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**REPORT OF THE SPECIAL ADVISORY COMMISSION
ON MANAGEMENT ISSUES – 2003**

San Jose, Costa Rica

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I. INTRODUCTION

The members of the Special Advisory Commission on Management Issues (SACMI), at the meeting held at IICA Headquarters in San Jose, Costa Rica, on May 29 and 30, 2003, pursuant to Article 7 of its regulations “Minutes and Reports,” presents to the Member States of IICA this report that summarizes the deliberations and recommendations of the meeting.

II. THE MEETING

2.1 Progress report on the implementation of the 2002-2006 Medium Term Plan

The Director General submitted a report in which he described the progress made in preparing and approving the Medium Term Plan; the events to celebrate the 60th anniversary of the Institute; the efforts to reduce bureaucracy and earmark more resources for technical cooperation; the new relationship with the Member States based on participation, accountability and transparency; and the new information and communications policy, in regard to which he emphasized accountability at the country level and the new instruments of communication that have been established.

He also mentioned the bases of the Institute’s new personnel management policy; the progress and results achieved in efforts to promote prudent financial management and to orient the Institute toward the achievement of results; the effective monitoring of the mandates received from the Heads of State and Government in the Summit of the Americas process; and the work to increase cooperation between the General Directorate and the Institute’s governing bodies.

The Director General explained the new program to promote trade, agribusiness and food safety, and the ongoing support for the Institute’s strategic areas of action (Trade and Agribusiness Development, Agricultural Health and Food Safety; Sustainable Rural Development; Technology and Innovation; Information and Communication; Education and Training). He referred to the efforts to strengthen strategic partnerships and the new mechanism for building consensus with the Member States as a fundamental element of this administration’s management strategy.

He pointed out IICA’s importance as an institution that belongs to the countries and that can play a meaningful role in solving problems associated with poverty, improving living conditions in the countryside, and supporting environmental and socially sustainable economic development. He concluded by stating that the Institute is called on to play a vital role in the promotion of rural communities, the development of sustainable agriculture, and the production of safe food.

The General Director’s Report for 2002, which contains detailed information on the aforementioned points, was distributed to the members of the Advisory Commission.

The **Director of the Technical Cooperation Secretariat, Mario Seixas**, presented a progress report on the Institute's efforts to implement a new style of technical cooperation that is aligned with the MTP and that promotes a new approach involving inter-thematic and integrated programs. He underscored the importance of strategic partnerships and indicated that the new style of cooperation is based on country demand for IICA services, is results-oriented, promotes accountability to the Member States, and is characterized as an ongoing process.

He explained to the members of the Commission the process followed to design the National, Regional and Hemispheric Technical Cooperation Agendas. He also explained the thematic make-up of these agendas.

Concerning the new cooperation style, he explained the horizontal and inter-thematic approach needed for addressing the new challenges facing agriculture and rural life; the creation of synergies among the national, regional and hemispheric levels of Institute action. He offered examples of how that new style is being applied for addressing inter-thematic topics such as competitiveness, food security, trade, the struggle against poverty, and the promotion of rural prosperity.

Finally, he invited the members of the Commission to review the General Director's report, which includes the Institute's 100 most important achievements in 2002, and the report "Working Together," which describes the results of IICA's joint efforts with its strategic partners.

Felipe Manteiga, Director of Strategic Alliances, explained the function of his directorate and requested that the directors of IICA's strategic areas illustrate with examples the progress achieved the 2001 to strengthen IICA's relations with the Institute's allied organizations.

The directors of the different strategic areas gave examples of experiences and progress in creating or strengthening alliances with institutions such as FAO, the World Bank, the IDB, the Agency for International Development (USAID), The US Department of Agriculture, the Government of Canada, and other institutions. Reference was also made to the important role to be played by the IICA Office in Spain.

2.2 Proposed Program Budget for 2004-2005 biennium

Francisco Barea, Director of Programming, presented the proposed Program Budget for the 2004-2005 biennium. He explained that the bases for distribution of Regular Fund resources were the priorities set out in the 2002-2006 MTP, the National and Regional Agendas, and the decision to maintain constant the allocations to the IICA Offices in the Member States. He underscored the importance of increasing quota contributions to IICA (frozen since 1995) and of earmarking the requested increase for financing actions in the areas of Agricultural Health and Food

Safety; Trade and Agribusiness Development; and Institutional Modernization. For each of these areas, he pointed out the priority actions that would be financed.

He described the structure proposed for the allocation of quota resources **by Budget Chapter** (I. Direct Cooperation Services; II. Management Costs; and III. General Costs and Provisions); and **by Strategic Area** (Trade and Agribusiness Development; Technology and Innovation; Agricultural Health and Food Safety; Sustainable Rural Development; Information and Communication; and Education and Training). Finally, he referred to the structure of allocations by **Major Object of Expenditure** (International Professional Personnel; Local Personnel; Training; Travel; Materials: Equipment; Services; Contracts; and Other Expenses).

2.3 Proposal for restructuring IICA's finances in the medium term

The Deputy Director General of the Institute, Terry Vogt, put forward the proposal prepared by the General Directorate to comply with the resolution on this subject that was approved at the Twenty-first Regular Meeting of the Executive Committee.

