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INSTITUTE OF NUTRITION OF CENTRAL AMERICA AND PANAMA (INCAP)

The technical and administrative restructuring of the Institute of Nutrition of Central America and Panama is proceeding satisfactorily in accordance with the guidelines provided by the Directing Council of PAHO and the INCAP Council, made up of representatives of its member countries; Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama.

In compliance with Resolution XXIV of the XXI Pan American Sanitary Conference, the Director of the PASB continued supporting this process, which will be completed when the new Basic Agreement of INCAP has been ratified by all its members. So far only two Governments--those of Honduras and Nicaragua--and the Organization have ratified it, and the Institute continues under the Organization's administration.

The present document provides a summary account of the Institute's reorganization, and includes an Annex on "Administrative Restructuring of INCAP" (CINCAP34/5), which covers its purposes and functions, its direction, the coordination of its program areas, its scientific and technical divisions, advisory services through country offices, internal administration and coordination, planning and development, and external advisory services.

As part of this restructuring process, the new Personnel Regulations went into effect on 1 January 1983 in compliance with Resolution VI of the XXXIII Meeting of the INCAP Council (Costa Rica, 1982).

The Director recently promoted a meeting of the Study Group at INCAP Headquarters (18-20 July 1983) among representatives of the Ministers of Health of Central America and Panama, and the PASB. There was a review of the progress made by the Institute in the redrafting of its program: manpower training and development, technical cooperation and research, and in the revision of its internal administration. This will enable it to operate more efficiently in the performance of its functions as a scientific agency for technical cooperation in the development of nutrition science in support of the efforts of the countries of Central America and Panama to find and apply solutions to their food and nutrition problems.

Bearing in mind that the INCAP Council requested that the Organization continue to administer the Institute until the new Basic Agreement is ratified by all its member governments, authorization is sought from the Directing Council so that the Organization can continue to fulfill this responsibility.

INSTITUTE OF NUTRITION OF CENTRAL AMERICA AND PANAMA (INCAP)

In compliance with Resolution XXVII of the XXVII Meeting of the Directing Council, on the evaluation of INCAP, and based on decisions taken by the XXXI Regular Meeting of the Institute's Council in Tegucigalpa in 1980, and in its Special Meeting at Mérida, Yucatán, 1980, the Director promoted the formation of a Study Group made up of representatives of the six member governments of INCAP and officers of PASB.

The Study Group's task has been to review the Institute's program and financial situation in the light of the economic realities in the country and the Organization, to propose alternatives for its most effective operation, provide a basis for the new Basic Agreement that will govern its operation, and draw up the rules and regulations for its administration.

The Study Group has held five meetings: Washington, D.C. (1980 and 1982); Mexico, D.F. (1981); Panama (1981), and Guatemala City (1983). The reports of these meetings have been presented for consideration to the XXVII and XXVIII Meetings of the Directing Council of PAHO and the XXXII, XXXIII and XXXIV Meetings of the Council of INCAP.

Following is a summary of the results progress made in restructuring the Institute:

1. Legal Aspects

In its meeting of 1981 in Mexico, D.F., the Study Group drew up a draft Basic Agreement, which was presented to the XXXII Meeting of the Council of INCAP in Managua, Nicaragua, and was subsequently reviewed by the Study Group in its meeting at Panama City in September 1981, in which it drew up the final version. The new Basic Agreement was signed by the Ministers of Health of the member countries and the Director of PASB during the XXVIII Meeting of the Directing Council of PAHO.

The Basic Agreement is in process of ratification by the individual member countries. To date it has been ratified by Nicaragua and Honduras; Guatemala and El Salvador have entered reservations on some chapters concerning the rights of staff members, and Panama and Costa Rica have not presented it for consideration to their legislative bodies.

In the circumstances, INCAP remains governed by the current Agreement and is still under PASB administration pursuant to Resolution VIII of the XXXIII Meeting of the Council of INCAP, of which the XXI Pan American Sanitary Conference was informed.

The situations now prevailing in some countries in the area make it unlikely that the Agreement will be ratified by the countries that

have not yet done so any time soon. It is therefore regarded as advisable that the Institute remain under PASB administration until the member countries ratify the Agreement in its entirety or take such other decision as they may deem advisable.

