



EXECUTIVE COMMITTEE

Twenty-sixth Regular Meeting
September 27 - 28, 2006

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REPORT OF THE 2006 REGULAR MEETING SPECIAL ADVISORY COMMISSION ON MANAGEMENT ISSUES

San Jose, Costa Rica

I. INTRODUCTION

The members of the Special Advisory Commission on Management Issues (SACMI), hereinafter “The Advisory Commission”, having met at the Headquarters of the Inter-American Institute for Cooperation on Agriculture (IICA) from 26 to 27 July 2006, present this report to the Director General summarizing the matters discussed and the recommendations made regarding the agenda items.

Election of the Chair and Rapporteur

The Plenary elected Mr. Roger Clarke, Minister of Agriculture and Lands of Jamaica, as the Chair of the meeting; and Mr. Leandro Mercedes, Under Secretary of State for Agricultural Extension and Training of the Dominican Republic, as Rapporteur.

II. PROCEEDINGS

Mr. Chelston W. D. Brathwaite, Director General of IICA, welcomed the members of the Special Advisory Commission to the meeting. He thanked them for their work during the special meeting held on 15 June, which had focused on an analysis of the modified organizational structure of the General Directorate and other topics related to the management of the Institute.

The Director General said that the principal challenges to Member States’ efforts to develop agriculture and improve rural life were: i) the eradication of poverty and hunger; ii) the sustainability of the environment; iii) combating cross-border diseases; iv) making agriculture competitive in a globalized world; v) solving problems stemming from the high cost of energy and insufficient water; and, vi) establishing a global partnership to attain the millennium development goals. He then made reference to the priorities in the 2006-2010 Medium-Term Plan as the Institute’s response to supporting Member States’ efforts to face these challenges.

Finally, he made reference to the various agenda items for the meeting and stressed the importance of the contributions expected of the Advisory Commission with respect to each of these items, especially contributions to fine-tune the proposed 2006-2010 Medium-Term Plan and 2007 Program Budget.

2.1 Recommendations made by the Special Meeting of the Advisory Commission, held on 15 June 2005

In his capacity as Technical Secretary, Mr. Fernando Del Risco gave an overview of the document “Status of the Recommendations of the Special Advisory Commission on Management Issues (SACMI),” emanating from its 2005 meeting. He said that virtually all the recommendations had been implemented and had produced positive results for the management of the Institute. The Special Meeting, on 15 June 2006 had been held at the request of Member States of the Northern Region to discuss adjustments in the structure of the General Directorate of the Institute. The four recommendations made to the Director General concerned the following matters: i) dissemination of the information that the Technical Cabinet and technical forums handle among the professional personnel and institutions in Member States, ii) discussion of the

role of the IICA Office in Spain, iii) additional information about the modified structure of the General Directorate, and, iv) new dates for the regular meeting of the SACMI (26-27 July) and the Twenty-sixth Regular Meeting of the Executive Committee (27-28 September). The Secretary then reported on the status of those recommendations.

2.2 Recommendations made by the Sub-commission of the Special Advisory Commission on Management Issues for studying the proposal from the Southern Agricultural Council (CAS)

The Technical Secretary read out the report of the Sub-commission of the SACMI which met at IICA Headquarters on 14 October 2005. It comprised one regular country representative and one alternate country representative from each region. The purpose of the meeting had been to discuss the resolution adopted by the Southern Agricultural Council CAS/Res-01 (VRE-2005). The Secretary reported that on that occasion, most of the topics included in that Resolution had been discussed and that the topic on the financial sustainability of the Institute had remained pending, for discussion at a future date. He said that the Sub-commission's recommendations had been implemented, especially the recommendation on the participation of Member States in the preparation of the 2006-2010 Medium-Term Plan. On the matter of the financial sustainability of IICA, section 2.13 of this document reports on the discussion of this topic.

