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### **CONTRIBUTIONS OF THE SPECIAL ADVISORY COMMISSION ON MANAGEMENT ISSUES (SACMI) IN THE PERIOD 2002-2009**

**San Jose, Costa Rica**



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## FOREWORD

This document, prepared by the Technical Secretariat, summarizes the work accomplished by the Special Advisory Commission on Management Issues (SACMI) in the technical, management, administrative and financial areas in the period 2002-2009.

The document highlights the contribution made by this advisory body to senior management in the form of recommendations, concrete proposals and innovative procedures for solving major problems and projecting future action to be taken by the Institute. The underlying objective has been to improve the cooperation services provided to Member States by the Institute and thereby enable them to address, as best as possible, the challenges they face as they seek to modernize their agriculture and make it more competitive and sustainable and raise the standing of living of their rural populations.

The Director General of IICA feels that the SACMI has been a highly effective mechanism in terms of facilitating dialogue among Member States and between Member States and the General Directorate of IICA. This has been essential for the approval of a number of proposals that have been submitted to the Executive Committee and the Inter-American Board of Agriculture (IABA) for consideration and that are designed to improve technical cooperation, modernize the Institute and ensure financial sustainability.

Given the substantial contributions that the SACMI has made during the period 2002-2009, the Director General feels that the Commission should be institutionalized as a permanent mechanism for senior management at the Institute.

At its regular meeting held on April 1 and 2, 2009, the SACMI recommended the following: “(i) that the Commission’s area of competence should include not only management, administrative and financial matters but also those that are strategic in nature; (ii) that the Director General submit to the Executive Committee for consideration at its Twenty-ninth Regular Meeting the draft resolution and amendments to the Statute of the Advisory Commission”.

It will therefore be up to the Executive Committee to consider the proposal submitted by both the SACMI and the Director General and take a decision on the institutionalization of this important instrument for the Institute’s management.

This document has been organized in three sections: (i) Section I: the Special Advisory Commission on Management Issues; (ii) Section II: Contributions of the Advisory Commission to IICA; and (iii) Section III: Recommendations of the Advisory Commission on the IICA of the future.

Chelston W. D. Brathwaite



## **SECTION I: THE SPECIAL ADVISORY COMMISSION ON MANAGEMENT ISSUES**

### **1. Background and legal basis**

The Special Advisory Commission on Management Issues (SACMI), hereinafter “the Advisory Commission”, is a special committee created by the Inter-American Board of Agriculture (IABA), under resolution IICA/JIA/Res.341(X-O/99), in accordance with articles 3 (m) and 51 of the Rules of Procedure of the IABA. It is subordinate to the Executive Committee and is essentially an advisory mechanism that does not have authority to make its decisions binding on the Institute.

### **2. Purpose**

The purpose of the Advisory Commission is to facilitate a more regular exchange between the Director General and Member States on administrative and financial initiatives in order to facilitate the process for reaching consensus on those issues and initiatives in the Executive Committee and the IABA.

### **3. Functions**

The Advisory Commission has the following functions:

- a. To advise and assist the Director General in developing, evaluating and implementing proposals aimed at improving, modernizing and transforming the administration and financial management of the Institute;
- b. To facilitate consultations among the Member States and between them and the Director General on financial and administrative issues and initiatives;
- c. To adopt its own rules of procedure in accordance with the provisions contained in its Statute; the Convention on the Inter-American Institute for Cooperation on Agriculture; the Rules of Procedure of the IABA, the Executive Committee and the General Directorate; and the resolutions of the IABA and the Executive Committee, as appropriate; and
- d. To report to the Executive Committee each year on its activities.

### **4. Composition**

#### **Members**

The Advisory Commission has nine members, as follows:

- a. The six Member States in Group I defined in Article 5(a) of the Executive Committee’s Rules of Procedure, which serve a term of two consecutive calendar years.

- b. Three Member States, selected, one each from the remaining three Groups (II, III and IV) defined in Article 5(a) of the Executive Committee's Rules of Procedure, which serve a term of one calendar year<sup>1</sup>.

Each member of the Advisory Commission appoints an individual as its Representative on the Commission. Representatives so appointed must be knowledgeable and experienced in international organizations, technical cooperation (preferably with a focus on agriculture), personnel management, finance, budgetary management and general administration. They must also have a solid working knowledge of Spanish and/or English. Each Member shall give due regard to the need for continuity in the work of the Advisory Commission.

Each Member selected from Groups II, III and IV must make every reasonable effort to assure that the individual it appoints as its representative continues to serve in that capacity for at least one calendar year. Each Group I Member must make every reasonable effort to assure that the individual it appoints as its representative continues to serve in that capacity for at least two calendar years.

