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WORLD HEALTH ORGANIZATION



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STATUS UPDATE ON THE INSTITUTIONAL REVIEW OF BIREME AND INCAP*

Historical Background

1. In September 1949, the Institute of Nutrition of Central America and Panama (INCAP), an initiative of the Central American Ministers of Health, was officially founded with the support of the Pan American Health Organization/World Health Organization (PAHO/WHO) and the W. K. Kellogg Foundation. Belize joined INCAP in 1990, and the Dominican Republic, in 2005.
2. Since its founding, INCAP has been identified as a PAHO/WHO subregional center specializing in nutrition, as well as an institution of Central American integration.

Focus and Main Results of Technical Cooperation

3. In its first 20 years, INCAP focused on research in clinical nutrition, especially in the area of nutritional deficiencies. During the 1970s, the technical cooperation programs in applied nutrition in public health were strengthened, and in the 1980s community nutrition projects were implemented. This was the era of INCAP's greatest growth in terms of the number of staff and physical plant, ultimately leading to a significant liability in terms of fixed costs.
4. During the 1990s, social, economic, and political changes in the subregion made it necessary to reorient the approach of INCAP's work program, reorienting its programs and activities to address both the multicausality of malnutrition and public nutrition.

* The section on BIREME will be presented at a later date.

5. In 1993, the Directing Council of INCAP gave it the mandate of promoting Food and Nutrition Security (FNS). This initiative is one the mandates of the XIV Presidential Summit held in Guatemala that year, instructing INCAP to provide follow-up and technical/scientific support for its implementation. This political commitment was ratified at the XXII Central American Summit in Costa Rica in 2002, linking its programs with human development and the achievement of the Millennium Development Goals.

6. In 2004, as mandated by the Institute's Directing Council, and with support from PAHO and the Member States, INCAP began an complex in-depth participatory exercise in strategic analysis to enable it to respond more efficiently to current and emerging needs related to the determinants of FNS in Central America, including improvements in data, the effects of global climate change, and the mobilization of resources.

7. The world food crisis that is threatening countries in the subregion poses a strategic challenge for INCAP, paving the way for the Institute to expand and provide more in-depth technical cooperation programs and projects in response to the resolutions issued at the recent III Intersectoral Meeting of the Central American Ministers of Agriculture, Health, and the Environment, held in Panama on 24 April 2008.

Governance and Constitutional Foundations

8. The Basic Agreement of INCAP, signed in 1953, was the foundation for its creation and operation. Since that date, INCAP has enjoyed independent legal status. The Basic Agreement was in effect until 1998, when the Directing Council of the Institute approved an updated version that entered into force in January 2003, after its approval by the national legislatures of the Member States.

9. The Basic Agreement establishes the bodies and units for the Institute's operations; the prerogatives, immunities, and privileges that INCAP enjoys as an international organization in recognition of its status as an institution of the Central American Integration System.

10. The Directing Council, which is INCAP's highest administrative body, is comprised of the Ministers of Health of the eight Member States and the Director of PASB. Article VII of the Basic Agreement states that

PAHO/WHO has a dual role in INCAP. First, it is a regular member of INCAP, the highest authority of the Institute; and second, it is responsible for the administration of the Institute, at the request of the Directing Council; an arrangement that will be renewed every five years and must be accepted every time by the Directing Council of PAHO/WHO. To comply with this last responsibility, the Director of PASB shall act as the legal representative and director of INCAP, responsibilities that he may delegate in full or in part.

11. The Basic Agreement entered into force in 2003; the five-year period ends in 2008.
12. Article LI states that fulfillment of the Basic Agreement shall be reviewed at least every five years, as the grounds for proposing amendments to adapt it to the development situation of the Member States. At its 58th Meeting, held in El Salvador in 2007, INCAP's Directing Council declared that the institutional strengthening process launched in 2004 responded to and complied with Article LI of the Basic Agreement and the resolutions of the Directing Council of PAHO on the periodic evaluation and review of the performance of the Pan American and subregional centers.
13. The Directing Council of INCAP is assisted by an Advisory Committee made up of the directors-general of health of the eight Member States and a representative of the Director of PASB.
14. It should be noted that INCAP is the oldest Central American integration institution. On 30 March 1995, it officially became part of the Central American Integration System as the health sector institution of the Social Integration Subsystem, pursuant to Article 9.3.a of the Central American Social Integration Treaty.

