

directing council



PAN AMERICAN
HEALTH
ORGANIZATION

XXVIII Meeting

regional committee

WORLD
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XXXIII Meeting



Washington, D.C.
September-October 1981

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Provisional Agenda Item 15 (d)

CD28/17 (Eng.)

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STATUS OF THE EVALUATION OF PAN AMERICAN CENTERS: INSTITUTE OF NUTRITION
OF CENTRAL AMERICA AND PANAMA (INCAP)

This document summarizes the status of the work done to evaluate the Institute of Nutrition of Central America and Panama (INCAP) in compliance with Resolution XXVII of the XXVII Meeting of the Directing Council (1980).

Appended (Annexes I and II) are the reports of the study groups set up by Resolution IV of the XXXI Meeting of the INCAP Council for the specific purposes of (1) analyzing the current status of the Institute in the light of the recommendations made by the Special Evaluation Team (Documents CD27/23, ADD. III and CE84/19, ADD. III); and (2) drafting a new Basic Agreement to lay the political, institutional and administrative foundations for the future operation of INCAP as a subregional establishment in the service of Central America and Panama, outside the organic and administrative system of PAHO. The Final Report of the Special Meeting of the INCAP Council, held in Mérida, Yucatán (Mexico), in December 1980 is attached as Annex III.

The Executive Committee of PAHO at its 86th Meeting (June 1981) discussed the above-mentioned documents and approved Resolution XVII, which is attached for the Directing Council's consideration (Annex IV).

In compliance with Resolution XXVII of the XXVII Meeting of the Directing Council and in accordance with Resolution IV of the XXXI Meeting of the INCAP Council, a Study Group consisting of representatives of the Institute's member governments was appointed by the Director of PASB and met in Washington, D.C., from 28 to 30 October 1980. The Group reviewed the current objectives, activities and programs of INCAP in the light of the needs of the countries themselves. It also considered possible options for the Institute's future operations in the light of the economic and financial realities, and made specific recommendations which were presented to each member government of the Institute and later considered during the Special Meeting of the INCAP Council, held at Mérida, in the state of Yucatán, Mexico, on 4-5 December 1980 (Annex I).

In Resolution I of its Special Meeting, the INCAP Council approved the report presented by the Study Group, and reaffirmed the principle that INCAP is a purely subregional institution in the service of Central America and Panama, and that in its operations it must use to the utmost the resources and facilities of its member countries. It also asked the Director of PASB to convene the Study Group in order to review INCAP's Basic Agreement, so that it could be adjusted to the policies set forth in that Group's report and in keeping with the following guidelines: a) that the Institute be administratively reorganized to acquire the status of an agency of Central America and Panama outside the organic and administrative system of PAHO and, consequently, of the United Nations system; b) that provisions be written into the new Basic Agreement which are required for the administration of its human, financial and material resources in keeping with its new status as an independent institution; c) that the PASB be a member of INCAP and be represented on its Council, and that it maintain and increase its contribution of technical, administrative and financial resources as approved by the Directing Council of PAHO. Finally, that the draft Basic Agreement be presented for consideration by the XXXII Meeting of the INCAP Council, to be held in Managua, Nicaragua, in 1981.

The Study Group met for the second time in Mexico City from 26 to 29 January 1981 and, following the guidelines set forth in Resolution I of the Special Meeting of the INCAP Council, reviewed in detail the current Basic Agreement and drafted a new Agreement, which was distributed to all the Member Governments of INCAP for review and consultation. The final version of the draft Basic Agreement will be prepared on the basis of the comments presented by the Governments, and then returned to those Governments for approval well in advance of the next meeting of the INCAP Council, during which it could be signed.

Meanwhile, INCAP, with the support and participation of PAHO, is reviewing its program of work, adjusting it to the priorities established by the countries, and laying a foundation for the change in the Institute's administrative structure. Particular attention is being given to a study of the conditions of employment of its staff and to present and future financial needs in view of the need to make realistic projections for regular and extrabudgetary funding under contracts and grants from international and bilateral agencies, foundations, etc.