He began by discussing the current situation of the Institute's different funding sources: quota contributions of the Member States have been frozen since 1995; miscellaneous income has declined, primarily due to a fall in interest rates; and funds collected for overhead expenses (CATI/INR) have declined by 32%.

After explaining how this situation was affecting the Institute's operating capacity and eroding its technical capabilities, he proposed a group of measures for analysis by the members of the Commission. These included ideas on how to increase revenues with each one of these funding sources; measures having to do with the organizational structure and means for optimizing it, and, finally, measures for reducing operating costs.

This subject was discussed by the members of the Commission and the recommendations for each point raised by the Deputy Director General appear in the section on recommendations later on in this report. A distinction has been made between measures which come under the decision-making authority of the Director General and those that must be submitted to the consideration of the governing bodies of the Institute (Executive Committee and the Inter-American Board of Agriculture).

2.4 Measures to collect quota arrearages

Karen Kleinheinz, Chief of the Finance Division, described the Institute's quota collection situation to May 27, for 2003 and previous years. She pointed out that, at present, the total quotas owed to IICA by its Member States is US\$31,726,228.

Ms. Kleinheinz presented a series of measures to be considered by the members of the Advisory Commission. These were prepared by a working group and offer differentiated measures that were recommended for application to countries that owe

quotas to IICA, and are based on the degree of each country's arrearages (age of the debt).

The Director General illustrated the Institute's difficulties resulting from both the frozen budget and the quota arrearages, vis-à-vis increasing operating costs and the growing demands for IICA services in the Member States. He emphasized the importance of the Institute's action in the countries and the efforts undertaken to demonstrate the Institute's usefulness to the governments, both through its activities and the results achieved at the country level and through actions conducted at the regional and hemispheric levels to benefit the countries.

2.5 Efficiency of IICA's operations

The Director General indicated that this subject covers efficiency in activities, in the use of human resources, and in the management of financial resources.

The Deputy Director General reported on the most important progress made in this field, taking into account the corresponding principles set out in Institute's 2002-2006 Medium Term Plan: accountability, including performance and results; a flatter organizational structure; competent management committees; and financial prudence in the administration of resources. He also mentioned the development of capabilities and the Institute's focus on achieving results.

With regard to systems modernization, he described the problems facing the Institute and the proposal to automate procedures, consolidate controls, and modernize the overall culture of the Institute.

With regard to human resources, he explained a policy change that focuses on paying according to results and not according to seniority, improving recruitment systems, and upgrading staff capabilities.

He also referred to how conditions had been created that made it possible to strengthen the Institute's action in the area of knowledge management, upgrade collaborative efforts, and develop a technological platform for information management.

Finally, he illustrated with data and specific cases changes in procurement procedures and how purchasing power was being effectively used to generate savings in goods, insurance, travel, etc.

The Director General mentioned that more emphasis is being placed on operational efficiency in technical cooperation, in strengthening decentralization at the level of the IICA Offices in the countries, always with scrupulous respect for the rules and procedures approved by the Executive Committee and the IABA.

2.6 Modernization of the personnel management system

Ms. Linda Landry, Director of Human Resources, explained that the objectives of the proposal to modernize the personnel management system with a view to increasing the capacity for modernization will cover a 3-year period. The aims will be: (i) to attract qualified personnel; (ii) to retain the most highly qualified personnel; (iii) to create a positive environment for staff development; and (iv) to pay staff equitably and fairly, while maintaining financial responsibility.

In 2003, actions will focus on the classification and remuneration systems, performance evaluation, recognition for merit, and the training program. In 2004, the emphasis will be on recruitment and promotion, personnel management, and leadership. In 2005, the emphasis will be on strengthening the Institute's human resources.

She next explained the changes proposed in: (i) the classification and remuneration systems; (ii) the new policies and procedures for staff recruitment; (iii) the development of the performance evaluation system; and (iv) tools for the development of human resources.

She added that it was necessary to promote excellence; remuneration based on performance; and the upgrading of language capabilities among Institute personnel. She also stated that staff should be given opportunities to update their skills, especially in new and promising subject areas, and that IICA should attract talented young people in order to ensure a process of staff renewal.

2.7 Modernization of the information management system

The **Deputy Director General, Terry Vogt** described the difficulties that IICA currently faces in this area: (i) a variety of systems and software for finances, procurements, etc.; (ii) weak control mechanisms; and (iii) delayed access to information for decision-making.

The idea is to have a single, standardized database for Institute projects, procurement, finances, activities, and services. IICA therefore needs an enterprise resource planning system (ERP) that is flexible; has standardized processes, centralized control and decentralized management; where information is secure, and that operates in real time. This will greatly facilitate governments' and partner institutions' access to information.

The Deputy Director General explained the process followed, with the support of Deloitte & Touche, to select a system that will serve the information needs of IICA management. He indicated that the cost of such a system, with a 2-3 year investment horizon, would be US\$4,239,470.00 and that annual operating costs would be around US\$500,000. The investment needed represents 1.4% of the total resources

administered by IICA annually (including quotas, CATIs, miscellaneous resources, and the resources of externally funded projects managed by IICA).

The new system would generate important savings because of the possibility of developing new procurement methods (3%), increasing the efficiency of institutional processes (2%), strengthening, and modernizing the technological infrastructure (1%). An analysis of the return on the investment shows that the investment will have a positive return and that it will generate a package of qualitative benefits for the Institute and for its Member States.

