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SPECIAL EXPENDITURES FINANCED BY THE GENERAL SUBFUND

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I. Background

The freeze on Member State quotas since 1995 has had a negative impact on the Institute's ability to finance cooperation actions. In addition, soaring personnel costs and other objects of expenditure, essential for executing such actions, has seriously hindered IICA's ability to operate and provide timely responses to requests for cooperation services from the Member States.

In light of this situation, the Director General respectfully submits to the consideration of the Inter-American Board of Agriculture a request for Special Expenditures to be financed with resources from the General Sub-fund.

These General Sub-fund resources will be earmarked exclusively for priority actions of strategic importance to both the Institute and its Member States, in the areas of Trade and Agribusiness Development, Agricultural Health and Food Safety, and Modernization of the Institute. Following is a synthesis of the actions. **Appendix 1** shows a breakdown of the technical cooperation actions to be financed with the special budget; **Appendix 2** describes the proposal for modernizing the Institute's management information systems.

II. Agricultural trade promotion in the Member States

The negotiations taking place within the framework of the FTAA and the WTO, and in connection with various bilateral and regional agreements, offer important opportunities for the development of agriculture and trade. This, in turn, creates the need for a new institutional order in the public and private sectors.

It is therefore necessary to create mechanisms for consensus building, participation and trade integration to meet demands stemming from those agreements.

The results to be achieved through the cooperation actions are:

- The Ministries of Agriculture of at least 15 countries will have trade policy units capable of providing them with advisory services, participating in bilateral and multilateral agricultural trade negotiations, and administering and implementing mechanisms for evaluating commitments assumed under these trade agreements.
- In each of eight Member States, two agrifood chains have been identified. For each chain, there is an organization comprising the key participants in same, which enables them to coordinate actions, propose policies for improving their competitiveness, and reach agreement on negotiating positions.
- Agribusiness operators in the countries of the Andean and Central regions have mechanisms and procedures that facilitate agricultural trade between countries.
- Agribusiness operators in the Americas have information on market trends, which enables them to respond more effectively to new demands from consumers.

The programmed actions will be hemispheric, regional, and national in scope, so as to provide technical support to the ministries of agriculture of the Member States, the principal organizations of the agricultural sector, agribusiness operators, consumers, and professionals in the public agricultural sector.

III. Agricultural Health and Food Safety

The recent assessment of IICA's Agricultural Health and Food Safety (AHFS) Program, conducted pursuant to Executive Committee Resolution 367, presents important recommendations regarding activities IICA should develop to improve collaboration with the Member States.

The report classifies actions that should receive Program support into three categories, based on the strategic lines of action set out in IICA's Medium Term Plan: i) Type A actions, which are long-term

priority actions, which are reviewed each year with the countries, and which are executed entirely with quota resources; ii) Type B actions, which are prioritized limited timeframe activities that are implemented in all the countries. Funding is specific for each activity and comes from special allocations from the countries or external resources; and iii) Type C actions, which are limited timeframe activities implemented in selected countries with external resources.

The Type B actions to be financed with this Special Expenditures Budget are:

Activity 1: Increase the effective participation of the countries in the WTO Sanitary and Phytosanitary Committee and effective compliance with the SPS Agreement.

Activity 2: Strengthen the institutional capabilities of the countries in the area of food safety by upgrading capacities for taking effective advantage of the Codex Alimentarius

Activity 3: Support the member countries vis-à-vis the OIE agenda for the Americas

Activity 4: Collaborate with the IPPC and serve as technical secretariat of the Inter-American Group for Coordination in Plant Health (GICSV)

The expected results of Activity 1 (Increase the participation and effectiveness of countries in the WTO Sanitary and Phytosanitary Committee and effective their compliance with the Agreement) are:

1. strengthening or creating a formal or informal SPS committee involving coordination between the participating ministries and effective articulation with the private sector
2. development and implementation of national SPS agendas
3. improve coordination between the national SPS coordinating committees and their respective missions in Geneva

4. attendance and effective participation in WTO/SPS committee meetings
5. development of institutional capabilities for effectively understanding and taking advantage of the SPS Agreement.

The expected results of Activity 2 (Strengthen institutional capabilities of the countries in the area of food safety through the development of capacities to take effective advantage of the Codex Alimentarius) are:

1. increased member participation and active representation at international Codex standards meetings
2. formulation of national consensus positions and comments
3. increased awareness by government policy makers of the impact and importance of Codex standards
4. improved inter-governmental and private-sector communication, cooperation and trust in the area of food safety
5. stronger national capacity to implement and manage national Codex initiatives
6. identification and prioritization of needed improvements
7. timely increase of Codex information available for National Codex Committees and contacts in the countries.