Other Relevant Background

15. In 1981, the 28th Directing Council of PAHO, "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," resolved: "to approve the principle of the final transfer of INCAP to its new political and administrative management as an agency of Central America and Panama, and to approve the participation of PAHO/WHO as a member of INCAP."
16. In 1982, the XXI Pan American Sanitary Conference resolved to ratify the new Basic Agreement of INCAP signed in Washington, D.C. on 25 September 1981 and to urge INCAP member countries to ratify the new Basic Agreement as soon as possible.
17. In 1983, the 29th Directing Council of PAHO, "bearing in mind that the INCAP Council has requested that the Institute continue to be administered by PAHO under the Basic Agreement signed in December 1953 and in accordance with the new administrative regulations and arrangements approved by the INCAP Council, which were noted by the XXI Pan American Sanitary Conference;" and "considering that temporary support of the request by the INCAP Council is justified, while maintaining the Organization's policy of working toward a gradual assumption of the administration of Centers by their member countries in the near future," resolved "to approve PAHO's continuing support to INCAP

by temporarily assuming responsibility for the administration of the Institute and, subsequently appointing its Director and Administrator.”

Institutional Strengthening and Capacity Building for INCAP Activities and Administration

18. According to Resolution CSP20.R32, adopted in 1978 by the Pan American Sanitary Conference, on the temporary nature of the Pan American centers and the specific resolutions on INCAP adopted in 1981, 1982, and 1983 (as mentioned above), in the early 1980s, two independent systems were established for the administration of INCAP.

19. The first, for personnel management, established the Institute’s regulations governing the recruitment and management of INCAP personnel totally independent of the current PAHO systems.

20. The second, for the management of INCAP’s financial and technical resources, was approved in 1982 and updated in 2004. This system includes financial management, accounting services, procurement, and supplies, plant and equipment maintenance, etc. The electronic platform of this system, now obsolete, is being upgraded.

21. In 2001, the Director of PASB delegated new authority to the Director of INCAP, expanding his responsibilities in the areas of hiring, the opening budget of allotments for execution of the Institute’s own funds, and other administrative and managerial functions.

22. INCAP’s budget was based on the following three funding sources: i) contributions from PAHO/WHO, based on the amounts approved by the Directing Council of PAHO, which have been steadily decreasing in recent bienniums; ii) quota contributions from the Member States, which have not been adjusted since 1992, and iii) trust funds and special funds. Recently, the trust funds have increased due to international projects financed by the European Union through the Regional Program for Food Security for Central America (PRESANCA), for a total of €12 million.

23. In 1975, the Food and Nutrition Foundation of Central America and Panama (FANCAP) was created as a nonprofit, nongovernmental organization whose objective is to promote a wide range of activities aimed at solving food and nutrition problems in Central America and Panama. In 1996, FANCAP and PAHO/WHO signed a cooperation agreement, which is still in effect.

Renewal of INCAP’s Institutional Strengthening Process

24. In 2004, the 60th Directing Council of INCAP resolved to begin an institutional strengthening and development process, based on the following:

- the new Basic Agreement that entered into force in 2003, which called for reforms in the Institute so that it can fulfill its institutional mission, vision, strategies, and policies;.
- strengthening of formal ties with the Central American Integration System and its institutions to contribute to a steady improvement in nutritional status, health, and development in Central America through the food and nutritional security strategy; and
- the changes in PAHO/WHO's relationship with INCAP, stemming from the recognition of INCAP's maturity and ability to administer itself.