## **5. Meetings**

- a. The Advisory Commission holds at least one regular meeting per annum.
- b. The Advisory Commission can hold special meetings at the request of the Director General. However, the total number of special and regular meetings held each year should not exceed three, unless the Director General certifies the availability of resources for additional meetings.
- c. To the extent feasible, the members of the Advisory Commission should meet and otherwise consult each other and the Director General through tele-video conferencing and other electronic media.
- d. All meetings of the Advisory Commission should be held at IICA Headquarters. However, the Chairperson, with the approval of the other members, may accept an invitation from a Member State to host a meeting in its territory, provided that the host Member State pays IICA for all costs of the meeting over and above the cost to IICA of holding the meeting at IICA Headquarters.

## **6. Other provisions**

### **The Officers of the Advisory Commission**

The Director General serves as Chairperson *ex officio*. He is responsible for convening and coordinating the Commission's meetings, in consultation with its members and for presenting the Commission's Annual Report to the Executive Committee.

If considered necessary, the Advisory Commission may, through its Rules of Procedure, elect other officers and regulate their functions and the duration of their appointments.

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<sup>1</sup> See Appendix 1.



## **The Secretariat of the Commission and resources for financing its operation**

The General Directorate provides the Advisory Commission with secretariat services in accordance with the availability of resources allocated for the purpose in the Program Budget.

Funding for the meetings and other activities of the Advisory Commission is included in the Regular Fund budget of IICA's Program Budget. The amount budgeted includes the cost of reasonable logistic and secretariat support, travel and per diem costs for participants and communications.

### **Duration of the Commission**

Initially, the Advisory Commission had a two-year term. The Executive Committee, with the support of the Director General, must submit a report on the Commission's performance to the IABA at its regular meeting. It is up to the IABA to decide to renew or otherwise extend the term of the Advisory Commission<sup>2</sup>.

The Statute of the Advisory Commission establishes the mechanisms for its operation. These mechanisms may be modified if the majority of Member States of the Executive Committee so decide, on the recommendation of the Advisory Commission or on the initiative of the Director General. The IABA may abolish the Advisory Commission and derogate its Statute if the majority of Member States vote in favor of this.

## **SECTION II: CONTRIBUTIONS OF THE ADVISORY COMMISSION TO IICA**

### **1. Contribution in the area of technical cooperation**

During the period 2002-2009, the Advisory Commission made major contributions in the conceptual realm with regard to the design and implementation of strategic technical cooperation programs. These programs are described below:

#### **1.1. Inter-American Agricultural Health and Food Safety Program (AHFS)**

Pursuant to the provisions of Resolution IICA/JIA/Res.382 (XI-O/01) and Resolution IICA/CE/Res.367(XXII-O/02) of the Executive Committee, the Agricultural Health and Food Safety Program was submitted to external experts for their assessment.

The Advisory Commission was of the opinion that, in order to develop effective AHFS systems in the countries of Latin America and the Caribbean, what was needed was a comprehensive approach that would essentially lead to enhanced technical capabilities, institutional governance and a sustainable infrastructure. IICA should therefore restructure its technical cooperation program in this area to assist Member States seeking to upgrade their capabilities in animal health, plant

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<sup>2</sup> On the recommendation of the Executive Committee, the term of the Advisory Commission was extended from 2006 to 2010 under resolution No. 419 adopted by the IABA at its Thirteenth Regular Meeting..

health and food safety so as to be able to compete successfully on national and international markets and help safeguard the health of consumers.

On the strength of the results of the assessment of the Program under reference and the contributions of members of the Advisory Commission, the Director General prepared a proposal for a new AHFS Program, which involved the following: (i) application of the agreements of the WTO and the FTAA on Sanitary and Phytosanitary Measures, as well as the sanitary and phytosanitary standards of the relevant international organizations: CODEX, World Organization for Animal Health (OIE) and the International Plant Protection Convention (IPPC); (ii) improving agricultural health and food safety systems as regards market access, interaction with the private sector, technical capability and human and financial resources; (iii) upgrading the ability of Member States to respond in due course to emergencies and emerging issues in the area of agricultural health and food safety; (iv) supporting, in Member States, the formulation and application of food safety strategies and policies with a view to developing standards and regulations, improving leadership skills and technical capability throughout the agrifood chain; (v) compiling timely and relevant information on the multiple roles that are attributable to the areas of agricultural health and food safety, as well as generating value added information that can be used by authorities involved in decision-making at various hierarchical levels and by technical professionals in the public and private sectors.

The Program thus restructured was approved in Resolution IICA/CE/Res.386(XXIII-O/03) of the Executive Committee.