The expected results of Activity 3 (Support the member countries vis-à-vis the OIE agenda for the Americas) are:

1. an OIE agenda with activities that reflect IICA's strategic lines of action as set out in its 2002-2006 Medium Term Plan
2. increased participation of the countries in OIE meetings and standard-setting processes
3. strengthened partnership between the OIE and IICA
4. improved collaboration between IICA, OIRSA and PAHO
5. identification of topics of common interest for all the countries of the Americas, and implementation of specific actions.

The results of Activity 4 (Collaborate with the IPPC and serve as technical secretariat of the Inter-American Group for Coordination in Plant Health -GICSV-) are:

1. increased collaboration between IPPC and IICA through activities that take into account IICA's strategic lines of action, as set out in the 2002-2006 Medium Term Plan
2. improved participation of the countries in IPPC meetings and standard-setting processes
3. strengthened partnership between the FAO and IICA
4. increased awareness of activities being carried out by the RPPOs
5. increased level of preparedness, including greater coordination of positions regarding technical standards proposed in IPPC meetings
6. development of common standards for all the countries of the Americas
7. strengthened participation of the Caribbean countries in IPPC processes.

The cost of the four activities is US\$2,390,000, which are financed with US\$1 million from this special expenditures budget and US\$1,390,000 from other sources, such as special contributions from Member States and from bilateral and multilateral cooperation agencies.

IV. Institutional Modernization Necessary for a Development Organization

Government leaders in the Americas have recognized the importance of becoming active players in the information society. Accordingly, they have agreed to strengthen cooperation among subregional, regional, and multilateral agencies and civil society.

Also, the Third Summit of Heads of State and Government of the Americas, and the Bavaro Declaration issued by the Ministers of Agriculture, yielded new mandates for IICA, which make it necessary for IICA to evolve toward a development organization.

To better carry out these mandates, IICA will increase its information and communication technologies capabilities, through the establishment of *new information and communication technologies (ITC) capacities* for modernizing and optimizing its management function.

It is expected that, in addition to placing these new capacities at the disposal of the Member States, *new capacities in ICT* will enable IICA to carry out its management functions online and in real time, provide greater security in the management of information, computerize and standardize processes and procedures, decentralize decision making, generate reports on a timely basis, and facilitate communication among Institute units throughout the hemisphere, and between them and external entities.

The management information system, which includes stronger Institute *information and communication technologies capacities*, will:

- Offer greater security and allow for the generation of individualized reports, based on users' needs.
- Provide tools to improve reporting on the results of IICA's work, at all levels of operation.
- Operate via the Internet, thus reducing operating costs.

The new management information system is expected to generate substantial savings in operations. It is projected that these savings, estimated with an industry-approved methodology, will total US\$7.8 million in the first five years.

The total amount of the projected investment represents 1% of total funds that IICA will administer during the two-year period during which the investment will be disbursed. Traditional financial analysis suggests an anticipated 15% annual return on the investment, during a five-year planning horizon.

V. Budget

The amount required to finance the aforementioned actions is US\$3 million, as indicated below:

Priority Actions 2004-2005	(US\$ x 000)
Trade Promotion	1,000.0
Agricultural Health and Food Safety	1,000.0
Institutional Modernization	1,000.0
TOTAL	3,000.0

The investment in agricultural health and food safety is complemented by US\$1,390,000 from other sources (special contributions from Member States and bilateral and multilateral cooperation agencies).

The total investment in the management information system is estimated at US\$3,266,600 over a three-year period. In addition an estimated US\$978,600 is expected in internal costs during those three years. Recurring operating costs are expected to be US\$500,000 annually. This investment will be financed with US\$1 million from the special budget of the General Sub-fund. The remaining US\$2,266,600 will come from CATI/INR resources and external funds. Internal implementation costs will be financed with CATI/INR resources and savings from the Regular Fund. Recurring annual costs will be financed by savings in operating expenses (quota, miscellaneous and CATI/INR resources) and with contributions from externally funded projects.

Table 1 shows the allocation of General Sub-fund resources for Special Expenditures during the 2004-2005 period; **Table 2** shows the budget by Major Object of Expenditure.