In short, satisfactory progress has been made toward compliance with the recommendations of the INCAP Evaluation Team (Documents CD27/23, ADD. III and CE84/19, ADD. III) and the decisions taken by the INCAP Council in its XXXI and Special Meetings, and it should be possible in a short time to consolidate the INCAP program on the basis of its new institutional and administrative structure.

A third draft of INCAP's Basic Agreement has been submitted to its member governments, incorporating the suggestions made by each country to the second draft. The document is under consideration by each Government, and final approval and signature of the Basic Agreement is expected before the end of 1981.

Annexes

STUDY GROUP ON THE INSTITUTE OF NUTRITION OF
CENTRAL AMERICA AND PANAMA (INCAP)

FINAL REPORT

Pursuant to Resolution IV adopted by the XXXI Meeting of the INCAP Council at Tegucigalpa, Honduras, on 28 August 1980, a Study Group was assembled consisting of one representative from each member government; this Study Group met at PAHO Headquarters in Washington, D.C., on 28, 29 and 30 October 1980.

The purpose of this Study Group, as stated in the Council's mandate, was 1) to review the current purposes, activities and programs of INCAP in the light of the needs of the countries themselves; 2) to analyze the possible options for the future operations of INCAP in the light of the economic and financial realities to which the Institution is subject; and 3) to present its recommendations to each member government with a view to their consideration at the Special Meeting of the Council to be held in December 1980.

PARTICIPANTS

The proceedings of the Study Group were carried on under Dr. Gustavo A. Cordero H., Vice Minister of Public Health and Social Welfare of Guatemala, as Chairman, and with Dr. Merlin Fernández, General Director of Health of Honduras, as Rapporteur.

Dr. Héctor R. Acuña, Director of the Pan American Health Organization, appointed Dr. Eusebio del Cid Peralta, Assistant Director of PAHO, as Coordinator of the Meeting, and Dr. Carlos Hernán Daza, Regional Adviser in Nutrition, as Secretary.

The other members of the Study Group were Mr. Fernando Castro, Legal Adviser in the Ministry of Health of Costa Rica; Dr. José Arturo Coto, General Director of Health of El Salvador; Dr. Joaquín Solís, Vice Minister of Health of Nicaragua; and Dr. Cutberto Parillón, Director of Nutrition in the Ministry of Health of Panama.

Dr. Sumedha Khanna, Chief of the Division of Comprehensive Health Services; Mr. William Muldoon, Chief of Administration; Dr. Henry Cooney, Chief of Budget and Finance; Mr. Rodrigo Barahona, Chief of Personnel; Mr. Frank Lostumbo, Assistant to the Chief of Administration; Dr. Robert de Caires, Consultant to the Administration; Dr. Luis Octavio Angel, Acting Director of INCAP; and Mr. Boris Ibáñez, Special Auditor of INCAP, also participated in the meeting.

PROCEEDINGS

In a preparatory session the Study Group selected three main areas of analysis covering the principal aspects of the problems of INCAP of concern to the member governments, PAHO and the Institute itself. These three areas were as follows:

- 1) Purposes and functions of INCAP
- 2) Administrative aspects
- 3) Funding

The official proceedings of the Study Group were opened with a presentation by Dr. Héctor R. Acuña, Director of PAHO, who referred to the events and circumstances leading up to the establishment of the Study Group and to the importance of reviewing the status of INCAP with a view to the formulation of possible options for its future operations.

The Study Group then took up the topics selected in the order in which they are presented below:

I. Purposes and Functions of INCAP

The purposes are stated in Article 1 of the Basic Agreement of the Institute of Nutrition of Central America and Panama signed in Guatemala City on 17 December 1953. This document establishes INCAP and defines its functions as a technical agency charged with promoting and intensifying the development of nutrition science and its practical application in the republics of Central America and Panama, through research in food analysis, nutrition surveys, clinical and biochemical studies, training of technical personnel, and collaboration with universities and agricultural institutions in the area and with other scientific establishments concerned with nutrition.

The Group feels that the purposes as stated in the Basic Agreement are not responsive to the needs of the countries today, particularly in the light of the modern view of technical cooperation as an essential vehicle for enhancing the effectiveness of the resources of these institutions in support of national programs.