## **1.2. Hemispheric Agro-energy and Biofuels Program**

At its regular meeting in 2006, the members of the Advisory Commission agreed on the importance of agro-energy and biofuels and consulted their respective governments regarding the contents of the proposal that had been submitted to them by the Institute. At the same time, the members recognized the importance of agro-energy and highlighted IICA's potential as a platform for facilitating horizontal cooperation. They further underscored the need to define in precise terms the Institute's role in implementing the Program.

At its regular meeting in 2007, the Advisory Commission recommended to the Director General that he submit to the Executive Committee for consideration at its Twenty-seventh Regular Meeting a proposal on activities to be carried out under the Hemispheric Agro-energy and Biofuels Program from 2008-2009.

The Hemispheric Agro-energy and Biofuels Program now under way incorporated the recommendations of the Advisory Commission, especially those regarding IICA's role in this vast and extremely important field.

The Program was approved by the Executive Committee under Resolution IICA/CE/Res.461(XXVII-O/07), adopted at its Twenty-seventh Regular Meeting, and by the IABA under Resolution IICA/JIA/Res.410(XIII-O/05), adopted at its Thirteenth Regular Meeting.

### **1.3. Hemispheric Biotechnology and Biosafety Program**

At its regular meeting in 2005, the Advisory Commission was given information on the basic parameters of the Hemispheric Biotechnology and Biosafety Program. Given the importance of a program of this kind, which would afford the countries of the Americas access to a powerful tool to increase their productivity and ensure safe use of agro-biotechnologies, it supported its development by IICA's General Directorate.

The Advisory Commission was given basic information on the nucleus of the program at its regular meeting in 2006. That program had been prepared on the basis of the parameters referred to above and in consultation with the countries. Accordingly, it recommended to the General Directorate that it implement that Program with the participation of specialists in each region. Strategic projects would also be designed for the purpose. It also supported the proposal for funding of the program, which was subsequently approved by the Executive Committee.

The program has been under way since 2006 and covers the following activities: (i) dissemination of information; (ii) support for the development of policy frameworks; (iii) assessment of the impact of ABTs on trade and development; (iv) support for the development of regulatory standards; and (v) research and development.

The Program was approved by IICA's Executive Committee under Resolution IICA/CE/Res.445(XXVI-O/06), adopted at its Twenty-sixth Regular Meeting.

### **1.4. Inter-American Program for the Promotion of Trade, Agribusiness and Food Safety**

The following are the lines of action of the Inter-American Program for the Promotion of Trade, Agribusiness and Food Safety: (i) market information; (ii) export platforms; (iii) support for participation in trade fairs and events; (iv) system for determining the export readiness of companies; and (v) trade promotion and the promotion of matters related to food safety.

The Advisory Commission supported the program proposal presented to it for consideration by the General Directorate. It however recommended fine-tuning it and paying special attention to the delivery of cooperation to the countries aimed at reinforcing their capabilities in the area of external agricultural trade, based on a hemispheric approach, and with the involvement of the private sector.

The Advisory Commission recommended linking this program closely with the agricultural health and food safety program and linking these two programs with integration processes under way in the region and with efforts being waged by other international organizations in this field. It further recommended making effective use of technical capabilities, suggesting here that the Institute avail itself of the services of experts in the region.

These recommendations were included in Resolution IICA/CE/Res.385(XXIII-O/03), adopted at the Twenty-third Regular Meeting of the Executive Committee, which supported implementation of this program.

### **1.5. Modernization and technological innovation in information systems**

The Advisory Commission considered the modernization of the Institute's technical information systems to be a strategic issue and took cognizance of and supported the General Directorate's proposal in this regard.

The Advisory Commission proposed that the experience gained by the Brazilian Technical Cooperation Agency with its information system should be taken into account when designing the final proposal. It also recommended implementing the system in stages and made specific proposals regarding financing.

It supported the proposal regarding the new IICA Web portal which integrates the IICA Home Page and that of the 34 Offices in Member States into a new platform and format. It recommended that the Member States themselves promote its use and proposed as a goal making it the main source of information on agriculture and rural life in the Americas.

IICA's Web Portal was tailored to the recommendations of the Advisory Commission. In 2008, it received an average 1,800,000 hits a month from users in the 34 Member States and other countries.

The services provided on the Web portal are: (i) specialized systems for information on technology, trade, agricultural health and food safety, agro-industry, rural development, agribusiness, education and training; (ii) the IICA/CATIE virtual bookstore and digitization process (IICA Google agreement); (iii) technical fora, bulletins and magazines; and (iv) information system of the Governing Bodies of IICA (EC and the IABA).

