



# IICA



## REPORT OF THE TWELFTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

San Jose, Costa Rica

22-24 June 1992

## **WHAT IS IICA?**

The Inter-American Institute for Cooperation on Agriculture (IICA) is the specialized agency for agriculture of the Inter-American system. The Institute was founded on October 7, 1942 when the Council of Directors of the Pan American Union approved the creation of the Inter-American Institute of Agricultural Sciences.

IICA was founded as an institution for agricultural research and graduate training in tropical agriculture. In response to changing needs in the hemisphere, the Institute gradually evolved into an agency for technical cooperation and institutional strengthening in the field of agriculture. These changes were officially recognized through the ratification of a new Convention on December 8, 1980. The Institute's purposes under the new Convention are to encourage, facilitate and support cooperation among its 33 Member States, so as to better promote agricultural development and rural well-being.

With its broader and more flexible mandate and a new structure to facilitate direct participation by the Member States in activities of the Inter-American Board of Agriculture (IABA) and the Executive Committee, the Institute now has a geographic reach that allows it to respond to needs for technical cooperation in all of its Member States.

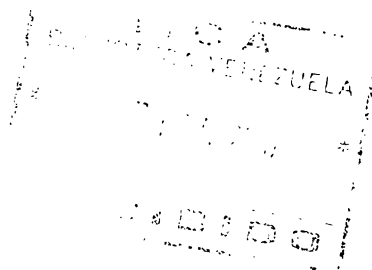
The contributions provided by the Member States and the ties IICA maintains with its 14 Permanent Observers and numerous international organizations provide the Institute with channels to direct its human and financial resources in support of agricultural development throughout the Americas.

The 1987-1993 Medium Term Plan, the policy document that sets IICA's priorities, stresses the reactivation of the agricultural sector as the key to economic growth. In support of this policy, the Institute is placing special emphasis on the support and promotion of actions to modernize agricultural technology and strengthen the processes of regional and subregional integration. In order to attain these goals, the Institute is concentrating its actions on the following five Programs: Agricultural Policy Analysis and Planning; Technology Generation and Transfer; Organization and Management for Rural Development; Trade and Integration; and Agricultural Health.

The Member States of IICA are: Antigua and Barbuda, Argentina, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, the Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, the United States of America, Uruguay and Venezuela. The Permanent Observers of IICA are: Arab Republic of Egypt, Austria, Belgium, European Communities, Federal Republic of Germany, France, Israel, Italy, Japan, Kingdom of the Netherlands, Portugal, Republic of Korea, Romania, and Spain.

ISSN 1018-5704

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00001449

## TABLE OF CONTENTS

### Page

#### MINUTES OF THE TWELFTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

Preparatory Session . . . . .	1
Inaugural Session . . . . .	2
First Plenary Session . . . . .	5
Second Plenary Session . . . . .	17
Third Plenary Session . . . . .	24
Fourth Plenary Session . . . . .	30
Closing Session . . . . .	41

#### RESOLUTIONS

Resolution No.170	Fiftieth Anniversary Celebration of IICA . . . . .	47
Resolution No.171	1991 Annual Report . . . . .	49
Resolution No.172	Financial Reports of the Institute . . . . .	51
Resolution No.173	Report on the Status of the Resolutions of the Eleventh Regular Meeting of the Executive Committee . . . . .	53
Resolution No.174	Report on the Status of the Resolutions of the Sixth Regular Meeting of the Inter-American Board of Agriculture . . . . .	54
Resolution No.175	Amendments to the 1992-1993 Program Budget . . . . .	55

Resolution No.176	Analysis of the Proposed 1994-1995 Program Budget by the Executive Commit- tee . . . . .	59
Resolution No.177	Amendments to Clarify the Rules of Procedure of the General Directorate, the Staff Rules and the Remun- eration System . . . . .	61
Resolution No.178	Amendments to the Rules of Procedure for Delega- tion of Authority to the Executive Committee to Consider and Approve Ad- ministrative Issues . . . .	87
Resolution No.179	Amendments to the Rules of Procedure of the Inter- American Board of Agri- culture and the Executive Committee . . . . .	92
Resolution No.180	Report of the Director General on IICA's Pro- grams . . . . .	98
Resolution No.181	Uruguay Round of the GATT	99
Resolution No.182	Report of the Director Gen- eral on the Actions to Evaluate IICA Technical Cooperation . . . . .	101
Resolution No.183	Cooperation with the Pri- vate Sector . . . . .	103

Resolution No.184	Tropical Agriculture Research and Training Center (CATIE) . . . . .	105
Resolution No.185	Date and Site of the Thirteenth Regular Meet- ing of the Executive Committee . . . . .	107
SIGNING OF THE REPORT . . . . .		111
REPORT OF THE CREDENTIALS COMMITTEE . . . . .		115
AGENDA . . . . .		119
LIST OF PARTICIPANTS . . . . .		123
MEETING STAFF . . . . .		145
LIST OF DOCUMENTS . . . . .		153
<b>APPENDIXES</b>		
Opening Remarks by Mr. Cosmos Richardson, Delegate of Saint Lucia, at the Inaugural Session . . . . .		157
Address by Dr. Martin E. Piñeiro, Director General of IICA, at the Inaugural Session . . . . .		159
Address by Mr. Roberto Villeda Toledo, Represen- tative of Honduras, at the Closing Session . . . . .		164
Remarks by Dr. Max Witcher, Chairman of the Twelfth Regular Meeting of the Executive Committee, at the Closing Session . . . . .		167
Address by Dr. Martin E. Piñeiro, Director General of IICA, at the Closing Session . . . . .		168





**MINUTES OF THE TWELFTH REGULAR MEETING  
OF THE EXECUTIVE COMMITTEE**



**MINUTES OF THE TWELFTH REGULAR MEETING OF THE  
EXECUTIVE COMMITTEE OF THE INTER-AMERICAN INSTITUTE  
FOR COOPERATION ON AGRICULTURE**

The Twelfth Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture (IICA) was held in compliance with the Rules of Procedure of the Executive Committee and with Resolution IICA/CE/Res.169(XI-O/91) of said body.

The Executive Committee was comprised of the following countries: Antigua and Barbuda, Argentina, Bolivia, El Salvador, Guatemala, Honduras, Paraguay, Saint Lucia, Saint Vincent and the Grenadines, United States of America, Uruguay, and Venezuela.

**PREPARATORY SESSION**

- 0.1 The Preparatory Session of the Twelfth Regular Meeting of the Executive Committee was called to order at 9:00 on June 22, 1992, in the United States/Canada Room at IICA Headquarters. The meeting was chaired by the Representative of Saint Lucia, the country that had presided over the Eleventh Regular Meeting.
- 0.2 During the session, it was agreed that the following items should be considered by the Plenary at its Inaugural Session:
- Election of the Chair and the Rapporteur
  - Agenda
  - Membership of the Credentials Committee and the Style Committee

- Membership of working committees and identification of items to be addressed
- Deadline for submitting proposals
- Approximate duration of the meeting
- Other business

0.3 The Preparatory Session was adjourned at 9:15.

#### **INAUGURAL SESSION**

0.4 The Inaugural Session of the Twelfth Regular Meeting of the Executive Committee was called to order at 10:50 on June 22, 1992, in the United States/Canada Room at IICA Headquarters. The session was chaired by Mr. Cosmos Richardson, Representative of Saint Lucia.

0.5 The Representative of Saint Lucia conveyed a special greeting from the Minister of Agriculture of his country. He underscored the importance of the event, given that it was the first meeting of the Executive Committee since the Sixth Regular Meeting of the Inter-American Board of Agriculture (IABA) (also presided over by his country) and the Tenth Regular Meeting of the Inter-American Conference of Ministers of Agriculture (ICMA) had met in Madrid. He made specific mention of the fact that, in 1992, IICA was celebrating fifty years of institutional life. He expressed satisfaction with the progress made in strengthening technical cooperation and regional and subregional integration, but stressed the need to intensify the search for additional resources for certain priority projects in the Caribbean Area. He congratulated the Director General and his staff for their efforts and expressed wishes for a fruitful and productive meeting.

0.6 The Director General of IICA welcomed the participants, highlighting the presence of delegates from observer countries such as Korea, who had to travel a great distance to attend the meeting. He noted that the agenda contained items of interest concerning some significant developments that he would address in more detail in his speech. In the first place, this was the first time the Executive Committee was meeting to consider the recommendations of the Tenth ICMA and the Sixth IABA, held in Madrid in 1991, hence adjustments in IICA's program of activities would be presented at this time. The second development he wanted to mention was UNCED, held recently in Rio de Janeiro. The Institute had been represented at that meeting, which had shown that there was a high degree of public and political awareness regarding issues related to the environment and natural resources. The meeting in Rio had marked the beginning of a new stage in the development of mankind, in which environmental concerns would become a key aspect of development programs. The third development was the commemoration, during 1992, of the fiftieth anniversary of the founding of the Institute. He announced that special activities would be carried out both in the member countries and at Headquarters with the theme "Agriculture: Strength and Future of the Americas." He also mentioned four important items on the agenda. The first was the adjustments in the 1992-1993 Program Budget, requested by the Sixth IABA in order to comply with the mandates of the Tenth ICMA. The second had to do with the changes made in Programs I and IV, as a result of the adjustments in the Program Budget. The third was a proposal to monitor and follow up on the resolutions of the Tenth ICMA, to ensure that they were translated into concrete action. The fourth was

a proposal to amend some of IICA's rules and regulations.

0.7 In compliance with Article 48 of the Rules of Procedure of the Executive Committee, the agreements reached in the Preparatory Session were submitted for consideration by the Plenary.

0.7.1 Election of the Chair and the Rapporteur

The Committee elected by acclamation Mr. Max Witcher, Representative of the United States, as Chair of the meeting. After taking his seat at the head table, Mr. Witcher nominated Mr. Alberto Jose Mestas, Representative of Venezuela, for the office of Rapporteur. Mr. Mestas was elected by acclamation. Thus, the officers of the meeting were:

Chair:	Max Witcher, United States
Rapporteur:	Alberto Jose Mestas, Venezuela
Ex-officio	
Secretary:	Martin E. Piñeiro

0.7.2 Agenda of the Meeting

The agenda presented in Document IICA/CE/Doc. 226(92) was approved.

0.7.3 Membership of the Credentials Committee

The Representatives of Argentina, Bolivia, Saint Lucia, and Saint Vincent and the Grenadines were chosen to sit on the Credentials Committee.

0.7.4 Membership of the Style Committee

The Style Committee was comprised of the Representatives of Honduras, for Spanish, and of Antigua and Barbuda, for English.

0.7.5 Working committees

It was decided that working committees would be set up as required, depending upon the items to be discussed.

0.7.6 Deadline for submitting proposals

The Executive Committee set June 23 at 12:00 noon as the deadline for submitting proposals.

0.7.7 Duration of the Meeting

The Plenary agreed to hold the closing session of the meeting at 15:30 on June 24.

0.7.8 Order of precedence of Member States

The Executive Committee ratified the order of precedence established at the Preparatory Session, beginning with the United States, the country elected as Chair, and thereafter following the Spanish alphabetical order.

0.7.9 The Session was adjourned at 10:15.

### **FIRST PLENARY SESSION**

1. The First Plenary Session was called to order at 10:37 on June 22, 1992, by Mr. Max Witcher, who expressed his appreciation for the honour bestowed on him and his country through his election as Chair of the Executive Committee. He also announced that he would be retiring upon his return to the United States.

1.1 1991 Annual Report (IICA/CE/Doc.228(92))

- 1.1.1 The Director General pointed out that the Annual Report was the instrument which summarized the principal activities of IICA and provided data on the achievements and problems of the preceding year. The 1991 Report was shorter than some previous ones and was accompanied by an Appendix in response to a request made by the countries at the Sixth IABA. The Tenth ICMA, held in Madrid, represented the culmination of a process begun in Mexico in 1986 and continued in Ottawa in 1987. In Ottawa, the Ministers had proposed a strategy for modernizing agriculture and giving it a new role in economic development schemes. In Madrid, the mandate of the Tenth ICMA focused on four main areas: first, what our countries must do to adjust to the accelerated liberalization of trade regionally and worldwide; second, the adoption of a broader definition of agriculture, which should be seen as an agri-food sector, as it is in Europe, as a whole and in Spain, in particular; third, the inclusion of the small-farm economy and of small farmers into the agricultural modernization process, and lastly, the question of the environment and of the natural resources used in agricultural production. He indicated that, given the rapid changes taking place worldwide and in the region, IICA had noted that requests from the ministries of agriculture had become more specific and clear. Short-term efforts related to the challenges of trade liberalization were being requested. In the area of trade and adjustment to trade liberalization, IICA had concentrated on working with regional integration agencies such as CORECA, CARICOM and MERCOSUR, in helping the countries to harmonize their agricultural policies. A meeting had been held with banana-producing countries; even though no agreement had been reached, the opportunity for



dialogue among the countries had been valuable. He also noted that efforts were under way to restructure Programs I (Agricultural Policy Analysis and Planning) and IV (Trade and Integration) and to reorient Program II (Technology Generation and Transfer).

- 1.1.2 In connection with Program II, the Director General pointed out that efforts had focused on two levels. One was to develop a correct definition of sustainable agriculture; although the term was widely used, not everyone had a clear idea of how the concept was to be applied in practice. One of the first requirements was to change the technological pattern used to date in agriculture, and the challenge for IICA and researchers in that field was to develop a new technological pattern that would make it possible to maintain productivity and incomes in the agricultural sector, while using less energy and fewer agrochemicals. The second level was the establishment of networks for fragile ecosystems. One such network was PROCITROPICOS, which addressed the needs of eight countries in the Amazon Basin. In another network, focusing on Central America and the Caribbean, IICA works with CATIE and CIAT on hillside agriculture. Another, proposed by the Government of Bolivia, concerns fragile highland ecosystems.
- 1.1.3 Regarding the work of Program III (Organization and Management for Rural Development), related to rural development and small farmers, the Director General pointed out that a work program was being developed that would make it possible to include small farmers in the modernization process; in addition, IICA was collaborating with non-governmental organizations in this field. Concrete actions were also under way with regard to the issue of women and their role in rural development;

a specialist from Colombia had recently joined IICA to coordinate those efforts. The IDB was providing funding for a project in Central America; it could be extended to another region of Latin America and the Caribbean if the necessary funds were secured. In Central America, IICA was working with the offices of the First Ladies, who were in a good position to promote issues related to women and rural development.

1.1.4 The Director General explained that, if IICA was to provide a rapid response to requests from the countries, it must decentralize its operations. That would enable the Representatives of the Institute to better respond to requests for technical cooperation. Also, in view of the need to increase the capacity for strategic thinking, the Strategy Development Committee had been created as a vehicle for collaborative work among the Institute's Programs. He indicated that there was an obvious need to carry out technical cooperation activities through multinational projects; hence, a considerable effort had been made to ensure that the multinational projects responded to national needs and to give the Program Directors at Headquarters a greater role in determining what those needs were. He underscored the need to consider the issue of integrating the agri-food complex. That concept was not always understood in the ministries of agriculture. A way should be found to include those who worked in the sector in such efforts.

1.1.5 The Director General noted that IICA had been given a mandate to work with non-governmental organizations. In that regard, IICA had found that the organizations fell into two categories: the first group consisted of organizations that represented farmers, i.e., they had clearly defined political positions and specific economic

interests. An inventory of such organizations had been prepared and they had been put in touch with the ministries of agriculture, so as to enable them participate in decision making. The second group consisted of organizations that operated like cooperatives. In the case of those entities, it would be necessary to reach agreements with the governments and then encourage them to participate in technical cooperation activities.

1.1.6 The Director General noted that another important issue to be taken into account was the fact that public investment had declined, partly as a result of fiscal problems, and that ways must be found to foster private investment. Thus, CEPPI had been strengthened, with a view to helping the countries streamline their sectoral assessment programs and formulate investment projects to be carried out in conjunction with IDB, IFAD and the World Bank. He stressed that in order to incorporate private investment into its activities, IICA must have an explicit mandate from the member countries. In the area of training, he noted that the five Programs and CIDIA had been working closely together. The Director General then referred to the financial situation of the Institute, noting that 1991 had been a very successful year in terms of quota collections and that the Program Budget had been executed in its entirety. Regarding external resources, he stated that there had been an increase in the amount secured and that he hoped the trend would continue in 1992.

1.1.7 The Director General made reference to the construction of the new building and indicated that the idea to build a Training and Conference Center had been proposed by the winner of the Nobel Peace Prize, Dr. Oscar Arias, at the Fifth IABA.

The proposal had been endorsed by several countries, including the United States, and the Government of Canada had offered to support the effort by financing a feasibility study and drawing up a draft project, which failed to receive the necessary financial backing. Given that the lack of physical space at the Institute had been a growing problem in recent years, it had become necessary to consider expanding the existing facilities. Accordingly, a new wing was under construction which would provide 15-20 new offices and additional cafeteria space. The funds to cover the construction of the offices were being taken from Miscellaneous Income and the Government of Mexico had undertaken to cover the entire cost of expanding the cafeteria and relocating the Mexico Dining Room.

- 1.1.8 The Regular Representatives and Observers agreed to approve the new format of the Annual Report, which in their opinion reflected the recommendations made at previous meetings. The new format, which was more specific and more concise, still described in sufficient detail IICA's actions in Latin America and the Caribbean (LAC). They furthermore agreed to congratulate the Director General for his report on the activities carried out in 1991 and the progress report on actions carried out to date. The participants also congratulated the Chair of the meeting, who would soon be retiring, wishing him and his country the very best. Both the Director General and the Chair of the meeting expressed their appreciation.
- 1.1.9 The Representative of the United States asked for clarification concerning IICA's activities in connection with indigenous groups in LAC and the support being given to them. He also asked whether the Institute had any program directly related to the formulation and presentation of

investment projects, and noted that there was growing concern about the lack of investments in the agricultural sector. He also requested that a report be submitted reflecting the costs incurred in connection with the construction of the new building.

- 1.1.10 The Representative of Honduras asked for further details concerning changes envisaged for Programs I and IV and the transfer of the agroindustry component from Program IV to Program III.
- 1.1.11 The Observer Representative from Mexico said that he agreed with the Director General that it was essential to promote the development of agricultural production, especially in view of the need to protect natural resources. He underscored the importance of the new approach to agriculture and of promoting agreement on ideas and actions between the government bodies involved, as in the case of the ministries of agriculture and trade.
- 1.1.12 The Observer Representative from Barbados said that he supported the idea of expanding the program on rural women with external funds in order to include the Caribbean area. He also endorsed the concept of the agri-food sector, which was much more in keeping with the current situation. He pointed out that the establishment of commercial interest rates, which were highly unfavorable in light of the competition from other production sectors that also vied for resources, was an obstacle to promoting investments in the agricultural and livestock sectors. He lauded IICA for the work it had been carrying out in the Caribbean Area. He especially commended IICA's Deputy Director General, Mr. L. Harlan Davis, whose work had been acknowledged at a meeting of the Governors of CARDI, who in the near future would be sending a letter of appreciation.