The order of priorities observed by the Institute in its functions and activities has helped in the identification of the salient problems, and in the launching of actions and design of programs in food and nutrition, but these have been slanted particularly toward research in areas

not always of importance to the member countries. Moreover, the selection of research projects has been largely governed by the interests of the researchers themselves and the availability of extrabudgetary funding, and not always by the interests of the Governments.

The research is generally done at the Institute itself and in the Host Country, without affording an opportunity for active and regular participation to professionals from other countries in the area, where, moreover, the results have not always been applicable.

It was felt that the manpower training and instruction in nutrition is oriented particularly toward teaching at the undergraduate and graduate levels, and toward advanced specialization under tutorial programs in the food and nutrition sciences. A lack of activities for in-service training in the countries was brought out.

Moreover, the countries of the area feel that they have not benefited to the full from the opportunities offered them by the Institute, which makes for greater utilization of its teaching resources by other countries.

Recommendations

In relation to the purposes and functions of INCAP, the Group decided to recommend the following to the Council:

a) A comprehensive revision of the Basic Agreement to adjust it to the present and future conditions in and needs of the member countries. In particular, it is recommended that there be added as a basic purpose the provision of technical cooperation to the Member Governments in accordance with their needs and at their request, to the extent of the Institute's capabilities and resources.

b) A reorientation of the Institute's functions in the following order of priority:

1. The formulation and implementation of policies, strategies and programs for the education and training of food and nutrition personnel required by the member countries, and an increase of in-service training activities.
2. Technical cooperation with the member countries in the framework of the new purposes and functions to be established, in the following areas:

- . Organization and strengthening of the operating capacity of the technical nutrition unit in the health sector of each country.
 - . Support to the planning, formulation, supervision and evaluation of food and nutrition programs.
 - . Exchanges of technical and professional staff among the member countries as part of the Institute's technical cooperation.
3. Research activities must continue, but under a clear-cut policy that will guide them toward the problems of the countries in the area. This policy must be jointly defined by the countries, and avoid projects of interest solely to the Institute and to agencies providing extra-budgetary funding. It must also be endeavored to decentralize research activities in the countries and have national technical staff participate in them. This will promote greater scientific development by the educational participation system, and achieve a multiplier effect that will make it possible for national research workers to join in collaborative studies.

III. Administrative Aspects

The following problems were cited in this area:

- 1) Because of a lack of clearly defined purposes, functions and goals for the Institute, its functional and operational structure has not responded efficiently and effectively with relevant actions in the member countries.
- 2) The INCAP Council has done little to support the Institute, and usually meets once a year to approve the budget and annual report. It has not fully discharged the other functions assigned to it in the Basic Agreement.
- 3) The Consultative Technical Committee has not been constituted in 10 years, and this has deprived the Institute of technical-administrative guidance in the evaluation and adjustment of its programs.

- 4) Inadequate responsiveness of the Institute's activities to the real needs of the countries in relation to quantifiable objectives and goals has resulted in the unbalanced development of the programs. This has allowed some programs to grow excessively, which has led to duplications that have made the administration of the Institute less efficient.
- 5) There are now three personnel hiring procedures: the one established by PAHO, the one deriving from INCAP's own personnel regulations, and hiring for variable periods in accordance with the particular needs of specific projects. These hiring procedures have given rise to labor and internal problems for the Institute.

Recommendations

The following recommendations were made on this subject:

a) That the INCAP Council establish the machinery needed to analyze the Institute's problems in order to provide better guidance on the measures needed to improve the organization and the technical and administrative management of the Institute.

b) That, in the comprehensive revision of the Agreement, provision be made for membership on the Consultative Technical Committee of recognized international experts, and of technical staff and officials from the member countries, so as to guarantee its effectiveness. This will provide the management of the Institute with the support it needs in formulating and evaluating operational plans and programs and in advising the Council in the decisions it must take in its sphere of competence.

c) That provision be made for participation by technical staff of the health ministries of the member countries in the review and analysis of the institution's program and budget prior to the yearly consideration of those documents by the INCAP Council.

d) That the Institute be restructured in a manner consistent with the new purposes and functions to be defined and programs to be established.

e) That a more efficient mechanism be established for communication between the Governments, PAHO and INCAP so as to enhance the effectiveness and timeliness of the Institute's technical cooperation with the countries.

f) That a personnel administration system be developed that will guarantee job security and appropriate labor rights as established in the personnel regulations. It is recommended that personnel recruitment be open to professionals of all member countries on the basis of parameters accepted and approved by the Council. A study should be made as soon as possible to determine the Institute's manpower needs on the basis of its program requirements.