### **1.6. 2006-2010 Medium-Term Plan**

At the regular meeting of the SACMI in 2006, the Director General and the Director of Technical Leadership and Knowledge Management submitted the proposed 2006-2010 Medium-Term Plan of IICA (MTP). The members of the Advisory Commission issued a set of recommendations for improving that proposal both in the course of the meeting and, subsequently, through additional notes sent to the General Directorate of IICA.

The Executive Committee<sup>3</sup> approved the 2002-2006 Medium-Term Plan of IICA by means of Resolution IICA/CE/Res.444(XXVI-O/06) adopted at its Twenty-sixth Regular Meeting. That version of the Plan reflects the input of the Advisory Commission.

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<sup>3</sup> Under Resolution IICA/JIA/Res.421(XIII-O/05), adopted at its Thirteenth Regular Meeting, the Inter-American Board of Agriculture, delegated authority to the Executive Committee to approve IICA's 2002-2006 Medium-Term Plan.

## **1.7. Assessment of technical expertise**

By means of Resolution IICA/CE/Res.447(XXVI-O/06), adopted at its Twenty-sixth Regular Meeting, the Executive Committee instructed the Director General to support and coordinate the assessment of the technical expertise of IICA personnel, with the assistance of external experts, pursuant to the terms of reference and the additional guidelines established by the Executive Committee.

The Advisory Commission established a Steering Committee, made up of Canada, Belize, Costa Rica, Argentina, Panama, Paraguay and Mexico, which was entrusted with follow-up of this assessment. A consulting firm, *Servicios Internacionales para el Desarrollo Empresarial S.A. (SIDE S.A.)* was hired to conduct that assessment the findings of which were submitted to the Executive Committee at its Twenty-seventh Regular Meeting, held in May of 2007.

On the recommendation of the Advisory Commission and the Director General, the Executive Committee provided, in Resolution IICA/CE/Res.462(XXVII-O/07) that the recommendations of the assessment should be divided into five categories: (i) those that could be implemented on the decision of the General Directorate and that do not require additional resources; (ii) those that could be implemented on the decision of the General Directorate and that require additional resources; (iii) those that require approval from the Governing Bodies of IICA, but that do not require additional resources; (iv) those that require approval from the Governing Bodies and that require additional funds'; and (v) those that require modification of the IICA Convention.

The Director General presented reports on the recommendations relating to the first category at the meeting of the Advisory Commission, held in April of 2008. At the Commission's meeting in 2009, he submitted an expanded version of that report. Both reports demonstrated the significant progress achieved by the General Directorate in implementing the recommendations of the consulting firm responsible for the assessment, especially in those areas that were in its area of responsibility and decision-making.

The Advisory Commission recommended to the Director General that he submit a consolidated report on progress with upgrading technical expertise at IICA, pursuant to the provisions of resolutions IICA/CE/Res.462(XXVII-O/07), IICA/CE/Res.490 (XXVIII-O/08) of the Executive Committee, and IICA/JIA/Res.430(XIV-O/07) of the IABA. That report should: (i) include information on the subject presented at the meetings of the Advisory Commission in 2008 and 2009; and(ii) highlight progress made in reinforcing strategic partnerships.

## **1.8. IICA's Center for Leadership in Agriculture**

The Advisory Commission (2007) congratulated the Director General on promoting IICA's Leadership Center and its program for forming leaders and, especially, the Forum for Ministers of Agriculture and senior officials in Member States. They insisted on the priority of this effort and proposed expanding and

strengthening that program, since it felt that it was highly useful for new officials responsible for agricultural and rural development in Member States.

Under Resolution IICA/CE/Res.485(XXVIII-O/08) adopted at its Twenty-eighth Regular Meeting, the Executive Committee accepted the recommendation by the Advisory Commission, gave its support to the programs being carried out by the Center and instructed the Director General to submit reports on the work of the Center for Leadership in Agriculture at future meetings of that Governing Body of the Institute.

## **2. Relations with strategic partners**

### **2.1. The future of the IICA Office in Spain**

The Advisory Commission presented to the Director General recommendations regarding the direction that the IICA Office in Spain should take. On the basis of these recommendations, the IICA Office in Spain was reinforced and it focused on seeking to raise resources for the funding of agricultural and rural development projects in ten of the Institute's Member States and for providing support to countries seeking to meet the standards of the WTO.

The Director General focused on those recommendations, provided more information to Member States on the work of the IICA Office in Spain and developed guidelines for its further development, which he shared with the Executive Committee.

Through joint effort with the Directorate of External Finance and Investment Projects, this Office has managed to raise funds from Spanish institutions for the financing of priority projects in IICA Member States.

### **2.2 Strengthening of IICA-FAO relations and joint efforts**

At its regular meeting held in 2003, the Advisory Commission recognized that the Institute should continue its efforts to consolidate working relations with the United Nations Food and Agriculture Organization (FAO) so as to maximize the efficient use of resources and more effectively complement the capabilities of both organizations for the sake of improving the delivery of cooperation to Member States.