25. In 2006, INCAP's 62nd Directing Council resolved to review the Institute's responsibilities and define its objectives and strategic goals based on the needs of its Member States, within the framework of their reform processes. This process involved:

- Three rounds of national consultations on food and nutrition security as input for the preparation of INCAP's Technical Cooperation Program and the formulation of specific projects;
- Organizational study of INCAP, based on the available inputs generated in the last five years, as well as more up-to-date information on the processes and procedures employed; and
- Review and adaptation of the institution's strategic lines of action and the preparation of the Strategic Institutional Framework.

26. In 2007, the 58th Meeting of the INCAP Directing Council declared in Resolution 5 that it would:

Adopt the new Strategic Institutional Framework and request the Director of INCAP to implement it according to the plan and timetable presented, for which INCAP's Advisory Committee, along with staff members from the Institute, will serve as the technical unit of this process.

Instruct the Director of INCAP to begin reviewing and adapting the Basic Agreement of the Institute to bring it into line with its new Strategic Framework, a process that includes amendment of the articles on relations with PAHO/WHO as administrator, and to present the proposal at the next regular meeting of INCAP's Directing Council.

27. Implementation of the new Institutional Strategic Framework poses the following challenges:

- Election of the Director of INCAP by its Directing Council, in a manner consistent with the consolidation of Central American integration;
- Consolidation of a new technical programming and financial relationship between INCAP and PAHO/WHO, linking PAHO/WHO financial contributions to the activities outlined in the Strategy, the work plans of PAHO/WHO, and other agreements between the two institutions through the signing of periodic general legal documents and/or specific documents for individual activities or projects; and
- Full autonomy in programming, financing, and administrative areas in order to:
 - Increase opportunities for the marketing and sale of services;
 - Streamline the management decision-making process;
 - Participate in the bidding for development projects; and
 - Develop closer ties with donors who have no relations with PAHO/WHO.

28. In February 2008, a Special Meeting of the INCAP Directing Council resolved to urge the Director of INCAP and the Advisory Committee to continue working to implement the Strategic Institutional Framework and draft a proposal to be presented at the 59th Meeting of the Directing Council that would include, *inter alia*: i) the internal restructuring of the Institute, and ii) mechanisms that would allow the Institute to assume greater programmatic, financial, and administrative self-management in line with the Strategic Institutional Framework.

29. At the 38th Regular Meeting of the Advisory Committee of INCAP, held on 28 and 29 April in Tegucigalpa, Honduras, it was agreed that, at the request of PAHO, national consultations would be held on the proposed *Resolution to Amend the Basic Agreement and the 2008-2009 Roadmap for the Institutional Strengthening Process of INCAP* presented at the Meeting; and that the results would be channeled through the Chairman of the Advisory Committee by 10 June 2008 at the latest. PAHO offered its technical and legal resources for this purpose.

30. Annex 1 of this document contains the proposed Resolution to Amend the Basic Agreement. Annex 2 contains the Roadmap for the Institutional Strengthening Process of INCAP 2008-2009.

31. In regard to the proposed Resolution (Annex 1), the following should be noted:

- The proposal is the product of an extensive analysis by PAHO that included consultations with the Central American Integration System (SICA) and is limited to the amendment of Articles VII, XV, XIX, XX, XXXIV, XXXV, XXXVI and XXXIX of the Basic Agreement on PAHO/WHO administration of INCAP;
- INCAP's Directing Council has jurisdiction to adopt these amendments and thus, would not require the approval of the national legislatures; and

- Concerning the amendment of Article XXXIX of the Basic Agreement, PAHO/WHO reaffirms its commitment to continue contributing financially to INCAP through the signing of periodic legal documents based on technical results-- in particular, on the Regional Strategy on Nutrition in Health and Development in the Americas.

32. The Roadmap 2008-2009 (Annex 2) is a chronological presentation of the different products to be analyzed by the Advisory Committee and Directing Council of INCAP, as well as the Executive Committee and Directing Council of PAHO. It also lists the participants and parties responsible for the different actions to be taken to obtain the expected results.