2.8 Strategic programs of the Institute

2.8.1 Agricultural Health and Food Safety

Kevin Walker, Director of the Agricultural Health and Food Safety Program, reminded the members of the Commission that the purpose of the general assessment of IICA's Agricultural Health and Food Safety Program included: a) to evaluate the current environment, as well as principal issues that IICA's Member States face in the field of agricultural health and food safety (AHFS); b) to identify future strategic interests in the hemisphere vis-à-vis the current and future trade environment; c) to examine the relevance of the mission and the structure of the Institute's AHFS program for addressing future strategic interests in the hemisphere; d) to evaluate the capacity of the resources IICA has earmarked for AHFS to meet future strategic interests; and e) to formulate recommendations for strengthening and improving IICA's role in AHFS systems.

The evaluation team was made up of Dr. Harry Mussman (Coordinator - USA), Dr. Winston Small (Barbados), Dr. Bernardo López (Guatemala), Dr. Juan Guy (Mexico), Dr. Aldo Malavasi (Brazil), and Dr. Luz Alba Cruz (Colombia), all professionals with considerable experience in the field of agricultural health and food safety.

The assessment was carried out with IICA logistic and administrative support. Walker pointed out the full collaboration received by the evaluators in the countries visited, both government authorities and representatives of the private sector.

The countries visited were: Trinidad, Jamaica, Honduras, El Salvador, Mexico, Chile, Argentina, Brazil, Colombia, Ecuador, the United States, and Canada.

The assessment is structured as follows: (i) introduction; (ii) the assessment process: people and structure; (iii) mission and strategy of the Agricultural Health and Food Safety Program at IICA; (iv) the assessment per se; (v)

organizational structure and budget; (vi) addressing the chronic budgetary shortfalls of the AHFS program; and (vii) conclusions.

2.8.2 Inter-American Program for the Promotion of Trade, Agribusiness, and Food Safety

The **Director of the Inter-American Program for the Promotion of Trade, Agribusiness and Food Safety, Miguel Garcia**, summarized the progress made in implementing said program and the manner in which the recommendations issued by the Executive Committee, at its Twenty-second Regular Meeting (October 2002), are being fulfilled.

The Program has three lines of action: a) *Market Information*, b) *Trade Capacity Building*, which includes: i) extending the export platform project to IICA's English-speaking countries; ii) a more active participation in the promotion of fairs and trade events; and iii) a computerized system to determine the export capacity of small- and medium-scale enterprises; and c) *Trade Promotion, Food Safety*.

2.9 Progress report on the organization of the Second Ministerial Meeting on Agriculture and Rural Life

Lizardo de las Casas, Director of the Office for Follow up of the Summit of the Americas Process, explained that the Second Ministerial Meeting afforded an opportunity to reposition agriculture and rural life.

He described the general framework of the mandates and agreements of the Third Summit of the Americas and the First Ministerial Meeting, and the responsibility falling to the ministers, through the Ministerial Meetings, for implementing the Presidents' mandates.

He went on to explain the process undertaken to implement and monitor the Third Summit and to develop the Ministerial Declaration of Panama, which will include preparation of the AGRO 2003-2015 Plan of Action and a proposal to be presented by the ministers at the next Summit.

He mentioned that the AGRO 2003-2015 Plan of Action will include: (i) the vision of agriculture in the year 2015; (ii) the current state of and outlook for agriculture and (iii) a hemispheric agenda.

With regard to the strategy, he said that actions will be carried out at the regional and national, as well as inter-agency, levels.

He described the process, which will involve the delegates of the 34 ministers of the countries of the hemisphere, IICA and other agencies, in preparing AGRO 2003-2015 Plan of Action, making use of an online system.

III. RECOMMENDATIONS

The members of the Special Advisory Commission on Management Issues (SACMI), in compliance with the responsibilities entrusted to the Commission by the Inter-American Board of Agriculture, as an advisory forum for the Director General, adopts the following recommendations at its 2003 meeting:

With regard to the progress reported in implementing the 2002-2006 Medium Term Plan (MTP)

The members of the SACMI recognize the progress achieved by the present administration in the implementation of the 2002-2006 Medium Term Plan and congratulates the Director General on said achievements. It recommends that the Institute:

- a. Continue promoting and intensifying the process to modernize and transform the Institute.
- b. Increase efforts to disseminate in the Member States information on the progress of the Institute's actions, to both the public and private sectors. The focus of such efforts should be on disseminating information on the progress of hemispheric initiatives, successful projects that can be replicated, and useful information on new, high-priority areas.

With regard to the restructuring of the Institute's finances in the medium term

The Special Advisory Commission on Management Issues supports the Director General's proposal to restructure the Institute's finances. It proposes the following strategy for implementing measures designed to increase the flow of resources to the Institute, to increase the flexibility with which they can be managed, and to optimize their use and effectiveness, as set out in the document "Suggestions for Restructuring the Institute's Finances," with the exception of the measure to increase the Member States' annual quotas. It recommends to the Director General the following:

- a. Implement all the proposed measures that, pursuant to the rules of the Institute, are within the areas of responsibility and decision-making capacity of the Director General, reporting on same to the Executive Committee, at its Twenty-third Regular Meeting.
- b. Propose to the Executive Committee, at its Twenty-third Regular Meeting (July 2003) measures that, pursuant to the Institute's rules, must be considered by the Executive Committee.
- c. For measures requiring greater study, define a time table for conducting the corresponding analyses, for presentation to the consideration of the governing organs of the Institute, if necessary.

