



Special Advisory Commission on Management Issues (SACMI)

**Final Report of the 2018 Regular Meeting  
of the SACMI**

San Jose, Costa Rica  
9 May 2018



## **Introduction**

Pursuant to the provisions of its statute and rules, the Special Advisory Commission on Management Issues (SACMI) was convened on 9 May 2018 at 8:40 a.m. (Costa Rica time) via videoconference, as required by Resolution No. 580 of the Executive Committee. Representatives from the following countries participated: Argentina, Brazil, Canada, Guatemala, Haiti, Mexico, Peru and the United States of America. Venezuela was absent. Annex 1 includes the list of participants.

## **Message from the Director General**

The Director General of the Inter-American Institute for Cooperation on Agriculture (IICA) welcomed participants and informed them that it had been 100 days since he took office on 15 January 2018. He indicated that this regular meeting of the SACMI, the first during his administration, would be of great importance given that participants would discuss relevant topics regarding the Institute's future. He added that the countries should stand ready to assist and support IICA in addressing those matters.

He mentioned that the SACMI was a permanent commission whose purpose was to facilitate more regular exchanges between the Director General and the Member States regarding administrative and strategic initiatives and matters, in order to foster consensus building on those matters and initiatives within the Executive Committee and the Inter-American Board of Agriculture (IABA).

## **Strategic guidelines for IICA's actions during the 2018-2022 period**

The Director General made reference to progress achieved in preparing IICA's Medium-term Plan (MTP) for the 2018-2022 period, which would be presented at the Thirty-eighth Regular Meeting of the Executive Committee, to be held in July 2018.

He mentioned that most of IICA's member countries were middle-income countries, which narrowed their ability to secure donations and soft loans; additionally, with some exceptions, these countries were not eligible for official development aid. He indicated that, at an internal level within IICA, this situation was exacerbated by a reduction in the purchasing power of regular resources which, in real terms, had been eroded by the inflation of the U.S. dollar. He commented that the 6.5% increase in quota contributions had alleviated, but not resolved the situation, and that the Institute was facing growing competition in and a reduced attraction of external resources, although the situation had improved slightly in the previous year. He explained that, as a result, it was necessary to adopt new strategies for the provision of technical cooperation.

Next, he described the overall focus of the 2018-2022 MTP. He mentioned that based on a renewed vision for agriculture, the American hemisphere had the opportunity to position itself as a key stakeholder in global agricultural trade, given its role in guaranteeing global food and nutritional security as well as the planet's environmental sustainability. He acknowledged the fact that the various sub-regions of the hemisphere were experiencing different conditions; countries that were

net exporters of food coexisted with others that were afflicted by food insecurity and were vulnerable to extreme climatic events. In short, the Americas was a continent that required differentiated strategies at the regional and country levels; no single approach would be able to fully satisfy the different conditions.

He considered that, in order to drive a renewed vision for agriculture, it was necessary to rethink IICA's strategy. The Institute would need to renew itself in order to become a hemispheric platform for knowledge management and innovation that sought out, dynamized and integrated the hemisphere's human and institutional resources.

The Director General explained that the 2018-2022 MTP had maintained the strategic objectives adopted by the 2014-2018 MTP, as follows: i) to increase the agriculture sector's contributions to economic growth and sustainable development; ii) to contribute to the well-being of all rural dwellers (that is, not only those involved in agricultural activities, but also those who carry out other activities); iii) to improve international and regional trade carried out by the countries of the region; and iv) to increase the resilience of rural areas and agrifood systems. He stated that these objectives were fully aligned with the Sustainable Development Goals (SDGs) adopted in 2015 by the United Nations.

Next, he announced that, in order to implement the strategic objectives, five technical programs had been proposed: 1) Bioeconomy and Productive Development, through which the Institute would drive intelligent transformations in the production of biomass for food, bioenergy, industrial inputs, etc.; 2) Territorial Development and Family Farming, aimed at boosting the contribution of family farmers to food and nutritional security, as well as their insertion in production chains; 3) International Trade, Cooperation and Regional Integration, aimed at fostering multilateral cooperation in matters related to trade regulations and successful incorporation into the value chains of regional and international markets; 4) Climate Change, Natural Resources and Management of Production Risks, geared toward addressing a topic of great importance in IICA's technical agenda; and 5) Agricultural Health, Safety and Food Quality, which recognized the history and importance of the work carried out by the Institute in this area, for the benefit of its member countries.