2. Program of Work

By Resolution II of the Special Meeting held in Mérida, Yucatán, Mexico in 1980, the Council of INCAP decided to initiate changes in the Institute's programming in response to the countries' new priorities. In 1981 a few changes were made in the program of work in order to respond better to the requirements of the member countries, and in 1982 a program of work was drawn up that clearly reflects the priorities spelled out by the Directing Council. Thus, the technical cooperation component increased markedly from less than 30 man-months a year in 1981 to 148 in 1982, with support going to country activities in the following fields: food and nutrition planning, food and nutrition information and surveillance systems, nutrition in primary health care, the control of specific nutritional deficiencies, nutrition education, the health component and nutrition in comprehensive development projects, improving the availability of foods: staple grains and new food resources, and food-processing agroindustries.

In the area of manpower training and development, in addition to the regular programs going forward at INCAP Headquarters, the Institute participated in the training of 200 technicians and professionals from countries in the following fields: food and nutrition planning, food and nutrition education, primary health care, dietary and anthropometric surveys, food-processing agroindustries, and food and nutrition surveillance. This in contrast with what was done in earlier years, when attention focused on the formal programs going forward at INCAP headquarters.

In the research area, work continued at the Institute's headquarters in matters of nutrition and health, food science and technology, the evaluation of nutritional interventions and studies of the biological, economic and social factors that affect nutritional status, and the search for new alternative ways of dealing with them. In addition, the Institute began and continued operations research in the member countries in the use of appropriate technology for the detection and treatment of nutrition and health problems, the evaluation of systems for the delivery of health and nutrition services, studies of breast-feeding, the improvement of foods in small communities, and animal nutrition.

3. Administration

A view of the grave administrative situation in which the Institute found itself at the end of 1980, a program of work was drawn up which is summarized in Table 1 and has been carried out as follows:

3.1 General Normative Instruments

In its XXXIII Meeting, held in Costa Rica, the Council of INCAP approved, by Resolutions III and IV, Rules of Procedure of itself and Regulations for the Technical Consultative Committee drawn up with the collaboration of officers from PASB Headquarters. The former went into effect this year and the latter may be put into effect in 1984 if the Directing Council of INCAP so decides in its next meeting (which is scheduled to be held in Panama City in August 1983).

3.2 Organizational Structure

During 1982 several meetings were held with the staff to discuss the Institute's reorganization, which has been in progress since February 1983.

3.3 Financing

The Institute depends essentially on three sources of financing: a) INCAP, consisting of the quotas of the member countries and diverse receipts from sales of services, the enrollment fees of students, and sales of agricultural products from the Institute's experiment farm; b) PAHO/WHO, consisting of the contribution that PAHO and WHO include on their biennial regular budgets; and c) extrabudgetary sources, which are grants and contracts for specific research, technical assistance and teaching projects.

Following are the figures and percentages for the contributions received from these three sources in the years from 1979 through 1983:

YEAR	INCAP	PAHO/WHO	OTHER SOURCES	TOTAL
1979	9.3% 504,455	19.2% 1,041,332	71.5% 3,877,773	100.0% 5,423,560
1980	8.3% 419,877	18.9% 961,226	72.8% 3,691,838	100.0% 5,072,941
1981	11.0% 449,649	28.0% 1,143,773	61.0% 2,496,234	100.0% 4,089,656
1982	14.7% 500,000	38.4% 1,305,444	46.9% 1,590,953	100.0% 3,396,397
1983	15.3% 500,000	28.7% 933,237	56.0% 1,823,231	100.0% 3,256,468

As can be seen, the figure for INCAP financing rose in 1982 following a 20 per cent increase in the quotas of the member countries. The PAHO/WHO figures also increased 6.35 per cent, and funds from extrabudgetary sources dropped sharply in 1980 with the termination of some grants and changes in the research policies of some donor institutions, and other factors.

It is interesting to note how in proportion to the total financial resources extrabudgetary sources have declined as the major source of financing, which, joined to a reduction of costs and more efficient utilization of the regular resources have resulted in the Institute's approaching a situation of greater stability. This decline affected the conduct of major field programs, but not the Institute's basic infrastructure.

In view of these trends, it is felt that the amount of the extrabudgetary funds will hold, and even rise in the near future, but a balance will always be struck to avoid a return to the situation that prevailed before 1982, when the Institute was primarily dependent on those sources.