SUMMARY OF MEASURES FOR RESTRUCTURING THE INSTITUTE'S FINANCES

MEASURE		DECISION LEVEL	NEEDS STUDY
For immediate application			
A	Any topic other than those included in the priorities set out in the current MTP must be financed with special funds	Res. 365, XXII CE	No
B	Request special contributions from the countries for specific projects and to finance the actions of their respective Offices	Res. 365, XXII CE	No
C	Promote the inclusion of new Associate Members	Res. 312, IX IABA	No
D	Gradually abandon the practice of administering external resources without technical responsibility	DG	No
E	Share the cost of offices and basic services with other international organizations	DG	No
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)	DG	No
G	CATIs/INR resources are assigned institutionally, in accordance with defined priorities	DG	No
H	Take steps to secure resources for establishing the Endowment Fund	Res. 299, IX IABA	No
I	Request countries that have not done so to provide physical installations for IICA Offices	Res. 255, VIII IABA	No
J	Centralize the procurement of fixed assets and international services	DG	No
K	Establish alliances with academic and research institutions that have volunteer programs.	DG	No
L	Review and adjust the per diem policy	DG	No
M	Move in the direction of becoming a paperless organization, optimizing to this end the use of electronic communications.	DG	No
N	Keep the duration of meetings to a minimum, eliminating field trips and programs for accompanying spouses.	DG	No
O	Consider the possibility of holding IABA meetings at Headquarters, or that the host country covers the extra costs generated by holding them away from Headquarters.	DG	No
For presentation to IICA's governing bodies without additional study			
P	Remove miscellaneous income from the Regular Fund	EC, IABA	No
Q	Support from the governments to make IICA the principal technical executing arm of multilateral financing organizations	EC	No
R	Redirect 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 said funds.	EC	No
For presentation to IICA's governing bodies with additional study			
S	Review and adjustment of the quota scale (*)	EC, IABA	Yes
T	Review and adjustment of the current organizational structure with Offices and Representatives in the Member States (*)	EC, IABA	Yes
U	Approve a special budget for using the quota arrearages collected for priority technical cooperation actions and for institutional modernization	EC	Yes
V	Implement Associate Expert status, in order to attract highly qualified human talent	EC	Yes
W	Invest in information and communications systems	EC	Yes

* Because of the time required for this study, it is suggested that these proposals be presented at the Executive Committee's regular meeting in 2004.

With regard to the proposed 2004-2005 Program-Budget

The Commission points out the importance attached by the Member States to the need for the Institute to increase its cooperation to serve the growing demand in the areas of agricultural health and food safety, trade, and agribusiness development, and in modernizing the Institute. However, it considers that the Director General's request to increase quota contributions presents difficulties for a number of Member States.

From the foregoing it recommends that other sources of financing be analyzed for the actions proposed by the Director General.

In addition it recommends that collateral measures be adopted for increasing flexibility, to enable the Director General to cope more effectively with financial constraints. These specific measures are:

- a. Separating miscellaneous income from the Regular Budget. This will make it possible to make more flexible use of income generated by the Institute under this heading because at present, if these resources have not been spent, they enter the Working Subfund of the Regular Fund. This measure will in the programming require amendments to the Financial Rules and to the Rules of Procedure of the General Directorate.
- b. Adopt effective measures to increase the sale of services to the private sector, in order to implement IABA Resolution IICA/JIA/Res.300 (IX-O/97), which empowers the General Directorate to charge for those services.
- c. That IICA's contributions to CATIE, CARDI and the cooperative programs be used primarily for executing actions, and that mechanisms be developed to allow the Institute to have a greater role in the management of these funds.
- d. Increase flexibility and use of other institutional resources, such as CATI/INRs generated at the country level. As these form part of the Institute's resources, their programming and allocation should be based on institutional priorities and needs, and not remain anchored in the country where they are generated.

With regard to the collection of quota arrearages

The Advisory Commission recommends that the Executive Committee consider the definitions of the status of member countries with regard to quota payments, as well as the measures to be applied to countries in arrears, and the terms for payment plans.

Considerations:

The Institute continues to face serious financing difficulties as a result of the non-payment of quotas by some Member States, increases in operating costs, growing demand for its

technical cooperation services by the Member States, and the policy that has maintained a freeze on quotas since 1995.

This has limited the Institute's capacity to fund its operating costs, renew its assets and further its modernization efforts so that it can comply with its mandate and respond to the demand for its services at the national, regional and hemispheric levels, to the benefit of its Member States.

Resolution 375 of the Executive Committee (Twenty-second Regular Meeting) empowers the Director General to urge those Member States in arrears to pay their past due quotas to IICA; it also requests the Director General to use his best efforts to conclude payment plans with those Member States that are unable to pay their arrearages immediately.

Moreover, and in compliance with Article 24 of the Convention and the Rules of Procedure of the Institute, it is necessary to alert Member States with due anticipation regarding the suspension of the right to vote in the IABA and the Executive Committee as a consequence of arrearages in the payment of their quotas to the Institute.