- 1.1.13 The Representative of Venezuela asked for clarification concerning changes in the Programs and the multinational projects. He felt that Program V actions should include efforts to standardize plant and animal health legislation, and encourage and support the liberalization of trade and regional integration. He also requested further details regarding scheduled training activities.
- 1.1.14 In response to the questions raised, the Director General indicated that the Inter-American System had an Institute for Indigenous Affairs whose specific mandate was to address issues concerning indigenous communities in the region. IICA had no specific actions in that field, since such activities might interfere with those of the above-mentioned agency. He indicated, however, that IICA had supported the creation of a fund for indigenous peoples in Bolivia and the formulation of a rural development project for Bolivia and Ecuador, which was being implemented in areas with large indigenous populations. In addition, the Director of the Institute for Indigenous Affairs had invited IICA to collaborate in a computerized literacy project, which was currently being studied. As for the expenditures incurred in connection with the construction of the new building, he indicated that a report on that matter would be prepared.
- 1.1.15 The Director General indicated that the presentations on Programs I and IV, to be made at the end of the Second Plenary Session, would clear up some of the questions raised and that Program V had been readjusted with a view to strengthening actions aimed at harmonizing standards, laws and sanitary practices, as a means of supporting liberalization and regional integration efforts. He added that it would be useful to hear some brief remarks from the Director of CIDIA, who could

explain the actions which that unit was carrying out in the area of training.

- 1.1.16 The Representative of the United States asked for clarification concerning IICA's plans with respect to private sector investment in the agricultural sector and the strategies envisaged in that regard. The Representative of Uruguay also requested clarification on that point.
- 1.1.17 The Representative of Argentina mentioned the importance of IICA's actions in support of regional integration mechanisms such as MERCOSUR, PROCISUR, COSAVE and others. He invited the Director General to comment on prospects for the future of IICA's cooperation in those fora and on the strategies envisaged for that purpose.
- 1.1.18 The Observer Representative of the Dominican Republic expressed his concern about the role of the NGOs in the institutional framework. Although they played an important role, it was still up to state institutions to take the lead in terms of policy making and the design of development processes. There was clearly a need to upgrade training for human resources. That view was supported by the Observer Representative of Costa Rica, who felt that IICA's support to NGOs should be channeled through public or state agencies in order to avoid duplication of efforts and to make better use of available human and financial resources.
- 1.1.19 The Representative of Paraguay said that, in his country, progress in the agricultural sector had been far from equitable in terms of the redistribution of profits. That situation, coupled with the environmental degradation resulting from indiscriminate expansion of the agricultural frontier (with the concomitant ecological cost)

implies that in addition to the benefits of participating in integration efforts such as MERCOSUR, the possibility of adding to the social and ecological costs should also be considered. What was needed was not only assistance programs to bring about changes in poverty levels, but also the introduction of new variables rarely included in traditional approaches. He requested IICA's support for such an endeavor. The Representative of Guatemala made a similar request, given that his country was in the process of institutional change and restructuring of the agricultural sector and required the support of the Institute in that regard.

- 1.1.20 The Director General pointed out that IICA's support for institutional integration mechanisms should be looked upon as a temporary measure. As those mechanisms became consolidated, they would require their own bureaucratic structure. In that regard, timing was of the essence, so as not to hinder the creation of that structure.
- 1.1.21 In response to concerns expressed by several States -both members and non-members of the Executive Committee- regarding IICA's support to the private sector, the Director General indicated that the private sector was represented by three elements: farmers' associations, NGOs and private entrepreneurs. Relations between IICA and each one of the above groups could prove to be strained because of the state of public/private sector relations. The Committee should issue a specific mandate to formulate a position paper to be discussed at a future meeting for the purpose of implementing more concrete actions in this regard.
- 1.1.22 The Rapporteur read out the draft resolution entitled "1991 Annual Report," which was approved.



- 1.2 Report on the Status of the Resolutions of the Sixth Regular Meeting of the Inter-American Board of Agriculture (IICA/CE/Doc.232(92))
- 1.2.1 The Technical Secretary explained that the document distributed in advance was a report on the progress made to date with regard to the resolutions of the Sixth Regular Meeting of the IABA. Given that the report was fairly clear and concise, the Technical Secretary deemed it unnecessary to go into further detail.
- 1.2.2 He noted that in compliance with Resolution 208 "1990-1991 Inter-American Award for the Participation of Women in Rural Development," the IICA Office in Honduras and the government of that country would be organizing a ceremony to be held in August. The event would be held as part of the celebrations planned to commemorate the fiftieth anniversary of the founding of the Institute.
- 1.2.3 The Representative of the United States, referring to Resolution No. 201 "Regulations and Use of Reimbursements for CATIs," asked for more specific comments on the document. He also asked for further explanation of IICA's position with regard to Recommendation No. 4 of the Tenth ICMA on the Uruguay Round of GATT. More information was needed with regard to the focus and future actions of the Institute in that area.
- 1.2.4 The Director General explained that the document on CATI regulations responded to a request by Mexico for clarification of the procedures used for calculating CATIs and their percentage distribution. Inasmuch as that request had been made at two consecutive meetings of the Executive Committee, the decision had been made to prepare a document -the one distributed- which explained

the procedures used in allocating CATIs and responded to the suggestions and recommendations made by the Delegation of Mexico. He went on to say that IICA did not have a firm position with regard to GATT; he felt it was important to discuss with the United States Delegation its specific concerns with regard to the Uruguay Round of GATT.

1.2.5 The Chair asked the Rapporteur to read out the draft resolution entitled "Report on the Status of the Resolutions of the Sixth Regular Meeting of the Inter-American Board of Agriculture," which was approved.

1.3 Report on the Status of the Resolutions of the Eleventh Regular Meeting of the Executive Committee (IICA/CE/Doc.231(92))

1.3.1 The Chair asked the Technical Secretary to introduce the topic. The Technical Secretary pointed out that, since all of the resolutions adopted at the Eleventh Regular Meeting of the Executive Committee had been submitted to the Inter-American Board of Agriculture at its Sixth Regular Meeting, it would not be necessary to go into further detail at that time.

1.3.2 The Rapporteur then read out the draft resolution entitled "Report on the Status of the Resolutions of the Eleventh Regular Meeting of the Executive Committee," which was approved.

1.4 The session was adjourned at 13:00.

**SECOND PLENARY SESSION****2.1 Report of the External Auditors and Comments by the Director General on the Report of the External Auditors (IICA/CE/Doc.229(92))**

2.1.1 The Chair called the Second Plenary Session to order at 15:00 on June 22, 1992, and asked Mr. Gordon Mair, Director of Finance, to present the Report of the External Auditors. The Director of Finance explained that the purpose of the report was to show the financial position of the Institute as of December 31, 1991, the results of activities carried out and changes in the institution's financial position up to the date mentioned above. He added that the reports were the result of an ongoing effort to provide accurate and specific information on the budgetary situation of the Institute and changes that had occurred with respect to the previous year.

2.1.2 He noted that the External Auditors had concluded that IICA had followed generally accepted accounting practices and that the Combined Financial Statements, which comprised the Balance Sheet, the Statement of Revenues and Expenses, the Statement of Changes in Fund Balances and the Statement of Changes in Financial Position, accurately represented the financial status of the Institute as of December 31, 1991, and that IICA's governing bodies and interested third parties could place full reliance on the financial data contained therein. The Director of Finance then asked those present to look at the relevant documents and explained certain accounting concepts. The Combined Balance Sheet, as of December 31, 1991, showed little variation with respect to 1990 in the ratio of assets to liabilities, with the ratio remaining at 2 to 1. The

financial liquidity of the Institute had increased by 40% in 1991, considerably more than the 35% growth of 1990 and the 31% figure for 1989. That increase was attributable to the support of Member States in 1991. Direct Technical Cooperation Services accounted for 78% of the total expenditure, while Management Costs and General Costs and Provisions accounted for 17% and 5%, respectively.

- 2.1.3 The Chair gave the floor to the Representative of the United States who, in turn, asked for clarification concerning the following points: a) the document shows equal amounts for Doubtful Receivables for the years 1990 and 1991; b) as for the combined financial statements, what is the reason for the increase in travel expenses for IICA personnel, and kindly indicate the total amount allocated for this item in view of the fact that external resources appear to have been allocated for this same purpose; c) the rental of fixed assets reflects a substantial increase; accordingly, it would be useful to furnish further details since the costs are in excess of US\$100,000, which suggests that the relative cost of the OAS offices is comparatively lower than that of the IICA offices, and to explain if the appraised values of the fixed assets have been updated, given that the base year is 1986; d) as for financially self-sustaining activities, kindly clarify whether the amount specified corresponds to "miscellaneous" and exactly what these self-financed activities consist of; e) with respect to the discounts obtained for purchases, why are these not credited to the Regular Fund? f) under expenses, how are the production and sale of books and the amounts relating to editorial services recorded? g) what are the reasons for the additional budget item assigned to the IICA Offices in the countries? The Representative

of the United States also inquired about the total cost of the meeting in Madrid, including contributions from the Spanish Government, since there was a surplus with respect to budgeted expenses. He also indicated that the items Pensions for Former IICA Directors General and Cost of Living Adjustments in the Reserve for Former Employees should be presented separately. Lastly, he suggested that, with respect to uncollected quotas, a resolution be adopted to draw up a payment schedule which formally commits each debtor country to updating its payments to the Institute.

- 2.1.4 The Chair gave the floor to the Director of Finance who indicated that: a) for practical purposes, the auditors had decided not to make adjustments to the Doubtful Receivables; b) the amount corresponding to travel was higher in 1991 because of cutbacks in 1990. In connection with this last item, the Director General added that not all the external funds included items for travel and that quota resources were used to finance participation in seminars, congresses and other technical cooperation activities; c) the difference in Acquisitions and/or Rental of Fixed Assets was also due to cutbacks in 1990, and that in 1986 appraisals were conducted for all fixed assets; from 1986 onwards, fixed assets have been recorded at cost; d) as for the financially self-sustaining activities, revenues which had been attributed to the cafeteria, reproduction of documents, etc., have now been correctly credited to editorial services and book sales; e) as for the comparison between Budget and Disbursements, some amounts are higher because they include personnel costs. With respect to the meetings in Madrid, he indicated that the budget had been drawn up two years in advance, which explained why there were increases in some items. As for

pensions and cost of living adjustments, the auditors agreed to add an explanatory note.

2.1.5 The Director General explained that when interpreting the comparisons of the 1990-1991 budgets, the 1990 cutbacks, which primarily affected fixed costs, should be borne in mind. He also indicated that Office costs were fixed, and that these included short-term assets administered by the Office in the form of technical cooperation.

2.1.6 The Representative of Uruguay asked for an explanation as to why technical cooperation costs had increased less than other items.

2.1.7 The Director General explained that consideration of the increase in General Costs and Provisions in the 1991 period should bear in mind cutbacks in 1990 which affected the most variable items. Moreover, the IABA and the ICMA meetings accounted for the better part of the difference between the two periods. In addition, the cost increase in the General Directorate was attributed primarily to the salaries of international and local personnel at Headquarters, which accounted for 80% of the total amount of these costs.

2.1.8 The Chair asked the Rapporteur to read the draft resolution "Financial Reports of the Institute," which was approved without changes.

2.2 Proposed Amendments to the 1992-1993 Program Budget (IICA/CE/Doc.233(92))

2.2.1 The Chair gave the floor to the Director General, who pointed out that recommendations had been made at the Tenth ICMA, fulfillment of which required amendments to the institutional mandate, so as to support the countries in specific

actions of special importance. Moreover, at the Sixth Regular Meeting of the IABA, the 1992-1993 Program Budget was not considered sufficiently flexible to comply with these mandates, and the Executive Committee was therefore authorized to approve the necessary amendments. The emphasis of this proposal for amendments was mainly on Programs I and IV, with a few changes to Program II to include the topic of sustainable development.

- 2.2.2 The Director General requested Mr. Fernando del Risco, Head of the Programming Division, to present a summary of the proposed amendments. Mr. del Risco made reference to the recommendations made at the Tenth ICMA and to the specific actions that IICA would have to carry out in order to comply with them. He explained the mechanisms that the Institute had used for this purpose, the changes in the structure of Programs I and IV in order to strengthen, restructure and improve the performance of the hemispheric and multinational projects, and the emphasis on strengthening integration processes and changes in the allocation of regular resources for these Programs. He also pointed out the minor amendments made to Programs II and III and mentioned that Program V and CEPPI underwent no changes or amendments. He added that a few amendments had been introduced in order to provide support for programs for alternative development, the strengthening of competitiveness studies and analysis of possibilities for converting external debt into natural resource conservation for sustainable agricultural development. He concluded his presentation with a summary of the changes made to the figures, with no alteration of the total that had been approved.

- 2.2.3 The Representative of Saint Vincent and the Grenadines expressed his Government's satisfaction at working with IICA and the progress achieved. He pointed out that in Madrid the Member States of CARICOM adopted a united position with respect to their interests with IICA, GATT and the liberalization process. He expressed his concern that the proposed budget amendments place greater emphasis on the needs of Latin America than on those of the Caribbean. The Observer Representative of Barbados and the Representative of Saint Lucia echoed those sentiments.
- 2.2.4 The Representative of Venezuela stated that she was in agreement with the amendments, but emphasized that some kind of change should have been made in Program V as regards harmonizing plant health regulations; she also expressed the concern of Venezuela as to the need to reinforce the programming area in trade liberalization processes and requested that further consideration be given to institution building as a necessary prerequisite for the modernization of agriculture.
- 2.2.5 The Representative of Uruguay requested clarification regarding the criteria followed in the allocation of resources, in view of the disproportionate allocations for the different subregions. The Representative of Venezuela made a similar request.
- 2.2.6 The Representative of the United States stated that the guidelines for IICA stemming from the Madrid and Rio meetings were basically oriented toward the eradication of rural poverty and the conservation of the environment and that these aspects did not appear to be reflected in the amendments. He added that the project statements



are not clear with regard to what they represent in terms of expenditures and objectives. He suggested amendments to the allocations for CEPPI, inter-Program projects and funds for technical and short-term cooperation, in order to strengthen the Madrid and Rio recommendations.

2.2.7. The Chair gave the floor to the Director General, who explained that the amendments did not represent any change in the allocation of resources among the regions, and that there was therefore no change in the overall sum. He pointed out that the resolution of the Sixth Regular Meeting of the IABA had authorized the introduction of amendments to the Program Budget insofar as they were necessary for fulfilling the recommendations and mandates stemming from Madrid. With regard to changes in the focus of activities in the Caribbean, these were in response to requests made in Madrid. The purpose of the increase in allocations to CEPPI was to strengthen this unit's capacity to assist the countries in programs of technical cooperation and in negotiations with banks. He also indicated that the allocation for short-term unanticipated technical cooperation enabled the Institute to respond swiftly to requests from the countries for short-term actions.

2.2.8 The Observer Representative from Canada indicated that it was necessary to provide more detailed explanations in this document. Along these same lines, the Representative of Honduras added that a resolution should be considered which allows for analysis of budgetary procedures and policies, to fill the gaps made evident in this discussion. The Representative of Argentina seconded the opinion expressed by the Representative of Honduras.

2.2.9 The Chair suspended the discussion, which would be resumed during the plenary session on Tuesday.

2.3 Report of the Credentials Committee

2.3.1 The Chair requested the Representative of Saint Lucia to present the Report of the Credentials Committee. The Representative of Saint Lucia indicated that he would not read the report at the time, but that it would be photocopied and distributed subsequently. He did, however, wish to report that the Committee had met and that all the credentials were found to be in order.

2.4 The session was adjourned at 18:30.

**THIRD PLENARY SESSION**

3. The Third Plenary Session, under the chairmanship of the Representative of the United States, was called to order at 9:50 on June 23, 1992.

3.1 Amendments to the 1992-1993 Program Budget (continuation)

3.1.1 The Chair gave the floor to the Director General, who proceeded to clarify questions still pending on this topic. The Director General explained that it was necessary to make certain clarifications. The first was that the 1992-1993 Program Budget, approved by the Sixth IABA, had undergone changes to reflect new priorities on the part of IICA's member countries, as evidenced by the re-allocation of resources among the different Programs. The second clarification was that the three principal policy decisions had been respected in the Program Budget: the distribution of resources among Chapters, the distribution of resources among regions, and the base figures for

the projects as shown in the additional tables that had been prepared. Only in the case of Venezuela did the figures for the projects differ as a result of agreements reached earlier.

- 3.1.2 The Representative of the United States expressed his appreciation for the additional information received and thanked the Director General for studying in detail the comments made with regard to the document. He pointed out, nevertheless, that in conversations with other Representatives, there appeared to be a consensus that more time should be allotted for studying the draft 1994-1995 Program Budget to be considered by the Executive Committee in June 1993. He suggested that two or three days be set aside for discussion and analysis of the document at that time. The Director General replied that the proposal made by the Representative of the United States was feasible and that, in accordance with norms currently in effect, a working group should be set up to make recommendations to the Executive Committee.
- 3.1.3 The Representative of Argentina noted that there was consensus regarding the need for the countries to study the Program Budget in advance, but expressed concern as to how this could best be done. Given the costs involved in having the delegations arrive ahead of time, it would be more effective to distribute the documents earlier, thus making it possible to study them prior to traveling to the meeting site.
- 3.1.4 The Representatives of Venezuela and Uruguay expressed their agreement with the suggestion made by the Representative of the United States. The Observer Representative of Canada was also in agreement, but stated that he shared the concern of the Representative of Argentina, pointing out

that a possible solution would be to set up a panel of experts who would meet to analyze the document and present their results to the Executive Committee. He added that this would not require extending the duration of the Executive Committee meeting.

- 3.1.5 The Director General reminded the Plenary that the documentation must be submitted forty-five days in advance of the meeting and that IICA must cover the travel expenses of the Representatives sitting on the Executive Committee. An extension of the duration of the meeting would imply an increase in the amount budgeted for such purposes. He proposed the establishment of a working group consisting of Representatives of the regions in which the Institute carries out its work. This group would study the document and report to the Executive Committee.
- 3.1.6 The Representative of the United States agreed with the proposal of the Director General and suggested that the Representatives who had made comments on this matter during the meeting submit a proposal to establish the working group. The Representative of Saint Vincent and the Grenadines seconded the proposal.
- 3.1.7 The Chair asked the Rapporteur to read the draft resolution, "Amendments to the 1992-1993 Program Budget," which was approved.
- 3.1.8 The Director General gave a warm welcome to Mr. Michael Espot, Minister of Agriculture and Fisheries of Belize, and informed the Plenary that that country would soon join the Institute as a Member State.

3.2 Proposed Actions and Mechanisms Required for Compliance with the Declaration of Madrid (IICA/CE/Doc.234(92))

- 3.2.1 The Director General gave the floor to the Director of DIPROE, who explained that his presentation would be divided into three parts. The first part would refer to changes within the Institute; the second, to levels of follow-up, and the third, to the level of compliance with the seventeen recommendations issued by the Tenth ICMA. He noted that three changes had taken place within the Institute: the creation of the Strategy Development Committee, the restructuring of the multinational and hemisphere-wide projects, and the new Subcommittees for Area Coordination. Regarding levels of follow-up, he mentioned that three had been established: at the national level, through meetings of Office Representatives in the countries, the first of which was held in March; at the subregional level, through the sectoral integration fora and the meetings of CORECA, CONASUR and CARICOM, and, at the overall level, with the Executive Committee, which meets annually to study compliance. The Director of DIPROE proceeded to summarize the actions taken in connection with the seventeen recommendations issued by the Tenth ICMA, as explained in document IICA/CE/Doc.232(92).
- 3.2.2 The Representative of the United States asked if CATIE was a member of the Strategy Development Committee. The Deputy Director General explained that IICA worked with CATIE on projects related to sustainable development in Central America and that relations with CATIE were excellent.
- 3.2.3 The Observer Representative of Barbados inquired about the role of the Area Coordination Subcommittees. The Director of DIPROE explained that

they were internal committees and that the IICA Directors of Area Operations participated in the meetings of regional agencies in which the needs of same are made known.