Table No. 1

*Special Expenditures Budget, by Project
General Sub-fund
2004-2005*

*Special Expenditures
2004-2005*

PRIORITY ACTIONS	US\$
Agricultural Trade Promotion in the Member States	1,000,000
Agricultural Health and Food Safety: Type B Actions, Priority Limited-timeframe Activities	1,000,000
Institutional Modernization Necessary for a Development Organization	1,000,000
TOTAL	3,000,000

Table No. 2

*Special Expenditures
2004-2005*

*Special Expenditures Budget, by Major Object of Expenditure
General Sub-fund
2004-2005*

MAJOR OBJECT OF EXPENDITURE	US\$
1. International Professional Personnel	0
2. Local Professional and General Services Personnel	175.734
3. Training and Scholarships	523.013
4. Travel	399.269
5. Publications, Materials and Inputs	123.953
6. Acquisition of Facilities, Equipment and Furniture	423.953
7. General Services	147.908
8. Service Contracts and Transfers	1.202.824
9. Other Expenditures	3.346
TOTAL	3.000.000

APPENDIX 1

***Priority Technical Cooperation Actions
2004-2005***

A. Strategic Area: Trade and Agribusiness Development***I. Agricultural Trade Promotion in the Member States*****Justification**

As agricultural and food systems become more globalized, the agricultural policies of both developed and developing countries are having an increasingly powerful and often contradictory influence on the development of agriculture and trade.

The FTAA negotiations, which are expected to enter into effect in 2005, the WTO negotiations and the various bilateral and regional negotiations offer important opportunities for developing agriculture and trade.

These opportunities demand a new institutional order for the public and private sectors. They also demand the development of new types of relations between stakeholders and the new mechanisms operating in agriculture.

In this context, the interests of the countries must be correctly represented at the negotiations tables; it is also necessary to create mechanisms that ensure compliance with the agreements. Finally, the effects of same on the development of society as a whole must be evaluated.

Therefore, it is necessary to create mechanisms that facilitate consensus-building, participation and trade integration in order to respond to the demands stemming from said agreements.

General Objective

To promote the development of mechanisms for building consensus and for facilitating agri-food trade, to respond to demands stemming from globalization and market opening, with special emphasis on the creation of the Free Trade Area of the Americas.

Specific Objectives

1. To promote the formation and/or strengthening of public agricultural trade policy units within the Ministries of Agriculture, capable of advising public authorities, providing training to private agricultural organizations in the countries, and participating in the trade negotiations for bilateral and multilateral agreements.
2. To foster the creation and/or consolidation of organizations of agri-food chains for upgrading the productivity and competitiveness of the agri-food sector; in addition, to promote consensus building on the position of the public sector in trade negotiations.
3. To develop mechanisms associated with commodity exchanges in the countries of the Andean and Central regions and the processes of standardization, accreditation and certification, in order to facilitate market integration through the trade of agricultural goods among countries.

4. To provide information on trends in food consumption and to develop tools that make it possible to tap the opportunities created by same.

Expected Results

1. The Ministries of Agriculture of at least 15 countries have trade policy units capable of providing them with advisory services, participating in bilateral and multilateral agricultural trade negotiations, and administering and implementing mechanisms for evaluating compliance with the commitments assumed under trade agreements.
2. Eight Member States have two agri-food chains which have organizations made up of their key stakeholders, which enable them to coordinate actions, develop policy proposals for improving competitiveness, and reaching agreement on negotiating positions.
3. The agribusiness communities in the countries of the Andean and Central regions have mechanisms and procedures that facilitate the trade of agricultural goods among countries.
4. The agribusiness communities of the Americas have access to information on market trends, as well as improved capacities for responding to new consumer demands.

Lines of Action and Priority Activities

- i. Public and private organization for attending, monitoring and administering trade agreements
 - Form and/or strengthen trade policy units:
 - Identify the current situation in the countries and initiate actions to form or strengthen the basic structure of the unit.
 - Provide training to technical personnel of the trade policy units in the area of agricultural trade negotiations and related topics.
 - Identify possible alliances with financial and technical cooperation agencies.
 - Establish regional information systems for monitoring agricultural negotiations.
 - Hold regional forums for defining and developing consensus on trade policies and regional negotiating positions:
 - Design and implement a virtual forum.
 - Organize and hold virtual forums, based on the regional information system.
 - Organize on-site meetings, of regional scope, to promote working ties between the technical staff of the national trade policy units.
 - Form and/or strengthen representative trade associations of the stakeholders of production chains, by product line:
 - Identify the current situation in the countries and initiate actions to form or strengthen the basic structure.