The Director General explained that the Institute would prioritize an interdisciplinary approach to the abovementioned programs, in order to fulfill its vision for a renewed agriculture as well as create a favorable environment for the implementation of the new MTP. In that regard, the Institute proposed adopting the following measures at an organizational level:

- i) Achieve a more horizontal, practical and flexible organizational structure that would free up resources for use in cooperation activities related to the programs.
- ii) Conduct a process approach study that fostered integration among the different units and identified real problems, avoided duplications and increased the flexibility, efficiency and effectiveness of all units from a supra-departmental perspective. This would enable the Institute to boost the quality of its modernization process, reallocate resources, draw closer

to the countries and regions, and address the real problems that hindered rural development across the continent.

- iii) Modernize key units such as the Human Talent Management Division, which is crucial to modernizing and providing services to the Delegations in the member countries, as well as Headquarters.
- iv) Redirect expenditures toward technical cooperation activities, with the aim of searching for solutions to the problems deemed most urgent by the countries, in the most concrete and pragmatic manner possible.
- v) Redefine the profiles of the Delegations, given the fact that under the present circumstances, the preparation of results-based technical cooperation agendas with the member countries was the most pressing task.
- vi) Renew efforts geared toward establishing strategic partnerships, particularly with the private sector and civil society organizations, with a vision toward the future.
- vii) Achieve improved positioning for the attraction of external resources through the creation of a Projects and Strategic Partnerships Unit, which would focus on identifying sources of external funding, including from the Inter-American Development Bank (IDB), the World Bank, the International Fund for Agricultural Development (IFAD), and the countries themselves, among others.
- viii) Adopt differentiated strategies to support relatively less developed regions, in order to respond to different realities, while taking into account the specificities of the regions and countries.
- ix) Establish knowledge management as the backbone of IICA's technical cooperation. The Institute acknowledged the fact that it did not possess all the knowledge it required; however, it would strive to know "who knows" and where they were located, in order to transfer this knowledge to those who needed it. Within that framework, the Institute would emphasize horizontal cooperation.
- x) Improve communication to better project the Institute's image. Due to its strategic importance, this duty would be assigned to a unit that was directly linked to the General Directorate.

The Director General explained that the principle of participation and consultation had been taken into serious consideration during the process of preparing the 2018-2022 MTP, as demonstrated by the 257 surveys completed by IICA staff members, the 34 workshops carried out with national counterparts, the four consultation processes carried out with important regional and subregional mechanisms, the consultation process conducted with seven high-level international specialists, and countless consultations done internally within the Institute. He mentioned that Dr. Martín

Piñeiro, a former Director General of IICA of renowned prestige and experience, had spearheaded this process.

### **Analysis and observations**

The representative of Argentina stated that he believed it was important for the program on bioeconomy and productive development to emphasize not only production aspects within the chain, but also logistical aspects. He stated that it was necessary to take into account the significant differences between regions and countries. He mentioned the challenge that the Southern Common Market (MERCOSUR) was facing with respect to international trade and regional integration, and cited progress achieved in the agreement with the European Union (EU) as well as in negotiations with Canada and Southeast Asian countries. He added that efforts aimed at integrating the Institute's different units should be emulated by the official units of the ministries of agriculture, which would need to boost the capacities of their human resources to better manage the projects that they carried out.

The representative of Brazil stated that the technical programs that were announced coincided with her country's interests. With respect to bioeconomy and productive development, she highlighted Brazil's experience with biofuels (ethanol production). She considered that the topic of family farming was very relevant; it was an issue of interest to the Ministry of Agriculture and an important aspect of its relationship with the National Supply Company as well as with the Secretariat of Rural Development and Cooperatives. She also underscored the relevance of international trade and regional integration, and noted that the Minister was undertaking efforts to increase international trade and exports in particular.

Next, she underscored the role of knowledge management, technology transfer and training opportunities in supporting agricultural development. She felt that it was important to give continuity to actions currently underway in areas related to climate change, natural resources and management of production risks in the countries, as well as to delve deeper into this topic in order to adopt positions in international negotiations on this matter. She added that cooperation in matters related to agricultural health, safety and food quality was crucial, as were the topics of youth, women and technological innovation.