3.3 Report of the Director General on IICA's Programs (Programs I and IV) (IICA/CE/Doc.236(92))

3.3.1 The Chair requested the Director General to present the report, and the latter gave the floor to the Director of Program I, Mr. Carlos Pomareda, who summarized the work of the Program in 1991 and the activities to be carried out in 1992 and 1993 according to the adjustments. He stressed that the operative strategy of the Program was based on complementarity between its hemispheric, multinational and national projects through activities related to research, training and exchange of experiences, technical assistance missions and dissemination of information. He pointed out that the adjustments gave the Program greater complementarity with Program IV and closer collaboration with other cooperation agencies. He explained that the framework for action during the 1992-1993 period focused on three main tasks: developing the concept of an agri-food system or chain, the transformation of production and competitiveness, and the handling of economic policy instruments to accompany the process of sustainable development.

3.3.2 The Chair gave the floor to the Director of Program IV, Mr. Rodolfo Quiros, who stated that the Program currently concentrated on two major areas: analysis and support in the fields of negotiations and external agricultural trade policy, and support for actions related to trade and agriculture within the framework of the different processes for subregional integration. He added that substantial operative changes had been

made to Program IV, such as the transfer of PRODAR to Program III, the take-over by Program I of matters concerning agroindustrial conversion and changing the production structure. The IICA-SIECA Agreement and the Regional Project for the Caribbean had also been taken over. He also said that there were four multinational projects, one for each Area of IICA.

3.3.3 The Representative of Guatemala stated that the working experience with both Programs had been good, but that, owing to the adjustments made, future actions should be reviewed. The Observer Representative of Canada expressed her support for the new guidelines and actions of Program IV and pointed to the importance of linking those actions to organizations specializing in the field. The Representative of the United States expressed his satisfaction at the use of SICE as a highly effective instrument for opening up markets in his country and soon, perhaps, in Canada and Mexico. He added that integration, the environment and the GATT were, at present, topics of fundamental importance to the region. The Representative of Honduras pointed out the importance of advisory services to ministers of agriculture to harmonize actions between the latter and the Ministries of the Economy. The Representative of Uruguay requested that further details be given of the results obtained by other countries in dealings between their national enterprises and foreign counterparts, since his own country had encountered serious communication problems in this regard.

3.3.4 The Director of Program IV stated that both Program I and Program IV were focusing efforts on establishing formal relations with academic and other groups specializing in trade and integration in the field of agricultural production. He

added that training and technical assistance would be provided to ministries of agriculture in seeking formulas to link their activities with other ministries. With regard to the concern expressed by the Representative of Uruguay, he mentioned that there was an imbalance between the information available on firms and the feedback received, and efforts were being made to solve that problem. He stated that more detailed information on the activities of Program IV was available at the Secretariat. The Representative of the United States mentioned that, together with other delegations, he had prepared a draft resolution on the GATT that broadened the Madrid mandate.

- 3.3.5 The Chair requested the Rapporteur to read the draft resolution "Report of the Director General on IICA's Programs (Programs I and IV)", which was approved without amendments. He then read the draft resolution "The Uruguay Round of the GATT", which was also approved with certain amendments.
- 3.4 The session was adjourned at 12:20.

#### FOURTH PLENARY SESSION

4. The Fourth Plenary Session, presided over by the Representative of the United States, was called to order at 14:10 on June 23, 1992.
- 4.1 Report of the Director General on the Actions to Evaluate IICA Technical Cooperation (IICA/CE/Doc. 237(92))
- 4.1.1 The Chair gave the floor to the Deputy Director General, who explained that the evaluation system



was a mechanism that provided feedback for decision making related to technical cooperation and for reorienting the actions of the Programs and/or the Offices in the countries. He provided an overview of the Institute units that had been evaluated since 1987, the year the system was established, and mentioned that the Offices in Ecuador and the Dominican Republic, as well as Program III, had been evaluated in 1992.

- 4.1.2 The Director of DIPROE gave a brief account of the establishment of the Evaluation System in 1987 and identified the activities that are carried out and the different stages of the evaluation process. He then invited the Plenary to refer to document IICA/CE/Doc.237(92) and called their attention to the recommendations issued by the Evaluation Mission that visited the Offices in Ecuador and the Dominican Republic, which were currently being implemented.
- 4.1.3 Regarding Program III, he noted that the Evaluation Mission had already submitted its report, which would be analyzed at an upcoming meeting of the Programming Committee.
- 4.1.4 The Observer Representative of Barbados asked for clarification regarding the selection of the members of the Evaluation Mission, considering that it would be preferable not to hire local experts. The Director of DIPROE and the Deputy Director General explained that the selection of the Mission was based on the idea that a local expert has a more complete understanding of national conditions, while the other member of the Mission can be more objective.
- 4.1.5 The Rapporteur read the draft resolution "Report of the Director General on Actions to Evaluate

IICA Technical Cooperation," which was approved without amendments.

4.2 Proposed Amendments to the Rules and Regulations of the Institute (IICA/CE/Doc.235(92))

- 4.2.1 The Chair gave the floor to the Deputy Director General, who explained that the purpose of the proposed amendments was to clear up confusion, achieve greater consistency, and eliminate ambiguities and typographical errors. The Legal Advisor, Mr. William Berenson, added that it had also become necessary to update the nomenclature used in the rules and regulations.
- 4.2.2 The Legal Advisor drew the Committee's attention to working document IICA/CE/Doc.235(92), the first of which contained the "Proposed Amendments to Clarify the Rules of Procedure of the General Directorate, the Staff Rules and the Remuneration System." He focused on the main points of the provisions relating to the rights of International Professional Personnel and Local Personnel, stylistic changes in certain articles of the Staff Rules, and clarification of some aspects of the system for the determination of remuneration for IICA personnel. He pointed out that the appendix to the document provided a comparative table showing the current version of the texts and the texts as they would read with the proposed amendments.
- 4.2.3 The Representative of Uruguay requested clarification as to the purpose of the amendments. The Legal Advisor explained that the goal was to improve the consistency of the Institute's rules and regulations, especially those pertaining to both the international and the local staff, in order to avoid problems in the future.

4.2.4 The Representative of the United States said that his delegation had prepared a list of proposed changes to the amendments, which were not entirely satisfactory. Referring to the English version of document 235, he drew attention to Rule 5.1.2, on the transfer of personnel. He said that, in his view, the maximum nine-year period was too long for a member of the International Professional Personnel to stay in the same country. Staff of an institution like IICA should be transferred frequently, preferably every four years, but no more than every six, in order to avoid the problems associated with prolonged stays in a single location. He then said that Rule 5.8.1 should not be amended; as for Rule 7.3.3, it should be amended to stipulate that the Director General should provide the Staff Association with reasonable facilities and make it possible for members of the Board of Directors of the Staff Association, whose duty station was away from Headquarters, to attend the meetings of the Association. He also suggested that Rule 8.7.2 should be amended to allow both the Director General and the Deputy Director General to delegate authority. Finally, he said that the articles relating to the salary scale and benefits for local personnel (professional and general services) should include a reference to local market conditions, particularly in the private sector.

4.2.5 The Deputy Director General informed the Representative of the United States that his concerns had been taken into consideration and that, with regard to the article on transfers, these were made when personnel had worked in one country for at least three years, in view of the fact that this was the minimum time in which specialists could be expected to become fully acquainted with

the agricultural situation of the country in which they were performing their duties.

- 4.2.6 The Director of Human Resources stated that, in practice, salary surveys and studies of the local benefits provided by both the public and the private sectors were carried out and that their inclusion in the text of the document could therefore be considered.
- 4.2.7 The Legal Advisor, replying to the Representative of the United States, and in reference to Rule 5.8 on Performance Appraisal, indicated that this rule could stand without modifications, although the amendment specified that an appraisal be made at least once every two years.
- 4.2.8 The Observer Representative of Barbados expressed his concern as to whether the amendments had been discussed with IICA personnel and whether Article 62 encroached on the right of last resort of local personnel to the OAS Administrative Tribunal for the settlement of labor problems with the institution. He also stated, in regard to the amount of life insurance coverage for local professional personnel, that it would be advisable not to mention a specific amount, but to grant the General Directorate flexibility to establish the amount it deemed pertinent. The Representative of Antigua and Barbuda also expressed his concern over the low amount of the above-mentioned coverage and inquired whether it would be possible for local professional personnel to have salaries on par with those of international personnel.
- 4.2.9 The Representative of the United States asserted that he shared the position of the Observer Representative of Barbados and the Representative of Antigua and Barbuda and suggested that the

Director General propose for the next meeting of the Executive Committee a system that would make it possible to increase the amount of life insurance coverage for local professional personnel, which should be commensurate with their income and their personal interests.

- 4.2.10 The Deputy Director General pointed out the differences between the situations of an international specialist and a local one that justify the salary differential.
- 4.2.11 The Legal Advisor indicated, with regard to Rule 3.11 on Claims, that the text explicitly stated that claims related to the labor rights of local professional personnel should be channeled through local tribunals and not through the OAS Administrative Tribunal, and that this did not mean the elimination of a right, but a clarification regarding the levels of jurisdiction established for the settlement of labor disputes with the Institute.
- 4.2.12 The Chair requested that the observations approved by this Committee be included in the draft resolution "Amendments to Clarify the Rules of Procedure of the General Directorate, the Staff Rules, and the Remuneration System."
- 4.2.13 The Legal Advisor introduced Section II of working document IICA/CE/ Doc.235(92), indicating that the intention of the IABA in delegating to the Executive Committee authority to approve amendments to the Staff Rules, the Financial Rules, the Classification Standards, and the Remuneration System, was to spare the Board from having to spend time on administrative matters and methodologies which could best be addressed by the Executive Committee.

- 4.2.14 The Representative of the United States said he agreed with the proposal as submitted, with the exception of the part referring to the Remuneration System, which fell within the sphere of competence of the IABA. The Representatives of Antigua and Barbuda and Uruguay, and the Observer Representative of Barbados, expressed similar views. The Legal Advisor noted that the proposal would be changed as requested.
- 4.2.15 The Chair suggested that approval of the Draft Resolution "Amendments to the Rules of Procedure for Delegation of Authority to the Executive Committee to Consider and Approve Administrative Issues" would be ratified during the closing session, once the suggested amendments had been incorporated. The Rapporteur read out the draft resolution.
- 4.2.16 The Legal Advisor introduced the proposed amendments to the Rules of Procedure of the IABA and of the Executive Committee. The proposed changes in the Rules of Procedure of the IABA would allow for agreements reached in the Preparatory Session to be taken as final, thus making it unnecessary to ratify them at the First Plenary Session. Regarding private sessions, the proposed amendments explicitly allowed for Representatives of Member States to be accompanied at such meetings by their advisors. Other modifications sought to eliminate inconsistencies and ambiguities in provisions pertaining to the operating procedures of both the IABA and the Executive Committee.
- 4.2.17 The Representative of the United States remarked that consideration should be given to the possibility of allowing observer countries to participate in private sessions. The Director General stated that the restrictions placed on participa-

tion in private sessions were of a practical rather than a political nature.

- 4.2.18 The Chair submitted the draft resolution "Amendments to the Rules of Procedure of the Inter-American Board of Agriculture and the Executive Committee" for consideration. The draft resolution was approved without changes.

4.3 Report of the Director General of IICA on the Tropical Agriculture Research and Training Center (CATIE) (IICA/CE/Doc.230(92))

- 4.3.1 The Director General of IICA introduced the Director General of CATIE, Mr. Ruben Guevara, and referred briefly to the reorganization of CATIE and the election of its new Director General. He then gave the floor to the Deputy Director General, who had played a key role in both efforts, and asked that he elaborate on the report. The Deputy Director General described the events leading up to the election of Mr. Guevara, and gave the floor to the Director General of CATIE, so that he might address the Executive Committee.
- 4.3.2 Mr. Guevara thanked the Director General, the Deputy Director General, and the Executive Committee and expressed his gratitude for the opportunity to address them. He then went on to explain that, as a result of the reorganization of the Center, the countries now had greater confidence in its capabilities, as evidenced by the fact that Mexico and Venezuela had recently become regular members. CATIE was reorganized to bring the Center into line with changes taking place in the international context, to focus teaching and research on the development of sustainable agriculture and to make its operating structure more efficient. He added that the current ten-year

Strategic Plan was being reviewed with a view to adapting it to new demands and challenges. He concluded his presentation by reiterating the Center's commitment to the tropical regions of the Americas and to the countries in their efforts to achieve sustainable agriculture as a means of improving living conditions.

- 4.3.3 The Representative of the United States expressed his satisfaction at the incorporation into the Center of two regular member countries from outside Central America, and urged the donor countries to support the efforts of the Center and to assist in its economic recovery. He suggested that special attention be paid to plant health activities, in which there was ample opportunity for collaboration. He concluded by expressing his delegation's support of IICA's efforts in reorganizing CATIE.
- 4.3.4 The Observer Representative of Barbados congratulated the new Director General of CATIE, noted that cooperation between CARDI and CATIE was long-standing, and expressed the hope that it would be strengthened in the future. He also requested that, given IICA's contribution to CARDI, a report on CARDI be presented at the next meeting of the Executive Committee.
- 4.3.5 The Director General of IICA expressed his satisfaction at the request from Barbados and pledged to see CARDI participate in the next meeting of the Executive Committee.
- 4.3.6 The Chair asked the Rapporteur to read the draft resolution entitled "Tropical Agriculture Research and Training Center (CATIE)," which was approved.



4.4 Draft Resolution "Fiftieth Anniversary Celebration of IICA."

4.4.1 The Chair asked the Rapporteur to read the draft resolution entitled "Fiftieth Anniversary Celebration of IICA."

4.4.2 The Observer Representative of Barbados requested that the first "whereas" clause specify the date on which IICA celebrates its fiftieth anniversary. The Representative of the United States said that, to underscore the importance of this celebration, the number of countries that originally founded the Institute should be mentioned, as should the number of current member countries.

4.4.3 The draft resolution "Fiftieth Anniversary Celebration of IICA" was approved after inclusion of the data requested.

4.5 Draft Resolution "Cooperation with the Private Sector"

4.5.1 The Chair asked the Rapporteur to read the draft resolution entitled "Cooperation with the Private Sector," which was approved without modifications.

4.6 Date and Site of the Thirteenth Regular Meeting of the Executive Committee (IICA/CE/Doc.238(92))

4.6.1 The Chair asked the Rapporteur to read the draft resolution entitled "Date and Site of the Thirteenth Regular Meeting of the Executive Committee," which was approved.

#### 4.7 Analysis of the 1994-1995 Program Budget

- 4.7.1 The Representative of the United States proposed that a committee be set up to meet three days prior to the next meeting of the Executive Committee for the purpose of studying the 1994-1995 Program-Budget.
- 4.7.2 The Director General pointed out that the Secretariat had prepared a Draft Resolution which addressed the concerns of the countries in this regard. He added that, in this case, it would be necessary to propose an amendment to the rules and regulations, since Article 52 of the Rules of Procedure of the Executive Committee provided for such a committee to operate only in the context of each meeting and in connection with the agenda under discussion. Therefore, it would be necessary to wait until the next meeting to introduce an amendment calling for the creation of a committee to meet three days prior to each meeting of the Executive Committee.
- 4.7.3 The Observer Representative of Mexico expressed his support for the statement made by the Director General. The Representative of the United States requested clarification of the final text and the Director General indicated that there were two different versions. The Observer Representative of Mexico suggested that the text, which makes reference to the presence of five countries, be approved. The Representative of Honduras suggested that, in view of the differences of opinion, the proposal be revised and submitted for approval at a later date. The Observer Representative for Canada supported the idea that all the members of the Executive Committee should sit on the subcommittee being proposed as an extension of the Executive Committee. The Director General suggested that a Committee

not be set up, but that a preparatory working session be held, which would involve convening the Executive Committee meeting two days in advance. The Director General pointed out that the "whereas" clauses of the draft resolution remained unchanged, but that the operative paragraphs would be amended as agreed.

- 4.7.4 The Chair stated that the draft resolution entitled "Analysis of the Proposed 1994-1995 Program Budget by the Executive Committee" was tentatively approved, subject to its being read in final version in the closing session.
- 4.8 The Session was adjourned at 17:40.

#### CLOSING SESSION

5. The Closing Session of the Twelfth Regular Meeting of the Executive Committee was called to order at 15:40 on June 24, 1992, with the Representative of the United States presiding. The Chair indicated the procedure to be followed in reviewing and approving the Provisional Report of the Committee.
- 5.1 The minutes of the four Plenary Sessions were reviewed and approved. Then, the Representatives went on to examine the Resolutions, particularly those which had been amended. The Representative of the United States and the Director General suggested that an addition be made to Operative Paragraph 2 of Resolution No. 176 "Analysis of the Proposed 1994-1995 Program Budget by the Executive Committee," recommending that, after "of the Institute," the words "in providing the necessary information" be added. Referring to the same operative clause, the Representative of

Uruguay suggested that "should it be necessary" be added after the words "will draw up recommendations." Both suggestions were approved. The Representative of the United States proposed that the phrase "To urge IICA to continue its support for CATIE" be included as a new operative paragraph to Resolution 184 "Tropical Agriculture Research and Training Center (CATIE)." The suggestion was approved.