In view of the foregoing, it recommended that the Director General give differentiated and priority treatment to the strategic partnership with the FAO by promoting, designing and executing joint regional or hemispheric programs and shoring up joint efforts in the individual countries, within the framework of IICA's national technical cooperation agendas.

The progress made in the relationship between both institutions and in their joint ventures has been made manifest to the Member States of IICA through reports that have been presented to the Executive Committee at its regular meetings.

Admittedly, significant progress has been made in this regard, and there is a positive attitude both on the part of the General Directorate of IICA and on the part of the Regional Office of the FAO for Latin America as regards exploring joint action further. However, there is much room for expanding cooperation. The fact that the FAO has not received instructions from its governing bodies to strengthen that partnership as the General Directorate of IICA has from its own governing bodies imposes a constraint in terms of deepening the relationship to the extent that the Advisory Commission had recommended at some point.

### **3. Modernization of the Institute**

#### **3.1. Performance-based management system**

The Advisory Commission felt that a performance-based management system could become a useful tool for the management of the Institute. It would also enable the governments of the Member States to better assess its performance and have complete information available on the use of resources and the results obtained.

The Commission made certain recommendations calling for the establishment of more flexible and simpler rules and standards for recruiting qualified personnel and retaining the best professionals. They also recommended simplifying the salary scales and remunerating staff equitably and fairly, insofar as the finances of the Institute allow.

In this regard, it recommended: (i) supporting the General Directorate's efforts to modernize the Institute and to encourage the General Directorate to complete the design of the management system and its implementation at Headquarters and in IICA's Offices in the member countries; and (ii) creating incentives for building up teamwork and creating a positive working environment.

With this initial momentum, a solid performance-based management system was put into operation beginning in 2002. The system, which has useful instruments that operate with the most modern information and communication technologies, has undoubtedly contributed significantly to the achievements of Brathwaite's administration in this area. The results achieved are explained in the Director General's 2002-2009 management report.

#### **3.2. Modernization of the human resources management system**

The Director General submitted to the Advisory Commission for consideration a proposal to modernize IICA's human resources management system as well as a strategy for its implementation.

The Plan to modernize human resources management presented by the Director General includes: (i) adjustments to the classification and compensation system, (ii) a policy framework, (iii) an individual performance evaluation system, and (iv) training programs and programs for recognizing good performance.

The Advisory Commission supported the proposal and made recommendations regarding IICA personnel training in various areas. It also recommended making changes in the disclosure statement and the resolution of potential conflicts of interest of personnel.

It further recommended: (i) improving the standards for recruiting qualified personnel and retaining the best professionals in the Institute, and making them more flexible; (ii) exercising caution in linking the IICA system to the system in effect in the United Nations agencies; (iii) acknowledging staff members on the basis of their performance rather than their years of service<sup>4</sup>; and (iv) simplifying the salary scales and readjusting the intervals between steps.

IICA now has a better personnel management system, one for which it received valuable contributions from the Advisory Commission. The recommendations made by the Advisory Commission will make it possible to consolidate the modernization of the system under reference.

Thanks to input from the Advisory Commission, it has been possible to improve the classification and compensation system and to tailor it to the financial realities of the Institute. The recently-implemented Individual Performance Evaluation System (IPES aligns individual contribution plans and annual action plans of the units with institutional objectives and facilitates accountability and the recognition of good performance by staff members.

#### **4. Financial sustainability of the Institute**

##### **4.1. Collection of quotas owed to the Institute**

From 2002-2009, thanks to the work accomplished by the Advisory Commission and the General Directorate, IICA managed to overcome the chronic shortfall that had persisted for many years because of delays in the payment of quotas by Member States.

In fact, the amount owed to IICA by Member States dropped from US\$17.5 million in 2003 to US\$2.2 million in 2008. In 2003, 12 countries were two to 11 years behind in the payment of their quotas. However, as of December 2008, the 34 Member States were up-to-date with their payments, or in regular or special status. In other words, all Member States were regularly paying their quotas to IICA.

This significant outcome was the result of a combination of factors: on the one hand, recognition on the part of Member States of the support provided by IICA, and on the other hand, the possible sanctions and policies proposed by the Advisory Commission and the General Directorate of IICA to encourage Member States to bring themselves up-to-date with their financial obligations to the Institute.

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<sup>4</sup> Approved as an amendment to the Staff Rules in Resolution 419/2003 of the Executive Committee.