PAHO/WHO Support for INCAP's Institutional Strengthening Process

33. With a view to supporting INCAP's institutional strengthening process, at the behest of the Director of PASB, three working groups have been formed, coordinated by the Office of the Assistant Director with the involvement of several units to address the different technical, administrative, and legal aspects of this process.

Annexes

RESOLUTION ON AMENDMENTS TO THE BASIC AGREEMENT

Executive Summary

This document:

1. Contains the draft of the statement of purpose and Proposed Resolution to inform INCAP's Directing Council at its regular meeting in August 2008.
2. Presents the status of INCAP's institutional strengthening process, pursuant to Resolution V of the INCAP Directing Council of September 2007 and Resolution I of the INCAP Special Council Meeting of February 2008, and the Institute's movement toward full autonomy under SICA.
3. Includes the legal foundations of the authority of the ministers of health of the INCAP Member States with the legal framework of SICA's regulations and the Basic Agreement of INCAP.

STATEMENT OF PURPOSE

4. Article LI of the Basic Agreement of INCAP states that the Institute shall be evaluated every five years in order to propose amendments to adapt it to the development situation of the Member States. Furthermore, Article VII states that PAHO/WHO, at the request of this Council, is responsible for the administration of the Institute, a provision that shall be renewed every five years and must be accepted every time by the Directing Council of PAHO/WHO.
5. The Basic Agreement of the Institute entered into force on 22 January 2003, which means that the term in the aforementioned Articles VII and LI has expired. In this context, a participatory evaluation of Institute operations was conducted out, resulting in the proposal of a new Strategic Institutional Framework.
6. At its LVIII Meeting, held in San Salvador on 10 September 2007, the Council adopted the Strategic Institutional Framework in Resolution V. The Council also instructed the Director of INCAP to begin reviewing and adapting the Basic Agreement of the Institute to align it with the new Strategic Framework.
7. Implementation of the Strategic Framework requires INCAP to become fully autonomous, given its institutional maturity and status as a full member and senior institution of the Central American Integration System. Thus, it is necessary for this Council to:

- Assume the power to appoint and remove the Director of INCAP;
- Have full authority to administer the Institute and determine its programmatic action; and
- Be able to decide independently whether to accept donations and contributions, the sale of services, and participation in bids.

Legal Framework:

8. The Central American Integration System is the institution that oversees the entire Central American integration process. The States Parties, in sovereign decisions, agreed to create it, assigning or transferring the authority they deemed necessary for it to meet its objectives.

9. Central American Community Law is the branch of law that regulates the Central American integration process in the Central American Integration System.

10. The Tegucigalpa Protocol is the treaty or constitutional framework of the system. Article 8 establishes that:

“This Protocol amends the Central American institutional structure, previously regulated under the framework of OCAS, to which are hereby linked the organs and institutions which relate to integration, and which shall enjoy functional autonomy within the framework of the requisite overall intersectoral coordination to ensure the efficient implementation of and ongoing follow-up to decisions issued at the Meetings of Presidents.

The functioning of the institutional structure shall guarantee the balanced and harmonious development of the economic, social, cultural and political sectors.”

11. In addition to the Tegucigalpa Protocol, community law includes the Guatemala Protocol, which regulates the Economic Integration Subsystem, and the Treaty on Social Integration, which regulates the Social Integration Subsystem.

12. INCAP is a health-sector institution of the Central American Integration System’s Social Integration Subsystem. The Treaty on Social Integration recognizes INCAP as an agency of the Central American Integration System, as stated in Article 9.3.a):

The Social Integration Subsystem shall comprise:

[...]

Institutions: Those SICA institutions which deal primarily with social issues shall work

directly with the social integration subsystem. Support for the attainment of the

objectives of this Treaty shall be provided, in particular, by the following institutions:

(a) The Institute of Nutrition of Central America and Panama.

13. Article 12 of the Social Integration Treaty states that: “The Council of Ministers of Social Affairs shall comprise the Meeting of Ministers for each social area, which shall consider specific topics of relevance to its work and within its sphere of competence.”