- 5.2 The Chair expressed his gratitude to the participants for their cooperation in making the meeting a success. He also expressed his appreciation to the Technical Secretary and to IICA's staff for their work and for the quality of the documents. He expressed his thanks to the Director General for his efforts to upgrade IICA's activities in the region at a time when the modernization of agriculture is imperative. He concluded by thanking the Representatives for having elected him to chair this, his last, Executive Committee Meeting, given his impending retirement.
- 5.3 The Representative of Honduras expressed his appreciation for having been chosen to speak on behalf of the participants. He acknowledged the work carried out by the Director General and the IICA staff to facilitate the work of the Committee. He stated that the outcome of the meeting was positive and useful for the future of the Institute, basing his comment on five fundamental points: the guidelines issued by the Tenth ICMA, which provide the new political framework to be used by IICA as its working agenda until the end of the present administration, and as a legacy for the new Director General in 1994; the need for a careful and wise selection of the successor to the current Director General; appropriate administration of the Program Budget in order to obtain maximum results; the importance of the

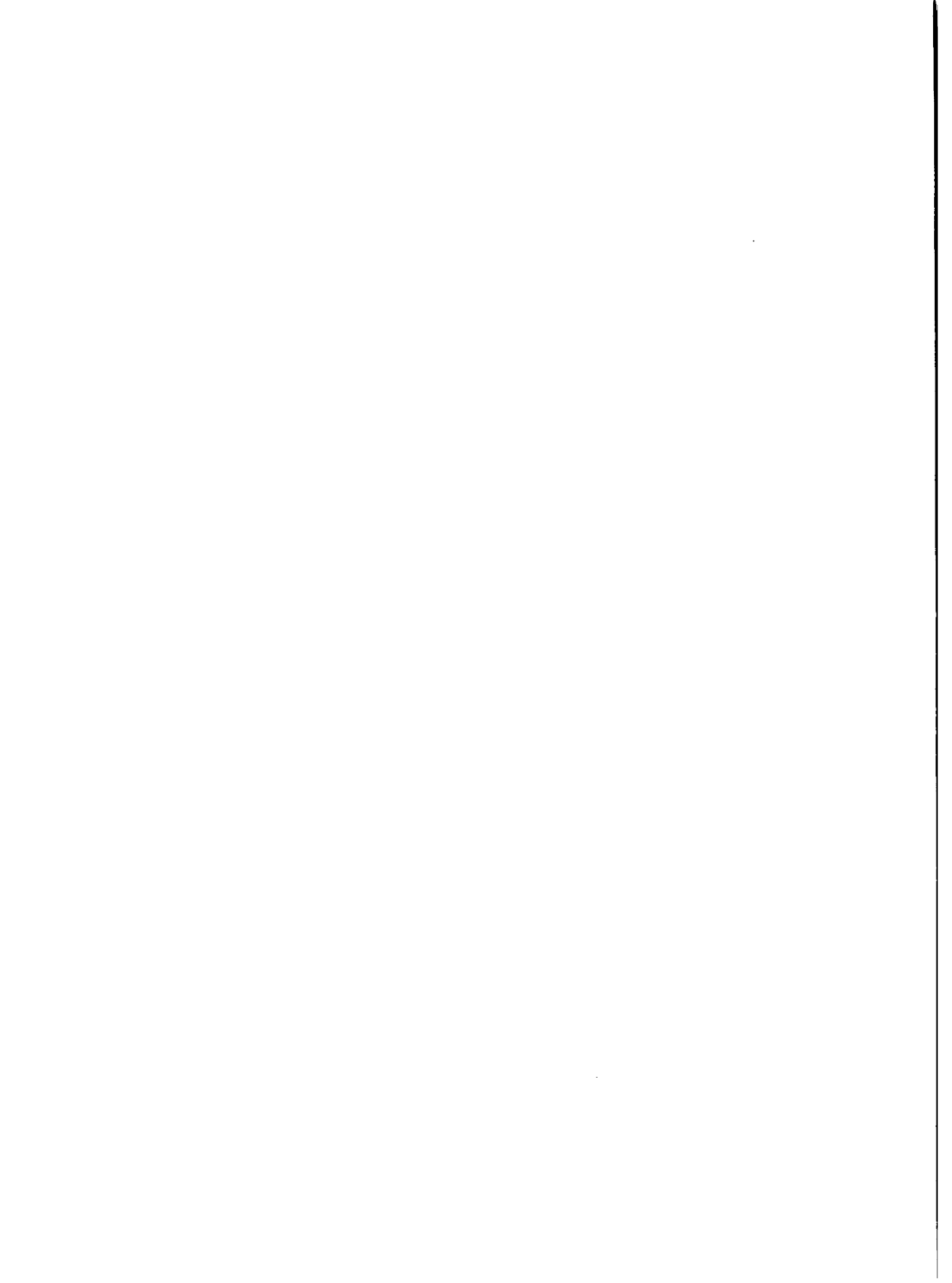
Fiftieth Anniversary of IICA, as a means for projecting the image of the Institute; the enormous task that lies ahead in order to modernize agriculture in the region and, lastly, the special role IICA will play in analyzing implementation of the results of the Uruguay Round of the GATT. The Representative of Honduras expressed his appreciation to this Executive Committee and to the Government and people of Costa Rica for their hospitality.

- 5.4 The Director General stated that he was pleased that this had been a particularly productive and effective meeting, and that it had given rise to concrete results and that a broad consensus had been reached among the Representatives. He felt that the topics mentioned by the Representative of Honduras were fundamental and noted that the Executive Committee had consolidated the mandate of the IABA and authorized adjustments that would facilitate the work of the Institute. He stated that IICA was committed to focusing its efforts on priority areas (agroindustry, integration, trade, sustainable agriculture and participatory rural development), and that special efforts would be made to coordinate actions between the countries and Headquarters. He also indicated that an external evaluation of the Medium Term Plan and of the Institute's action would be made in 1993, which would provide an excellent opportunity to introduce imaginative innovations. The Director General considered that the celebration of the Fiftieth Anniversary of IICA provided an excellent opportunity to reflect on what IICA should be like during the next 50 years. He thanked the participants in the Committee, IICA's staff and the Technical Secretariat for their work. He gave special recognition to and thanked the Chairman of the meeting for his excellent work and presented him with the symbol of

authority (gavel) he had used during the meeting. He also presented him with a silver medal commemorating the fiftieth anniversary of the Institute, as a special memento of the meeting.

- 5.5 The Closing Session of the Twelfth Regular Meeting of the Executive Committee was adjourned at 16:35 on June 24, 1992.

## **RESOLUTIONS**





IICA/CE/Res.170(XII-0/92)  
23 June 1992  
Original: Spanish

RESOLUTION No. 170

FIFTIETH ANNIVERSARY CELEBRATION OF IICA

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

CONSIDERING:

That this coming October 7, 1992, IICA will celebrate 50 years of uninterrupted support to agricultural development and rural well-being in the Western Hemisphere;

That the activities carried out during that period have contributed effectively to reducing the indexes of poverty and to facilitating the participation of the agricultural sector in the overall economy;

That IICA's work demonstrates a vocation for joint efforts and collaboration among the countries of our region;

That during this period the number of Member States of IICA has grown from 6 to 33,

RESOLVES:

1. To support the commemorative activities to be carried out both at Headquarters and in the countries, and to invite all the Member States to join in the celebrations.

2. To urge all the Member States to disseminate the theme of the celebration: "Agriculture: Strength and Future of the Americas."

IICA/CE/Res.171(XII-O/92)  
23 June 1992  
Original: Spanish

RESOLUTION No. 171

1991 ANNUAL REPORT

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

HAVING EXAMINED:

The 1991 Annual Report,

CONSIDERING:

That Article 4.f of the Rules of Procedure of the Executive Committee establishes that the Committee shall examine the Annual Report of the activities of the General Directorate;

That the 1991 Annual Report faithfully reflects the activities carried out by the Institute during the year;

That the Institute, in compliance with the recommendations of the Sixth Regular Meeting of the Inter-American Board of Agriculture, prepared a summarized report to be used as an instrument for dissemination, and a smaller number of the full report for distribution to the Member States;

That the 1991 Annual Report was studied by the Executive Committee at its Twelfth Regular Meeting and accepted as presented by the General Directorate,

**RESOLVES:**

1. To recommend to the Director General that the new structure of the Annual Report which incorporates the suggestions of the Sixth Regular Meeting of the Inter-American Board of Agriculture be continued.
2. To submit the 1991 Annual Report to the consideration of the Inter-American Board of Agriculture.
3. To recommend to the Inter-American Board of Agriculture that it approve the 1991 Annual Report.

IICA/CE/Res.172(XII-0/92)  
23 June 1992  
Original: English

RESOLUTION No. 172

1991 FINANCIAL REPORTS OF THE INSTITUTE

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.229(92) "Report of the External Auditors and Comments by the Director General on the Report of the External Auditors,"

CONSIDERING:

That Article 4 of the Rules of Procedure of the Executive Committee establishes that the Committee shall examine the financial status of the Institute and submit the corresponding report to the Inter-American Board of Agriculture;

That the external auditors attested to the proper management of the financial resources, in accordance with the stipulations of the rules and regulations of the Institute;

That in the opinion of the external auditors, the financial reports accurately represent the financial status of the Institute as of December 31, 1991, and the results achieved that year, and that the Institute's accounting principles are completely consistent with generally accepted accounting practices,

**RESOLVES:**

1. To accept Document IICA/CE/Doc.229(92), "Report of the External Auditors and Comments by the Director General on the Report of the External Auditors."
2. To recommend to the Inter-American Board of Agriculture that it approve document IICA/CE/-Doc.229(92), "Report of the External Auditors and Comments by the Director General on the Report of the External Auditors."

IICA/CE/Res.173(XII-O/92)

23 June 1992

Original: Spanish

RESOLUTION No. 173

REPORT ON THE STATUS OF THE RESOLUTIONS OF THE  
ELEVENTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.231(92), "Report on the Status of the Resolutions of the Eleventh Regular Meeting of the Executive Committee,"

CONSIDERING:

That after examining the aforementioned document, it was noted that the General Directorate of the Institute has satisfactorily complied with the recommendations of the Executive Committee,

RESOLVES:

To accept document IICA/CE/Doc.231(92), "Report on the Status of the Resolutions of the Eleventh Regular Meeting of the Executive Committee."

IICA/CE/Res.174(XII-O/92)  
23 June 1992  
Original: Spanish

RESOLUTION No. 174

REPORT ON THE STATUS OF THE RESOLUTIONS OF THE  
SIXTH REGULAR MEETING OF THE INTER-AMERICAN  
BOARD OF AGRICULTURE

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.232(92), "Report on the Status of the Resolutions of the Sixth Regular Meeting of the Inter-American Board of Agriculture (IABA);"

CONSIDERING:

That the Twelfth Regular Meeting of the Executive Committee studied Document IICA/CE/Doc.232(92), "Report on the Status of the Resolutions of the Sixth Regular Meeting of the Inter-American Board of Agriculture (IABA);"

That the Executive Committee, after studying the document mentioned above, noted that the General Directorate of the Institute has complied satisfactorily with the recommendations of the IABA,

RESOLVES:

To accept Document IICA/CE/Doc.232(92), "Report on the Status of the Resolutions of the Sixth Regular Meeting of the Inter-American Board of Agriculture (IABA)."



IICA/CE/Res.175(XII-0/92)

23 June 1992

Original: Spanish

RESOLUTION No. 175

AMENDMENTS TO THE 1992-1993 PROGRAM BUDGET

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.233(92), "Proposed Amendments to the 1992-1993 Program Budget,"

CONSIDERING:

That the Inter-American Board of Agriculture (IABA), in Resolution IICA/JIA/Res.190(VI-0/91), approved the 1992-1993 Program Budget and authorized the Executive Committee, at its Twelfth Regular Meeting, to introduce changes into the approved Program Budget, should they be necessary, in order to comply with the recommendations of the Tenth Inter-American Conference of Ministers of Agriculture (ICMA), held in Madrid, Spain, in September 1991;

That Document IICA/CE/Doc.233(92), "Proposed Amendments to the 1992-1993 Program Budget," submitted by the Director General, contains the proposal for making changes in the allocation of resources in order to facilitate the Institute's compliance with the recommendations of the ICMA, focusing efforts on the priority topics included in the Declaration of Madrid and the specific recommendations;

That the amendments being proposed will be made within the framework of the resources approved by the IABA for the 1992-1993 period, reallocating funds among Programs without altering the overall distribution of these funds among regions nor the base figure for the individual countries,

**RESOLVES:**

1. To approve the adjustments to the 1992-1993 Program Budget, submitted by the Director General in Document IICA/CE/Doc.233(92) "Proposed Amendments to the 1992-1993 Program Budget."
2. To replace, for all effects and purposes, the table "1992-1993 Program Budget by Category of Activity," attached to Resolution 190, with the table attached to the present Resolution.
3. To leave unchanged points 1 to 6 of Resolution 190.

## 1992-1993 PROGRAM BUDGET BY CATEGORY OF ACTIVITY

CATEGORY OF ACTIVITY	US\$ x 000	
	1992	1993
<b>CHAPTER I. - DIRECT TECHNICAL COOPERATION SERVICES</b>	<b>20,154.9</b>	<b>20,789.4</b>
1. Programs	10,061.1	10,451.6
1.1 Agricultural Policy Analysis and Planning	1,620.6	1,673.6
1.2 Technology Generation and Transfer	2,854.1	2,996.5
1.3 Organization and Management for Rural Development	2,285.8	2,346.4
1.4 Trade and Integration	1,633.9	1,716.1
1.5 Agricultural Health	1,666.7	1,719.0
2. Center for Programs and Investment Projects	521.1	528.5
3. Inter-Program projects	1,272.9	1,401.9
4. Operating structure of IICA Offices in the countries	5,621.0	5,663.0
5. Technical support units	656.5	673.2
6. Contribution to Research Centers	1,522.3	1,571.2
6.1 CATIE	1,222.3	1,271.2
6.2 CARDI	300.0	300.0
7. Unanticipated short-term technical cooperation and preinvestment	500.0	500.0
<b>CHAPTER II. - MANAGEMENT COSTS</b>	<b>3,695.4</b>	<b>3,794.9</b>
1. Office of the Director General	753.7	762.9
2. Management support units	2,261.9	2,351.0
3. Office of the Assistant Deputy Director General for Operations	679.8	691.0

Continues ...

CATEGORY OF ACTIVITY	US\$ x 000	
	1992	1993
CHAPTER III. - GENERAL COSTS AND PROVISIONS	842.2	1,095.9
1. Working subfund of the regular fund	284.2	287.9
2. OAS Administrative Tribunal	15.0	15.0
3. Meeting of the Executive Committee	120.0	120.0
4. Meeting of the Inter-American Board of Agriculture	-	300.0
5. IICA insurance on assets	84.0	84.0
6. Pensions, former IICA Directors General and employees	80.0	80.0
7. External audit	44.0	44.0
8. Inter-American Conference of Ministers of Agriculture	-	-
9. Insurance, former employees of IICA	15.0	15.0
10. Exhibition, 500th Anniversary Discovery of America	100.0	-
11. Fiftieth anniversary founding of IICA	100.0	-
12. Evaluation and guidelines for MTP	-	150.0
<b>TOTAL</b>	<b>24,692.5 *</b>	<b>25,680.2*</b>

\* This sum does not include the reimbursement by the United States of America for income tax paid by U.S. citizens employed by the Institute.

IICA/CE/Res.176(XII-0/92)  
23 June 1992  
Original: Spanish

RESOLUTION No. 176

ANALYSIS OF THE PROPOSED 1994-1995 PROGRAM BUDGET  
BY THE EXECUTIVE COMMITTEE

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

CONSIDERING:

That the Director General will submit to the consideration of the Thirteenth Regular Meeting of the Executive Committee the proposed Program Budget of the Institute for the 1994-1995 biennium;

That Article 52 of the Rules of Procedure of the Executive Committee indicates that the Executive Committee may set up committees to discuss items on the agenda,

RESOLVES:

1. To request that the Director General, when convoking the Thirteenth Regular Meeting of the Executive Committee, make provision for holding a preparatory working session, the responsibility of which will be to review the proposed Program Budget for the 1994-1995 biennium.
2. During that working session, and with the collaboration of the General Directorate of the Institute in providing the necessary information, the participants will draw up recommendations, should it

be necessary, for revising, adjusting, or amending the proposed 1994-1995 Program Budget for consideration by the Thirteenth Regular Meeting of the Executive Committee.

IICA/CE/Res.177(XII-O/92)

23 June 1992

Original: English

RESOLUTION No. 177

AMENDMENTS TO CLARIFY THE RULES OF PROCEDURE  
OF THE GENERAL DIRECTORATE, THE STAFF RULES,  
AND THE REMUNERATION SYSTEM

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.235(92), "Proposed Amendments to the Rules and Regulations of the Institute" (Section I),

CONSIDERING:

That there is a need to modify or otherwise amend the Rules of Procedure of the General Directorate, the Staff Rules, and the System for the Determination of Remuneration for IICA Personnel ("the Remuneration System"), in order to cure unintended ambiguities, eliminate inconsistencies, correct editorial errors, and conform those documents to each other and current practices within the General Directorate;

That Article 4(s) of the Rules of Procedure of the Executive Committee provides that the Committee may propose to the Inter-American Board of Agriculture (IABA) any amendments to the Institute's norms and regulations that it considers necessary,

**RESOLVES:**

To recommend that the Inter-American Board of Agriculture, in its Seventh Regular Meeting:

1. Adopt the amendments to the Rules of Procedure of the General Directorate, the Staff Rules, and the System for the Determination of Remuneration for IICA Personnel, as set out in the Appendix "I" of this Resolution.
2. Instruct the Director General to omit the underlining in publishing those amendments as approved.
3. Instruct the Director General to study alternatives for providing life insurance for Local Personnel with a view toward offering such insurance in an amount equal to a percentage of the staff member's salary under a cost sharing basis,



APPENDIX IRULES OF PROCEDURE OF THE GENERAL DIRECTORATEArticle 62 of the Rules of Procedure of the General Directorate

Article 62. When the procedures set forth in these Rules of Procedure and in other provisions in force in the Institute have been exhausted, an International Professional Staff Member or a former International Professional Staff Member, who considers himself/herself injured, shall have the right of last resort to the Administrative Tribunal of the Organization of American States in accordance with the Statutes of that Tribunal.

Article 37. In the performance of their duties, International Professional Personnel, subject to the terms of Article 12 (a) of those Rules, shall normally remain no less than three years or more than eight years in the same country, except for technical or administrative positions inherent in the operations of the Headquarters.

**STAFF RULES****CHAPTER I****ORGANIZATION OF PERSONNEL****Rule 1.3 Advisory Committee on Classification**

- 1.3.1 The Director General will appoint an Advisory Committee on Human Resources to advise the Director General on matters relating to the classification of positions and the selection of professional personnel to be hired. Its members shall include the Deputy Director General, the Assistant Deputy Directors General, the Director of Finances, the Director of Programming and Evaluation and the Director of Human Resources, who will be the Committee's Secretary. The Area Directors, other Directors, Legal Advisor or any other officials from the Institute may be consulted.

**CHAPTER II****RECRUITMENT, SELECTION AND APPOINTMENT OF STAFF****Rule 2.3 Human Resources Committee**

- 2.3.1 The Human Resources Committee will be responsible for analyzing the eligibility and other qualifications of candidates considered for these positions and for making recommendations to the Director General.
- 2.3.2 The Director of the unit responsible for Human Resources shall be responsible for reviewing all applications to make certain that all

required documentation has been presented. He shall then evaluate all of the candidates, first determining which meet the minimum qualifications of the post and then rating them according to their experience and academic preparation. The Director responsible for the supervision of the post shall recommend the candidate whom he considers to be most suitable. These recommendations shall be referred to the Directorate of Human Resources which will then be responsible for preparing the documentation for the Human Resources Committee.

2.3.3 The Human Resources Committee, taking into account the evaluation of the Directorate of Human Resources and the evaluation and recommendation of the Director responsible for the supervision of the post, shall make its own recommendations to the Director General, with the pertinent explanations.

2.3.4 In making their recommendations, the Directorate of Human Resources, the Director responsible for the supervision of the post and the Human Resources Committee shall take into account the following factors, among others, that specifically relate to the individual case being considered (Articles 14, 36 and 39):

#### Rule 2.4 Appointment

2.4.2 At work places away from Headquarters, for the Local Professional and the General Service Personnel hired, the IICA Representative shall be responsible for informing the Directorate of Human Resources of those staff members hired under Rule 2.2.2.

**CHAPTER III****DUTIES, OBLIGATIONS AND PRIVILEGES****Rule 3.1 Hours of Work**

- 3.1.1 The Director General shall, upon the recommendation of the IICA Representatives at duty stations away from Headquarters, set the normal working hours for Headquarters and for other duty stations and notify the staff of these hours (Article 6).

**Rule 3.2 Official Holidays**

- 3.2.1 International Professional Personnel are entitled to the following official holidays, no matter where stationed:
- a. January 1
  - b. Good Friday
  - c. December 25
  - d. National independence day of the country where he is working (one a year).
  - e. National independence day of the country of which he is a citizen (one a year).
  - f. Five additional days as determined by the Director General in accordance with the local holidays officially observed in each country. For duty stations away from Headquarters, the Director General will determine these days based on the recommendation of the IICA Representative in the country, who shall submit a recommendation prior to the end of each calendar year.

