in the Americas, which is the mechanism established for implementing and following up on the presidential mandates and providing input for the new Summits of Heads of State and Government.

He explained that the timetable for the ministerial process has been brought into line with the timetable of the Summits process, as defined by the Ministry of Foreign Affairs of Argentina, in its capacity as Chair of the Fourth Summit. He then referred to the reports from the 24 countries which served as the basis for the presentation which IICA, in its capacity as Secretariat for the ministerial process, took to the Thirty-seventh Meeting of the SIRG, held in Buenos Aires, on March 9-10, 2005.

Lastly, he explained the four strategic components of the institutional model IICA has been applying since 2002 in support of the implementation of the presidential mandates. As an example, he referred to the component “Coordination with International Organizations”, explaining the effort IICA, ECLAC, PAHO, FAO and UNESCO have undertaken to systematize their methodologies and share their data with a view to developing a set of indicators for following up on the AGRO 2015 Plan.

2.11 Report on Agriculture and Rural Life

Rafael Trejos, Specialist on Institutional Modernization, explained the conceptual framework on which the report is based, which is consistent with the AGRO 2003-2015 Plan.

The preparation of the report begins with the preparation of national reports, which are used to prepare regional reports that include contributions from IICA’s regional specialists. Each regional report includes specific topics of interest and priority to that region.

These reports are the basis for preparation of the hemispheric report which includes contributions from other organizations on specific topics, such as the analysis of how agriculture contributes to job creation, efforts to combat rural poverty and the promotion of prosperity in rural communities. Mr. Trejos also explained the timetable for preparation of the report and how these documents valuable inputs for the ministerial delegates responsible for the AGRO 2003-2015 Plan.

The document contains six chapters: i) frame of reference; ii) analysis of the context and critical issues affecting agriculture and rural life; iii) recent trends in agriculture and rural life; iv) possible trends in coming years; v) challenges ahead; and vi) a section on the contribution of agriculture to creating jobs and reducing poverty and vulnerability.

III. RECOMMENDATIONS

The Special Advisory Commission on Management Issues makes the following recommendations to the Director General:

- Regarding the *transformation of the Institute and the technical cooperation* provided to the Member States
 - To acknowledge the progress made by the Administration in transforming the Institute and in implementing the Medium-Term plan in 2004, and to urge the Director General to continue to modernize the Institute and meet the priority cooperation needs of the Member States.
- Regarding the proposed *2006-2007 Program Budget*
 - To ensure that the revised version of the Program Budget include the responses to the concerns raised by the members of the SACMI, with a view to facilitating its analysis and approval by the Executive Committee.
 - To provide the members of the SACMI with the additional detailed information presented by the Director of Finance and Administration and the Head of the Budget and Control Unit, which includes comments and questions offered regarding the proposed budget and related topics
 - That the General Directorate, in the process of preparing the new Medium Term Plan, incorporate the human and financial resources (Financial Strategic Plan) that will be required to implementation of the Plan, specify the strategic investments IICA must make to enhance its capability to generate and deliver cooperation services to its Member States.
- As regards the information to be submitted to the consideration of the *Twenty-fifty Regular Meeting of the Executive Committee* regarding the collection of quota arrearages, they suggested:
 - Differentiating, in both the audiovisual presentations and the documents distributed to delegates, the situation of the Member States vis-à-vis the payment of quotas.
 - That the Director General prepare, together with the Legal Advisor, a proposal, perhaps a draft resolution for the Twenty-fifth Regular Meeting of the Executive Committee. The purpose of this proposal would be to clear up certain ambiguities in Resolutions 417 of the EC and 392 of the IABA. This will facilitate the application of measures in case of arrears, and will make such application consistent with Article 24 of the Convention on IICA and other Institute rules and regulations.

- That the Director General, with the support of the Member States, continue efforts to encourage the timely payment of quotas owed to the Institute, which will be a prerequisite for ensuring the financial solvency of the Institute and its ability to continue operating effectively.
- Regarding the ***Hemispheric Agrobiotechnology Program***
 - They underscored the importance of IICA's contributing, through the program, to the development of the strategy of the countries of the region in the area of agrobiotechnology and biosafety.
 - They recommended that the Director General follow up on the offers made by some Member States to provide technical expertise in this area, with a view to building a hemispheric team to facilitate implementation of the program.
- Regarding the participation of the countries of Latin America and the Caribbean in the programs of the ***Global Open Food and Agriculture University***.
 - To recognize the importance of the countries of Latin America and the Caribbean benefiting from the distance education programs in high priority topics offered by the University, and of their supporting efforts by the Director General to ensure the programs of the University benefit the countries of LAC.
 - To recommend that the Director General, in consultation with the delegates of the region to the CGIAR, and key CGIAR officials, establish the most appropriate channel for including in the curriculum of the University distance education programs designed with the participation of universities in the region and which benefit the member countries of the Institute.
- Regarding the ***improvement and modernization of the IICA human resources*** management system:
 - The Commission supports the efforts being made by the Administration to improve the Institute's human resources management system, and to urge the Director General to continue the process.
- Regarding the ***special budget***, the SACMI recommends:
 - To include resources that will enable the Institute to continue its support for the participation of the Member States in the WTO Committee on Sanitary and Phytosanitary Measures.
 - To stagger the proposed investments in equipment and building maintenance on the basis of priority, to ensure that the amount proposed is not exceeded.
 - To include in the proposal additional information on priorities.

APPENDICES

PROVISIONAL PROGRAM

Rev. 3

<i>Thursday, March 17</i>	
08:30 – 09:30	Welcome Address Progress in the modernization of the Institute and the implementation of the 2002-2006 Mid-Term Plan
09:30 – 10:00	2004 IICA Annual Report
10:00 – 10:30*	Refreshments
10:30 – 10:45	Progress in implementation of the matters considered at the 2004 SACMI Meeting
10:45 – 11:15	Proposed 2006-2007 Program-Budget and proposed special budget to be financed with resources of the General Subfund
11:15 – 12:00	Discussion and recommendations on the Proposed Program-Budget 2006-2007
12:00 – 14:15 *	Lunch
14:15 – 15:15	Progress in and results of the application of measures for the collection of quota arrearages
15:15 – 15:45	Discussion on the collection of quota arrearages
15:45 – 16:30*	Refreshments
16:30 – 17:00	Other Business <ul style="list-style-type: none">▪ Hemispheric Program on Biotechnology and Biosafety
17:30 – 19:30	Reception

* At the same time, preparation of the Minutes of the Meeting will proceed.

<i>Friday, March 18</i>	
09:00 – 09:15	Other Business <ul style="list-style-type: none"> • Latin American and Caribbean participation in the project Global Agricultural Open University
09:15 – 09:30	Improvements incorporated into the human resources management system
09:30 – 10:30	2006-2007 Program Budget and Quota Arrearages <i>Continuation of discussion</i>
10:30 – 11:00*	Refreshments
11:00 – 11:15	Progress in organizing the 25 th Regular Meeting of the Executive Committee
11:15 – 11:45	Progress in the organization of the III Ministerial Meeting
11:45 – 12:00	Progress in the preparation of the Report on the Status of and Outlook for Agriculture, Employment and Rural Poverty in the Americas
12:00 – 12:15	Review of the Preliminary Report of the Meeting
12:15 – 12:30	Closing session
12:30 – 14:30	Lunch

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