14. Article 17 of the same treaty states: “1. Administrative action by the social integration subsystem shall take the form of resolutions, regulations, agreements, and recommendations.”

15. In the case of the Council of Ministers, Article 12 of the treaty is interpreted literally. In the case of system agencies or institutions that have their own legal status and special characteristics, such as INCAP, Article 12 is interpreted analogously. Thus, the Directing Council of INCAP, as the governing body of the Institute, has the authority to deal with the specific matters that concern to it, according to its authority.

16. Furthermore, pursuant to the mechanism established in Article VII of the Basic Agreement of INCAP, the Member States of INCAP delegated to the Directing Council the authority to periodically request that PAHO/WHO administer the Institute. The Directing Council of PAHO/WHO has the authority to accept or deny such a request.

17. As a consequence of the harmonious interpretation of the aforementioned regulations, in the exercise of the authority delegated to it by the Member States in the Basic Agreement, the Directing Council is responsible for undertaking an internal organizational reform of the Institute that reflects the results of the evaluation process and permits full implementation of the Strategic Institutional Framework.

Summary

18. The Strategic Institutional Framework adopted by the Council recognizes that INCAP is now a mature institution that plays a key role in constructing the new Central America as a region that seeks its development in peace, justice, liberty, and democracy and that exercises with great responsibility its respective functions in support of the health sector of the Social Subsystem of the Central American Integration System.

19. INCAP’s institutional maturity and its responsibilities within SICA make it essential for it to obtain full functional autonomy.

20. In light of the above and based on Articles 12 and 17 of the Treaty on Social Integration and Article VII of the Basic Agreement:

**The Directing Council of the Institute of Nutrition of Central America and Panama
(INCAP)**

RESOLVES:

- I. To approve the criteria and mechanisms for the election of the Director of INCAP.
- II. To exercise the authority to appoint the Director of INCAP.
- III. To assume full autonomy in the programming and administration of the Institute, according to the schedule timely approved by this Council.
- IV. To recognize that PAHO/WHO shall continue to be part of INCAP as a regular member and shall not develop an independent capacity in Central America to intervene in matters of nutrition, but shall do so through INCAP; and as a result shall continue to be programmatically and financially related to the Institute.
- V. To reaffirm the certainty that in this new stage, the aforementioned cooperation between INCAP and PAHO/WHO shall continue to yield important benefits for the health of Central Americans.
- VI. To amend the following Articles from the Basic Agreement of INCAP, which hereinafter shall read as follows:

Article XV: [Principal functions of the Directing Council of INCAP] to add a new No. 2 that reads: Elect the Director of INCAP pursuant to the procedures approved by the Council. [Renumber the subsequent numbers.]

Article XIX: The Office of the Director of INCAP shall be headed by a Director appointed by the Directing Council, elected according to the procedures approved by this Council. The Director of INCAP shall assume responsibility for managing the Institute under this Basic Agreement and exercise the duties and functions assigned by the Directing Council of INCAP.

Article XX: The Director of INCAP shall be responsible for implementing the activities of the Institute according to the rules, regulations, programmatic orientations, and administrative guidelines approved by the Directing Council and as provided in this Basic Agreement.

The functions of the Director of INCAP are to:

1. Administer the Institute pursuant to its mission, functions, policies, plans, programs, and projects, which are determined and approved by the Directing Council of INCAP.
2. Appoint technical, scientific, and administrative personnel, pursuant to the rules in force and supervise their optimal performance and development in order to carry out the INCAP work plan.
3. Convene meetings of the Directing Council and Advisory Committee and serve as Secretariat *ex officio* in the meetings.
4. Prepare the proposal for INCAP's biennial program budget for consideration and review by the members of the Directing Council, at least one month prior to the regular meeting of the Directing Council.
5. Present the annual activities report, the previous year's financial statements, and the short-, medium-, and long-term plans, programs, projects, and budget at the regular meetings of the Directing Council. The Director shall present additional reports when so requested by one of the regular members or when he deems it necessary.
6. Submit the statutes, rules, and regulations necessary for the organization and administration of the Institute for consideration by the Directing Council.
7. Comply with and enforce the current Basic Agreement and the statutes, rules, and regulations in his area of competence.
8. Exercise the functions delegated to him by the Directing Council, and in general, undertake and carry out all actions that he deems necessary, pursuant to the Basic Agreement.
9. Engage in advocacy with national, regional, and international authorities to find solutions to help improve food and nutrition security.
10. Establish, maintain, and strengthen cooperation and mutual understanding with Central American institutions and international cooperation agencies.