Most of the member countries are meeting their monetary commitments to INCAP despite the economic situation in the area. The contribution from PAHO/WHO is holding at its usual levels with an increase proportional to the rate of inflation. The support of PAHO/WHO is essential to the Institute's programs not only in the countries of the area but in the rest of the Region as well. It may be noted that INCAP receives students from throughout the Hemisphere, provides technical assistance services to other countries in the Region, and exchanges scientific and technical information with almost all of them.

Cost studies were done with a view to improving the Institute's operation, and the administrative support services were found to be the principal source of overruns. The present procedures are under review to remove this problem by increasing the administrative cost component of grants and contracts and seeking ways of offering paid services when the installed capacity permits.

Moreover, a plan is being worked out to increase the Institute's financing through mechanisms that permit the reimbursement of technical cooperation expenditures from extrabudgetary sources, and by a more active search for financial support from other international, bilateral and national (both public and private) agencies.

During 1982 new Financial Regulations were drawn up, which were approved by Resolution V of the XXXIII Meeting of INCAP's Council and are expected to become effective in 1984.

In its XXXIII Meeting the Institute's Council approved Resolution VII setting the amount of the INCAP Working Capital Fund and determining the measures for increasing it, which began to be implemented at the end of 1982.

3.4 Administrative Systems

Because of the serious problems then prevailing in the Institute in relation to the hiring and management of the different categories of personnel, an intense effort was made during 1981 and 1982 to draw up new Staff Rules, which were approved by Resolution VI of the XXXIII Meeting of the Directing Council of INCAP and became effective on 1 January 1983.

Approval of those Rules and their application complemented a series of administrative measures that were taken in 1981 and 1982 to remedy personnel problems. With the exception of the Director and Administrator, who remain staff members of PAHO, all the personnel of the Institute are subject to these new Regulations. On 1 February 1983, 15 professional staff members holding PAHO contracts were transferred to the new INCAP hiring scheme, which may help make the Institute more stable in view of the existing financial problems, and provide similar working conditions for all staff.

Good progress has been made in the area of information and computer services. The Center has a new computer that meets its research, teaching and technical assistance requirements. The computer was acquired with grant from the U.S. Agency for International Development (AID), complemented by funds from PAHO Headquarters.

In the administration area, a microcomputer was acquired in 1982, and programs have been drawn up for personnel management, procurement, accounting, and budgetary control. The purchasing, supply and maintenance, and security systems function properly.

In conclusion, substantial changes have been made in the operational and administrative organization of INCAP which are making it more efficient, and it is hoped that, with the continuing support of the Organization, and its own member countries, and with the efforts of all the staff, the Institute's program and, in consequence, its service to all countries will be strengthened.

Table 1

CENTRAL PLAN OF WORK FOR CONVERTING INCAP TO ITS FUTURE ORGANIC AND ADMINISTRATIVE STRUCTURE

Areas	Sub-areas	Title/subtitle	Responsability			1 9 8 2		
			Initial action	November	December	First Quarter	Second Quarter	Third Quarter
1		General normative instruments						
	a)	Rules of procedure of the Council	AM	X	X	X	X	
	b)	Rules of procedure of the Technical Consultative Committee	INCAP	X	X	X	X	
2		Program and organic structure of INCAP						
	2.1	Revision and adjustment of the program	INCAP	X	X	X	X	X
	2.2	Internal organization of the Institute	INCAP	X	X	X	X	X
	2.3	Fellowship program	HRR			X	X	X
3		Financing						
	a)	Revision of program and financial structure	INCAP			X		
	b)	Determination of areas of deficit	INCAP			X		
	c)	Plan/campaign and execution	RMO			X	X	X
	d)	Rules and procedures for the administration of grants	LO			X	X	X
4		Administrative systems						
	4.2	Personnel administration						
	a)	Regulations	AM	X	X	X	X	
	b)	Operations/procedures	AM			X	X	X
	c)	Manpower development	INCAP			X	X	X
	4.3	Financial administration						
	a)	Regulation	AM	X	X	X	X	
	b)	Operating procedures	AM			X	X	X
	c)	Auditing policies and procedures	AM	X	X	X	X	X
	d)	Travel procedures	AM			X	X	X
	4.4	Administrative support services						
	a)	Procurement	AM	X	X	X	X	X
	b)	Transportation	AM	X	X	X	X	X
	c)	Communications	AM	X	X	X	X	X
	d)	Maintenance/security	AM	X	X	X	X	X
	4.5	Information and computer systems						
	a)	Reorganization of the Center	INCAP		X	X	X	X
	b)	Operating procedures	INCAP		X	X	X	X
	c)	Adjustment of resources for support to systems in member countries	INCAP		X	X	X	X

The office/unit responsible for the initial action will itself seek the collaboration of, or coordination with, other units at PAHO/HQ or INCAP in accomplishing the specific task assigned, and present it to the Work Group Coordinator (CGT), which will make a final review and present it to the Director of PAHO for approval.