Rule 3.3 Financial Liability

- 3.3.1 Any staff member who causes financial damage to the Institute by malice, culpable negligence, or failure to observe the Rules of Procedure of the General Directorate, Financial Rules, Staff Rules, regulations or other administrative provisions of the Institute, shall be responsible, therefore, and shall be required to repay the Institute for the loss, in the amount determined by the Director General, based upon the findings of the Internal Auditor and the Directorate of Finance. This liability for repayment is independent of the disciplinary procedures defined in Chapter XII of these rules (Articles 49, 50, 59 and 90).

Rule 3.11 Claims

- 3.11.1 If neither these Rules nor any other Institute standards expressly stipulates a time period beyond which the International Personnel lose their right, then that right shall expire by prescription in a period of twelve months. This shall also be the term of prescription or expiration of the Institute's right to make claims for payments unduly disbursed to members of the International Professional Personnel. This term for prescription begins on the day that the rights are acquired or the undue payment is made.
- 3.11.3 All rights of IICA Local Professional and General Services personnel must be claimed within the time periods stipulated by local laws. The Institute shall recognize no claims for rights by staff members beyond the period of time specified in national laws. Similarly, the national laws of a staff member's duty station

shall govern the prescription period for any claim the Institute may have against that staff member for recovery of payments unduly disbursed to him. Where the national laws do not specify the applicable prescription period, the prescription periods established in Rules 3.11.1 and 3.11.2 shall apply to local staff.

#### CHAPTER IV

#### SALARIES, ALLOWANCES, BENEFITS AND ADJUSTMENTS

##### Rule 4.2.1 Post Adjustment

To account for the cost-of-living differences between countries, IICA will apply a cost-of-living differential in remuneration (post adjustment) to its International Professional Personnel (employed for more than three months), according to the scales in force, by using the data provided by the International Civil Service Commission. The amount may vary from time to time, country to country, and with positive indexes.

##### 4.2.2 Allowance for Recognized Dependents

An International Professional staff member who satisfies the Director General that he has a dependent spouse or children, as defined in the remuneration system, shall be entitled to an annual dependency allowance. The schedule of dependency benefits shall be established for the International Professional Personnel by using the

data provided by the International Civil Service Commission (Article 35).

#### 4.2.3. Educational Allowances

International Professional Personnel will be provided with an educational allowance to help defray the cost of the education of their dependent children. This allowance will be paid at the employee's request, which must be accompanied by the appropriate documentation from the educational institution (Article 35).

#### 4.2.5 Allowance for Special Duties (Bonus for Functions or Temporary Promotion)

Any International Professional staff member may be entrusted to assume temporarily all of the duties and responsibilities of a higher position as part of his regular work and without additional compensation for a period of up to six months, without interruption. Beginning with the seventh month in which he performs these higher duties, he shall be eligible to receive an allowance for special duties.

#### 4.2.9 Retirement and Pension Plan

- c. The right to participate in the OAS Retirement and Pension Plan extended to Temporary International Personnel and Trust Personnel by those amendments shall take effect in 1988 or at such time as their contracts are next renewed, whichever occurs later, and (New IABA III-E(86))

CHAPTER VCHANGE IN STATUS AND PERFORMANCE OF DUTIESRule 5.1 Transfer

- 5.1.2 In the performance of their duties, International Professional staff members, subject to the terms of Article 1.5.1 of these Rules, shall normally remain no less than three years or no more than eight years in the same country. Permanence in one country for a period greater than five years and no more than eight years will be authorized only on special occasions that are duly justified. No authorizations will be given for a period greater than eight years, except for technical or administrative personnel in positions inherent in the operation of Headquarters, or personnel whose date of retirement is less than a year away.

Rule 5.8 Performance Appraisal (Amended IABA III-E(86))

- 5.8.1 Aiming at a better utilization of human resources, each officer who has other staff members directly under his supervision shall make a periodic review and appraisal of each staff member at least once every two years. In addition to this appraisal by first level supervisors, there shall be a system of appraisal and review by the second level, and higher, if necessary. Staff members will be rated for both technical ability and administrative ability. The appraisal shall determine the efficiency of the staff member, his deficiencies, and his actual and potential capabilities (Article 33).



**CHAPTER VI****ANNUAL VACATION AND LEAVE****Rule 6.2 Granting of Vacation**

- 6.2.1 Staff members may take their vacations with prior notice and written authorization from the immediate supervisor. When these conditions are fulfilled, it is incumbent on the Institute to make arrangements permitting the staff member to take leave as planned.

**CHAPTER VII****STAFF ASSOCIATION****Rule 7.3 Use of Official Time and IICA Facilities**

- 7.3.3 When members of the Board of Directors of the Staff Association work in a duty station away from the Headquarters of the Institute and are needed to attend meetings of the Board, the Director General or his representatives shall authorize the use of the Official Travel Document for the travel of International Professional Staff Members, upon written request by the Board.

**Rule 7.4 Facilities and Guaranties for Officers of the Staff Association**

- 7.4.1 The Director General shall endeavor to give staff members at Headquarters reasonable facilities for carrying out their duties in connection with the Staff Association in accordance with Rule 7.3.

**CHAPTER VIII****OFFICIAL TRAVEL****Rule 8.1 Official Travel**

8.1.1 Official travel - to provide assistance to national or international agencies or IICA Offices, attend conferences and meetings, or attend directly to matters related to IICA's aims - must be previously authorized either by the Director General, the Deputy Director General, or the pertinent IICA Representative. Hiring, transfer, and leave for further professional training, as well as repatriation and home leave, are also considered official travel (Article 46).

**Rule 8.7 Per Diem Expenses for International Travel**

8.7.2 Under special conditions, and with prior approval by the Director General, a staff member may be refunded the actual cost of food and lodging, instead of being granted a per diem. Travel conditions in these cases must be specified on the official travel authorization forms.

**CHAPTER IX****SEPARATION FROM SERVICE****Rule 9.4 Termination Due to Reduction in Personnel for Abolition of Post**

9.4.2 The termination of an appointment resulting from the elimination of a position is a decision for the Director General. **Regular International Professional staff members** in terminated positions should be offered other **employment opportunities, if available.** Staff members holding Regular International Professional appointments shall be retained in preference to those holding other appointments, subject to the availability of suitable vacancies, **at their classification level or at lower levels,** in which their services could be effectively utilized. Due regard shall be paid in all cases to efficiency, competence, integrity and length of service (Article 14 b).

9.4.3 **After the elimination of a position occupied by a Regular International Professional staff member,** the Director General shall inform **him of the possibility of applying to other vacant positions at the same or lower classification grade level of the position eliminated,** as stipulated in Chapter II of these Staff Rules.

**Rule 9.5 Rescission of Appointment**

9.5.1 The Director General has the authority to terminate **all** staff member's **service,** pursuant to Articles **50,** 52 and 54 of the Rules of Procedure of the General Directorate, **provided,**

however, that termination of Local Staff Members shall not be inconsistent with the requirements of applicable local labor laws and the provisions of IICA's internal labor code as established for each country under the local labor laws.

9.5.3 Termination causes, as detailed in Article 52 of the Rules of Procedure of the General Directorate and in Rule 9.5.2. h., and i., release the Institute from any indemnity pay obligations, as described in these rules.

9.5.5 A staff member whose appointment is terminated under the provisions of Rule 9.5.2 b. through i., will not be eligible for reemployment by the Institute.

Rule 9.9 Letter of Recommendation

9.9.1 On leaving IICA, a staff member, upon written request addressed to the Director General through the staff member's Director, will be given a letter stating details relevant to his work and personal performance. If they so desire, local personnel may request that their letter be from the IICA Representative in the country of their duty station (Article 57).

CHAPTER XDISCIPLINE AND RECONSIDERATIONRule 10.1 Disciplinary Measures for International Professional Personnel

10.1.3 Summary dismissal for serious misconduct implies immediate and final dismissal. Therefore, the affected staff member shall have no right to remain in service pending subsequent administrative or judicial review of the dismissal action.

Rule 10.3 Right to be Heard

10.3.5 A request for a hearing on an administrative measure affecting a staff member's interest must be filed with the Director General within twenty-one working days following the date on which the staff member requesting the hearing first received notice of that measure, must be in writing, and must contain an explanation of why he considers the measure inappropriate. The date on which a staff member receives such notice shall be deemed to be the date stated on the official document implementing the subject measure, unless staff member can prove otherwise. International Professional Staff Members must exhaust the hearing process in accordance with this Rule in order to satisfy the requirements referenced in Article VI.1 (a) of the Statute of the Administrative Tribunal and the corresponding provisions of the Agreement between IICA and the OAS General Secretariat on the Tribunal's jurisdiction. Failure to do so will result in the loss of the right to seek recourse before the

Tribunal. Similarly, a Local Staff Member seeking recourse before the tribunals of the country of the duty station to which he is assigned, must first exhaust the hearing process under this Rule prior to pursuing his claim in those tribunals, provided, however, that this requirement is not in conflict with the labor laws of the country of his duty station (New IABA III-E(86)).

#### Rule 10.6 Reconsideration

- 10.6.1 If a staff member claims that a decision taken by the Director General in accordance with Rules 10.1.2, 10.1.3 and 10.3.1, or any other administrative measures that may have affected his interests, constitutes noncompliance with the conditions of his appointment or of any pertinent provision of the Rules of Procedure of the General Directorate or of the Staff Rules, he may present a written request for reconsideration, explaining his reasons to the Director General, within twenty-one working days following the day on which he received notification of the decision being questioned. International Professional Staff Members must exhaust the reconsideration process in accordance with this Rule in order to satisfy the requirements referenced in Article VI.1(a) of the Statute of the Administrative Tribunal and the corresponding provisions of the Agreement between IICA and the OAS General Secretariat on the Tribunal's jurisdiction. Failure to do so will result in the loss of the right to seek recourse before the Tribunal. Similarly a Local Staff Member seeking recourse before the tribunals of the country of the duty station to which he is assigned, must first exhaust the reconsideration process under this

Rule prior to pursuing his claim in those tribunals, provided, however, that this requirement is not inconsistent with the labor laws of the country of his duty station (Article 60).

Rule 10.8 Procedures for Reconsideration

10.8.9 If the staff member has not been notified of the final decision within eighteen working days after the date on which the report was delivered to the Director General, he shall be deemed to have exhausted the procedures set forth in the Article 60 of the Rules of Procedure of the General Directorate. If the staff member is an International Professional Staff Member he may then take his claim to the OAS Administrative Tribunal pursuant to Article 62 of the Rules of Procedure of the General Directorate; if the staff member is a Local Staff Member, he may then take his claim to the tribunals of the country of the duty station to which he is assigned.

10.8.10 When due process is made unavailable by IICA's claim of immunity from the jurisdiction of local courts in an employment-related complaint brought by a Local Staff Member, the Local Staff Member may appeal to the OAS Administrative Tribunal in accordance with Article VI of the Statute of the Tribunal pursuant to the terms of a special agreement between IICA and the OAS General Secretariat for that purpose.

**SYSTEM FOR THE DETERMINATION OF REMUNERATION  
FOR IICA PERSONNEL**

**II. INTERNATIONAL PROFESSIONAL CATEGORY PERSONNEL**

**1. Salary Schedule**

**The salary system for International Professional Personnel is a single basic salary schedule for all duty stations.** The features of this salary schedule are as follows:

- b. The salary differentials between the grade levels are at a fixed percentage of the first step of the immediately preceding grade level.** From P-1 to P-5 that percentage is 21%. From P-5 to D-2 that percentage is 13%. There are 20 within-grade steps for each grade level from P-1 through P-5, established at a fixed amount based on a percentage of the salary of P-1 step 1. At the levels of P-6, D-1 and D-2 there are 10 within-grade steps. The first 10 steps of each of the grades are established at 3.5% of the salary of the P-1 step 1 and the steps from 10 to 20 are established at 2% of P-1 step 1.

**2. Merit System**

An effective personnel salary system must be accompanied by a merit system that rewards above-average performance and self-development on the part of the individual. An objective and equitable merit system requires careful management and monitoring. It must screen out the indiscriminate enthusiasm or personal bias of supervisors, and it must be perceived as fair by all staff members. Thus, the remuneration system identifies a fixed amount that shall be awarded on the basis of merit. The importance of this element of the system is that it offers an incentive for the more



serious and skilled staff members to keep improving their performance and provides the Institute with a means of rewarding them other than by promotion.

### 3. Cost-of-living Differential (Post Adjustment)

- f. In applying the different post adjustment indexes, the lowest differential is set at 0, thus, negative differentials are not applied. However, when IICA employees receive a housing allowance from national sources, due to some special national decision, agreement or contract, the post-adjustment can be reduced by as much as 75 per cent.

### 4.9 Retirement and Pension Plan

- c. All staff members in the Retirement and Pension Plan are enrolled as follows:
- i. Their participation shall begin the date of renewal of contract of employment that allows for eligibility if that date falls on the first of the month. In all other cases, participation shall begin the first of the month which follows the date of contract of employment that allows for eligibility.
- ii. The staff member contributes to the Plan in the amount of 7% of the pensionable remuneration level of his salary level and the Institute contributes 14% of the same amount.
- d. All staff members in the Provident Plan are enrolled as follows:
- i. Participation starts on the date of employment.

- ii. The staff member shall contribute 5% of the pensionable remuneration level of his salary level, and the Institute shall also contribute 5% of the staff member's pensionable remuneration.

#### 4.11 Group Insurance Plan Protection

The cost distribution for these plans shall be as shown below:

- a. Benefits provided for and administered by the Institute, which pays for all or a portion of the premium.

<u>Insurance Benefit</u>	<u>% paid by the Institute</u>	<u>% paid by staff member</u>
3. Health Insurance	<u>50%</u>	<u>50%</u>

#### 4.13 Medical Review

International Professional staff members over 40 years of age shall be eligible for a medical examination a minimum of once every two years, complying with the following requisites:

#### 4.14 Sick Leave

Staff members in the International Professional category who, because of illness or accident are prevented from performing their work or who cannot report for work because of measures taken for public health reasons, shall be entitled to sick leave as follows:

- a. All sick leave must be approved by the corresponding Director;
- f. Sick leave shall be granted by the respective Director to a staff member who falls sick for more than three consecutive working days during vacation (Article 44).

### III. LOCAL PROFESSIONAL CATEGORY PERSONNEL

Article 12 b. of the Rules of Procedure defines Local Professional Personnel as "specialists with professional degrees, associated with the Institute by work contracts that are in accordance with the labor laws and practices of the countries in which they are to provide their services, and with all pertinent stipulations of Institute Rules of Procedure and Regulations which do not contradict local laws and practices." Implicit in the above is that Local Professional Personnel shall be hired with salaries and benefits based on surveys of comparable positions in the private sector and governmental offices where pay and benefits of individuals are governed by the local labor laws of the country.

#### 1. Salary Schedule

Owing to the above, there shall be a separate salary schedule for Local Professional Personnel at each duty station based on data collected by comparability studies in each country. The features of these salary schedules are as follows:

- a. A numerical identification of grade levels from PL-1 to PL-5. Within each level there shall be 20 within-grade steps.

- b. The initial levels of salary for each grade of the Local Professional category shall be determined by legal minimum salary levels and by conducting comparability studies of classification grade and salary in each country using government agencies, public corporations and private national and multinational corporations.

## 2. Benefits

Basic benefits for Local Professional Personnel shall be those provided for under the local labor laws. If any of the following are not included in the social security systems under local labor laws, the Institute shall provide coverage based on studies of the local market and practices of each country. In each case, the local market studies of salaries and benefits shall determine which portion of the cost shall be paid by the employee, and which portion of the cost will be paid by the Institute.

Basic health insurance (including hospitalization and maternity coverage);  
Maternity leave;  
Retirement and pension;  
Sick leave;  
Annual vacation.

## 4. Payment for Temporary Assignment of Duties

- a. Temporality shall be defined in each case by the labor laws of the country in which the staff member performs his duties.
- b. When a Local Professional staff member is required to assume temporarily all the duties and responsibilities of a vacant position of higher level than his own, he shall be eligible to receive a payment for special duties when local laws so allow.

- c. The amount of the allowance shall equal the salary increase to which the staff member would be entitled had he been promoted to the classification level and responsibilities of the duties of the vacant position to which he is assigned temporarily.
  - d. At no time shall the allowance be considered to be salary.
  - e. The allowance shall cease on the date the staff member ceases to perform the higher level duties and responsibilities or at an earlier date if maximum periods of time are dictated by the local labor laws of the country.
5. Payment for Administrative Responsibilities
- a. Local Professional Personnel who are instructed to occupy administrative positions classified higher than their current present classifications will be paid a temporary variable sum for the period of time that they occupy the position with the higher classification when local law permits such temporary variable payments. This payment is not salary and shall cease when the staff member ceases to occupy the position.
8. Insurance Coverage
- a. Local Professional Personnel shall be covered by a basic life insurance program, the amount of which shall not be less than US\$4,000.00.

## IV. GENERAL SERVICES CATEGORY PERSONNEL

Article 12 c. of the Rules of Procedure defines General Services Personnel as "persons performing tasks for which specific technical training may or may not be necessary, but that do not necessarily require a professional degree, hired locally to perform functions of an administrative nature or to provide secretarial or auxiliary services. They shall be hired in accordance with the labor laws and practices of the countries in which they provide their services, and with all pertinent stipulations of Institute Rules of Procedure and regulations which do not contradict local laws and practices. As in the case of Local Professional Personnel, General Services Personnel shall be hired with salaries and benefits based on surveys of comparable positions in the private sector and governmental offices where pay and benefits of individuals are governed by the local labor laws of the country.

1. Salary Schedule

Owing to the above, there shall be a separate salary schedule for General Services Personnel at each duty station, based on data collected by comparability studies in each country. The features of these salary schedules are as follows:

- a. A numerical identification of grade levels from G-1 to G-9. In each grade level there shall be 20 within-grade steps.
- b. The initial levels of salary for each grade of the General Services category shall be determined by legal minimum salary levels and by conducting comparability studies of classification, grade and salary in each country using government

agencies, public corporations and private national and multinational corporations.

2. Benefits

Basic benefits for General Services Personnel shall be those provided for under the local labor laws. If any of the following are not included in the social security systems under local labor laws, the Institute shall provide coverage based on studies of the local market and practices of each country. In each case, the local market studies of salaries and benefits shall determine which portion of the cost will be paid by the employee, and which portion of the cost will be paid by the Institute.

Basic health insurance (including hospitalization and maternity coverage);

Maternity leave;

Retirement and pension;

Sick leave;

Annual vacation.

4. Payment for Temporary Assignment of Duties

a. Temporality shall be defined in each case by the labor laws of the country in which the staff member performs his duties.

b. When a General Services staff member is required to assume temporarily all the duties and responsibilities of a vacant position of higher level than his own, under such terms, when local laws permits, he shall be eligible to receive an allowance for special duties.

c. The amount of the allowance shall equal the salary increase to which the staff member would be

entitled had he been promoted to the classification level and responsibilities of the duties of the vacant position to which he is assigned temporarily.

d. At no time shall the allowance be considered to be salary.

e. The allowance shall cease on the date the staff member ceases to perform the higher level duties and responsibilities or at an earlier date if maximum periods of time are dictated by the local labor laws of the country.