#### **4.2. Program Budget and the allocation of resources**

The Advisory Commission acted as a forum for the analysis of institutional issues and advised the Director General on the preparation of the Program Budget and the allocation of resources. It also reviewed the following proposed Program Budgets of the Institute, which were approved by means of the resolutions mentioned in parentheses: (i) 2002-2003 Regular Program Budget (Resolution 371 of the EC), (ii) 2004-2005 Regular Program Budget (Resolution 390 of the IABA), (iii) 2006-2007 Regular Program Budget (Resolution 416 of the IABA), (iv) 2008-2009 Regular Program Budget (Resolution 433 of the IABA), (v) 2004-2005 Special Program Budget (Resolution 391 of the IABA), (vi) 2006-2007 Special Program Budget (Resolution 417 of the IABA), and (vii) 2008-2009 Special Program Budget (Resolution 434 of the IABA).

In each instance, bearing in mind the budgetary ceiling established by freezing the quota contributions of the Member States, the Advisory Commission formulated recommendations related to: (i) changes in the allocation of funds to address institutional priorities or to act in special situations, for example, to carry out new mandates issued by the governing bodies or recommendations of the countries; (ii) special allocations to deal with emergencies; and, (iii) larger allocations of resources for certain specific topics. Furthermore, the Commission made recommendations about the methodology and format used for the Program Budget, which the General Directorate adopted.

The Advisory Commission's detailed analysis of the workings of the Institute, and its timely recommendations, were a decisive contribution that facilitated the EC and the IABA's approval of the program budgets already mentioned.

At its regular meeting in 2009, the Advisory Commission offered important contributions to enhance the proposed 2010-2011 Program Budget that the General Directorate will be submitting to the Twenty-eighth Regular Meeting of the Executive Committee for consideration.

#### **4.3. Measures for restructuring the Institute's finances**

The Advisory Commission proposed to the Executive Committee and IICA's Director General a solid set of measures for restructuring the Institute's finances, which the IABA approved by means of Resolution N° 393, adopted during its Twelfth Regular Meeting.

The following table shows the measures recommended and the progress achieved in implementing them.

**SUMMARY OF MEASURES FOR RESTRUCTURING  
THE INSTITUTE'S FINANCES**

Measure		Implementation		
		Implemented in full	Implemented in part	Not implemented
<b>For immediate implementation</b>				
A	Any topic other than those included in the priorities set out in the current MTP must be financed with special funds		X	
B	Request special contributions from the countries for specific projects and to finance the actions of their respective Offices		X	
C	Promote the inclusion of new Associate Members			X <sup>5</sup>
D	Gradually abandon the practice of administering external resources without technical responsibility	X		
<b>For presentation to IICA's governing bodies without additional study</b>				
E	Share the cost of offices and basic services with other international organizations		X	
F	Mobilize external resources: a) the direct costs of externally-funded projects are financed by the external fund; b) externally-funded projects pay IICA for indirect costs (INR)	X		
G	CATIs/INR resources are assigned institutionally, in accordance with defined priorities	X		
H	Take steps to secure resources for establishing the Endowment Fund		X <sup>1</sup>	
I	Request countries that have not done so to provide physical installations for IICA Offices		X	
J	Centralize the procurement of fixed assets and international services		X	
K	Establish alliances with academic and research institutions that have volunteer programs		X	
L	Review and adjust the per diem policy	X		
M	Take steps to gradually become a paperless organization, optimizing to this end the use of electronic communications	X		
N	Keep the duration of meetings to a minimum, eliminating field trips and programs for accompanying spouses		X	
O	Consider the possibility of holding IABA meetings at Headquarters, or of the host country covering the extra costs generated by holding them away from Headquarters	X		
P	Support from the governments to make IICA the principal technical executing arm of multilateral financing organizations		X	
Q	Redirect IICA's financial contributions to other institutions and cooperative programs toward the design and implementation of joint programs and projects, and strengthen the Institute's participation in managing those funds, the commitments established in the respective agreements already in effect notwithstanding		X	
<b>For presentation to IICA's governing bodies with additional study</b>				
R	Review and adjustment of the current organizational structure with Offices and Representatives in the Member States			X
S	Invest in information and communications systems	X		

<sup>5</sup> Policy adopted by means of Resolution N° 368 of the Executive Committee

#### **4.4. Budget for priority investments to renew the Institute's infrastructure and equipment**

At its regular meeting in 2004, the Advisory Commission recommended that the Director General continue to prepare the proposed amendments to Article 73 of the Rules of Procedure of the General Directorate with a view to including a new chapter in the Program Budget with line items under which funds could be allocated to cover investments that the Institute needed to make to maintain its facilities and renew equipment, many of which had been put off due to lack of funds.