INSTITUTE OF NUTRITION
OF CENTRAL AMERICA AND PANAMA

Meeting of the Study Group

Guatemala, 18-20 July 1983

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ADMINISTRATIVE RESTRUCTURING OF INCAP

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INTERNAL RESTRUCTURING OF THE INSTITUTE OF NUTRITION OF
CENTRAL AMERICA AND PANAMA (INCAP)

I. INTRODUCTION

In its special meeting on 4 and 5 December 1980 in Mérida, Yucatán, Mexico, the Council of INCAP decided that the Institute would undergo an administrative reorganization to acquire the status of an agency of Central America and Panama outside the organic system of PAHO. In 1981 the Study Group, consisting of representatives of the Ministers of Health of the area and the Director of PASB, held two meetings to draw up a new Basic Agreement which, following consultation with the Governments, was signed by Members of the Council in a special session held on 25 September 1981 at the Organization's Headquarters in Washington, D.C. This instrument is now in process of ratification by each of the signatories.

The present document establishes the organic, administrative and functional structure of INCAP at different levels in the light of the provisions of the new Basic Agreement and of the institutional requirements that are viewed as essential to make the resources of INCAP sufficient for the implementation of its policy. This restructuring also embodies the recommendations put forward by the professional staff of INCAP during meetings held for this purpose in 1982.

II. PURPOSES AND FUNCTIONS OF THE INSTITUTION

The Institute of Nutrition of Central America and Panama (INCAP) will continue to function permanently as a scientific agency for the provision of technical cooperation, whose general purpose is to contribute to the development of the science of nutrition, promote its practical application, and strengthen the technical capacity of the countries of Central America and Panama to solve their own food and nutrition problems.

To accomplish this general purpose, INCAP will carry on activities in the fields of:

- a) Manpower training and development;
- b) Technical cooperation;
- c) Research.

The specific functions in each of these fields will be as follows:

A. In manpower training and development

1. To collaborate in determining the manpower requirements in food and nutrition, and in programming the development of that manpower in the member countries.
2. To conduct programs for specialization in the fields of nutrition and food science, and to provide tutorial training in related specific fields, at all levels.
3. To collaborate in the training of professional, technical and auxiliary personnel in nutrition and food science both at INCAP and in the member countries.
4. To collaborate in the provision of training in food and nutrition for personnel employed in the different sectors of the member countries.

B. In technical cooperation

1. To collaborate with the member countries in learning more about the food and nutrition problem and in setting up and maintaining systems for surveillance in this field.
2. To advise the Member Countries in the formulation and implementation of national policies and plans in food and nutrition.
3. To provide technical cooperation to the member countries in the various stages of the planning, programming, execution and evaluation of plans, programs, and projects for food and nutrition in the different sectors.
4. To strengthen technical cooperation between the member countries and INCAP by making the best possible use of the resources available in the member countries and the Institute.
5. To foster exchanges of technical and professional personnel among the member countries as part of the Institute's technical cooperation.
6. To encourage and collaborate in technical cooperation among the member countries by setting up machinery for exchanges, and the use and dissemination of experiences conducted by the member countries either individually or in cooperation with the Institute itself.
7. To collaborate in the application of the results of food and nutrition research done by INCAP and the member countries.

8. To collaborate with the countries of the area in the organization of technical nutrition units in the health sector and other sectors and in strengthening their operating capacity.
9. To collaborate through national authorities with the various sectors and institutions of the countries in the area in charge of specific programs or activities for the solution of food and nutrition problems.

C. In research

1. To collaborate with member countries in operations research for the development and transfer of appropriate nutrition technologies and their application to health programs, particularly at the primary care level.
2. To conduct research in the countries of the area on appropriate technologies for basic foods and food technology.
3. To collaborate with member countries in research to evaluate the progress and impact of food and nutrition programs in the field.
4. To conduct in the countries of the area research directed at finding fresh alternative solutions to food and nutrition problems, such as new sources of nutrients, new food technologies, infection-nutrition interactions, control of specific nutritional deficiencies, and related studies.