III. Financing

The Institute is facing a critical financial situation partly because the quota payments of the countries and the contributions that the Institute regularly receives for its core budget have not risen at the same pace as the growth of its operating costs.

Because of this, the Institute has had to rely on uncertain, fluctuating external sources which provide financing for specific activities, which in turn necessitate expenditures for additional basic services.

Recommendations

The following is recommended to solve these problems:

a) That the quota payments of the Member Countries and the PAHO/WHO contribution be indexed to the rate of inflation and to the basic financing approved by the INCAP Council and the Directing Council of PAHO for the Institute's priority programs and activities.

b) That new possibilities be explored for financing programs of interest and priority to the Member Countries from other sources.

c) That mechanisms be established which are needed to prevent the countries from falling in arrears.

d) That an effort be made to implement appropriate measures for compliance with Resolution III approved at the XXX Meeting of the INCAP Council.

e) That institutional control be imposed on the orientation and use of extrabudgetary funds.

THE FUTURE OF INCAP

It is considered that the Institute has done praiseworthy work, which has gained international recognition for its technical and scientific quality. At present, however, its program and activities are not properly responsive to the needs and interests of its member countries.

Recommendation

The Study Group recommends that INCAP remain in operation, but undergo a reorganization in its technical and administrative aspects based on guidelines to be established by the member governments and taking into account the recommendations put forward in this report.

ACKNOWLEDGMENTS

The Study Group thanks PAHO for its cooperation, and is grateful to the Representative of Guatemala for providing a preliminary draft for revision of the Basic Agreement of INCAP.

FINAL REPORT OF THE STUDY GROUP FOR THE REVISION OF THE
BASIC AGREEMENT OF THE INSTITUTE OF NUTRITION OF
CENTRAL AMERICA AND PANAMA (INCAP)

In compliance with Resolution I, paragraph 3, adopted in the Extraordinary Meeting of the Council of INCAP, held in Mérida, State of Yucatán, Mexico, on 4 and 5 December 1980, the Director of the Pan American Sanitary Bureau convened the Study Group for the Revision of the Basic Agreement of INCAP. The Group met from 26 to 29 January 1981 in the Area II office of the Pan American Sanitary Bureau (PASB), in Mexico City.

PARTICIPANTS

- Costa Rica: - Lic. Fernando Castro (Delegate)
Legal Adviser
Ministry of Health
- El Salvador: - Dr. José Arturo Coto (Delegate)
Director General of Health
Ministry of Public Health and
Social Welfare
- Guatemala: - Dr. Gustavo A. Cordero H. (Delegate)
Vice-Minister of Public Health and
Social Welfare
- Dr. Carlos Luis Paredes de Soley
(Adviser)
Director of Planning
Ministry of Public Health and
Social Welfare
- Lic. Jorge Ferguson Maldonado (Adviser)
Legal Adviser
Ministry of Public Health and Social
Welfare
- Honduras: - Dr. Juan de Dios Paredes Paz (Delegate)
Assistant-Director General of Health
Ministry of Public Health and Social
Welfare
- Nicaragua: - Dr. Iván Tercero (Delegate)
Vice-Minister of Public Health

- Panama: - Dr. Cutberto Parillón
Director of Nutrition
Ministry of Health
- INCAP: - Dr. Luis Octavio Angel
Interim Director
- Mr. Boris Ibáñez
Administrator
- PASB: - Dr. Alejandro Sotelo
Area II Representative
- Dr. Carlos Hernán Daza
Regional Adviser in Nutrition
- Miss Concepción Segura
Agreements Officer

INAUGURAL SESSION

The Study Group started its activities on 26 January, at 8:30 a.m. Dr. Carlos Hernán Daza, of PASB, inaugurated the meeting and thanked the participants for their attendance on behalf of Dr. Héctor R. Acuña, Director of PASB.