2.3 The financial situation of the Institute: progress made in implementing the measures for collecting quota contributions owed to IICA and the results achieved

Mrs. Karen Kleinheinz, Director of Finance, explained progress that had been made in collecting quota contributions owed to IICA. She said that measures for collecting quota contributions had been adopted in resolutions 392 and 414 of the Inter-American Board Agriculture (IABA) and resolutions 417 and 425 of the Executive Committee (EC). In 2005, a total of US\$31.3 million had been collected. The total amount of quotas due to be collected at the beginning of 2006 was US\$39.1 million. So far, US\$16.7 million had been received, with a further US\$22.4 million still to be collected.

She then reported on that eight countries were up to date with their payments (Bahamas, Barbados, Canada, Chile, Jamaica, Mexico, Saint Kitts and Nevis and Trinidad and Tobago) and 20 countries enjoyed "regular status," meaning they owed no more than two years of quotas. Two countries were in the "special status" category (Peru and Nicaragua), two were "in arrears," meaning they owed more than two quotas but less than three (Antigua & Barbuda and Paraguay), and another two, also "in arrears", owed more than three quotas but less than four (Brazil and Dominica).

Finally, Ms. Kleinheinz mentioned the following four points: a) the important progress made in collecting quota contributions owed to the Institute between 2004 and 2006; b) the fact that for the second consecutive year a significant reduction had been achieved in the quotas owed to IICA, making it possible to finance the 2005 and 2006 Program Budgets and the special budgets approved by the Governing Bodies of IICA for those years; c) the importance of continuing efforts to ensure that quotas were paid on time so that the Institute could finance programs in fields that were a high priority for Member States and operate effectively.

The Director General recognized the efforts of Member States to bring their quota payments up to date and said one of the major achievements had been to reduce the total amount owed to the Institute. Especially important was Brazil's pledge to continue paying one-and-a-half quotas each year. He also expressed appreciation for the support of the ministers of agriculture and the important role played by the Advisory Commission, particularly in the design of the measures to encourage the countries to pay their quota arrearages.

Finally, he said that the Institute's ability to carry out the mandates of its governing bodies and address the priorities of Member States depended largely on the strengthening of its finances, which was one of the prerequisites for the timely delivery of high-quality cooperation services.

The members of the Advisory Commission referred to the progress made in reducing the amount owed to the Institute. They urged the administration and the ministers of agriculture to continue their efforts to ensure that quota contributions owed to the Institute were paid on time to ensure funding for priority programs promoted by the Institute.

2.4 2006-2010 Medium-Term Plan and adjustments in the structure of the General Directorate

Mr. James French, Director of Technical Leadership and Knowledge Management, introduced this item on the agenda, explaining the process followed in preparing the 2006-2010 Medium-Term Plan. This had enabled the General Directorate to implement the recommendations from the Sub-commission of the Advisory Commission regarding this matter, the aim being to ensure that the Regional Councils of Ministers and all Member States participated in and contributed to the preparation of this important guiding framework for IICA action.

Next, Mr. Rafael Trejos, Specialist of the Institutional Modernization Unit, made a detailed presentation on the contents of the proposal, referring to the proposed vision and mission and explaining the grounds for selecting the thematic areas on which the Institute should focus its efforts in the coming years, and the priorities for hemispheric action proposed in each of the following five areas: (i) promotion of trade and the competitiveness of agribusinesses; (ii) strengthening of rural communities based on a territorial approach; (iii) promotion of agricultural health and food safety; (iv) promotion of the sustainable management of natural resources and the environment; and (v) incorporation of technology and innovation for the modernization of agriculture and rural development.

Within the framework of these thematic areas, he explained the specific priorities for each of the Institute's regions (Andean, Caribbean, Central, Northern and Southern). These priorities were reflected and specified in the respective regional and national cooperation agendas. Lastly, in response to a prior recommendation of the Advisory Commission, he explained the strategy for financing the implementation of the Plan.