Accordingly, it is of vital importance to make formal arrangements with countries that are in arrears with their quota payments and to implement measures to ensure timely payment of same.

Proposed Measures:

1. Define the status of the Member States with regard to quota payment

a. Up-to-date status:

A Member State's status is considered "up to date" when it has paid the entirety of the payments in accordance with its assigned quota. Pursuant to Article 70 of the IABA, quotas are considered in arrears as of the first day of each fiscal year. As an exception to this rule, and for purposes of this definition, Member States that have paid the totality of their quotas by June 30 of the current year, shall be considered "up to date".

b. Regular status:

A Member State's status is considered "regular" when it owes one quota or part of one, or the annual quota and part of the quota of the previous fiscal year. For purposes of this provision, Member States that owe less than two complete quotas as of June 30 this year, shall be considered "regular."

c. Special situation:

A Member State's status is considered "special" when it has agreed to a payment schedule with the Director General, and that the schedule is being met. For purposes of this provision, Member States that by June 30 owe the quota of the year

plus one or more full quotas of previous fiscal years, and that have agreed to a payment schedule with the Director General, which is being met and for which at least one payment has been made in the current year, shall be considered to have “special status.”

d. In arrears:

A Member State’s status is “in arrears” when it owes the quota of the year plus one or more full quotas of previous fiscal years. For purposes of this provision, Member States that by June 30 owe the quota of the year plus one or more full quotas of previous fiscal years, have not agreed to a payment schedule and are not meeting one, shall be considered to be “in arrears.”

2. General provisions to encourage the timely payment of the quotas.

- Applicable to Member States that have up-to-date and regular status:
 - a. They will have the right to vote in the Executive Committee and the IABA.
 - b. They can host IICA meetings.
 - c. They can nominate candidates for the position of Director General.
 - d. They can nominate candidates to positions on Committees.
 - e. Nationals of these Member States will be given preference in IICA hiring.
 - f. The IICA Office in the country may be allocated additional quota resources, as a result of the application of budgetary reductions to IICA Offices in Member States that have in arrears status, quota collection permitting.
 - g. They may sit on the SACMI.
- Applicable to Member States that have special status:
 - a. They will have the right to vote in the Executive Committee and the IABA.
- Applicable to Member States that have in arrears status, in accordance with the degree of delay:
 - a. Member States that owe the quotas of two complete fiscal years.
 - i. Suspension of the right to vote.¹
 - b. Member States that owe the quotas of three complete fiscal years:
 - i. Suspension of the right to vote.¹

¹ Article 24 of the Convention, Article 69 of the Rules of Procedure of the IABA, and Article 77 of the Rules of Procedure of the Executive Committee address the suspension of the right to vote. For details on the application of these provisions, consult the Aide Memiore found on pp. 23-31 of document: *Convention and Basic Rules of Procedure of IICA*, Official Documents Series No. 22.

- ii. 20% reduction in the annual quota budget allocated to the Office in the country.
 - c. Member States that owe the quotas of four complete fiscal years:
 - i. Suspension of the right to vote.¹
 - ii. 40% reduction in the annual quota budget allocated to the Office in the country.
 - iii. Additional charge for managing projects financed with government resources, in partial payment of quotas owed.
 - d. Member States that owe quotas for five or more complete fiscal years:
 - i. Suspension of the right to vote.¹
 - ii. Reduction in number of IICA actions in country.
 - iii. Closing of the IICA Office in the country (only as a last resort, and taking into consideration the costs involved in reopening the Office, and that these costs will be imputed to the country, should the country achieve up-to-date status with regard to its quotas or reach agreement on a payment schedule with the Institute).
 - e. The SACMI recommends that the General Directorate study other incentives to encourage payment of quotas.
3. Conditions for the payment schedule of a Member State:
- a. A minimum initial payment of one annual quota, and a maximum term of 24 months for paying the accumulated debt.
 - b. The plan should take into account the payment of quotas for following fiscal years, so as not to generate new debts.
 - c. Present a payment schedule to IICA, formally signed by the Government and IICA.
 - d. Special contributions of staff, offices, communications, etc., shall not be accepted as payment for quota arrearages, but rather as an alternative for supporting IICA's finances.
 - e. Other proposals by the member countries, which will be subject to evaluation by the Institute.
4. Special and transitory provisions for the year 2003 for Member States that have "in arrears" status.
- a. As an exception and a special incentive for establishing payment schedules, and in regard to the provisions of Article 24, payment of one complete quota can be

applied for the current year, provided that the Member State has agreed to a payment schedule and is meeting it.

- b. Before proceeding to close an IICA Office in a Member State that owes quotas for five or more complete fiscal years, an extension to December 31 will be granted for beginning to execute the payment schedule, so that it may apply for special status.
- c. With payment of one annual quota and the establishment of a schedule for paying at least 50% of the debt within a period of 24 months, other exceptional proposals by the Member States may be considered, such as payments in national currency, in kind or in marketable securities, for paying the other 50% of the debt.

5. Special consideration for Member States that host Executive Committee or IABA meetings

While many Member States are interested in holding Executive Committee or IABA meetings, there are often additional costs that preclude a country's being able to host these meetings. Some provision for IICA to defray a portion of additional costs to members who are current in their quota payments or payment schedules might be considered by the Executive Committee and the IABA.