Article XXXIX: PAHO/WHO shall contribute resources to the INCAP budget in order to finance the Institute's activities within the Regional Strategy on Nutrition in Health and Development in the Americas, the PAHO/WHO work plans, and

- other activities agreed upon by the two institutions. PAHO/WHO's financial contributions to INCAP shall be formalized through the signing of general legal documents and/or specific documents for particular activities or projects.
- VII. Declare inapplicable Articles VII, XXXIV, XXXV, XXXVI of the Basic Agreement, due to inconsistencies
- VIII. Declare that at the Regular Meeting of the Directing Council in 2010, a new document replacing the current Basic Agreement shall be approved as the legal framework for INCAP; the new document shall incorporate the new mission, vision, and other programming and operational changes deemed by this Council to suit the Strategic Institutional Framework. To that effect, this Council instructs the Director of INCAP and the Advisory Committee to begin drafting a proposal for a document to be considered at the 2009 Regular Meeting of the Directing Council.

**The 2008-2009 Roadmap for the Institutional Strengthening Process of INCAP
(April 2008, reviewed by the Advisory Committee of INCAP)**

DATES	PARTICIPANTS	OUTCOME
10-12 April	Technical Advisory Group (Costa Rica, Honduras, El Salvador, and Guatemala) PAHO/INCAP team	a) Review progress of Strategic Plan 2009-2014 b) Set timetable for 2008-2009 INCAP strengthening c) Progress in Basic Agreement adaptation process d) Criteria and mechanisms for selecting Director of INCAP. Preliminary draft
April (entire month)	PAHO/INCAP Administrative Group INCAP professionals Outside consultants and INCAP professionals	a) Begin work to outline new INCAP Administrative Programming-Financial System a) Complete INCAP's 2008 work plan a) Finish proposal for Strategic Plan 2009-2014
28-30 April	1st INCAP Advisory Committee meeting	a) Review 2007 Annual Report on Work (prepared by Hernán Delgado) b) Review Strategic Plan 2009-2014 c) Present contents of Basic Agreement to be revised to Governing Bodies of INCAP d) Preliminary draft of criteria and mechanisms for selecting Director of INCAP
24 April-1 May	PAHO/INCAP team will work on draft document for PAHO Executive Committee	Preparation of document: "Status Report on the Institutional Review on of INCAP," to present to PAHO Executive Committee
May-June	Technical Programming Group of PAHO INCAP Technical Advisory Group (in-person and distance work) PAHO/INCAP Administrative Group	a) Begin analysis to establish 2009 and 2010 technical cooperation agreements between INCAP and PAHO a) Prepare strategic control instruments for monitoring and follow-up of INCAP's Strategic Plan 2009-2014