In their comments, the members of the Advisory Commission proposed that the version of the MTP to be presented to the Executive Committee at its Twenty-sixth Regular Meeting state more precisely the role of the Institute in each area for priority action, the role and actions to be carried

out and include, to the extent possible, the expected results; and indicators for follow-up and evaluation of the Plan. Consistency between the MTP and the programming instruments of the Institute, the Program Budget and the Annual Action Plans, should also be ensured. Some members expressed concern that IICA did not have the technical capability or the resources to effectively promote the sustainable management of natural resources, and cautioned IICA about allocating limited budgetary resources to this strategic area.

The Director General clarified that this was not a new area for IICA action since cooperative projects and activities had always existed. During the last four years IICA has provided assistance in situations dealing with flooding, support to agriculture as a result of hurricanes, difficulties with respect to water management, development of policies on environmental services, issues that have to do with the emission of greenhouse gases, climate change and where agriculture is going in the future, etc. He added that IICA had existing commitments with Member States understanding of environmental issues, after all agriculture is about exploitation of natural resources within an environment. By proposing this area of work, the importance of this essential component of the sustainable development of agriculture is emphasized in the proposals of the 2006-2010 Medium-Term Plan.

They further expressed concern regarding the inclusion of specific references to increases in quota contributions to IICA to finance the Plan, which, they felt, could give rise to some reservation with regard to approving the proposal.

The Director General underscored the role of the 2006-2010 MTP as a strategic guiding framework for IICA action, and its relationship with the other programming instruments. He added that both the Program Budget and Annual Action Plan went into much greater detail regarding priority actions, expected results and their respective indicators of achievement. He mentioned the difficulty of providing such a level of detail in the 2006-2010 MTP, and thanked the members of the Advisory Commission for their recommendations which, he said, would make it possible to fine-tune the proposal that would be presented to the Executive Committee for consideration.

In response to the concern expressed by the SACMI them be from Bolivia, the Director General pledged to deploy to that country the technical support needed to bring the Institute's cooperation agenda there more into line with the new government's priorities.

He further welcomed the comments and suggestions of the members of the Advisory Commission, which would be incorporated into the revised version of the MTP, as well as the suggestion to maintain in the document the section on financial aspects but to eliminate references to the budget for 2008 and 2009. The subject of the quota contribution of Member States would be addressed by the governing bodies of the Institute when they discussed the proposed Program Budgets for 2008-2009 y 2010-2011. It should be noted that the successful implementation of the 2006-2010 MTP was subject to the approval, by the Member States, of the necessary resources for financing it.

Finally, the discussion focused on the amount of time available to make adjustments in the proposed Medium-Term Plan and the decision was that the members of the SACMI should send

their comments in writing as quickly as possible, bearing in mind that the proposal had to be sent to the Member States that would sit on the Executive Committee¹ 45 days before the Twenty-Sixth Regular Meeting of this Governing Body. They further recommended that the General Directorate share with the Member States any comments received on the proposal prior to the meeting of the Executive Committee.

2.5 Proposal on the detailed allocation of the resources of the Program Budget for 2007

Mr. Francisco Barea, Director of Administration and Finance, explained that, in Resolution No. 416, adopted at its Thirteenth Regular Meeting, held in Guayaquil, Ecuador, the Inter-American Board of Agriculture, had approved the proposed Program Budget for 2006 (currently being executed) and an overall allocation for 2007. It had also instructed the Administration to present to the Executive Committee, at its Twenty-Sixth Regular Meeting, a proposal on the detailed allocation of resources for 2007, within the overall allocation approved of US\$30 million in regular resources.

He identified the priorities for action and the proposed distribution of Regular Fund resources among the three Chapters of the Program Budget (I. Direct Technical Cooperation Services; II. Management Costs; and III. General Costs and Provisions.) He also explained the distribution of the proposed allocation of the Regular Fund by Object of Expenditure and by priority areas of action.

The members of the Advisory Commission recommended analyzing the commitments involved and the role the Institute should play in the area of agro-energy and bio-fuels before recommending the allocation of resources to that area. They also underscored the importance of increasing contributions to the Hemispheric Biotechnology and Biosafety Program (#BBP). On this subject, it was recommended that the EC propose to the IABA that a portion of the approved resources in the 2007 Special Budget be used to strengthen this Program.