Lastly, she made reference to a project related to bioeconomy that Brazil had implemented: the Agriculture Observatory, which included participation from government agencies, international organizations and the private sector, and sought to strengthen understanding of the meaning of bioeconomy.

The representative of Guatemala commented that territorial development and family farming were issues of great importance to his country. He explained that family farming was the focus of the flagship program of the Ministry of Agriculture, Livestock and Food (MAGA), and that the country had a comprehensive rural development policy. He mentioned that Guatemala had received support from the EU, the United Nations Food and Agriculture Organization (FAO), and the Central American Agricultural Council (CAC) in matters related to family farming, a segment of

agricultural production that made important contributions to food security and sovereignty. He considered that the Program on Agricultural Health, Safety and Food Quality was of the utmost importance, and added that MAGA had a Deputy Minister who specialized in this topic. He concluded by highlighting the close relationship between family farming and climate change, as well as the importance of drawing upon family farming practices in order to face climate change.

The representative of Mexico outlined the main challenges that the Member States faced in achieving agricultural development and improving rural well-being: eradicating poverty and hunger, achieving environmental sustainability, combating trans-border diseases, achieving competitive agriculture, establishing a global partnership to achieve the SDGs, mitigating the high cost of energy, and dealing with water scarcity. She considered that the technical programs included in the MTP responded to the aforementioned challenges, contributed to the achievement of the SDGs, and benefited agricultural competitiveness.

Next, she inquired about content related to youth and women, which she believed could be included in the Territorial Development and Family Farming Program. She also asked whether the topic of technological innovation was included in the Bioeconomy and Productive Development Program, or if it formed part of all of the technical programs.

The representative of Peru commented that the international cooperation scenario had changed; as a result, countries had to overcome new challenges. She agreed with the renewed vision for agriculture that the Director General had proposed, as well as with the application of differentiated strategies for the regions and countries. She underscored agriculture's high vulnerability to climate change in her country, and agreed with the need to take advantage of biodiversity. She also considered that it was important for the Institute's interventions to take family farming into account.

Next, she stated that countries should strengthen their technological innovation systems; in this regard, she considered that the proposed knowledge management and innovation platform was very pertinent, and that it would provide IICA with an opportunity to display all of the capabilities it had accumulated. She stated that the establishment of partnerships with different stakeholders in areas such as knowledge management, family farming, and technology and market foresight would be critical to ensuring the platform's optimal performance. She agreed with the proposal to complement agricultural activities in rural areas with non-agricultural activities.

She considered that, based on its experience and proposals, IICA could assist its Member States in reorganizing their ministries of agriculture at the internal level, as well as in organizing the services provided to agricultural producers. She added that the topic of innovation would also need to be taken into account in order to achieve strategic objective 1 (increase the agriculture sector's contributions to economic growth). She concluded by requesting further information on the improvement of cooperation management, the process approach, the new profiles for the IICA Delegations, and the way in which partnerships would be established with the private sector and with civil society.

The representative of Haiti expressed his interest in taking advantage of the opportunity afforded by the Institute to work together with other countries to develop greater capacities and increase efficiency in the agriculture sector. He mentioned that it was necessary to provide producers in his country with training opportunities, enabling them to guarantee their food supply and better manage the environment. He felt that it was also necessary to train technical personnel, given that they must often hire foreign consultants in order to conduct certain work and studies. He also expressed his interest in having access to laboratories and seeds that would enable the country to restore its agriculture. He concluded by mentioning that this was an issue of national interest for Haiti, given the country's vulnerability to climate change.

The representative of Canada expressed his satisfaction with the proposed thematic areas as well as his country's willingness to support actions undertaken in those areas. He underscored his interest in international trade and regional integration, as well as in agricultural health, safety and food quality. Like Mexico, he was also interested in the topic of rural youth and women, and considered that it was important to address innovation as a cross-cutting theme. He asked when the MTP would become available and requested additional information on the way in which the Institute would drive relationships with the private sector and civil society organizations.

The representative of the United States of America expressed his satisfaction with the thematic areas of the technical programs, highlighting the importance of each. He underscored the relevance of the issues mentioned by the other SACMI members, such as pests and transborder diseases, as well as the need to address the topic of technology and innovation as one of IICA's permanent areas of cooperation. He considered that partnerships with the private sector, as well as joint efforts between member countries, were essential. He called attention to the possibility of sharing knowledge between countries in order to support IICA's technical cooperation, citing previous experiences with the participation of the United States, Canada, Mexico and Brazil.