5. Payment for Administrative Responsibilities

a. General Services staff members who are instructed to occupy administrative positions classified higher than their current present classifications will be paid a temporary variable sum for the period of time that they occupy the position with the higher classification when local labor law permits such temporary variable payments. This payment is not salary and shall cease when the staff member ceases to occupy the position.

8. Insurance Coverage

a. General Services Personnel shall be covered by a basic life insurance program, the amount of which shall not be less than US\$4,000.



IICA/CE/Res.178(XII-O/92)  
23 June 1992  
Original: English

RESOLUTION No. 178

AMENDMENTS TO THE RULES OF PROCEDURE FOR DELEGATION  
OF AUTHORITY TO THE EXECUTIVE COMMITTEE TO CONSIDER  
AND APPROVE ADMINISTRATIVE ISSUES

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.235(92) "Proposed Amendments to the Rules and Regulations of the Institute" (Section II),

CONSIDERING:

That by Resolution IICA/JIA/Res.210(VI-O/91), the Inter-American Board of Agriculture (IABA) permanently delegated to the Executive Committee the function of appointing emeritus personnel and instructed the Director General to prepare amendments to the rules of the Institute necessary for the incorporation of that delegation into those rules;

That by that same Resolution, the Board instructed the Executive Committee, with the assistance of the Director General, to identify other Board functions that might be similarly delegated to the Executive Committee "for the purpose of reducing the number of administrative issues requiring Board approval and review" and to prepare the corresponding changes in IICA's rules for implementing that delegation;

That the IABA has adopted Staff Rules, Classification Standards, and Financial Rules for the purpose of implementing the general norms of the Institute set out in the Rules of Procedure of the General Directorate and the Program Budget;

That Articles 2 and 3 of the Rules of Procedure of the IABA authorize the IABA to modify and approve the Staff Rules and Financial Rules, and the prohibitions on delegations set out in Article 4 of the Rules of Procedure of the IABA do not prohibit delegation of authority to modify and approve those regulations;

That Article 3 of the Rules of Procedure of the Executive Committee authorize the Committee "[t]o perform any functions that may be assigned to it by the Board";

That delegation to the Executive Committee of the authority to approve the Staff Rules, Financial Rules and Classification Standards would reduce the number of administrative issues requiring Board review and permit the Board to concentrate more exclusively on key policy and budgetary matters,

**RESOLVES:**

1. For the purpose of modifying the Rules of the Institute to reflect the delegation to the Executive Committee of the authority to appoint emeritus staff, to recommend that the IABA amend Article 13 of the Rules of Procedure of the General Directorate and Staff Rule 1.6 to state as follows;

Article 13 of the Rules of Procedure of the General Directorate

The Board may confer appointment and title of:

Director Emeritus - a person who has served as Director General of the Institute, showing outstanding technical ability and an outstanding spirit of service.

Article 13.A. of the Rules of Procedure of the General Directorate

The Executive Committee may confer appointment and title of:

Emeritus - at its own initiative or by proposal of the Director General, to staff members with high professional personnel classification, who have made outstanding contributions, have completed thirty years of professional practice, have been linked to the activities of the Institute for the past fifteen years, and have completed ten years at its direct service.

Staff Rule 1.6

Emeritus. Relations shall be maintained with prominent staff members who have left the Institute and who have demonstrated outstanding technical capability, dedication and loyalty to the Institution. For this reason, the Board may confer the appointment and title of:

a. Director Emeritus. Appointment and title granted to a person who has been Director General of the Institute, showing outstanding technical ability and an outstanding spirit of service. (Article 13)

And, the Executive Committee may confer the appointment and title of:

b. Emeritus. Appointment and title granted, at the initiative of the Executive Committee or by the proposal of the Director General, to staff members with high professional personnel classifications, who have made outstanding contributions, who have completed thirty years of professional practice, who have been linked to activities of the Institute for the past fifteen years and who have completed ten years of direct service with the Institute. (Article 13)

2. To recommend that the IABA permanently delegate to the Executive Committee authority to modify and approve the Staff Rules, the Financial Rules and the Classification Standards provided, however, that in exercising that authority, the Executive Committee shall not modify or amend any Program Budget Resolution of the IABA or the Rules of Procedure of the IABA, Executive Committee, or General Directorate.
3. For the purpose of implementing the delegation in the preceding Paragraph, to recommend that the IABA modify the Rules of Procedure of the IABA and Executive Committee to state as follows:

Article 2(j) of the Rules of Procedure of the IABA

To approve its own Rules of Procedure and the agendas for its meetings, as well as the Rules of Procedure of the Executive Committee, the Rules of Procedure of the General Directorate, and the Remuneration System.

Article 3(g) of the Rules of Procedure of the Executive Committee

To recommend to the Board the approval of draft Rules of Procedure for the Board, Executive Committee and General Directorate, and the Remuneration System and any amendments thereto, and to approve or modify the Staff Rules, Financial Rules, and Classification Standards, provided that no such approval or modification may be inconsistent with or require modification to the Rules of Procedure of the IABA, the Executive Committee, or the General Directorate, or a Program Budget Resolution in force.

Article 4(s) of the Rules of Procedure of the Executive Committee

To propose to the Board any amendments to the Institute's Rules of Procedure and any other normative instruments enacted by the Board, and to modify or approve the Staff Rules, Financial Rules and Classification Standards, subject to the conditions set out in Article 4(g) of these Rules of Procedure.

IICA/CE/Res.179(XII-O/92)  
23 June 1992  
Original: English/Spanish

RESOLUTION No. 179

AMENDMENTS TO THE RULES OF PROCEDURE  
OF THE INTER-AMERICAN BOARD OF AGRICULTURE  
AND THE EXECUTIVE COMMITTEE

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.235(92) "Proposed Amendments to the Rules and Regulations of the Institute" (Section III),

CONSIDERING:

That the Rules of Procedure of the Inter-American Board of Agriculture ("Board") provide for a time-consuming and repetitive process whereby the delegates in the First Plenary Session must reconsider and ratify the decisions reached shortly before in the Preparatory Session, and that the Rules of Procedure of the Executive Committee provide for a similar process;

That the Rules of Procedure of the Board and of the Executive Committee governing private sessions reflect neither the needs of the delegations of the Member States nor current practice;

That there are inconsistencies in the Board's Rules of Procedure which require rectification;

That the Executive Committee is authorized to recommend for the Board's consideration and approval changes in its own Rules of Procedure and those of the Board,

**RESOLVES:**

To recommend that the Inter-American Board of Agriculture, in its Seventh Regular Meeting:

1. Adopt the amendments to the Rules of Procedure of the Inter-American Board of Agriculture and the Executive Committee, as set out in Appendix 1 of this Resolution.
2. Instruct the Director General to omit the underlining in publishing those amendments as approved.

AMENDMENTS TO THE RULES OF PROCEDURE  
OF THE INTER-AMERICAN BOARD OF AGRICULTURE

CHAPTER V  
OFFICERS

Article 32 At the preparatory session of its meeting, the Board shall elect a Member State to preside. The regular or alternate representative of the elected state shall hold the position. The elected Member State shall continue to serve in this capacity until such time as the Board elects a new Chairperson at its next regular meeting. The election shall require a majority vote of the Member States.

Article 35(i) DELETE.

Article 36 The Rapporteur shall be elected at the preparatory session of the meeting from among the representatives of the Member States and shall not be of the same nationality as the Chairperson. The Rapporteur shall be responsible for presenting the Final Report of the Meeting and, if the Board deems it advisable, shall have the duty of reading out in the plenary sessions the proposed motions, resolutions, and minutes.



CHAPTER VI  
SESSIONS

**ARTICLE 41.b Private:** the representatives of the Member States and the necessary Secretariat staff shall be admitted.

**Article 43.A**            **DELETE.**

CHAPTER VII  
COMMITTEES

**Article 44**    At the preparatory session of each meeting, the Board shall establish a Credentials Committee and a Style Committee.

**Article 45**    The Credentials Committee shall consist of four Member States designated at the preparatory session. The Committee shall examine the credentials of the delegations and submit its report to the Board before voting begins.

AMENDMENTS TO THE RULES OF PROCEDURE  
OF THE EXECUTIVE COMMITTEE

CHAPTER V  
OFFICERS

**Article 35** At the preparatory session of the meeting of the Executive Committee, a Member State shall be elected to preside. The regular or alternate representative of the elected state shall hold the position. The elected Member State shall continue to serve in this capacity until such time as the Committee elects a new Chairperson at its next regular meeting. The election shall require a vote of the majority of Member States on the Committee.

**Article 39** The Rapporteur shall be elected at the preparatory session of the meeting, from among the Member States that are Members of the Committee, and shall not be of the same nationality as the Chairperson. The Rapporteur shall be responsible for presenting the Provisional Report of the Meeting and, if the Committee deems it advisable, shall have the duty of reading out in the plenary sessions the proposed motions, resolutions, and minutes.

**Article 44** The sessions held by the Committee shall be:

- a. Public (no change)
- b. Private: the representatives of the Member States, the necessary Secretariat staff, and persons unanimously admitted by the Committee may attend.

**Article 47** The Committee shall hold a private preparatory session with the regular representatives of the Member States, their alternates and advisors, and the necessary Secretariat staff, to consider the following order of business:

Sections a) through g) remain unchanged.

**Article 48** DELETE.

#### CHAPTER VII COMMITTEES

**Article 50** The Credentials Committee shall consist of four of the Member States who are members of the Committee, designated at the preparatory session. Its duty shall be to examine the representatives' credentials and submit a report to the Committee before voting is begun.

**Article 51** The Style Committee shall be composed of up to four Member States, who are members of the Committee designated at the preparatory session, to represent each of the four official languages of the Institute.

IICA/CE/Res.180(XII-O/92)  
23 June 1992  
Original: Spanish

RESOLUTION No. 180

REPORT OF THE DIRECTOR GENERAL ON IICA'S PROGRAMS

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.236(92), "Report of the Director General on IICA's Programs,"

CONSIDERING:

That the document submitted by the Director General provides the Executive Committee with information on the development of Programs I, "Agricultural Policy Analysis and Planning", and IV, "Trade and Integration";

That the oral presentations made by the Director General and the Directors of the respective Programs supplement the information contained in the document referenced above,

RESOLVES:

To accept document IICA/CE/Doc.236(92), "Report of the Director General on IICA's Programs."

IICA/CE/Res.181(XII-0/92)  
23 June 1992  
Original: Spanish

RESOLUTION No. 181

URUGUAY ROUND OF THE GATT

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

HAVING SEEN:

The contents of Recommendation No. 4 of the Tenth Inter-American Conference of Ministers of Agriculture (ICMA),

CONSIDERING:

That the processes of structural reform and economic opening have continued to advance in the region;

That despite the active participation of all participating countries, the multilateral negotiations of the GATT are still at a standstill, placing the success of these reforms in jeopardy;

That, as the Ministers of Agriculture of the hemisphere indicated on the occasion of the Tenth ICMA, the hopes and well-being of the region are intimately tied to the outcome of that Round,

**RESOLVES:**

1. To reiterate in its entirety Recommendation No.4 of the Tenth Inter-American Conference of Ministers of Agriculture.
2. To call on the countries of the inter-American system to renew efforts to bring about a prompt resolution to the Uruguay Round of the GATT, taking into account the needs of the developing countries, especially the most vulnerable ones in the Central America and Caribbean subregions.
3. To reaffirm the decision of the Sixth Regular Meeting of the Inter-American Board of Agriculture that IICA participate actively in the analysis and implementation of the outcome of the GATT, which should be taken into consideration when preparing the 1994-1995 Program Budget.

IICA/CE/Res.182(XII-O/92)  
23 June 1992  
Original: Spanish

RESOLUTION No.182

REPORT OF THE DIRECTOR GENERAL ON THE ACTIONS TO  
EVALUATE IICA TECHNICAL COOPERATION

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.237(92), "Report of the Director General on the Actions to Evaluate IICA Technical Cooperation,"

CONSIDERING:

That the report submitted by the Director General provides the Executive Committee with sufficient information on the results of the evaluation of IICA's Programs;

That the oral presentations made by the Director General and the Directors of the respective programs complement the information contained in the document referenced above;

That the results of the evaluation have been positive as regards the technical capability and the quality of cooperation;

That the evaluation system used provides the information required by senior management levels (the Executive Committee and the Inter-American Board of Agriculture) in

making decisions aimed at improving the technical cooperation services offered to the Member States,

**RESOLVES:**

1. To accept with satisfaction the Document IICA/CE/Doc.237(92), "Report of the Director General on the Actions to Evaluate IICA Technical Cooperation."
2. To ask the Director General to continue application of the system to evaluate IICA's technical cooperation, in order to provide the Institute with suitable instruments for carrying out this important task.



IICA/CE/Res.183(XII-0/92)

23 June 1992

Original: Spanish

RESOLUTION No. 183

COOPERATION WITH THE PRIVATE SECTOR

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

CONSIDERING:

That the structural reform processes under way in the region place special importance on the role to be played by the private sector in development efforts and, in particular, in bringing about an equitable and sustainable agricultural development;

That the ministers of agriculture meeting at the Tenth Inter-American Conference of Ministers of Agriculture (ICMA) underscored the need of including agriculture in the process of state reform;

That the discussions held on the occasion of this Twelfth Regular Meeting of the Executive Committee reaffirm the importance that the Member States give to the need to expand mechanisms for dialogue and support to organization in the private sector,

**RESOLVES:**

To entrust the Director General of IICA with presenting, at the next Executive Committee meeting, a document which examines the institutional options for expanding and strengthening the levels of dialogue and cooperation with the private sector involved in agriculture in the hemisphere.

IICA/CE/Res.184(XII-O/92)  
23 June 1992  
Original: Spanish

**RESOLUTION No. 184**

**TROPICAL AGRICULTURE RESEARCH AND TRAINING CENTER (CATIE)**

**The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,**

**CONSIDERING:**

That the Sixth Regular Meeting of the Inter-American Board of Agriculture (IABA), in Resolution IICA/JIA/Res. 197(VI-O/91), requested that IICA continue to collaborate in the process of consolidating CATIE;

That the Sixth Regular Meeting of the IABA, in Resolution IICA/JIA/Res.198(VI-O/91), approved several amendments to the CATIE Contract, including an amendment on the reorganization of the Council of Directors of the Center, to be known as the "Board of Directors";

That IICA actively supported the member countries of CATIE and its Council of Directors during the election of the Director General of CATIE for the 1992-1996 period, following which the Council of Directors of the Center, at its Fifteenth Regular Meeting of December 9, 1991, (Resolution 1-91/15 ROCD) appointed Dr. Ruben Guevara Moncada to that position;

That IICA actively supported the member countries of CATIE and its Council of Directors in the election of the new Board of Directors of CATIE, which the Council of Directors of the Center installed at its Sixteenth Regular Meeting on February 27, 1992, (Resolution 2-92/16 ROCD),

**RESOLVES:**

1. To acknowledge and thank IICA for its collaboration in the consolidation of CATIE and in the elections of the Board of Directors and of the Director General of the Center.
2. To urge IICA to continue its support for CATIE.
3. To congratulate the Director General of CATIE and the Board of Directors and urge them to continue their important work on behalf of the member countries and the Region.

IICA/CE/Res.185(XII-O/92)  
23 June 1992  
Original: Spanish

RESOLUTION No. 185

DATE AND SITE OF THE THIRTEENTH REGULAR MEETING  
OF THE EXECUTIVE COMMITTEE

The EXECUTIVE COMMITTEE, at its Twelfth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.238(92), "Date and Site of the Thirteenth Regular Meeting of the Executive Committee,"

CONSIDERING:

That it is necessary to set the date and site of the Thirteenth Regular Meeting of the Executive Committee;

That in accordance with Article 19 of the Rules of Procedure of the Executive Committee, this governing body must hold a regular meeting annually; and

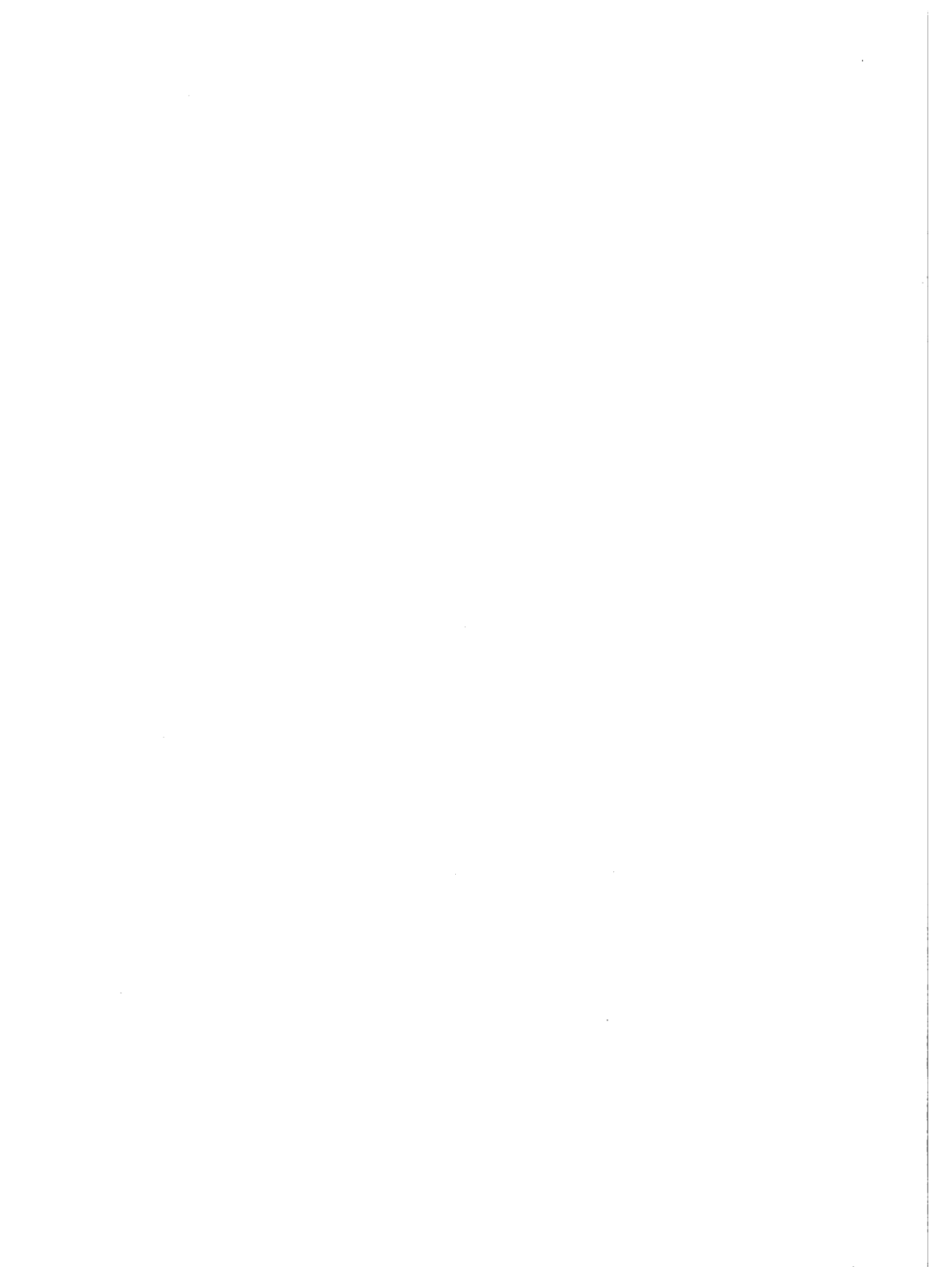
That in accordance with Article 22, if no site for the meeting is offered by one of the Member States, the meeting will be held at Institute Headquarters,

RESOLVES:

1. To hold the Thirteenth Regular Meeting of the Executive Committee at IICA Headquarters in San Jose, Costa Rica, during the third week of June 1993.