Dr. Alejandro Sotelo, PASB Area II Representative, welcomed the participants and offered all the necessary collaboration for the success of the meeting.

Dr. Daza expressed his best wishes for the Study Group to fulfill the objectives assigned by the Council of INCAP, and pointed out the interest of PASB that the Proposed Basic Agreement reflect, in addition to those objectives, the principles of Technical Cooperation among Developing Countries, since INCAP can be an excellent example of such a cooperation. Furthermore, he reiterated the desire of the Secretariat to provide the most ample collaboration for the successful development of the meeting.

The Group proceeded then to elect the President and Rapporteur of the meeting. Elected by unanimity were, as President, Dr. Gustavo A. Cordero H., Vice-Minister of Public Health and Social Welfare of Guatemala, and as Rapporteur, Dr. Iván Tercero, Vice-Minister of Health of Nicaragua. Dr. Carlos Hernán Daza, PASB, acted as Secretary of the meeting.

WORKING SESSIONS

The Study Group adhered to the guidelines established by the Council of INCAP in the above-mentioned meeting, namely:

- That the Institute be reorganized administratively in order to become an institution of Central America and Panama outside the organic and administrative system of PASB and, consequently, of the United Nations System.
- That the elements required for the administration of the human, financial and material resources consonant with INCAP's new status as an independent institution be introduced into the new Basic Agreement.
- That the Pan American Sanitary Bureau be a Member of INCAP, with representation at Council level, and that it maintain and expand its contribution in terms of the technical, administrative and economic resources approved by the Directing Council of the Pan American Health Organization.
- That mention be included in the revision of the Basic Agreement of the constitution of the Technical Advisory Committee, to be composed by a staff member designated by each one of the Member Countries, a representative of the Director of PASB, and four international experts that will be appointed bearing in mind the need of maintaining a multidisciplinary equilibrium in the activities of the Committee.
- That the proposed new Basic Agreement be submitted to the consideration of the XXXII Meeting of the Council of INCAP, to be held in Managua, Nicaragua in 1981.

The Study Group took also into consideration the recommendations of the Study Group that met at PASB Headquarters in Washington, D. C., from 28 to 30 October 1980, and the need of promoting Technical Cooperation among Developing Countries as a strategy to reach the global goal of "Health for all by the Year 2000".

The President, Dr. Gustavo A. Cordero, suggested that a draft prepared by the Delegation of Guatemala could be used as basis for the discussion. This was accepted by unanimity.

During the 26, 27 and 28 of January, each of the Articles of the Proposed Basic Agreement was reviewed in detail, discussed, modified and approved separately.

On the 29th, in view of the fact that the President, Dr. Gustavo A. Cordero, Vice-Minister of Health of Guatemala, had to return to his country by reason of his duties, the Delegates elected by unanimity Dr. Carlos Luis Paredes, Adviser of the Delegation of Guatemala, to preside at the meeting.

During this session, a revision was made of the Proposed Basic Agreement as a whole, as prepared by the Rapporteur, Dr. Iván Tercero, with the collaboration of Lic. Jorge Ferguson, Adviser of the Delegation of Guatemala, and Miss Concepción Segura of PASB. With some modifications, the document was approved unanimously as a first draft.

The Group approved as well the notes for the Final Report, to be prepared subsequently by PASB and submitted for the consideration of the Delegates.

Copies of the first draft of the Proposed Basic Agreement were delivered to the Delegates, who requested PASB to edit the document for style and format, and to send a second draft officially to the Ministers of Health of the INCAP Member Countries for their review and consultation with the appropriate governmental agencies. Based on their observations, PASB will prepare the final version of the new Basic Agreement of INCAP and will send it to the respective Governments with sufficient anticipation so that it can be approved before the meeting of the Council of INCAP that will be held in Managua, Nicaragua in mid-1981.