The SACMI member from Argentina brought to the attention of the SACMI Resolution 02-2006 of the Southern Agricultural Council (CAS) requesting that, at its Twenty-Sixth Regular Meeting, the Executive Committee include as an item for discussion application of the new OAS quota scale. He further added that, as the Director General had requested in his response to the document on Financial Sustainability, the CAS had approved a proposal by means of a Ministerial Resolution, that the Executive Committee analyze the system for calculating IICA quotas and submit it to the IABA for consideration.

The Director General described some aspects of the new OAS scale, which included a 3% increase in Member States' quota contributions and modified the distribution among countries. He indicated that in Guayaquil, the IABA had approved the total amount for the Regular Fund budget and the distribution of quotas for 2007. He consulted with the Legal Advisor, who gave a detailed description of the process involved in determining the new scale that the OAS General

¹ These 12 Member States will sit on the Executive Committee this year: Belize, Bolivia, Brazil, Canada, Costa Rica, Grenada, Jamaica, Mexico, Panama, Paraguay, Trinidad and Tobago and Uruguay.

Secretariat would apply in 2007 and 2008. The Legal Advisor also pointed out that the IABA was the only entity that could make any adjustments in the Regular Fund Budget.

The various options discussed included convening a Special Meeting of the IABA, waiting until the IABA meeting in 2007 to discuss changing the scale beginning in 2008, or proposing that the Executive Committee consult all Member States by correspondence. In the case of the latter option, this would require the approval of two-thirds of the members of the EC.

The SACMI member from the United States of America and Canada stated their objection to this issue being addressed at this time since it was not included on the agenda of this meeting of SACMI, and they had not had sufficient time or information to consult, therefore, they could not support any recommendation on the subject.

In response to a request from the SACMI member from Mexico, the Administration agreed to provide further details on the quota increase approved by the OAS and its implications for IICA Members before the Executive Committee meeting in September.

The Director General thanked the members of the SACMI for their contribution and called particular attention to the suggestion made by the United States, in the form of a proposal, to evaluate the technical capability of the Institute in order to: 1) identify its strengths and weaknesses, and 2) determine a baseline of its technical capability.

2.6 Proposed system for determining the remuneration of the Director General

In response to the mandate from the IABA at its Thirteenth Regular Meeting, Mrs. Lynda Landry, Director of Human Resources, presented a proposal for revising the basic salary of the Director General and another for establishing a procedure for determining that salary. According to that mandate, the proposal should be presented to the Executive Committee, for consideration, at its Twenty-Sixth Regular Meeting.

Mrs. Linda Landry explained to the members of the Advisory Commission the proposal to adjust the basic salary of the Director General, which had been frozen since 1995. She also explained a proposed system for determining and revising the remuneration of the Director General every two years, including the possibility of monetary bonuses. That presentation was made in a closed session after both the Director General and IICA staff members (except for the Director of Human Resources, the Legal Advisor and the Technical Secretary) had excused themselves and left the room.

The members of the Advisory Commission requested further information on the complete compensation package of the Director General, which included, for example, a post adjustment, a housing allowance, and other benefits. They also requested information on the post adjustment process, on the salaries of top management at the OAS General Secretariat and the impact on the financial situation at the OAS. That information was provided to them.

In an entirely closed session, the members of the Advisory Commission discussed the proposal and recommended referring the proposal on the Director General's salary to the Executive

Committee. To that effect, IICA must provide the Executive Committee with detailed information 45 days prior to its Twenty-Sixth Regular Meeting so that it could have all the background information to make an informed decision on this matter.

The members of the Advisory Commission recommended that this topic be referred to the Executive Committee for consideration.

2.7 Hemispheric Biotechnology and Biosafety Program

Mr. Assefaw Tewolde's presentation on the proposed Hemispheric Biotechnology and Biosafety Program (HBBP) comprised the following components: (i) the basis for the program; (ii) the importance of IICA involvement in the area; (iii) the contents of the program, prepared in conjunction with Member States; (iv) the implementation strategy; and (v) activities to be carried out.