DATES	PARTICIPANTS	OUTCOME
		a) Continue work to define and prepare new INCAP administrative programming-financial system
23-27 June	PAHO Executive Committee meeting	Presentation and approval of document "Status Report on the Institutional Review of INCAP"
July (Joint meeting of both groups, 2-3 days at INCAP, between 1 - 5 July)	PAHO/INCAP team PAHO/WHO Programming Technical Group INCAP Technical Advisory Group	Begin preparation of working document on INCAP process, to be presented to Directing Council of PAHO a) Contribute to the contents of the working document on INCAP process, to be presented to PAHO Directing Council b) Continue review and adjustments of instruments for INCAP Institution Building. Analyze structure and composition of technical team and staffing plan c) Review and summary of proposals (from member countries, INCAP, and PAHO) on criteria for selecting INCAP Director d) Preparation of Progress Report on the Strategic Institutional Framework of INCAP
August (2 work days during the first week of the month)	2nd Meeting of INCAP Advisory Committee	a) Analyze working document on INCAP process to be presented to PAHO Directing Council b) Analyze monitoring instruments and instructions manual for the Strategic Plan c) Analysis and summary of amendments to the Basic Agreement of INCAP d) Final recommendation on criteria and mechanisms for selecting INCAP Director e) Review progress report on implementation of the SIF
August (between 11–15 August; 1.5 or 2 days)	INCAP Directing Council meeting	a) Review working document on INCAP process, to be presented to PAHO Directing Council. b) Approve INCAP Strategic Plan 2009-2014 c) Consider Resolution to amend

DATES	PARTICIPANTS	OUTCOME
		<p>the Basic Agreement.</p> <p>d) Approve criteria and mechanisms for selecting INCAP Director.</p> <p>e) Analyze progress toward meeting SIF.</p> <p>Resolve to assume INCAP administration and issue call for candidates for position of Director, as well as inform PAHO Directing Council of this decision.</p>
August-September	<p>INCAP Directing Council (distance work with PAHO/INCAP team and INCAP Technical Advisory Group)</p>	<p>a) Send proposal on INCAP process to PAHO, with criteria from INCAP Directing Council, for consideration by PAHO Directing Council (before 20 August)</p> <p>b) Reproduce and distribute documents approved by INCAP Directing Council.</p>
29 September-3 October	<p>PAHO Directing Council meeting</p>	<p>a) Directing Council informed of INCAP process, including amendment of Basic Agreement, and authorizes Director to make necessary arrangements for PAHO to turn over administration to INCAP.</p>
October-December	<p>PAHO/WHO Technical-Programming and Administrative Groups INCAP Technical Advisory Group INCAP Director and Personnel</p> <p>(The need for participation by these four groups will be determined, based on expected results)</p>	<p>a) Dissemination of resolutions by the Directing Councils of INCAP and PAHO (to internal and external clients)</p> <p>b) Knowledge on progress of INCAP's new administrative programming-financial system and outline of implementation plan</p> <p>c) Finish updating basic means and assets of PAHO/WHO in INCAP and prepare conditions for their transfer to INCAP jurisdiction.</p> <p>d) Prepare call for elections for Director of INCAP.</p> <p>e) Work on amendments to INCAP staff regulations.</p>
January-March 2009	<p>PAHO/WHO Programming and Administrative Technical Groups INCAP Technical Advisory Group INCAP Director and staff</p>	<p>a) Begin applying new INCAP administrative programming-financial system.</p> <p>b) Call for election of INCAP Director.</p>

DATES	PARTICIPANTS	OUTCOME
	(The need for participation by these four groups will be determined, based on expected results)	<ul style="list-style-type: none"> c) Complete legal procedures to transfer PAHO/WHO basic means and assets to INCAP. d) Establish INCAP working teams as a result of institution strengthening process. e) Establish cooperation agreements between INCAP and PAHO/WHO. f) Training in areas of management and leadership, linked to the application of SIF and the new administrative status of INCAP.
March-April 2009	Special meetings of the Advisory Committee and Directing Council of INCAP	<ul style="list-style-type: none"> a) Election of INCAP Director b) Approval of amendments to INCAP staff regulations
Remaining months of 2009	Meetings of INCAP Advisory Councils INCAP Director and staff	<ul style="list-style-type: none"> a) INCAP Director takes office b) Initiate monitoring of Strategic Plan 2009-2014. c) Ongoing training in aspects of management and administration, linked to application of SIF and new administrative status of INCAP.
September 2009	Meeting of the Directing Council of INCAP	<ul style="list-style-type: none"> a) Celebration of INCAP's 60th anniversary b) Final results of INCAP strengthening process