CLOSING SESSION

As President of the Session, Dr. Carlos Luis Paredes thanked the participants for their contribution to the development of the meeting of the Study Group, and expressed, on his behalf and on the behalf of the other Delegates, their recognition for the collaboration received from PASB, through the staff members of INCAP, of the Central Office, and of the Office of Area II. Special mention was made of the secretarial services and the facilities provided by the latter.

Dr. Alejandro Sotelo expressed his pleasure for having collaborated with the Study Group in the development of its tasks.

Finally, Dr. Carlos Hernán Daza manifested the satisfaction of the Secretariat for having participated with the national Delegates in the fulfillment of the objectives assigned to the Study Group. He pointed out that the implications that the new structure of the Institute will have in the policy and program of work of INCAP, had been reviewed exhaustively and that this was reflected in the Proposed Basic Agreement that will be submitted for the consideration of the Ministers of Health of Central America and Panama, and of the Director of PASB.

CD28/17 (Eng.)

ANNEX III

INSTITUTE OF NUTRITION OF CENTRAL AMERICA AND PANAMA

SPECIAL MEETING OF THE COUNCIL

MERIDA, YUCATAN, MEXICO

December, 1980

CIncap 31/9

December 1980

ORIGINAL: SPANISH

FINAL REPORT OF THE SPECIAL MEETING
OF THE COUNCIL

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INSTITUTE OF NUTRITION OF CENTRAL AMERICA AND PANAMA

SPECIAL MEETING OF THE COUNCIL

The Council of the Institute of Nutrition of Central America and Panama held a Special Meeting in the city of Mérida, Yucatán, Mexico, on 4 and 5 December 1980, to consider the Report of the Study Group on INCAP and to establish guidelines for the Institute's future operations.

The members of the Council were as follows:

COSTA RICA

Dr. Carmelo Calvosa Chacón
Minister of Health

EL SALVADOR

Dr. Rodolfo Girón Flores
Minister of Public Health and Social Welfare

GUATEMALA

Dr. Roquelino Recinos Méndez
Minister of Public Health and Social Welfare

HONDURAS

Dr. Juan Andonie Fernández
Minister of Public Health and Social Welfare

NICARAGUA

Dr. Joaquín Solís Piura
Vice Minister of Public Health

PANAMA

Dr. Cutberto Parillón
Director of Nutrition
Ministry of Health

PAN AMERICAN SANITARY BUREAU

Dr. Héctor R. Acuña Monteverde
Director

Also present were Mr. Fernando Castro for Costa Rica; Dr. Carlos de Paredes Soley, Mr. Jorge Ferguson and Mr. Otto López for Guatemala; Dr. Sumedha Khanna, Mr. Boris Ibáñez and Mr. Roberto Rivero for the Pan American Sanitary Bureau; and Dr. Luis Octavio Angel, Acting Director of INCAP, for the Institute.

The Chairman of the Council was Dr. Juan Andonie Fernández, and Dr. Luis Octavio Angel served as Secretary ex officio of the Meeting.

AGENDA

The Council considered and approved the following agenda:

1. Opening
2. Conclusions and recommendations of the Study Group on INCAP (Resolution IV of the XXXI Meeting of the Council), Washington, D.C., 28-30 October 1980
3. Revision of the Basic Agreement
4. Membership of the Consultative Technical Committee
5. The Staff Rules
6. Program for 1982-1983. New policies, priorities, and operating strategies
7. Budgetary and financial implications for 1982-1983.

OPENING SESSION

An opening session was held at 10.00 a.m. on 4 December in the Uxmal Room of the Holiday Inn. Seated on the dais were Dr. Francisco Luna Kan, Governor of the State of Yucatán; Mr. Gaspar Gómez Chacón, Municipal President of Mérida; Dr. Juan Andonie Fernández, Chairman of the Directing Council of INCAP; Mr. Alvaro Peniche Castellanos, President of the High Court of Justice; Mr. Raúl Gasque Gómez, President of the State Congress; and Dr. Héctor R. Acuña Monteverde, Director of the Pan American Sanitary Bureau.

The President of the Council thanked the Governor of the State of Yucatán for the kind welcome given to the Members of the Council and for the facilities provided for the deliberations.