Next, he expressed his interest in receiving the MTP well in advance of the upcoming meeting of the Executive Committee, in order to have sufficient time to review the corresponding documents. With respect to the reduction in the purchasing power of the quota resources that IICA received, he considered it necessary to implement a strategic approach with priorities that would allow for taking better advantage of resources secured by the Institute.

Martín Piñeiro, Advisor to the Director General, stated that the delegates' observations were reasonably reflected in the MTP.

The Director General thanked the delegates for their input and responded to their observations. He stated that IICA would prioritize the topic of youth and women. He announced the launch of an initiative related to women, which was scheduled for 15 October, the International Day of Rural Women. He considered that, although this topic was included at an operational level in the Territorial Development and Family Farming Program, it would prove to be cross-cutting in nature, much like the topic of innovation.



He stated that the Institute should serve as a knowledge management and innovation platform that mobilized the hemisphere's human and institutional resources. He mentioned that he would bring the topic of the private sector up for discussion at the upcoming regular meeting of the Executive Committee, in order to work together with the Member States to define IICA's new relationship with this sector, from the perspective of technical cooperation. He added that water would be one of the central themes of the cooperation that the Institute would provide.

The Director General underscored his belief that IICA should spearhead the process of modernizing and innovating agriculture throughout the hemisphere. To conclude, he informed the Commission that the documents would be made available thirty days before the next regular meeting of the Executive Committee, and he reiterated his interest in engaging in a broad discussion of its content.

### **2019 Draft Program Budget**

The Administration Manager listed the main criteria on which the 2019 Program Budget was based: a) it was aligned with the 2018-2022 MTP; b) the Regular Fund was financed by Member State quotas and miscellaneous income generated; c) IICA's quota scale was based on the percentage structure approved by the Organization of American States (OAS); and d) the depletion of the Miscellaneous Income Fund was taken into account.

He noted that the income budget for 2019 was USD 33,074,100, made up of USD 29,574,100 from quotas and some over-quotas, and USD 3,500,000 from miscellaneous resources. He then provided a breakdown of the Regular Fund by chapter, as follows: a) Direct technical cooperation services: USD 29,956,432; b) Management costs: USD 1,686,164; c) General costs and provisions: USD 1,171,040; and d) Renewal of infrastructure and equipment: USD 260,463. He added that a detailed expenditure budget would be presented at the next meeting of the Executive Committee.

### **Analysis and observations**

The representative of Brazil expressed her country's interest in financially supporting IICA. She stated that Brazil had made a payment in the amount of USD 1,391,729 in March 2018, and that it would make a payment of USD 3,643,200 in June, corresponding to the 2017 fiscal year.

The Director General expressed his gratitude for the efforts undertaken to make quota payments. He added that, in order to carry out the Institute's transformation process, it was critical to have access to financial resources in a timely manner.

The representative of Mexico commented on the fact that the Regular Fund was broken down into chapters. She stated that the Program Budget should be consistent with the Institute's cooperation agendas in the different geographical areas, as well as with the MTP's priorities; therefore, a more detailed breakdown was necessary. She expressed her interest in learning about the breakdown of quota resources by strategic areas, lines of action, and priority activities of the Institute; the allocation of Regular Fund resources by unit and major object of expenditure; as well as the projected external resources by unit.

The representative of Peru noted the consistency of the figures listed in the income budget table, and felt that it would be appropriate to conduct a comparison with previous years in order to identify trends in the depletion of resources as well as in efforts undertaken by the Institute to secure funds. She agreed with the development of strategies to secure resources, as well as with the establishment of strategic partnerships with cooperation agencies, private companies and civil society. She added that IICA's characteristics made it possible to obtain funding from sources such as the Green Climate Fund, and that it was therefore necessary to finalize the Institute's accreditation process with the fund. She considered that, in order to analyze the Program Budget, it was necessary to have more detailed information on the Regular Fund, on the relationship between direct and indirect costs in terms of advancing toward good technical cooperation management, and on the efficient and effective use of resources.

The Director General stated that significant effort had been undertaken to secure external resources. He announced that their short-term expectations in this regard were promising, and that he would provide further information shortly.