To accomplish the foregoing purposes and perform the established functions, the Institute will have the organization described hereafter.

III. DIRECTION OF THE INSTITUTE

The Institute's governing bodies are the Directing Council and the Office of the Director.

A. Directing Council

The Directing Council is the highest governing body of INCAP, and its members are the Ministers of Health of the member countries and the Director of PASB.

The functions of the Directing Council of INCAP are as follows:

1. To determine the Institute's policy in matters of manpower training and development, technical cooperation, research, administration, and the acceptance of gifts, bequests and grants.

2. To approve, alter or disapprove plans, programs and projects for manpower training and development, technical cooperation and research, and others of the Institute's activities.
3. To designate the Director of INCAP and to delegate to him such powers as it deems advisable.*
4. To determine the Institute's financial policy and to approve, amend or disapprove the annual budget presented to it by the Director of INCAP.
5. To approve or disapprove the reports presented to it by the Director of INCAP.
6. To approve and amend the statutes, rules and regulations required for the organization and administration of INCAP, and its own Rules of Procedure.
7. To propose amendments to the Basic Agreement that may be regarded as needful on analysis of the results of periodic evaluations.

B. Office of the Director

The executive head of the Institute is the Director, who has the following functions:

1. To manage the Institute in accordance with the policies, objectives, plans, programs, and projects decided and approved by the Directing Council of INCAP.
2. To designate the technical, scientific and administrative personnel in accordance with current applicable provisions.
3. To convene the meetings of the Directing Council of INCAP and serve as Secretary ex officio in them.
4. To present to the regular meeting of the Directing Council of INCAP the annual report on operations and financial statements of the previous year and the plans, programs, projects and budget of the coming year.

* According to Resolution VIII of the XXXIII Meeting of the Directing Council of INCAP, designation of the Institute's Director is a responsibility of the Director of the PASB until the Basic Agreement is ratified by all the Member Countries or it is decided to transfer responsibility for the Institute's administration at an earlier date.

5. To make reports to the Directing Council of INCAP, and to the individual members thereof, every four months; the Director shall make additional reports at the request of any member or when he deems it necessary to do so.
6. To submit for consideration by the Directing Council of INCAP the statutes, rules and regulations required for the organization and administration of the Institute.
7. To apply, and secure compliance within his sphere of competence with the Basic Agreement, and the statutes, rules and regulations issued by the Directing Council of INCAP.
8. To perform the functions delegated to him by the Directing Council of INCAP and, in general, to undertake and carry out any actions he may regard as necessary, in accordance with the Basic Agreement, to accomplish the Institute's purposes.

IV. COORDINATION OF PROGRAM AREAS

In compliance with the institutional policies approved by the Directing Council of INCAP and in consonance with the program of work also approved by that Directing Council, the Institute conducts operations in the following three program areas:

- a) Manpower training and development;
- b) Technical cooperation;
- c) Research.

The program relating to each of these areas is entrusted to a coordination office, whose responsibilities are as follows:

A. Coordination of Manpower Training and Development

The responsibilities of this Coordination Office are as follows:

1. To collaborate with the Office of the Director in the formulation, implementation and evaluation of institutional policies in connection with manpower training and development.
2. To organize and participate in studies for establishing the demand for and requirements of human resources in food and nutrition in the countries of the area.
3. To guide the planning, execution, coordination and evaluation of programs of instruction both at INCAP and in the countries.

4. To promote the execution of specific projects in the teaching area, and to participate in the search for additional resources for their conduct.
5. To coordinate and monitor the effectiveness of teaching activities at INCAP and of in-service training in the countries.
6. To provide guidance for the development of teaching materials and the adaptation of manuals and textbooks for use in INCAP's training and instruction programs.
7. To engage in activities for the obtaining and utilization of literature and reference material to enrich the resources of its library.
8. To collaborate with universities and other institutions in the conduct of instruction in nutrition in the various professional programs.
9. To coordinate operations research on methods, techniques and materials for manpower training and development.
10. To participate in technical cooperation and research in support of the Institute's programs.
11. To promote academic activities and other mechanisms for improving the human resources of INCAP.
12. To draw up and present quarterly and annual reports on the progress of the approved program.

The office of coordination of manpower training and development will be headed by a coordinator, who will also head a secretariat for teaching affairs and the Institute's library.