At its Twenty-fourth Regular Meeting, the Executive Committee adopted Resolution IICA/CE/Res.421(XIV-O/04), in which it endorsed the Advisory Commission's findings and recommended that the IABA amend the abovementioned Article 73. At its Thirteenth Regular Meeting, the IABA authorized that amendment by means of Resolution IICA/JIA/Res.415(XIII-O/05).

As a result, from the 2006-2007 Program Budget onwards the Institute began to include Chapter IV, "Renewal of infrastructure and equipment" in its budget, which contains details of funds allocated to address priority needs in those areas.

#### **4.5. Proposed 2010-2011 Program Budget**

In this regard, the Advisory Commission recommended: (i) supporting the Director General's proposed 2010-2011 Program Budget; (ii) that the Director General present an overall budget proposal to the Executive Committee at its Twenty-ninth Regular Meeting, including information on the origin and use of all resources (quotas, miscellaneous, external and INR resources) that were to be taken into account in programming for 2010, including an analysis to support estimated increases in personnel and operating costs, as well as an explanation of the increase in miscellaneous income.

The Commission further recommended that in the resolution approving the 2010-2011 Program Budget the Executive Committee grant the Director General-elect the authority and necessary flexibility to make adjustments in the allocation of funds to tailor the budget for 2010 to new priorities.

### **5. Other business**

#### **5.1. Annual report**

The Director General and Deputy Director General of IICA presented reports to each annual regular meeting of the Advisory Commission to keep the SACMI abreast of the progress made in implementing the MTP and in improving and modernizing the Institute. Furthermore, the members of the Commission had access to information contained in the annual reports that the General Directorate prepared and submitted to the OAS and to its Member States.

## **5.2. Projection of the institutional image**

At its regular meeting in 2003, the Advisory Commission congratulated the Director General on the efforts undertaken to publicize in the Member States the actions carried out by the Institute with partner institutions, and recommended that efforts be strengthened in the countries to disseminate information on the Institute's achievements, new opportunities generated by work under way with governments and international agencies, and the results of successful projects.

## **5.3. Background and working documents for the meetings of the Advisory Commission, the Executive Committee and the IABA**

With respect to the documents that the General Directorate and the countries prepare for the meetings of the Advisory Commission, the Executive Committee and the IABA, the SACMI recommended distinguishing between working documents and background documents. It also recommended that the deadline for distributing documents ahead of meetings should only apply to working documents.

## **5.4 Remuneration of the Director General**

The Advisory Commission studied various formats and proposals for the remuneration package for the Director General and made recommendations to the Executive Committee.

## **6. The Advisory Commission's reports to the Executive Committee**

Pursuant to the statute of the Advisory Commission, the Director General submitted the SACMI's annual reports to the Executive Committee on a timely and regular basis. The Executive Committee subsequently adopted the following resolutions approving the reports:

- 2002 Report: Resolution N° 365
- 2003 Report: Resolution N° 391
- 2004 Report: Resolution N° 414
- 2005 Report: Resolution N° 438
- 2006 Report: Resolution N° 453
- 2007 Report: Resolution N° 473
- 2008 Report: Resolution N° 491
- 2009 Report: Working document for consideration by the Twenty-ninth Regular Meeting of the Executive Committee

In this way, the Executive Committee kept itself abreast of the Advisory Commission's positive work on behalf of the Institute and to facilitate the work of the Executive Committee and the IABA. The Executive Committee adopted the vast majority of the SACMI's recommendations and instructed the Director General to implement them.

### **SECTION III: RECOMMENDATIONS OF THE ADVISORY COMMISSION ON THE IICA OF THE FUTURE**

#### **1. The 2010-2020 Strategic Framework for IICA<sup>6</sup>**

The Advisory Commission recommended hiring a team, made up of a renowned expert with knowledge of agriculture and the Americas as team leader, and two analysts to support the process of preparing the strategic framework. It also recommended that IICA contribute these two latter people, and further proposed that consideration be given to hiring an expert in strategic planning as an option.

The SACMI further recommended creating a panel of three to five people to interact with the team and provide feedback on the proposal to be prepared by the team. The members of the panel were to have experience, vision and knowledge as this related to the agricultural sector and the regions of the Americas. They would not represent regions or countries.

The Commission also recommended adopting a work schedule for this task.

Finally, the Commission recommended that the Strategic Framework be submitted to the Twenty-ninth Regular Meeting of the Executive Committee and to the Fifteenth Regular Meeting of the IABA, due to take place at the end of October 2009, for final approval.

The Advisory Commission further recommended that the Director General provide the members of the team and the Steering Committee with relevant information on the work to be accomplished, especially, information pertaining to new initiatives being promoted by the Institute, as well as the 2002-2009 Management Report.