Dr. Acuña relayed to the Governor the appreciation of the PASB for making possible the holding of this important Meeting of the Council.

Dr. Francisco Luna Kan, Constitutional Governor of the State of Yucatán, referred to the importance which his Government attached to the problem of food and nutrition, and to the part INCAP had played in this field of health, and expressed his pleasure at being able to welcome the Ministers of Health of Central America and Panama.

WORKING SESSIONS AND RESOLUTIONS APPROVED

The Council held two working sessions, and in its closing session approved two resolutions.

Conclusions and Recommendations of the Study Group on INCAP and Review of the Basic Agreement

The Council discussed topics 2 and 3 of the agenda together. The Report of the Study Group was examined in detail, and Resolution I, Revision of the Basic Agreement, was then approved.

Membership of the Consultative Technical Committee

The Council decided that the revision of the Basic Agreement would include constitution of the Consultative Technical Committee with 11 members, as follows:

- i. one official from each Member Government;
- ii. one representative of the Director of the PASB;
- iii. four international experts, to be so chosen as to meet the need for multidisciplinary balance in the Committee's outlook.

Staff Rules

The Council decided that the Staff Rules would be revised to make them equally applicable to all INCAP staff, and that the views of that staff would be considered in making the revision. The Staff Rules were to be presented to the Council for study and approval when the new Basic Agreement had been formalized.

New Policies, Priorities and Operating Strategies. Budgetary and Financial Implications for 1982-1983

The Council decided that the new approaches approved by the Council on the basis of the Report of the Study Group were to be incorporated, as far as possible, into the Program and Budget for 1982 to be presented to the next regular meeting, to be held in Managua, Nicaragua, in 1981.

In relation to these items of the agenda the Council approved Resolution III, Budgetary and Financial Aspects.

The representative of Costa Rica stated for the record his view that this Special Meeting was not the place to discuss these matters, which were better considered in the meeting to be held in Managua, Nicaragua, in 1981.

RESOLUTION I

REVIEW OF THE BASIC AGREEMENT

THE COUNCIL,

Having considered the Final Report of the Study Group on INCAP, which met at the Headquarters of the Pan American Sanitary Bureau, Washington, D.C., from 28 to 30 October 1980;

Considering the implications of the changes, particularly in the financial and administrative aspects, proposed in that Report;

Considering the commitments undertaken by INCAP in its various fields of action and the financial implications of those commitments;

Mindful of the need to formulate specific guidelines for gradually changing the policy, programs, operations and administration of the Institute;

Considering the views expressed by the Members of the Council of INCAP during this Special Meeting; and

Cognizant of the interest of the Member Governments in strengthening their national food and nutrition projects as an essential requirement for attaining the goal of health for all by the year 2000,

RESOLVES:

1. To approve the report presented by the Study Group on INCAP, and to thank that Group, and commend its members sincerely, for the work done.
2. To reaffirm the principle that INCAP is a purely subregional institution in the service of Central America and Panama, and that in its operations it must make maximum use of the resources and facilities of its Member Countries.
3. To request the Director of the PASB to convene the Study Group for the purpose of revising the Basic Agreement of INCAP and adjusting it to the policies set forth in the Report of that Group, taking into consideration the following guidelines:
 - a) That the Institute be administratively reorganized to become an agency of Central America and Panama, outside the organic and administrative system of the PASB, and hence outside the United Nations System;
 - b) That the features required for administration of the human, financial and material resources of the Institute in keeping with its new independent status be written into the new Basic Agreement;
 - c) That the Pan American Sanitary Bureau be a member of INCAP, and represented on its Council, and that it continue and expand its contribution in terms of the technical, administrative and financial resources approved by the Directing Council of the PASB.
4. That the draft Basic Agreement be presented for consideration to the XXXII Meeting of the Council of INCAP, to be held at Managua, Nicaragua, in 1981.