With regard to the modernization of the Institute's personnel management system

The Advisory Commission considers that the actions proposed and being implemented for modernizing the Institute's human resources management system are important. It agrees with the strategy and the timetable for implementing same. It endorses the efforts of the administration in this area and the priority being given to it to ensure the execution of the proposal in the proposed time frame.

With regard to modernization and technological innovation of the Institute's information systems

The Advisory Commission welcomes and supports the efforts of the General Directorate to implement a new Management Information System and recommends:

- a. That experts in the member countries be given the opportunity, if so required, to examine the technical and financial details of the proposal.
- b. That the Director General prepare, for consideration at the Twenty-third Regular Meeting of the Executive Committee, a revised version of the proposal, to include:
 - The possibility of implementing the proposal in stages
 - An analysis that compares the options of outsourcing to purchasing the equipment
 - An assessment of the experience of the Brazilian Cooperation Agency (ABC) and the recommendations of the Member States that may examine the proposal presented to the Commission.

- A more advanced proposal of the funding structure being proposed, including: a) use of the resources of the Working Subfund of the General Fund; b) a 1% surcharge on CATIs collected for the management of external resources; c) voluntary extra-quota contributions from the Member States; d) contributions from foundations; e) other contributions in cash, in kind, or technical capabilities of the Institute's member countries and partners.
- c. That the proposal developed by IICA be compatible with the system currently in use at the OAS for administering its Management Information System.

With regard to strategic programs of the Institute

Inter-American Program on Agricultural Health and Food Safety

The members of the Commission thanked the Director General for sharing the provisional General Assessment of the aforementioned program, an attitude they consider very positive and that evidences the administration's transparency.

They recommend that the Director General include the following in the proposed plan for implementing the recommendations of said Assessment, which will be presented to the Executive Committee for its information:

- a. The preliminary observations and comments formulated by the members of the Special Advisory Commission on Management Issues representing Canada and the United States of America at this meeting.
- b. The observations subsequently sent by the countries after a more thorough review of the document.
- c. An evaluation of the viability of the recommendations set forth in the Assessment, taking into account the priorities defined in the 2002-2006 Medium Term Plan and the real availability of Institute resources.

The Director General made a clarification regarding inaccurate information contained in the Assessment concerning the management of Institute resources earmarked for the Agricultural Health and Food Safety Program. He mentioned that IICA would proceed to analyze the aforementioned Assessment and prepare an institutional response that includes an implementation plan for putting into practice the recommendations of the Assessment.

Inter-American Program for the Promotion of Trade, Agribusiness and Food Safety

The Advisory Commission acknowledged the progress IICA has made in implementing the program and the adjustments that were included in the original proposal, based on the recommendations of the SACMI and the Executive Committee (Twenty-second Regular Meeting).

It reiterated the importance of the program and recommended that the Institute avoid duplicating the efforts of other IICA areas and those of other organizations.

Other business

Projection of the Institute's action and image

Congratulate the Director General on the efforts undertaken to publicize in the Member States the actions carried out by the Institute with partner institutions. Recommend 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.

IICA-FAO Relations

The Special Advisory Commission on Management Issues recognizes that the Institute should continue to further consolidate working relations with the FAO, in order to achieve a more efficient use of resources and to effectively complement the capacities of the two organizations to the benefit of the Member States.

Taking into account the foregoing, it recommends that the Director General afford differential and privileged treatment to the strategic partnership with FAO, through the promotion, design and execution of joint programs of regional or hemispheric coverage and the strengthening of joint efforts at the country level, within the framework of the National Technical Cooperation Agendas.

**ADDRESS TO THE SPECIAL ADVISORY COMMISSION
ON MANAGEMENT ISSUES
MAY 29, 2003**

CHELSTON W. D. BRATHWAITE, DIRECTOR GENERAL

I am indeed pleased to welcome all of you to the second meeting of the Special Advisory Commission on Management Issues of this administration.

The first meeting, which was held last year, made an important contribution to the work of the Institute and was critical to the success which we achieved during the Executive Meeting in 2002.

Today, I would like to welcome all those who were with us last year: Liliana Mónica Sola of Argentina; Paul Murphy, Anne MacKenzie, and Maria Lo of Canada; Daniel Cento and Marianne McElroy of the United States of America; and Lourdes Trinidad Cruz of Mexico. I would also like to take the opportunity to give a special welcome to those who are joining the Commission for the first time:

- Ivan Wedekin of Brazil
- Roberto Villeda Toledo of Honduras
- Ana Cristina Padgett of Honduras
- Suzanne Heinen of the United States of America
- Nadica McIntyre of Grenada
- Oscar Meza of Paraguay
- Francisco Ibarra of Paraguay
- María Dolores Parada de Venezuela

Let me remind you that the Commission is an advisory body, and its importance lies in the opinions, ideas and advice that it provides to the administration, especially as these relate to technical and financial issues.

Let me begin by saying that on the 26 of November 2001 I accepted the nomination of the Member States of this Institute to be its Director General for 2002-2006 with a clear commitment to make this organization an instrument of change for promoting modernization of the agricultural and rural sectors of the Americas. Seventeen months later, I am still deeply committed to that goal.

My report for 2002 entitled "IICA: The repositioning and modernization of an institution," which has been distributed, is a summary of the actions taken to comply with the fifteen commitments I made to the Member States last year. Time will not permit me to give details of the report but I do wish to indicate what I consider the 12 most important achievements of the administration in 2002.