- Motivate and raise the awareness of stakeholders in selected agri-food chains regarding the importance of working through organizations of representatives of all the links in the chain.
 - Form and/or strengthen trade associations so that they are capable of reaching agreement on policies with the public sector and of directing actions aimed at improving their competitiveness.
- ii. Market integration.
- Standardize the operating systems for negotiations, in the area of domestic commodity exchanges.
 - Establish a regional arbitration body for dispute settlement which is duly accredited before national (international) bodies for confirming certifications of quality, safety, weights and health.
 - Standardize quality standards, customs procedures, weights, quality requirements.
 - Develop interconnection systems, by region.
 - Develop the price-adjustment, settlement, and payment system.
- iii. Business response to new market trends.
- Maintain and operate the Agribusiness Information System (INFOAGRO/AGRONEGOCIOS)
 - Compile and systematize qualified sources information on the principal consumer trends in different markets, as well as information on prices, margins and marketing channels, and on the regulations governing participation in the market (labeling, degree of quality, agri-chemical residues, additives, etc.).
 - Offer up-to-date information online to public institutions, organizations of the agri-food sector, and agro-entrepreneurs.
 - Provide training for business modernization
 - Design and implement training programs for identified priority subject areas, including: bioterrorism, risk analysis and critical control points (HACCP), environment, packaging and packing, international business (business plans, logistics, means of payment, etc).
 - Forge strategic partnerships for the purpose of developing educational materials and training events.

Geographical Scope, Beneficiaries and Possible Strategic Partnerships

Line of Action	Area	Beneficiaries	Possible Alliances
1. Public and private organization for attending, monitoring and administering trade agreements	Hemispheric, regional, and local	Ministries of Agriculture and leading organizations of the agri-food sector	Secretariats of integration, WTO, FTAA Secretariat, FAO, INTAL.
2. Market integration	Andean Region (stage one)	Agro-entrepreneurs and consumers in the Andean Region.	Commodity exchanges for domestic products, CAF, Secretariat of CAN, Codex.
3. Business response to new market trends	Hemispheric	Agro-entrepreneurs and public sector technicians	Stakeholders of production chains, by product line, AECI, FITT.

Budget

US\$1 million for the 2004-2005 biennium.

B. Strategic Area: Agricultural Health and Food Safety**Introduction**

The recent assessment of IICA's Agricultural Health and Food Safety (AHFS) Program, conducted pursuant to Executive Committee Resolution 367, presents important recommendations regarding activities IICA should develop to improve collaboration with the Member States.

The report classifies actions that should receive Program support into three categories, based on the strategic lines of action set out in IICA's Medium Term Plan: i) Type-A actions, which are long-term priority actions, reviewed each year with the countries, and which are executed entirely with quota resources; ii) Type-B actions, which are prioritized limited timeframe activities that are implemented in all the countries (funding is specific for each activity and comes from special allocations from the countries or external resources); and iii) Type-C actions, which are limited timeframe activities implemented in selected countries and funded with external resources.

The Type-B actions to be financed with this Special Expenditures Budget are:

Activity 1: Increase the effective participation of the countries in the WTO Sanitary and Phytosanitary Committee and effective compliance with the SPS Agreement.

Activity 2: Strengthen the institutional capabilities of the countries in the area of food safety by upgrading capacities for taking effective advantage of the Codex Alimentarius

Activity 3: Support the member countries vis-à-vis the OIE agenda for the Americas

Activity 4: Collaborate with the International Plant Protection Convention (IPPC) and serve as technical secretariat of the Inter-American Group for Coordination in Plant Health (GICSV)

Activity 1: Increase the effective participation of the countries in the WTO Sanitary and Phytosanitary Committee and effective compliance with the SPS Agreement.

Justification

This activity gives sustainability to the initiative developed by USDA and IICA during 2002 and 2003, and which aims to build capacities for taking effective advantage of the SPS Agreement and the SPS Committee.

This initiative enabled all the countries of Latin America and the Caribbean to participate in three meetings of the SPS Committee. They also attended preparedness workshops where they exchanged experiences with other members and organizations.

Eight years after the SPS Agreement entered into effect, many countries have not adopted the obligations stemming from the Agreement, nor have they received the benefits forthcoming from effective compliance with the Agreement.