The activities proposed for the program are related to the areas of information, needs assessments; support for the formulation and implementation of policy and regulatory frameworks; communication with the public to ensure a proper perception of risks and benefits related to agro-biotechnologies; support for the development of scientific-technological capabilities, and promotion of a discussion and analysis of national and international norms and regulations.

The Director General welcomed the following recommendations of the members of the Advisory Commission: (i) to consider the proposal presented as the nucleus of the program IICA should develop with available resources; (ii) to allow the participation of associate professionals, which would enable experts from national institutes to contribute to the implementation of the program; (iii) to promote the program at the regional level by linking specialists in biotechnology and biosafety in each region (associate experts and/or experts hired with external resources to be obtained); (iv) to design, in each region, strategic projects that respond to regional priorities; and (v) to promote and encourage inter-agency work among regions, and foster agreement on efforts involving public agencies, universities and the private sector in the Member States.

He then thanked Mexico for its kind offer of the services of Dr. Victor Villalobos, a renowned expert in the field of biotechnology.

The SACMI further recommended that a proposal for funding the expanded program be submitted to the Executive Committee at its next meeting. This proposal would serve as support for efforts to secure additional contributions from Member States, in the form of qualified personnel and financial resources, and seek additional funding from regional funding agencies, such as CAF, CABEI and CDB, and multilateral agencies, such as the IDB, World Bank and cooperation agencies.

SACMI members from the USA, Canada and Mexico thanked the Director General for his effort to strengthen the resource allocation to the HBBP. The United States also requested that any available funds collected from quota arrearages be used, if necessary, to supplement funding for the HBBP.

2.8 Proposed Hemispheric Program on Agro-energy

Mr. Mario Seixas, Assistant Deputy Director General, reported to the Advisory Commission on progress made by the General Directorate to comply with IABA Resolution No. 410 “Proposed Hemispheric Program on Agro-energy.”

The presentation focused on the current situation regarding ethanol and bio-diesel production worldwide; the expectations of the countries with regard to replacing fossil fuels with renewable sources of energy, including bio-fuels; the impact of new technologies, the foreseeable environmental impact, as well as the dilemma facing decision-makers in moving in the direction of using land for the production of biofuels or for food production.

He also presented the conceptual framework for the IICA program, the lines of action through which the Institute, along with Member States, would promote the program, and the next steps to be taken. He also proposed the creation of a working group comprising experts from IICA and the countries, the organization of seminars and workshops, the promotion of a network of specialists, and the support expected from the governments of the countries of the hemisphere if the program was to succeed.

The IICA proposal provides for the following: (i) promoting dialogue and exchanging experiences on agro-energy and policies for development in this area; (ii) technological development; (iii) technology transfer through the promotion of horizontal cooperation (iv) the design of policies and programs compatible with environmental policies in each country and the Clean Development Mechanism under the Kyoto Protocol.

The members of the Advisory Commission underscored the importance of the topic, but, at the same time, noted it was impossible to get an opinion from their governments on the proposal since, in several of them, government policy on the issue was currently under discussion. At the same time, members recognized the importance of the topic of agro-energy, underscored its potential for serving as a platform to facilitate horizontal cooperation and underscored the need to define in precise terms the Institute’s role in executing the program.

They therefore recommended that the Director General promote a process of consultation with Member States and that he prepare and present to the Executive Committee, at its next meeting, the following: (i) a progress report on compliance with IABA Resolution 410; (ii) the proposal presented at the SACMI meeting as well as any comments made by the Advisory Commission regarding that proposal; (iii) a proposed timetable for actions to be carried out to promote the program subsequent to the meeting of the Executive Committee, along with a proposal for funding them. That process should involve the participation of and contributions from national experts.