The Strategic Framework will be submitted to the Executive Committee for consideration at its Twenty-ninth Regular Meeting, due to be held from July 14-16, 2009 at IICA Headquarters, so that this governing body of IICA may decide on the course of action for Phase II, which covers steps required in order to complete and approve the Strategic Framework, a process in which the Director General-elect should participate actively.<sup>7</sup>

#### **2. 2011-2014 Medium-Term Plan**

The Advisory Commission recommended that the Executive Committee instruct the Director General elected in 2009 to prepare in 2010 IICA's 2011-2014 Medium-Term Plan, taking into consideration the 2010-2020 Strategic Framework.

The Medium-Term Plan should include: (i) the budgetary requirements for financing the Plan in that period; (ii) management and operational guidelines for its implementation; (iii) a procedure for accountability; and, (iv) the necessary linkage and consistency with the 2010-2020 Strategic Framework to ensure its implementation.

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<sup>6</sup> The Advisory Commission also proposed a procedure for securing approval of the two instruments (the panel and the schedule) suggested for strategic programming.

<sup>7</sup> The Advisory Commission suggested that the version of the Strategic Framework produced in Phase II should be reviewed by the Advisory Commission at its regular meeting in 2010 and that the IABA give the Executive Committee authority, at its Fifteenth Regular Meeting, in Jamaica in October 2009, to approve the Strategic Framework at its Thirtieth Regular Meeting, to be held in the first half of 2010.

The Commission also recommended that consideration be given to the possibility of holding a special meeting of the IABA in 2010 to approve the Medium-Term Plan and its budgetary requirements.

### **3. Regarding IICA's work on food security**

The Advisory Commission supported the efforts being made by the Institute to address strategic issues through a food security program and recommended that: (i) a position for an expert in food security to head the Program be included in the proposed 2010-2011 Program Budget; and, (ii) the Institute provide the Twenty-ninth Executive Committee with the following information: (a) a justification for creating the new post, (b) a description of the functions and responsibilities of that post, and (c) the performance indicators for any work accomplished by the Institute in food security.

The SACMI further recommended that, in designing and executing activities in the area of food security, the General Directorate take into account work being carried out by the FAO, ECLAC, the WFP and other institutions in this field and that this should be reflected in the performance indicators of IICA's food security program.

### **4. Comprehensive human resources policy**

To complete the modernization of IICA's Human Resources Management System, the Advisory Commission recommended that the present Director General and the Director General-elect, within the framework of Article 21 of the Convention on the Institute, continue to develop a comprehensive human resources policy to strengthen IICA's technical capabilities. It said they should: (i) complete the work of establishing profiles for all technical positions and for the Institute's Representatives in the Member States; (ii) further enhance the Institute's personnel recruitment process to ensure that the most qualified technical personnel could be hired in accordance with the profiles established for each post; (iii) further develop the general evaluation mechanism based on performance indicators and design a system for incentives and recognition; (iv) develop an institutional database of consultants; and, (v) introduce innovative rules, mechanisms, incentives and procedures for hiring and retaining qualified technical personnel, and establish a remuneration and benefits package that technical personnel with demonstrated experience and the required qualifications would find attractive.

### **5. Improvements in the management system**

The members of the SACMI recommended revising the functions of the Advisory Commission, the Executive Committee and the IABA in the context of the 2010-2020 Strategic Framework and the 2011-2014 Medium-Term Plan. With regard to the frequency of the meetings of the Executive Committee, the members of the SACMI discussed the advisability of holding Executive Committee meetings every two years as preparatory meetings for the IABA.<sup>8</sup>

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<sup>8</sup> This would require an amendment of Article 15 of the Convention on the Institute, which establishes that the Executive Committee must hold annual meetings.

With regard to the Advisory Commission itself, both the members of the SACMI and the Director General recognized the important role of this advisory body as a mechanism for bringing the Member States together and for strengthening interaction between the Member States and the General Directorate of IICA. They proposed that the Commission continue to make recommendations to the Director General and the governing bodies to strengthen the Institute and improve its management.

They also recommended establishing a joint panel of external experts and IICA staff members who would be responsible for discussing and preparing biennial reports on progress achieved in implementing the 2011-2014 Medium-Term Plan. Those reports should be analyzed by the SACMI prior to consideration by the Executive Committee and the IABA.

## **6. Institutionalization of the Advisory Commission**

The members of the Advisory Commission recommended that: (i) the SACMI's area of competence should include not only management, administrative and financial matters, but also those that are strategic in nature; and, (ii) the Director General submit to the Executive Committee for consideration at its Twenty-ninth Regular Meeting the draft resolution and the amendments to the Statute of the Advisory Commission. To this end, they proposed that the text of the amendments be presented in the form of a draft resolution to the aforementioned Regular Meeting of the Executive Committee, which will be taking place July 14-16, 2009 at IICA Headquarters.