1. Preparation of Medium Term Plan for 2002-2006

A medium-term plan for 2002-2006 was approved which charts the course for the future of an institution that will promote sustainable agricultural development, food security and prosperity in the rural communities of the Americas.

2. Celebration of 60 years of institutional life

The Institute celebrated 60 years of institutional life in cooperation with Member States and seeks to build a future based on these sixty years of experience.

3. Reduction in bureaucracy

The elimination of the regional centres, the reduction of management positions at Headquarters from 36 to 24, the reduction of Headquarters costs by 10%, the consolidation of units into a flatter, more efficient management framework, and the allocation of US\$1.2 million in savings from these actions to support technical cooperation activities in the Member States in 2002 and 2003 have been accomplished.

4. A new relationship with the Member States based on participation, accountability and transparency

IICA's work programs in each Member State were redefined in a participatory process with the Ministries of Agriculture and Rural Development, the private sector, academia and civil society, resulting in the development of National Technical Cooperation Agendas. National Reports were prepared to report on implementation of the agendas. These were presented to national authorities in national seminars and suggestions and inputs were received for refining and adjusting the national agendas. This approach of participation, transparency and accountability is the hallmark of this administration.

5. A new information and communications policy

A new information and communications policy was developed to facilitate dialogue with the community of agriculture and the Member States and keeps them informed of the activities and results of the Institute's work. The repositioning documents, the 100 Days Report, the Director General's Report for 2002, IICA News and IICA Connection, an electronic bulletin, are examples of this new policy.

6. New human resources policy

The roles and responsibilities of management positions at the Institute, especially the role of Representatives in the Member States, were redefined. Contracts of persons over 65 years old were terminated and a new personnel evaluation policy that aligns individual performance with institutional goals has been implemented. Awards for excellence have been established and a policy for enhancing language training is being implemented. An outstanding professional in human resources management has been recruited as Director of Human Resources and she is

working with her team to review the Institute's human resources policies. A preliminary report will be presented at this meeting.

7. Promoting prudent financial management and a results-based institution

A policy to ensure that the Institute's financial resources are properly managed has been implemented. Included in this are the following: (1) a new unit was created for budget-preparation and control, (2) the Institute's internal audit function was strengthened with the appointment of a new internal auditor and a deputy auditor, (3) the Institute's Deputy Director General, an outstanding banker, was assigned responsibility for the Institute's Finance and Administration, (4) new guidelines for budget preparation and financial accountability were distributed to all managers, (5) the Directorate for Performance Management and Evaluation was established to ensure that proposed actions are implemented in a cost-effective manner in order to convert the Institute into a results-based institution.

8. Appropriate follow-up to the mandates of the Summit of the Americas

A Directorate for Follow-Up of the Summit of the Americas Process was established in order to provide appropriate follow-up to the mandates of the Third Summit of the Americas (Quebec), the OAS General Assembly and the Bavaro Declaration. The unit has so far carried out the following activities:

- a. Published and disseminated policy guidelines for agriculture and rural life in the hemisphere (Ministerial Declaration of Bavaro).
- b. Provided for the exchange of information and joint efforts with development banks, agencies of the OAS system, and other international organizations that will become partner institutions of the Summits process, within the framework of the Joint Summit Working Group.
- c. Provided for effective monitoring of the mandates of the Third Summit as they pertain to agriculture and rural life; preparation of progress reports.
- d. Facilitated the fulfillment of IICA's responsibilities as a partner institution of the Summit of the Americas process.
- e. Monitored progress in designing proposals for implementing the Ministerial Declaration of Bavaro.
- f. Maintained periodic dialogue with the National Summit Coordinators that make up the Summit Implementation Review Group (SIRG).
- g. Has made considerable progress in organizing the Second Ministerial Meeting (Panama, November 2003)

- h. Promoted a monitoring mechanism that links, at the national level, the ministerial delegate for agriculture, the IICA Representative in the country and the National Summit Coordinator in the Ministry of Foreign Affairs.

9. Greater cooperation promoted with IICA's governing bodies

The administration reactivated the Special Advisory Commission on Management Issues (SACMI) and developed an online information system for promoting ongoing consultation with its members. The administration facilitated the work of the Executive Committee in 2002 and is preparing the appropriate support for the Executive Committee meeting of 2003, as well as IABA and the Ministerial Meetings scheduled to be held in November 2003 in Panama.

- In 2002, the work of the Advisory Commission: (i) facilitated the adoption of six resolutions pending approval from the Eleventh IABA; (ii) facilitated dialogue on the financial situation of IICA and approval of the 2003 Program Budget; (iii) validated and contributed to improving the quality and political viability of innovative projects presented by the Director General on agricultural trade, agribusiness and food safety, and agricultural education, which were subsequently approved by the Executive Committee, at its Twenty-second Regular Meeting.
- The Executive Committee has assumed the new responsibilities delegated to it by the IABA, which were reflected in decisions adopted at its Twenty-second Regular Meeting. This will enable the IABA to devote more attention to substantive issues affecting agriculture and rural life in the hemisphere at the forthcoming Second Ministerial Meeting, which will take place in Panama in November 2003.