RESOLUTION II

BUDGETARY AND FINANCIAL ASPECTS

THE COUNCIL,

Considering that rising operating costs have placed the Institute in a critical financial situation;

Mindful that the quota contributions of the Member Governments have remained static for a long time, and that some of the countries are in arrears for considerable amounts; and

Considering that this situation has helped to make the Institute increasingly dependent on extrabudgetary sources for the financing of its operations, and thereby to distort the orientation of its programs,

RESOLVES:

1. To urge the Member Governments to consider the possibility of increasing their contributions to the Institute so that the regular budget of INCAP may cover the increases in the cost of its basic operations generated by the current rate of inflation.
2. To exhort the Governments in arrears in the payment of their quota contributions to seek appropriate ways of bringing themselves up to date in the payments of their contributions to the Institute.
3. To instruct the Director of INCAP to begin a process of gradual adjustment of the program and budget of the Institute on the basis of the new policy guidelines laid down by the Council in its deliberations.

DONE AT MERIDA, STATE OF YUCATAN, MEXICO, ON THE FIFTH DAY OF DECEMBER,
NINETEEN HUNDRED AND EIGHTY.

(Signed)

Representative of Costa Rica

(Signed)

Representative of El Salvador

(Signed)

Representative of Guatemala

(Signed)

Representative of Honduras

(Signed)

Representative of Nicaragua

(Signed)

Representative of Panama

(Signed)

Director of the Pan
American Sanitary Bureau

Secretary ex officio of the Council
Acting Director of INCAP

EXECUTIVE COMMITTEE OF
THE DIRECTING COUNCIL

PAN AMERICAN
HEALTH
ORGANIZATION



WORKING PARTY OF
THE REGIONAL COMMITTEE

WORLD
HEALTH
ORGANIZATION



86th Meeting

86th Meeting

CD28/17 (Eng.)
ANNEX IV

RESOLUTION XVII

EVALUATION OF THE INSTITUTE OF NUTRITION OF CENTRAL AMERICA AND PANAMA

THE EXECUTIVE COMMITTEE,

Having seen the report on the steps taken by the member governments of INCAP, with the cooperation of PASB, to proceed with the restructuring of the Institute in accordance with the recommendations of the Special Evaluation Group (CD27/23, ADD. III and CE84/19, ADD. III);

Taking note of Resolution IV of the XXXI Meeting of the INCAP Council establishing the Study Group on INCAP and the related reports;

Considering Resolution I of the Special Meeting of the INCAP Council held on 5 December 1980, reaffirming the principle that INCAP is a subregional institution in the service of Central America and Panama;

Bearing in mind the decision of the INCAP Council that the Institute should be reorganized as an agency of Central America and Panama, outside the organic and administrative system of the United Nations and PAHO; and

Recognizing the need for continued PAHO support to the work of INCAP under the new arrangements imposed by its new political, institutional and administrative structure,

RESOLVES:

To recommend to the Directing Council the approval of a resolution along the following lines:

THE DIRECTING COUNCIL,

Having seen the report on the steps taken by the member governments of INCAP, with the cooperation of PASB, to proceed with the restructuring of the Institute in accordance with the recommendations of the Special Evaluation Group (Documents CD27/23, ADD. III and CE84/19, ADD. III);

Taking note of Resolution IV of the XXXI Meeting of the INCAP Council establishing the Study Group on INCAP and the related reports;

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Considering Resolution I of the Special Meeting of the INCAP Council held on 5 December 1980, reaffirming the principle that INCAP is a subregional institution in the service of Central America and Panama;

Bearing in mind the decision of the INCAP Council that the Institute should be reorganized as an agency of Central America and Panama, outside the organic and administrative system of the United Nations and PAHO; and

Recognizing the need for continued PAHO support to the work of INCAP under the new arrangements imposed by its new political, institutional and administrative structure,

RESOLVES:

1. To recognize the effort, interest and decision of the member governments of INCAP to continue supporting and strengthening its operation, with the technical cooperation of PAHO.

2. To take note of the work done on the restructuring of the Institute, which will culminate in the signing of a new Basic Agreement of INCAP.

3. To request the Director to continue supporting this restructuring process up to the final transfer of INCAP to its new political and administrative management as an agency of Central America and Panama.

4. To request the Director to keep the Directing Council informed on the progress of these important measures.

(Approved at the tenth plenary session,
26 June 1981)