2.9 The future of the Office in Spain

Mr. Christopher Hansen, Assistant Deputy Director General and Director of Strategic Partnerships discussed the situation regarding the IICA Office in Spain in terms of the following: i) the current role of the Office; ii) the costs involved; iii) IICA’s strategy regarding strategic

partners located in Europe; iv) possible scenarios with respect to the future of the office; and v) the financial implications of these options.

Some members of the Advisory Commission expressed concern about the costs of financing the Office, the functions it could perform and the potential benefits involved. Other members felt that that Office represented significant potential for the developing countries of the Hemisphere in that it could support their efforts to increase access to information, markets, technology, cooperation and financing from a region in the world with which they had historic ties.

The Director General recognized that adequate resources had not been given to the Office in Spain to ensure that it operated efficiently and effectively. The SACMI members from Jamaica, Bolivia, Brazil, the Dominican Republic and Argentina proposed that the Office of Spain be given adequate resources to ensure that it accomplished its objectives and thanked the Government of Spain for its support.

The Director General said it was up to Member States to consider the alternatives which, in brief, were: (i) to close the Office, taking into consideration the political costs of such a decision; (ii) to maintain the current structure and size of the Office, or (iii) to enhance its potential with the concomitant increase in resources to finance its operation.

The Advisory Commission, on the understanding that the topic would be submitted to the Executive Committee at its Twenty-Sixth Regular Meeting in September this year, made the following recommendations to the General Directorate:

- a) to maintain the current level of operations, duties and size for the time being;
- b) before the next regular meeting of the Executive Committee: i) to provide Member States with a cost/benefit study of the options presented by the General Directorate, ii) to explore other sources of funding; and, iii) to provide Member States with any additional information they needed to make a decision.
- c) To report to the Executive Committee on the position of the members of the SACMI regarding the future of the IICA Office in Spain.

2.10 Amendments to the Rules of Procedure

2.10.1 Amendments to the Rules of Procedure of the Executive Committee and the IABA with respect to the Minutes and Final Reports of Meetings

The Technical Secretariat presented the proposed amendments to the Rules of Procedure of the Executive Committee² and of the IABA³ regarding the rules governing the preparation of the minutes of the plenary sessions and the final report on meetings of both the Executive Committee and the IABA. The proposed adjustments reflected the procedures currently in use which had

² Articles 73, 96 and 97.

³ Articles 65, 87 and 88.

been streamlined thanks to the use of new information and communication technologies. These improvements represented greater efficiency and lower costs.

The Director General thanked Member States for their support to efforts to improve conferences services provided to the meetings of the Governing Bodies. He referred, in particular, to the use of electronic means which had made it possible to generate savings insofar as it was no longer necessary to send documents in printed format. The Advisory Commission recommended to the General Directorate that it present those proposed amendments to the Executive Committee for consideration at its Twenty-Sixth Regular Meeting.

2.10.2 Amendments to the Staff Rules

Mrs. Linda Landry, Director of Human Resources, presented the proposed amendments to the Staff Rules. The members of the Advisory Commission viewed favorably the proposed changes to encourage staff training and recommended that the Director General establish policies to promote staff training in critical areas, in terms of institutional priorities.

The Advisory Commission suggested presenting to the Executive Committee for consideration at its Twenty-Sixth Regular Meeting the proposed amendments submitted to the meeting. They recommended establishing guidelines which would include: i) criteria regarding the maximum amount of leave a staff member could take for training; and ii) a requirement as to the minimum amount of time a staff member had to remain in the employ of the Institute upon completion of training. In this way, it would be ensured that the Institute benefited from the knowledge and experience acquired by the staff member who received training.

With respect to the proposal to modify the Staff Rules on declarations of net worth and possible conflicts of interest of staff members, it was recommended that the General Directorate analyze various options, including, among others, no change to the current rules.

2.11 Additional information on International Professional Personnel in the Adjusted Organizational Structure of the General Directorate

The General Directorate would send to the members of the Advisory Commission the adjusted organizational structure of the General Directorate in the form of a graph, which would indicate the names of the staff members as had been requested at the Special Meeting of the SACMI on June 15.