10. A new program promoted for Trade, Agribusiness and Food Safety in the hemisphere

The administration promoted and obtained the approval of the Executive Committee for a new hemispheric program on Trade, Agribusiness and Food Safety. This program seeks to strengthen trade capacities, develop negotiating skills, provide information and support for compliance with the World Trade Organization mandates, and provide technical and related support toward the creation of the free trade area of the Americas. Trade and agribusiness specialists were appointed at the regional level to support national programs in these thematic areas. An office to support this new program is being established in Miami to provide appropriate linkage between developed and developing economies in trade-related matters.

11. Continued support to Agricultural Health, Sustainable Rural Development, Technology and Innovation, Information and Communication, Training and Education

The administration continued its support for IICA's traditional areas of work under the 2002-2006 Medium Term Plan. New emphasis was given to each of those areas with the appointment of regional specialists to support national actions. The importance of new information and communication technologies are emphasized and incorporated into the new programs. In the area of education and training, new emphasis is being placed on distance learning and new communication tools are being developed.

12. Strengthening Strategic Partnerships

The administration considered the strengthening of strategic partnerships as a fundamental objective in its efforts to promote sustainable agricultural development, food security and prosperity in the rural communities of the Americas. To this end, it established a new Directorate for Strategic Partnerships in Washington, D.C., United States of America. New agreements were signed with the Pan American Health Organization (PAHO) and with the Food and Agriculture Organization (FAO). In addition, the Institute renewed its commitment to work with the Inter-Agency Group for Rural Development and has established appropriate linkages with other international, regional and national agencies throughout the hemisphere. The results of these relationships are presented in our report entitled "Working Together," which has been distributed.

The meeting of 2003

In this meeting I need your support, your suggestions and your advice on:

- 1) Restructuring the financial base of the Institute
- 2) The proposed Program Budget for 2004 and 2005
- 3) Measures to collect outstanding quotas of Member States
- 4) Measures to strengthen the technical capacity of the Institute in the areas of Trade, Agribusiness and Agricultural Health.
- 5) Proposals to modernize our human resources policy and the Institute's technological capacity.

The Institute's Cabinet will participate in this meeting; a report of the meeting will be prepared by the meeting's Secretariat with your cooperation, and again, I wish to thank you for being here and hope that together we can find the way forward to make IICA an institution of excellence for our Member States.

CONCLUSION

Our work will underpin the goal of this administration to convert the Institute into a modern organization with a development agenda that serves the needs of the Member States for an agriculture that is modern, efficient and competitive for today and for the 21st Century.

I thank you.

**Special Advisory Commission on Management Issues
SACMI**

PROVISIONAL SCHEDULE

<i>Thursday, May 29</i>		
08:30 – 09:00	Welcoming remarks, progress made in modernizing the Institute, and report on IICA compliance with the recommendations of the SACMI meeting in 2002	Chelston Brathwaite
09:00 – 09:15	A new relationship with the Member States: the Technical Cooperation Agendas and the national reports	Mario Seixas
09:15 – 09:30	Strengthening relations with strategic partners	Felipe Manteiga
09:30 – 10:00	Discussion of the aforementioned presentations.	
10:00 – 10:30	Coffee break	SACMI
10:30 – 11:00	Proposed 2004-2005 Program Budget	Terry Vogt Francisco Barea/ Yanko Goic
11:00 – 12:00	Discussion of the Proposed 2004-2005 Program Budget	SACMI
12:00 – 2:00	Lunch	
2:00 – 2:45	Guidelines for the comprehensive restructuring of IICA's finances over the medium term	Terry Vogt
2:45 – 3:00	Measures for the collection of quota arrearages	Karen Kleinheinz
3:00 – 3:30	Coffee break	

3:30 – 5:00	Discussion on the restructuring of IICA's finances and the collection of quota arrearages	SACMI
	<i>(Concurrent preparation of the minutes of the meeting.)</i>	<i>Précis writers</i>
5:15	Return to hotel	
7:30 – 9:30	Reception - Zurquí Room – Hotel Radisson	
<i>Friday, May 30</i>		
09:00 – 09:30	Efficiency of operations	Terry Vogt
09:30 – 10:00	Progress made in developing a new staff management program	Lynda Landry
10:00 – 10:30	Coffee break	
10:30 – 11:00	Progress made in modernizing the management information system	Terry Vogt
11:00 – 11:30	Progress made in assessing the Hemispheric Agricultural Health and Food Safety Program. Discussion	Kevin Walker
11:30 – 12:30	Progress made in implementing the Hemispheric Program on Agricultural Trade, Agribusiness and Food Safety. Discussion	Miguel García
	<i>(Concurrent preparation of minutes of the meeting continues)</i>	<i>Précis writers</i>
12:00 – 2:00	Lunch	
2:00 – 3:00	Progress made in organizing the Second Ministerial Meeting and the Twelfth Regular Meeting of the IABA.	Lizardo de las Casas
3:00 – 3:30	Coffee break	
3:30 – 4:30	<i>Recess</i> : <i>(Precis writers continue preparing the minutes of the meeting)</i>	<i>Précis writers</i>
4:30 – 4:45	Distribution and reading out of the minutes of the meeting	Chair of the meeting
4:45 - 5:00	Closing remarks.	Chair of the meeting and IICA Director General
5: 00	Return to hotel	

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