B. Coordination of Technical Cooperation

The coordination of technical cooperation will be a responsibility of the Office of the Director of the Institute, whose specific responsibilities in this area are as follows:

1. To formulate and adapt the institutional policies to accord with the policies adopted by the Directing Council for the program area of technical cooperation.
2. To formulate the programs and projects to be implemented by the Institute in the area of technical cooperation, in keeping with the institutional policy guidelines and observed demand.

3. To supervise, coordinate and evaluate INCAP's technical cooperation activities, to keep records of these activities, and to coordinate the allocation of officers of the Institute for the conduct of these cooperation activities in the member countries.
4. To participate in teaching and research in accordance with the programming of and requests presented to the Institute.
5. To draw up and present reports on the work done in the technical cooperation area.

INCAP's technical cooperation with its member countries will be conducted by technical staff from the Institute's headquarters and personnel assigned to the countries.

C. Coordination of Research

The responsibilities of the Office of Research Coordination are as follows:

1. To collaborate with the Office of the Director of INCAP in the formulation and implementation of institutional policies in relation to research under the guidelines provided by the Institute's governing bodies.
2. To coordinate the formulation and implementation of the Institute's research projects in accordance with established priorities and the available resources.
3. To promote and augment INCAP's research capabilities, including seeking additional funds for research.
4. To maintain appropriate control over, monitor, and make evaluations of the conduct of research projects.
5. To oversee the timely preparation and presentation of periodic and final reports on projects, and the writing of scientific papers of high quality for publication in the appropriate media.
6. To develop the appropriate media for dissemination to the member countries of the scientific and technical information acquired by INCAP, and to collaborate in projects for application of the technology developed.
7. To establish and maintain working, information and exchange relations with domestic and international scientific institutions having purposes and interests in common with INCAP.

8. To draw up and present quarterly reports on the progress of the approved programs.

The Office of Research Coordination will be in charge of the units of Scientific-technical Information, Project Control, Publications, and Statistics.

The appended organizational chart itemizes the principal programs of each of the Institute's program areas.

V. SCIENTIFIC-TECHNICAL DIVISIONS

The Institute will have the following scientific-technical divisions:

- a) Division of Agricultural and Food Sciences;
- b) Division of Nutrition and Health;
- c) Division of Food and Nutrition Planning.

These divisions will consist of units functionally structured to perform the Institute's basic functions.

The following is a description of the functions of each division:

A. Division of Agricultural and Food Sciences

The responsibilities of this Division are:

1. In manpower training and development

To participate in the following activities in the teaching of food science and technology:

- a) The programming, conduct and evaluation of postgraduate courses;
- b) Tutorial training for professional and technical personnel;
- c) In-service personnel training in the countries.

2. In technical assistance:

To participate in the programming and conduct of technical assistance activities in projects relating to staple foods, technology, and animal nutrition in the member countries.

3. In research

- a) On the basis of the policy and priorities laid down by the Directing Council, to plan and conduct in INCAP food science and technology research on agricultural and agroindustrial products for human and animal nutrition;
- b) To conduct the research referred to in the foregoing paragraph in the countries in collaboration with domestic institutions such as universities, specialized institutes and other public and private sector establishments involved in activities in this field;
- c) To disclose by appropriate means the results of its research and in the development of technologies to the domestic institutions of the member countries.

The Division will have the following sections to perform these functions:

- Food Chemistry
- Food Biochemistry
- Nutritional Biochemistry
- Food Technology
- Animal Nutrition.

B. Division of Nutrition and Health

The responsibilities of this Division are:

1. In manpower training and development

- a) To participate in teaching activities under INCAP's regular programs;
- b) To collaborate in the guidance and training of professional and technical personnel in matters relating to food and nutrition problems and their solutions;
- c) To conduct instruction for groups of technical and professional staff in methodologies for field studies, the use of indicators and design of programs, and in project implementation and evaluation;
- d) To collaborate in the planning and conduct of training for in-service personnel in specific aspects of public health nutrition;

2. In technical assistance

To participate in the programming and conduct of technical assistance activities in the field of public health nutrition in the countries.

3. In research

- a) On the basis of the policies, program guidelines and priorities laid down by the Directing Council, to plan and conduct, in INCAP and the member countries, research in the field of human metabolism and nutrition;
- b) To plan and conduct research for a better understanding of nutritional problems and to find new approaches to their solution;
- c) To plan and conduct research for evaluating the biological impact of nutritional measures;
- d) To disclose by appropriate means the findings of its research and in the development of technologies to nutrition institutions in the member countries.