2.12 Differentiating among documents for the meetings of the SACMI, the Executive Committee and the IABA

Frequently, members of the SACMI and delegates from Member States attending meetings of the Executive Committee and the IABA wish to share information documents with their colleagues. The Advisory Commission therefore recommended to the Director General that there should be a clear differentiation between working documents and information documents. The idea behind this recommendation is that it would be clearly established that working documents of the

SACMI should be sent to Member States 30 days in advance, whereas information documents need not necessarily be sent within that time period.

The Commission further recommended that the General Directorate present to the Executive Committee and the IABA for consideration a proposed amendment to the rules of procedure of both governing bodies to establish the difference between working documents that had to be sent to all Member States 45 days in advance and information documents which were not subject to that stipulated time frame.

2.13 Financial Sustainability of IICA

In view of Member States' concern that IICA have a solid, stable financial base to ensure the funding of cooperation programs within the framework of the 2006-2010 Medium-Term Plan, the Advisory Commission recommended that the General Directorate: (i) place on the agenda of the next Regular Meeting of the Special Advisory Commission on Management Issues the item, Financial Sustainability of the Institute; and (ii) ask the members of the SACMI to submit their proposals on this topic.

ANNEX I
AGENDA
July 26-27, 2006

Tuesday 25 Participants welcomed at airport and transported to hotel

Wednesday 26

- 08:30 – 09:00 • Welcome remarks by the Director General.
- 09:00 – 09:30 • Recommendations of the Special Advisory Commission on Management Issues at its Special Meeting (June 15, 2006).
- 09:30 – 10:00 • Recommendations of the Sub-commission of the SACMI on the proposal submitted by the Southern Agricultural Council (CAS) regarding preparation of the 2006-2010 Medium-Term Plan and the allocation of resources (member country on the Sub-commission).
- 10:00 – 10:30 *Refreshments*
- 10:30 – 11:00 • The financial situation of the Institute: Progress with and results of the application of measures for the collection of quotas in arrears.
- 11:00 – 12:00 • Presentation of the 2006-2010 Medium-Term Plan of IICA and adjustments in the structure of the General Directorate.
- 12:00 – 14:00 *Lunch*
- 14:00 – 15:00 • Discussion of the 2006-2010 Medium-Term Plan of IICA and adjustments in the structure of the General Directorate.
- 15:00 – 15:30 • Presentation of the Proposal for the detailed allocation of the resources of the Program-Budget for 2007.
- 15:30 – 16:00 *Refreshments*
- 16:00 – 16:30 • Discussion of the Proposal for the detailed allocation of the resources of the Program-Budget for 2007.
- 16:30 – 17:00 • System for determining the salary of the Director General.
- 17:10– 18:00 The Rapporteur, with support from the Secretariat, begins preparation of the SACMI report. Rapporteur will be transported to hotel when report has been completed.
- 18:00– 20:00 • Cocktail reception.
- 20:10 • Participants transported to hotel.

Thursday 27

- 08:30 – 09:30 • Proposed Hemispheric Biotechnology and Biosafety Program.
- 09:30 – 10:30 • Progress with the preparation of the Proposed Hemispheric Program on Agro-Energy.
- 10:30 – 11:00 *Refreshments*
- 11:00 – 12:00 • The international dimension: The future of the IICA Office in Spain.
- 12:00 – 14:00 *Lunch*
- 14:00 – 15:00 • Amendments to the Rules of Procedure:
- Proposed amendments to Articles 73, 96 and 97 of the Rules of Procedure of the Executive Committee and Articles 65, 67 and 88 of the Rules of Procedure of the IABA.
 - Proposed amendments to the Staff Rules and to the Rules of Procedure of the General Directorate.
- 15:00 – 16:30 • Final stage of preparation of the report on the meeting (Rapporteur, with support from Secretariat).
- 16:30 – 17:00 • Reading of the report and close of meeting.
- 17:10 • Participants transported to hotel.

Friday 28

- Participants transported to the airport.

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