Expected results:

1. Strengthening or creation of a formal or informal SPS committee that coordinates with participating ministries and effectively articulates actions with the private sector
2. Development and implementation of national SPS agendas
3. Improved coordination between national SPS coordinating committees and their respective missions in Geneva
4. Attendance and effective participation in WTO/SPS Committee meetings
5. Development of institutional capabilities for effectively understanding and taking advantage of the SPS Agreement

Funding, in US\$

MOE	IICA	Other Resources	Total
2	62,762	87,238	150,000
3	317,992	442,008	760,000
4	29,812	41,438	71,250
5	9,937	13,813	23,750
6	9,937	13,813	23,750
7	19,874	27,626	47,500
8	9,937	13,813	23,750
Total	460,251	639,749	1,100,000

Activity 2: Strengthen the institutional capabilities of the countries in the area of food safety by upgrading capacities for taking effective advantage of the Codex Alimentarius

Justification

The importance of Codex Alimentarius has increased with the expansion of agricultural trade. Harmonization of food safety standards is necessary for improving and protecting public health and for reducing non-tariff barriers to trade. Effective participation in the work of Codex will help improve competitiveness, product quality, and access to international markets. In coordination with other international agencies, IICA aims to assist a limited number of countries (two per region) to identify and establish an effective and sustainable national structure capable of investigating, analyzing and responding to the standards proposed by the Codex.

Expected results:

1. Increased member participation and active representation at international Codex standards meetings
2. Formulation of national consensus positions and comments
3. Increased awareness by government policy makers of the impact and importance of Codex standards
4. Improved communication, cooperation and trust between the public and private sectors in the area of food safety

5. Stronger national capacities to implement and manage national Codex initiatives
6. Identification and prioritization of needed improvements
7. Timely increase of Codex information available for national Codex committees and contacts in the countries.

Funding, in US\$

MOE	IICA	Other Resources	Total
2	62,762	87,238	150,000
3	205,021	284,979	490,000
4	29,289	40,711	70,000
5	7,322	10,178	17,500
6	7,322	10,178	17,500
7	14,644	20,356	35,000
8	29,289	40,711	70,000
Total	355,649	494,351	850,000

Activity 3: Support the member countries vis-à-vis the OIE agenda for the Americas**Justification**

The OIE recently announced that its Regional Office for the Americas will be established in Panama as of January 2004. In addition, it has appointed a new president and specialist, and will be formulating a regional agenda.

The importance of the OIE is increasing and has become more relevant since the first outbreak of BSE in the Americas. The Director General of the OIE has explicitly expressed special interest in increasing collaboration with IICA, which opens the opportunity for collaborating simultaneously with PAHO and OIRSA.

Expected results:

1. An OIE agenda with activities that reflect IICA's strategic lines of action as set out in its 2002-2006 Medium Term Plan
2. Improved participation of the countries in OIE meetings and standard-setting processes
3. Strengthened partnership between the OIE and IICA
4. Improved collaboration between IICA, OIRSA and PAHO
5. Identification of topics of common interest for all the countries of the Americas, and implementation of specific actions.

Funding, in US\$

MOE	IICA	Other Resources	Total
2	25,105	34,895	60,000
4	20,084	27,916	48,000
5	3,347	4,653	8,000
6	3,347	4,653	8,000
7	6,695	9,305	16,000
8	31,799	44,201	76,000
9	1,673	2,327	4,000
Total	92,050	127,950	220,000

Activity 4: Collaborate with the IPPC and serve as technical secretariat of the Inter-American Group for Coordination in Plant Health (GICSV)**Justification**

The IPPC is the WTO-recognized standard-setting body for plant health, and its secretariat is the responsibility of FAO. It is worth noting that IICA has developed a good working relationship with the IPPC and has assisted in structuring regional consultations as part of the IPPC's standard-setting process.

The GICSV is comprised of the five regional plant protection organizations (RPPOs) of the Americas and is part of the IPPC. A formal agreement exists between GICSV and IICA.

Expected results:

1. Increased collaboration between IPPC and IICA through activities that take into account IICA's strategic lines of action, as set out in the 2002-2006 Medium Term Plan
2. Improved participation of the countries in IPPC meetings and standard-setting processes
3. Strengthened partnership between the FAO and IICA
4. Increased awareness of activities being carried out by the RPPOs
5. Increased level of preparedness, including greater coordination of positions regarding technical standards proposed in IPPC meetings
6. Development of common standards for all the countries of the Americas
7. Strengthened participation of the Caribbean countries in IPPC processes.