2. To request the Director General to issue the call to the meeting and to invite the Member States and other participants in compliance with the rules in effect.

**SIGNING OF THE REPORT**





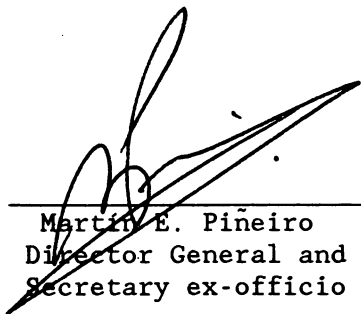
**SIGNING OF THE REPORT OF THE TWELFTH  
REGULAR MEETING OF THE EXECUTIVE COMMITTEE**

In compliance with the provisions of Article 91 of the Rules of Procedure of the Executive Committee, the Report of the Twelfth Regular Meeting of the Executive Committee is hereby signed at 15:30 on the twenty-fourth day of June of the year nineteen hundred and ninety-two, at the Headquarters of the Inter-American Institute for Cooperation on Agriculture.

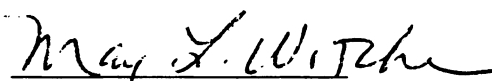
The Report, which is submitted in the official languages of the Twelfth Regular Meeting of the Executive Committee, English and Spanish, all versions being equally authentic and valid, will be edited by the Secretariat before its publication in the Official Documents Series. The changes adopted during the Closing Session will also be included.

The Secretary shall file the original texts in the archives of the Inter-American Institute for Cooperation on Agriculture, and the General Directorate shall send copies of the official version of this report to the Governments of the Member States, the Permanent Observers of the Institute and other participants in the meeting.

San Isidro de Coronado, San Jose, Costa Rica.



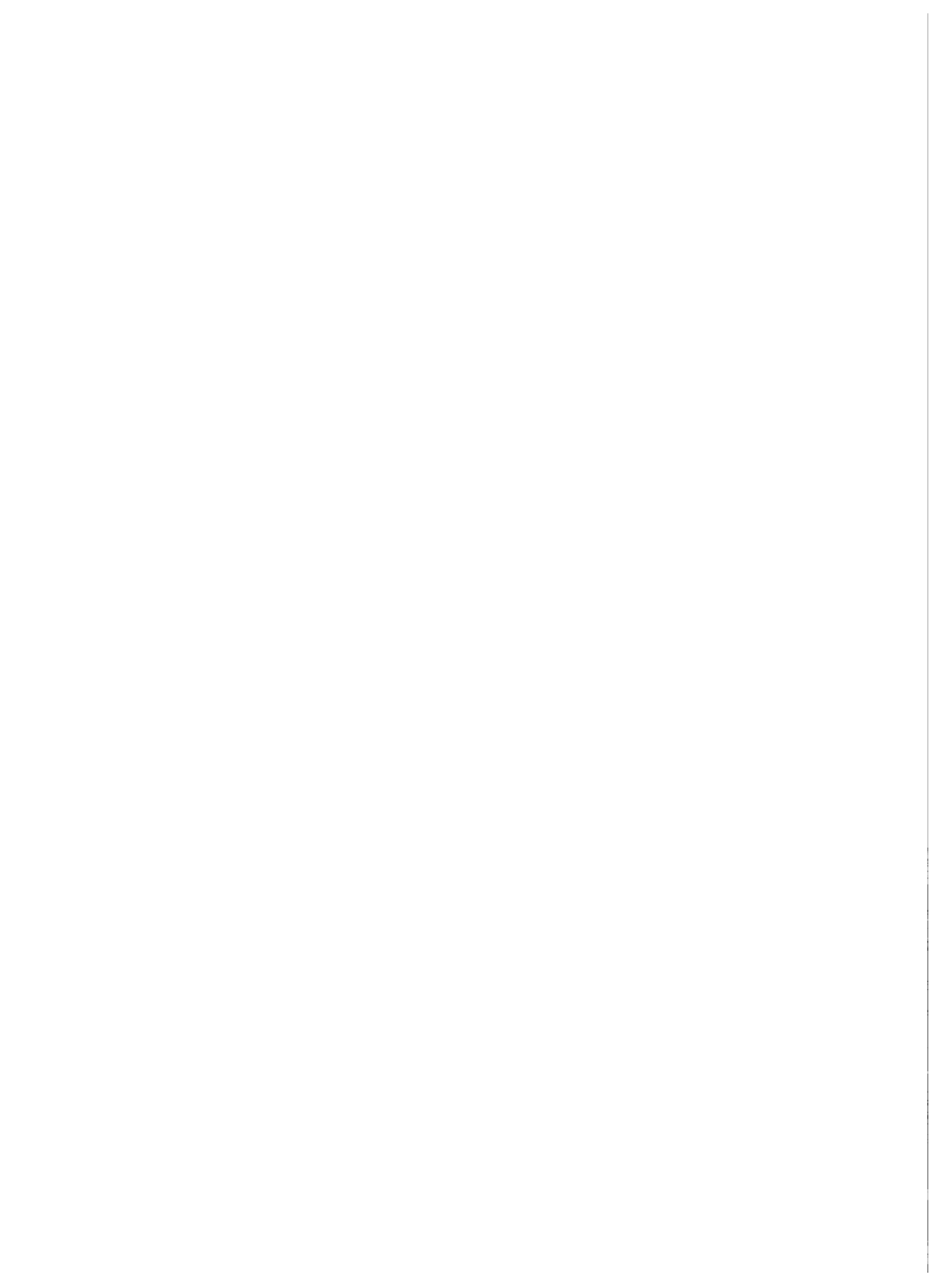
Martin E. Piñeiro  
Director General and  
Secretary ex-officio



Max Witcher  
Chairman



**REPORT OF THE CREDENTIALS COMMITTEE**



**REPORT OF THE CREDENTIALS COMMITTEE OF THE TWELFTH  
REGULAR MEETING OF THE EXECUTIVE COMMITTEE**

Pursuant to Article 50 of the Rules of Procedure of the Executive Committee the Twelfth Regular Meeting of the Executive Committee designated a Credentials Committee composed of Representatives from Argentina, Bolivia, Saint Lucia, and Saint Vincent and the Grenadines.

Meeting in the afternoon of June 22, 1992, the Credentials Committee elected its officers and proceeded to review the credentials of the representatives of the Executive Committee.

The Credentials Committee concluded that the credentials were acceptable and that there was no reason to doubt their authenticity.

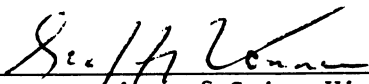
The Credentials Committee further took note that in 1989, the Inter-American Board of Agriculture adopted Article 7 of the Rules of Procedure of the Executive Committee, which sets out technical requirements for the contents of the credentials. That Article states:

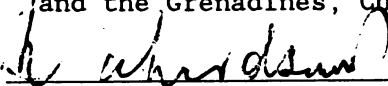
"The representatives of the Member States on the Committee shall be accredited by their respective governments, through a communication addressed to the Director General, authorizing them to participate in decisions included on the agenda of the meeting of the Committee. Such accreditation shall be made through credentials presented by, or on behalf of, the Chief of State, Head of Government, the Minister of Foreign Relations or the authorized Minister, in written form."


The Credentials Committee reviewed the Report of the Credentials Committee of the Eleventh Regular Meeting of the Executive Committee, as well as a special report prepared by the Credentials Committee of the Sixth Regular

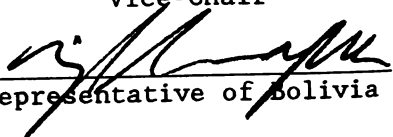
Meeting of the Inter-American Board of Agriculture, both of which recommend measures to assure more uniform compliance with the technical requirements of Article 7. The Committee also reviewed the model credential prepared by the General Directorate and sent to the Member States for their consideration at the recommendation of the Credentials Committee of the Sixth Regular Meeting of the Board, and concluded that more widespread use of the model credential would greatly simplify the work of the Credentials Committee in future meetings of the Executive Committee.

San Jose, Costa Rica, June 24, 1992.

  
 Representative of Saint Vincent  
 and the Grenadines, Chair

  
 Representative of Saint Lucia

  
 Representative of Argentina  
 Vice-Chair

  
 Representative of Bolivia

Rapporteur

## **AGENDA**



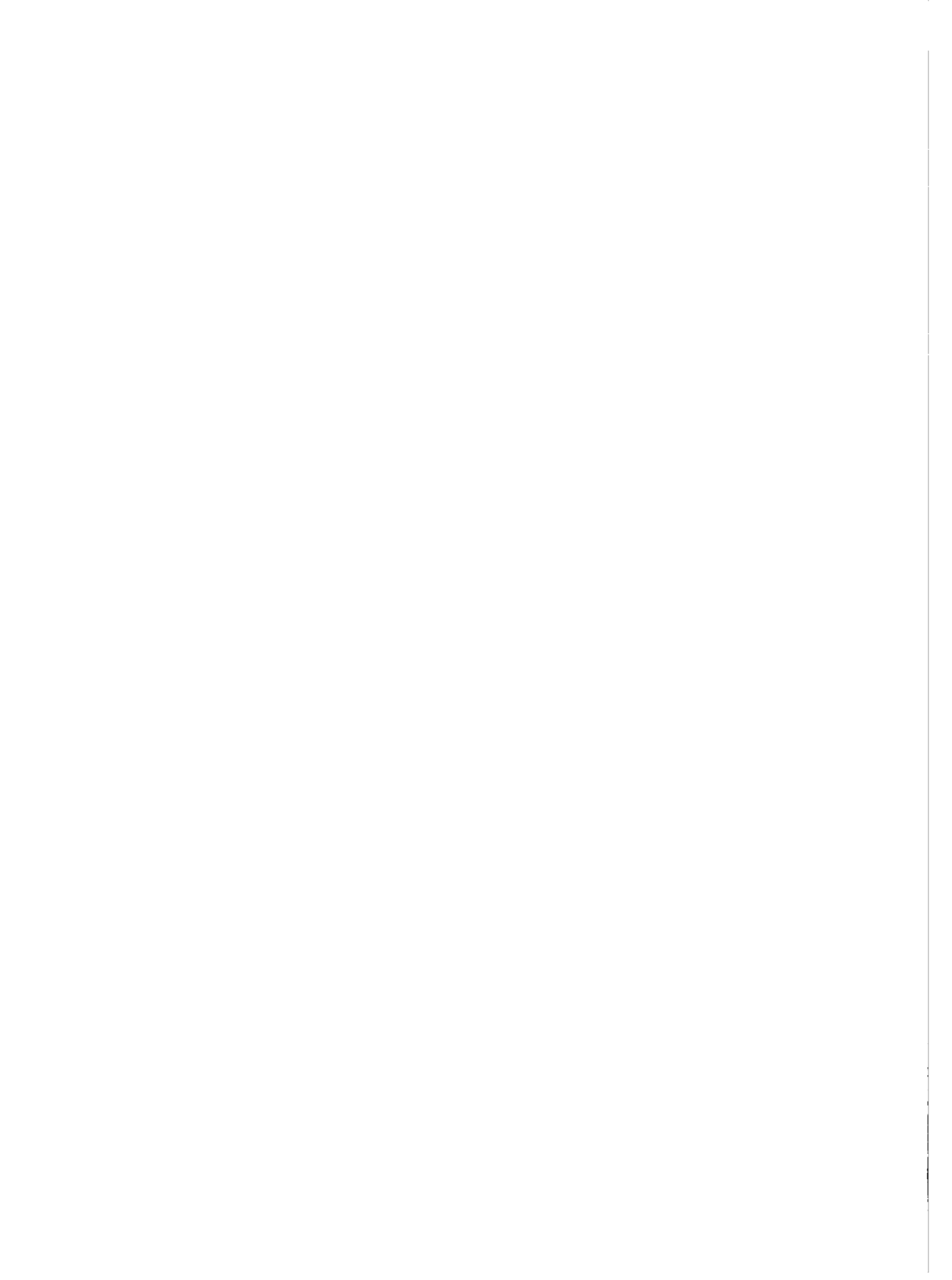


**AGENDA****Document No.**

1. Provisional Schedule IICA/CE/Doc.227(92) rev.
2. 1991 Annual Report IICA/CE/Doc.228(92)
3. Report of the External Auditors and Comments by the Director General on the Report of the External Auditors IICA/CE/Doc.229(92)
4. Report of the Director General of IICA on the Tropical Agriculture Research and Training Center (CATIE) IICA/CE/Doc.230(92)
5. Report on the Status of the Resolutions of the Eleventh Regular Meeting of the Executive Committee IICA/CE/Doc.231(92)
6. Report on the Status of the Resolutions of the Sixth Regular Meeting of the Inter-American Board of Agriculture IICA/CE/Doc.232(92)
7. Proposed Amendments to the 1992-1993 Program Budget IICA/CE/Doc.233(92)

8. **Proposed Actions and Mechanisms Required for Compliance with the Declaration of Madrid** IICA/CE/Doc.234(92)
9. **Proposed Amendments to the Rules and Regulations of the Institute** IICA/CE/Doc.235(92)
10. **Report of the Director General on IICA's Programs (Programs I and IV)** IICA/CE/Doc.236(92)
11. **Report of the Director General on the Actions to Evaluate IICA Technical Cooperation** IICA/CE/Doc.237(92)
12. **Date and Site of the Thirteenth Regular Meeting of the Executive Committee** IICA/CE/Doc.238(92)
13. **Other Business**

**LIST OF PARTICIPANTS**



MEMBER STATES OF IICA ON THE EXECUTIVE COMMITTEEANTIGUA AND BARBUDA**Regular:**

Hilroy Humphreys  
Minister for Agriculture, Fisheries  
Lands and Housing  
Ministry of Agriculture, Fisheries  
Lands and Housing  
St. John's

ARGENTINA**Regular:**

Félix Cirio  
Presidente  
Instituto Nacional de Tecnología  
Agropecuaria  
Rivadavia 1439, C. Federal  
Buenos Aires

**Alternates:**

Eugenio Díaz Bonilla  
Ministro, Oficina Agrícola  
Embajada de Argentina ante la Casa Blanca  
Washington

Martín Gómez Bustillo  
Secretario  
Embajada de Argentina en Costa Rica  
Apartado 1963  
San José

BOLIVIA

**Regular:**

Miguel Sauma Razuk  
Asesor para la Cooperación Internacional  
Ministerio de Asuntos Campesinos  
y Agropecuarios  
La Paz

**Alternate:**

Rolando Tapia Claros  
Encargado de Negocios, a. i.  
Embajada de Bolivia en Costa Rica  
Apartado 8-4810  
San José

EL SALVADOR

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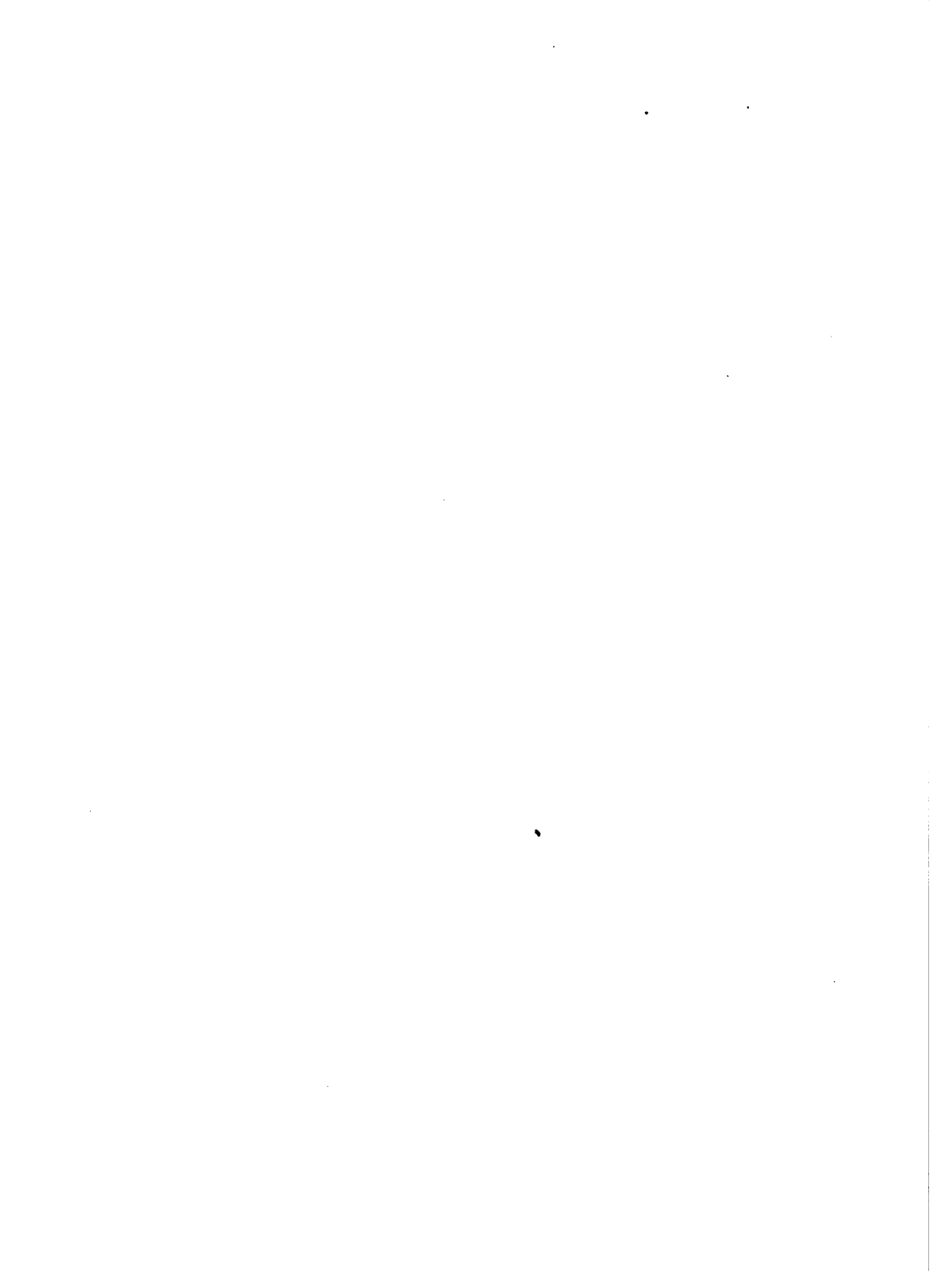
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MEETING STAFF