The representative of Haiti expressed concern at the possibility of IICA being unable to provide the Member States with the support they required, given the amount of resources included in the budget; this, in turn, would affect the Institute's cooperation agenda with his country.

The Director General assured the representative of Haiti that IICA would be at the service of the cooperation agenda defined with his country in order to drive agricultural and rural development.

The representative of Canada requested further details on the Program Budget, in order to conduct a more in-depth analysis. He commended the Institute for the efforts it had undertaken to allocate 90% of resources to direct technical cooperation services. He noted that less than 1% of resources had been allocated to chapter 4 (Renewal of infrastructure and equipment), which was worrisome due to the potential consequences in the medium term. He concluded by mentioning that Canada could provide additional observations and recommendations on the Program Budget at the next regular meeting of the Executive Committee.

The representative of the United States of America applauded IICA's efforts to manage budgetary resources in an efficient manner. He stated that his country looked forward to continuing to work with the Institute, and echoed the request made by other delegations for more detailed information on the Program Budget, in order to analyze it in the best way possible prior to the Executive Committee meeting. The representative requested additional information on direct hires and full-time staff; on contributions to external organizations such as the Tropical Agricultural Research and Higher Education Center (CATIE) and the Caribbean Agricultural Research and Development Institute (CARDI); as well as on chapter 2 (Management costs) and chapter 4 (Renewal of infrastructure) costs by category of expenditure. The United States supported a results-based management approach, a best practice of the OAS. Clarification on the sources of "miscellaneous income" and whether indirect costs formed part of this budget component was also requested.

In response to several delegates' request for more detailed information on the program budget, the Administrative Manager advised the meeting that IICA was working on the matter, with a view to aligning the proposal with the MTP. He gave his assurance that they would receive this information and the MTP, sufficiently in advance of the next meeting of the Executive Committee. He clarified that indirect costs were not reflected in the budget, which only takes into account miscellaneous income generated by financial interests and the sale of books and assets.

The Director General indicated that during his four-month tenure as head of the Institute, the organization had implemented measures to accelerate the transformation process and to prepare itself for new challenges. He mentioned some short-term measures that have been adopted: the introduction of a voluntary retirement program, freezing of vacant positions, reduction of major objects of expenditure 3 to 9, and the redefining of policies relating to travel and the hiring of consultants. He stated further that the Institute was preparing itself to contend with an international climate that restricts funding and makes it more difficult to secure. He indicated that that was the rationale behind the creation of the Project Unit and that proposals would be sent to several multilateral financial institutions requesting funding for important initiatives. He explained further that various units were undergoing re-engineering processes, in order to liberate funds and to make more efficient use of them to strengthen the technical cooperation provided to countries in the short-term. Finally, he expressed his hope that the countries would support the MTP that would be presented to them at the next meeting of the Executive Committee.

### **Report on quota collections**

The director of the Financial Management Division presented the report on the collection of Member State quotas, which was fundamental to achieving the results outlined in the 2018-2022 MTP.

She indicated that as of December 2017, USD 29.3 million had been collected, specifying further that 18 members were up to date in payments, one was in arrears and 15 were in regular status (owing less than two years). She explained that as of that date USD 14.7 million had been collected, and that pursuant to IABA Resolution No. 414 (Revised measures for collecting quotas owed to the Institute), one Member State was in arrears, 12 were in regular status and twenty-one were up to date in payments. She explained that this situation could change on 1 July, given that as of that date, this classification would take into account the corresponding payment for the current year. She mentioned that the pattern of payments had fluctuated over the years - decreasing in 2004, recovering in 2015, falling in 2016 and then increasing again in 2017.

On several occasions she referred to efforts to offset the decline in the purchasing power of quotas. She cited some palliative measures that had been agreed upon by Member States: the payment of over-quotas and the 6.5% quota increase in compensation for the depletion of miscellaneous resources, especially as a result of tax refunds, interest generated from the administration of external funds, and the reduction of this income due to changes in the policies of Member States. She stressed the importance of quota contributions to the operations of the Institute, and as such,

urged member countries to make timely payment of their quotas, assuring them that the Institute would use them in an efficient and transparent manner.