The Division will have the following sections to perform these functions:

- Physiology and Basic Nutrition
- Clinical Nutrition
- Nutrition, Infection and Immunology
- Nutritional Measures
- Public Health Nutrition.

C. Division of Food and Nutrition Planning

The responsibilities of this Division are:

1. In manpower training and development

- a) To participate in the teaching of food and nutrition planning and nutrition education as part of the program of the courses conducted at INCAP;
- b) To participate in tutorial training of students interested in the field of food and nutrition planning and nutritional education;

- c) To participate in the planning, execution and evaluation of personnel training activities of the countries and of the different sectors in food and nutrition planning and nutritional education.

2. In technical assistance

- a) To participate in technical assistance activities in the countries in connection with food and nutrition diagnosis and food and nutrition information systems;
- b) To participate in technical assistance work in connection with food and nutrition policies and plans and the programming, design and evaluation of specific projects;
- c) To provide technical assistance to the countries in connection with the evaluation of food and nutrition measures;
- d) To provide technical assistance in the planning, conduct and evaluation of nutritional education activities at the national level.

3. In research

- a) To conduct research in connection with the design and evaluation of new methodologies for the food and nutrition planning process;
- b) To conduct in the countries research for the evaluation of nutritional measures;
- c) To conduct research in new techniques and methodologies of food and nutrition education;
- d) To disclose by appropriate means the findings of its research and in the development of technologies to the institutions in the member countries.

The Division will have the following sections to perform these functions:

- Food Production
- Food Marketing
- Economic Measures
- Nutritional Measures.

VI. ADVISORY SERVICES BASED IN THE COUNTRIES

INCAP will appoint nutrition advisors in the member countries who will be answerable to the Office of the Director and coordinate their activities through the PAHO/WHO Country Offices. The duties of these officers will be as follows:

- a) To participate in the programming of PASB and INCAP technical cooperation at the country level in the fields of food and nutrition;
- b) To provide guidance in obtaining information on the food and nutrition status of the country's population and to keep this information current as a basis for the formulation and review of the country's policies and plans for food and nutrition;
- c) To provide advisory services in the formulation of the country's policies and plans for food and nutrition, and to collaborate in activities for their implementation, evaluation and adjustment to institutional requirements;
- d) To collaborate in the integration and coordination of multi-sectoral measures called for under the country's food and nutrition programs;
- e) To collaborate in determining the country's potential needs and requests for cooperation, and coordinate requests for support from the Institute's central level, and the conduct and monitoring of those activities;
- f) To participate in basic and operations research, in direct advisory services to the units involved in the food and nutrition programs, and in training activities in the countries as the program may require;
- g) To collaborate in the transfer of scientific and technical information from INCAP.

VII. ADMINISTRATION OF THE INSTITUTE

The human, financial and material resources of INCAP are administered in keeping with the general program of activities prepared every year in accordance with the policy guidelines laid down in the Basic Agreement and approved by the Directing Council in every regular meeting. In this setting, the Office of the Director of the Institute bears final responsibility for the use of those resources in keeping with the program and its priorities and in compliance with established financial and administrative rules. It is a responsibility of the chiefs of the technical and coordination units to administer the available resources, including those obtained from extrabudgetary sources for the conduct of specific projects, in accordance with approved appropriations and established rules.

It is a function of the Division of Administration to provide its support in the two areas--that of advising the office of the Director, and the Offices of Coordination and Division Chiefs in normative aspects

of resource management deriving from decisions on policy, programs and projects, and that of carrying out measures to make those decisions administratively official.

The specific functions of the Division of Administration are as follows:

- a) To collaborate in the formulation of the Institute's general program, particularly in regard to its institutional development and to the programming of projects and activities for the implementation of that program;
- b) To collaborate in the formulation of administrative and financial rules to complement the regulatory provisions and in keeping with the nature and mode of operation of the Institute;
- c) To participate in the formulation of the general budget and in calculating the estimates of specific budgetary funds for the implementation of programs and projects;
- d) To collaborate in the execution of the Institute's programs by providing support for their implementation through systems and procedures established in connection with the administration of human, financial and material resources, and monitoring and evaluating those systems and procedures;
- e) To formulate, direct and perform the services it is responsible for and to evaluate the utilization of the budgetary appropriations for them, in accordance with the approved program;
- f) To present the Office of the Director of INCAP periodic reports on the activities carried on by the Units for which it is responsible;
- g) To support the conduct of the teaching, technical cooperation and research programs in their computer aspects.