Funding, in US\$

MOE	IICA	Other Resources	Total
2	25,105	34,895	60,000
4	20,084	27,916	48,000
5	3,347	4,653	8,000
6	3,347	4,653	8,000
7	6,695	9,305	16,000
8	31,799	44,201	76,000
9	1,673	2,327	4,000
Total	92,050	127,950	220,000

APPENDIX 2

***Modernization of the Institute
2004-2005***

Institutional Modernization Needed for a Development Organization**Justification**

The heads of state and government of the Americas recognized the existence of a new economy defined by the capacity to access knowledge and to improve the dissemination of information. In order to advance toward achieving sustainable economic growth, social development and poverty reduction, they agreed it was necessary to move toward full integration in the information society.

In addition, the Third Summit of Heads of State and Government of the Americas and the Ministerial Declaration of Bavaro have given IICA new mandates that require that it evolve into a development organization.

In order to improve its ability to realize that mission, IICA will increase its capacities in information and communications technologies through the use of an integrated information system that enables it to introduce a new culture for management and for technical cooperation.

Objective

Establish at IICA a ***new capacity for information and communication technology (ICT)*** in order to modernize and optimize its managerial function.

Expected Results

In addition to placing **new ICT capacities** at the disposal of the Member States, this new capacity will enable IICA to perform its managerial functions online and in real time, improve the security of information management, automate and standardize processes and procedures, decentralize decision-making, generate reports on a timely basis, and facilitate communications among the Institute's units throughout the hemisphere and between these units and external entities.

Basic Characteristics

The management information system to increase the Institute's ICT capacities will be secure and have the capacity to generate reports tailored to the specific needs of users, at all levels, including for external financing agencies, IICA Representatives and administrators in the Member States, Directors at Headquarters, and the staff as a whole.

The solution will also provide a tool for improving accountability on the results of IICA's work at all its levels of operation, and will integrate management of projects, human resources, accounting, control, finances, the management of external funds, generation of reports, purchases, and storage, among other things. It will operate in an internet-based environment that will reduce communications costs, increase security and provide a technical platform for future growth and development.

Implementation of the management information system will take place in stages: the first will include adaptation of the system to IICA requirements, training and implementation of a corporate solution at Headquarters; this will take one year. The second stage will involve training and implementation of the solution in the Institute's 35 Offices, which will take two years.

Estimated Benefits

In addition to providing a tool for increasing CATIs/INR revenues in the future, as well as the types of services that the Institute can offer, the solution will make it possible to realize substantial savings in operations. It is estimated that these savings, calculated with an industry-accepted methodology, will amount to US\$7.8 million during the first five years.

The total investment represents 1% of the total funds that IICA will administer during the two-year period in which the investment is to be made. Both this relative measure and the projected annual operating expenses are favorable in comparison with the experience of other international organizations. In fact, traditional financial analysis provides for an expected annual return of 15% on that investment, during a five-year planning horizon. This projected return, together with the qualitative benefits that will accrue to the Institute, indicates that an investment of this nature is of strategic importance for IICA.

The **new ICT capacities** will enable IICA to place new information and communications technologies at the disposal of the Member States, enable the Institute to perform its managerial functions online and in real time, improve the security of information management, automate and standardize processes and procedures, decentralize decision-making, generate reports on a timely basis, and facilitate communications among the Institute's units throughout the hemisphere and between these units and external entities.

In addition, it will facilitate the Institute's efforts to obtain external funds because IICA will be operating with lower costs and will have gained greater confidence from the countries and financial entities, which will be able to review relevant information on joint projects online.

Budget

This request is for US\$1 million for the 2004-2005 biennium.

The total investment in the management information system is estimated at US\$3,266,600 over a three-year period. In addition an estimated US\$978,600 is expected in internal costs during those three years. Recurring operating costs are expected to be US\$500,000 annually. This investment will be financed with US\$1 million from the special budget of the General Sub-fund. The remaining US\$2,266,600 will come from CATI/INR resources and external funds. Internal implementation costs will be financed with CATI/INR resources and savings from the Regular Fund. Recurring annual costs will be financed by savings in operating expenses (quota, miscellaneous and CATI/INR resources) and with contributions from externally funded projects.