The Director General appealed to the countries to ensure prompt payment of quotas and thanked them for payments that had already been made. He commented that one of the objectives of his administration was to spearhead structural reforms that would result in a better IICA. However, if quotas were not paid in full and in a timely manner, the adjustments would lead to a smaller Institute, when the objective was to build an Institute with a greater capacity to serve and to address the needs of Member States, in line with the modernization of agriculture in the hemisphere.

### **Analysis and comments**

The representative from Argentina expressed his appreciation for the information that had been presented and made note of the status of quota collections. He indicated that his country was in the process of arranging for the payment of its quota, however, he could not specify when it would take effect.

The representative from Brazil stated that the 2017 quota would be paid in June and that the 2018 quota will be paid in December of this year.

The representative from Guatemala explained that his Government was attempting to pay the outstanding amount as soon as possible.

The representative from Mexico expressed appreciation for the presentation made.

The representative from Peru explained that her country had undertaken a cost-benefit analysis of the quotas that it had paid to IICA over the years. She commented that this assessment demonstrated that the value of the benefits resulting from IICA's support to the Ministry of Agriculture in her country were more or less commensurate with the value of the contributions that had been made. She suggested that other Member States should conduct a similar exercise, and commented that IICA should be more aggressive in its communication efforts, in order to demonstrate its contributions to areas such as technological innovation, climate change and others areas in the 2018-2022 MTP.

The Director General reflected that it was the Member States' duty to pay their quotas. He added that the Institute should outline the benefits that accrues to the Member States in a clear and transparent manner. He committed to making these contributions known, which he believed would help to strengthen the bond between IICA and its Member States.

The representative from Haiti indicated that the transaction for payment of its quota was done in April, and therefore in the next few weeks it should take effect.

The Representative from Canada expressed appreciation for the presentation made and thanked the Institute for its administration of quota collections. He pointed out that overdue quotas amounted

to USD 28.7 million, a figure which was comparable to the total amount that IICA should receive in quotas each year. He asked that the updating of IABA Resolution No. 507 be included on the Agenda of the next Executive Committee, with respect to the relationship between IICA and CATIE, given that Canada had several suggestions in this regard. He concluded by expressing an interest in taking a closer look at what was previously known as the institutional net rate (INR).

The representative from the United States of America mentioned that the OAS General Assembly, which will take place next month, would address the matter of the percentages allocated from the United States quotas. The representative clarified that any decision that was taken in this respect would be binding for IICA and that, even in cases where the Institute had an approved budget, this may require adjustments, even in the 2019 budget, depending on what was agreed at that Assembly.

The Director General assured the representative from Canada that IICA was working to update IABA Resolution No. 507. He revealed that he had met with the Director General of CATIE, to whom he had stressed the importance of defining a joint work agenda that would allow them to capitalize on the strengths of each institution. He mentioned that, at the operational level, a follow-up committee had been established to examine issues that were of interest to both organizations and propose joint projects.

He felt that this was an appropriate time to conduct an assessment of the “IICA-CATIE connection”, in order to build the synergy between both entities. He indicated that at the next meeting of the Executive Committee, at which the Director General of CATIE would be present, the member countries would be provided with more details about the joint work that was taking place. He reiterated that, in keeping with the structural reforms that IICA was undergoing, he wished to develop a synergistic relationship with CATIE that would benefit both organizations.

The Director General explained to the Representative from Canada that further progress had also been made on the issue of indirect cost recovery (ICR), as established by IICA’s governing bodies. He indicated that the matter could be dealt with at the next meeting of the Executive Committee.

He went on to state that he was aware that the next OAS General Assembly would address the issue of quotas for that organization and that the decision that was taken in that respect would have an impact on IICA’s quotas. He commented that this lent an element of uncertainty to the criteria for allocating resources for 2019, and that within the Institute a series of alternatives were being explored to deal with the situation. He added that once the resolution has been issued by the OAS General Assembly, the necessary measures would be taken.

The Director General thanked the representatives for their contributions during the meeting, as well as for the frank and transparent dialogue that ensued. He reiterated that, as Director General, he wanted to institute the necessary reforms to strengthen the positioning of IICA over the next 25 years.

He then asked the SACMI members if they had any further comments, and there being none, he declared the meeting closed.

At 11:00 am Costa Rica, on 9 May 2018, having completed the analysis and discussion of the proposed items, the Director General thanked the SACMI members for their attendance and declared the 2018 Regular Meeting closed.

**Annex No. 1**  
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