The Division of Administration will have the following sections for the performance of these functions:

- Budget and Finance
- Personnel
- Procurement
- Maintenance
- General Services
- Computer Center.

VIII. INTERNAL COORDINATION COMMITTEE

INCAP will have an Internal Coordination Committee (CCI) to advise the Office of the Director in the coordination of the Institute's programs.

The members of this Committee will be the Director, who will serve as its Chairman, the Coordinators and Division Chiefs, and the Chief of the Planning Unit. The secretariat of the Committee will be the responsibility of the Chief of the Planning Unit.

The functions of the CCI are as follows:

- a) To study and analyze the Institute's policies and to harmonize the general program by issuing the basic directives that provide the program guidelines for the conduct of the Institute's activities;
- b) To study and analyze the programs and projects drawn up by the coordination units in order to determine their feasibility and consonance with established policy, programs and priorities;
- c) To evaluate programs and projects by studying the periodic reports presented by the coordination units through reporting mechanisms established for the purpose;
- d) To study the general budget estimates and make recommendations to the Institute's Director for adjusting the ordinary financial resources to the established program priorities;
- e) To study and formulate recommendations on how to seek and use extrabudgetary funds in accordance with the requirements of the projects they finance and other institutional needs;
- f) To study and formulate recommendations to the Office of the Director of the Institute on programs for the development of INCAP's manpower, and to evaluate periodically and present recommendations on the responsiveness of this manpower to the demands of the program.

IX. PLANNING AND DEVELOPMENT UNIT

The Planning and Development Unit will have the following responsibilities:

A. As support to the Office of the Director of the Institute

1. To provide support to the Office of the Director of the Institute in the interpretation and adjustment of the institution's policy and of its programs and activities in relation to directives issued by the Directing Council.

2. To make economic and administrative feasibility studies for the conduct of activities in keeping with established priorities.
3. To draw up general rules and guidelines for the formulation of programs established by the Institute.
4. To coordinate activities for the monitoring and evaluation of the various units and programs in order to compile and summarize this information for the knowledge of and action by the CCI.
5. To collaborate in monitoring the activities deriving from recommendations of the CCI and to report to the Director on the results thereof.
6. To collect, analyze, and present to the Office of the Director information on the use of human and material resources in accordance with programs in execution.
7. To collaborate in statistical design to meet the requirements of projects that are part of the Institute's programs, and to define the systems for the compilation, processing and preparation of the periodic reports required for these purposes.
8. To design, organize and implement an information system that will enable the Institute to formulate, monitor and evaluate its plans, programs and projects, and to improve the recording and processing of technical data, and to provide support to the development of information systems in the member countries.

B. As external liaison unit

1. To collaborate in establishing the terms of reference for obtaining technical and financial resources from external sources, and for coordinating these resources in the Institute's execution of programs and projects.
2. To study and propose the drafting of agreements and contracts with external institutions in both the public and private sector to contribute to the development of the Institute's programs.
3. To establish rules and guidelines for the preparation of progress reports on programs and projects as may be determined, for presentation to higher authorities and to external institutions participating in the Institute's programs.

The Planning and Development Unit will be headed by a Chief and have the minimum support staff needed for the performance of its functions.

X. EXTERNAL ADVISORY SERVICES

As provided in the Basic Agreement of INCAP, the Institute has a Technical Consultative Committee (CTC) whose members are as follows:

- a) One representative designated by each of the Ministers of Health of the member countries;
- b) A representative of the Director of PASB;
- c) Four international experts to be appointed by the Director of the Institute with an eye to the need to maintain multi-disciplinary equilibrium in the work of the Committee. The fields of specialization of these experts must be approved by the Directing Council of INCAP prior to their appointment.

The functions of the Committee are as follows:

- a) To formulate recommendations for the planning, administration, execution and evaluation of manpower training and development, technical cooperation, and research programs;
- b) To suggest the conduct of new programs and projects in keeping with the context of this Basic Agreement;
- c) To recommend appropriate measures for continually improving the scientific quality of INCAP;
- d) To state its opinion on any other matter submitted for its consideration.

The functions of the Technical Consultative Committee are governed by regulations approved by the Directing Council.