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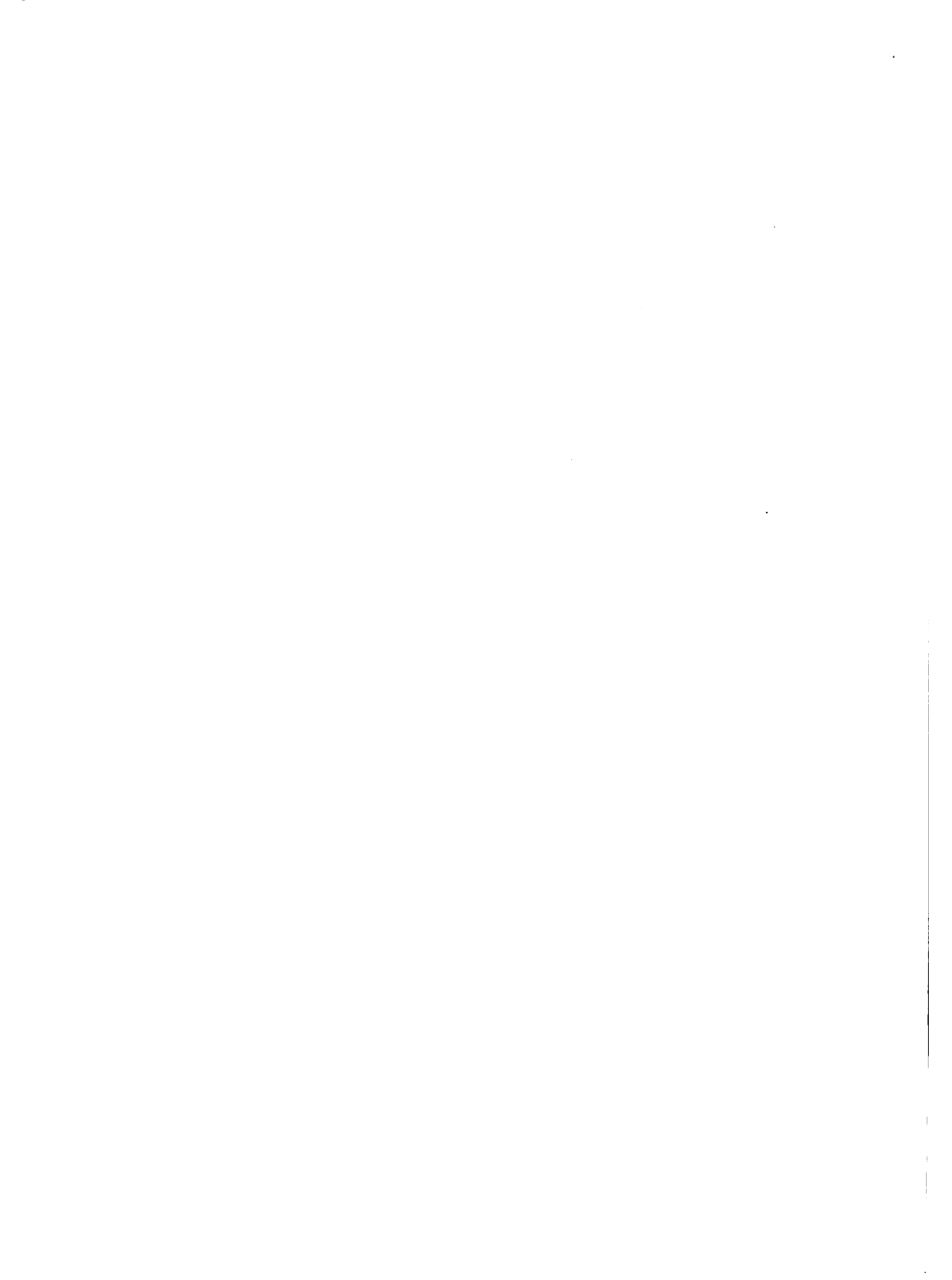
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**LIST OF DOCUMENTS**



LIST OF DOCUMENTS

IICA/CE/Doc.227(92) rev.	Provisional Schedule
IICA/CE/Doc.228(92)	1991 Annual Report
IICA/CE/Doc.229(92)	Report of the External Auditors and Comments by the Director General on the Report of the External Auditors
IICA/CE/Doc.230(92)	Report of the Director General of IICA on the Tropical Agriculture Research and Training Center (CATIE)
IICA/CE/Doc.231(92)	Report on the Status of the Resolutions of the Eleventh Regular Meeting of the Executive Committee
IICA/CE/Doc.232(92)	Report on the Status of the Resolutions of the Sixth Regular Meeting of the Inter-American Board of Agriculture
IICA/CE/Doc.233(92)	Proposed Amendments to the 1992-1993 Program Budget
IICA/CE/Doc.234(92)	Proposed Actions and Mechanisms Required for Compliance with the Declaration of Madrid
IICA/CE/Doc.235(92)	Proposed Amendments to the Rules and Regulations of the Institute

IICA/CE/Doc.236(92)

Report of the Director General on IICA's Programs (Programs I and IV)

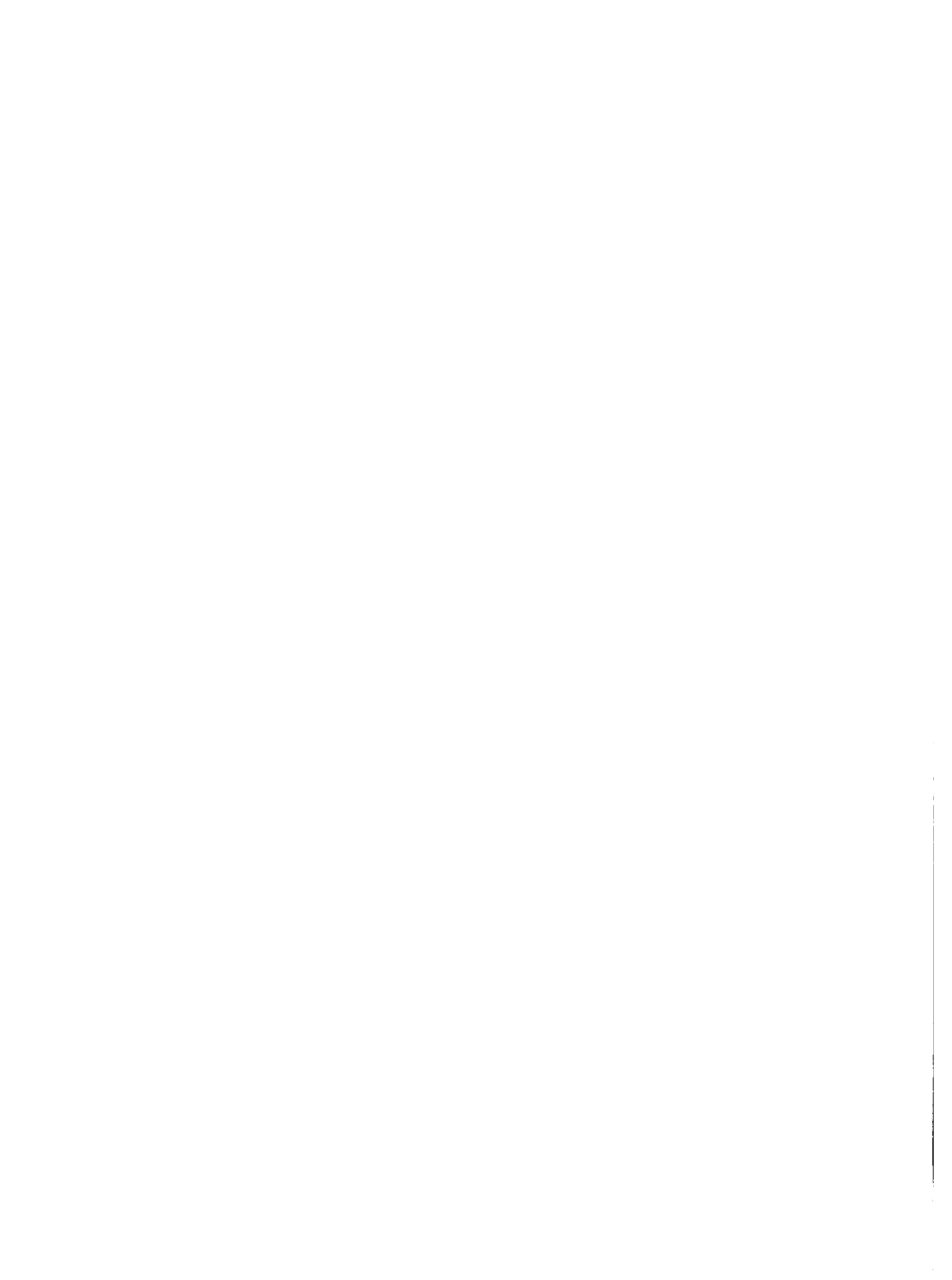
IICA/CE/Doc.237(92)

Report of the Director General on the Actions to Evaluate IICA Technical Cooperation

IICA/CE/Doc.238(92)

Date and Site of the Thirteenth Regular Meeting of the Executive Committee

**APPENDIXES**



**OPENING REMARKS BY MR. COSMOS RICHARDSON,  
DELEGATE OF SAINT LUCIA, AT THE INAUGURAL SESSION**

I bring you greetings from the Honourable Minister for Agriculture, Lands, Fisheries and Forestry of Saint Lucia, Ira d'Auvergne. It is an honour for my country to chair the Inaugural Session of the Twelfth Regular Meeting of the Executive Committee, having chaired the Eleventh Regular Meeting of this Committee.

This meeting is an important one, being as it is the first meeting of the Committee since the Tenth Inter-American Conference of Ministers of Agriculture (ICMA). It therefore affords us the opportunity to review progress made towards the implementation of the Declaration of Madrid, and the realization of its noble objectives.

It also follows a very successful Sixth Regular Meeting of the Inter-American Board of Agriculture (IABA), which my country also had the honour of chairing in Madrid.

This year, we also celebrate fifty years of the existence of IICA, a very important milestone indeed, and for which we should all be proud.

It is clear that we have made very significant progress since the Eleventh Regular Meeting. Initiatives have been taken that will strengthen technical cooperation among Member States and further the regional and subregional integration processes.

These initiatives no doubt will be elaborated upon by the distinguished Director General during this meeting.

Saint Lucia is very happy with these initiatives. At the same time my Minister looks forward to further acceleration of progress towards regional and subregional integration. Our Institute, IICA, is ideally placed to facilitate this.

Saint Lucia would also like to again request the assistance of the Institute in attracting non-quota resources for many projects of importance, which we have identified in the Caribbean, as part of the Caribbean Community Programme for Agricultural Development (CCPAD). One such project is the Programme for the Eradication of Amblyomma Tick, which this Institute played an important role in developing.

Saint Lucia wishes to congratulate the Director General and his staff for a job well done.

Mr. Director General, distinguished delegates, I look forward to a very fruitful and productive meeting.



**ADDRESS BY DR. MARTIN E. PIÑEIRO,  
DIRECTOR GENERAL OF IICA, AT THE INAUGURAL SESSION**

Distinguished heads of delegation of member countries, representatives of the permanent observers, members of the diplomatic corps and of international organizations, ladies and gentlemen,

I would like to begin by giving you a very warm welcome to IICA and to this Twelfth Regular Meeting of the Executive Committee. I thank you all for joining us, especially those of you who have had to travel a long way to participate in this meeting; in that regard, the Korean Delegation deserves special mention for its effort.

Today we take up an agenda that is both interesting and important for the Institute. It is a relatively short one and we should be able to move through it in the allotted time. This meeting is taking place in the context of three or four especially important developments which will serve as a frame of reference for our deliberations. In the first place, we will now begin to put into action the resolutions and recommendations of the Sixth Regular Meeting of the Inter-American Board of Agriculture (IABA) and the Tenth Inter-American Conference of Ministers of Agriculture (ICMA), both held last September in Madrid. As you know, at that meeting of the IABA, a new mandate was given to the Institute with a view to strengthening certain areas of endeavor, and we were asked to make certain adjustments in our program of activities. These changes in our program of activities are likely to be the most important item on our agenda for the next three days. The events that have occurred over the past six months have shown us how swiftly the world is changing, as well as how difficult it is to foresee some of these changes. Many of the resolutions adopted at the Sixth IABA meeting were primarily a reflection of how the ministers perceived the changes on the world scene and, in particular, the

processes of regional integration and trade liberalization at the world level. Nevertheless, during these past six months we have witnessed both advances and setbacks in those processes, as new situations have arisen that we could not have foreseen in Madrid. Thus, in our deliberations over the next three days, we must bear in mind not only the fast pace at which changes are occurring, but also the unpredictability of some of these changes.

The second element in the framework for our discussions is the recently concluded Rio-92 meeting. IICA was present at the entire conference (we had our own stand) and I am convinced that, despite the differences that arose among the countries and the difficulty of arriving at final agreements on the agenda that had been set, the meeting marked the beginning of a new stage. To me, this new stage is a new stage for mankind, given the political significance and the public awareness of environmental issues, as well as of the connection between such issues and development and the technological pattern of agricultural production. Environmental issues are also directly related to poverty and hunger in the rural sector. At Rio-92, important agreements were reached; special mention should be made of a global agreement to the effect that the environment must be a key element of all discussions in the international arena. This will not only affect discussions on development and financing, but will also have a fundamental impact on the structure of agricultural production worldwide and, thus, on the structure of international trade.

In view of these developments, IICA must make a special effort to assist the countries and other international organizations in conducting and analysis of this topic as it pertains to agriculture, inasmuch as the mandates issued in Madrid and in Rio give new urgency and importance to the subject. Clearly, this topic will affect and have an impact on the way we approach some of the items on the agenda of this meeting.

Thirdly, and finally, this year IICA is celebrating its fiftieth year of institutional life. Few organizations have been able to celebrate a fiftieth birthday; in fact, IICA may well be the oldest technical cooperation institution in the hemisphere, and probably even in the world.

We should all be proud of belonging to an institution that has, for fifty years, been bearing fruit, working side by side with the countries in their efforts to bring about agricultural development. To celebrate this occasion, we have organized a series of activities which I will describe in greater detail later on. At this point, I would like to refer to some of the activities we are carrying out in each of the countries, as well as some that will take place at Headquarters. One of these will be a round table we have scheduled for Wednesday, in the context of the Executive Committee meeting. We will be discussing a topic that we dealt with in Madrid and which, in our opinion, requires some additional deliberation. I am referring to the question of what international cooperation should be like, and what adjustments or changes are required over the next ten to twenty years, or, as someone has said, over the next fifty years of IICA's life. We feel that substantial changes need to be made not only in the subject areas dealt with by technical cooperation, but also in the way international agencies go about providing it. This is what the round table discussions will focus on.

The activities organized to celebrate IICA's fifty years of institutional life revolve around the theme "Agriculture: Strength and Future of the Americas," which is a poetic expression of the optimism the Institute feels with regard to agriculture and, at the same time, of IICA's commitment to ensure that agriculture plays a key role in the economic development strategies of the countries. The three developments I have just discussed provide a political and institutional framework for the deliberations of this meeting of the Executive Committee.

Now, I would like to conclude my remarks by referring to the three or four key items we have on the agenda.

In the first place, of course, we must discuss the changes that have been made in the Program-Budget. As you will recall, at its Sixth Regular Meeting, held in Madrid, the Inter-American Board of Agriculture, making an exception to its rules, authorized the Executive Committee to approve certain changes in the Program-Budget which the Administration might consider necessary. This was done in order to make it possible to implement the resolutions and recommendations issued at the Meetings of the IABA and the ICMA. This would be the first time that the Executive Committee, by special delegation from the Board, would be authorized to approve the Program-Budget. The changes proposed are not substantial, but we will be dealing with this in more detail later.

In the second place, as has been the case in past meetings of the Executive Committee, two of the Institute's Programs will be discussed in detail. This year, we will be looking at Programs I and IV, inasmuch as they are the most affected by the changes made in the Program-Budget. These two Programs have undergone substantive changes in response to the recommendations of the Meeting in Madrid.

In the third place, we are submitting to you for discussion and approval, a program to follow up on implementation of the resolutions of the IABA/ICMA, in response to a special request made in Madrid.

Lastly, there is one other topic of a purely bureaucratic or administrative nature, namely, the amendment of some of the Institute's rules and regulations. These amendments are being proposed in an effort to standardize or harmonize the different normative instruments of the Institute, by incorporating the changes introduced as a result of resolutions adopted by the Executive Committee and by the Board. One goal is to clarify some of the

terminology used in the documents. Nevertheless, any amendment to these documents is a serious matter and, even though it may be a dull and tedious task, I feel that the Executive Committee should give the matter the attention it deserves. I believe the agenda we have ahead of us is important for the Institute. In one way or another, it will contribute towards strengthening IICA and defining our work over the next year and a half; during that time, we should make every effort to implement as quickly and completely as possible the changes and recommendations put forth in the Madrid meeting. This will make it possible to focus the work of the Institute on the major issues that arose during the Madrid meeting, which are directly related to the major changes taking place worldwide, and to the key items on the international agenda for the next ten years. I will stop here, and once again, I thank you for being here with us at this meeting. Thank you.

**ADDRESS BY MR. ROBERTO VILLEDA TOLEDO,  
REPRESENTATIVE OF HONDURAS, AT THE CLOSING SESSION**

**Delegates and observers:**

After three days of work, we have come to the conclusion of the Twelfth Regular Meeting of the Executive Committee. The outcome of the meeting, in general terms, was positive and useful for the future of IICA.

**Let us see why:**

In the first place, I would say that we have laid the groundwork for duly complying with the policy guidelines issued by the Tenth Inter-American Conference of Ministers of Agriculture, held in Madrid, Spain in September 1991. This will be of extreme importance since the 17 recommendations proposed during this Conference represent a new policy framework for IICA, in other words, a working agenda the Institute will hand down to the new administration in 1994. The enormous advantage of this situation is that we have a year and a half to strengthen IICA's mechanisms at Headquarters and in the countries and to more effectively support our efforts to modernize agriculture.

Without a doubt, the analysis of these recommendations will be IICA's highest priority until the year 2000.

This leads me to reflect on the second point we should take home with us, as a result of this Twelfth Regular Meeting of the Executive Committee. I am referring to the selection process which is already under way to choose the successor to Dr. Martin E. Piñeiro, and which will culminate next year during the meeting of the Inter-American Board of Agriculture (IABA), to take place in the hospitable city of Mexico. I say reflect on this issue since, for the first time, a Director General of IICA will leave to his successor a very specific medium

term agenda which enjoys broad political support. This means that, since we are clear as to the fundamental factor required to ensure the success of this international entity, all we need is the human factor, the leader, to make sure that IICA will finally have the regional impact we desire on transforming agriculture in the Americas. But this process to select our future leader, given the importance IICA will have within the international context, must be given the greatest attention by our ministers of agriculture, who must be able to communicate these concerns to our ministers of foreign affairs and presidents or prime ministers in such a way as to ensure us that the future Director General will have the knowledge, the capabilities and the necessary skills to steer IICA along the right course.

**Delegates:** Before closing, I would like to highlight another issue which was discussed at length during the meeting: the Program Budget of IICA.

I believe, without a doubt, that although we have very clearly mapped out the course to be taken, we will not attain the objectives and goals set of the Recommendations of Madrid unless we can implement the budgetary process as required. I believe that the Delegates agree that we have found a temporary mechanism for doing so; nevertheless, it will be up to the countries, with the support of the Director General, to identify the procedures that will better reflect the desire for change on the part of the member countries and which will be translated into figures, programs and projects in IICA's budget. We must work together on this in the next few months.

Another issue that deserves our attention at this time is the fiftieth anniversary of IICA. We should take maximum advantage of this occasion, and since it will be celebrated in each of our countries prior to the summit meeting in October, not forget that our celebrations should project the image of IICA in the countries, and

reflect the enormous task that lies ahead to modernize agriculture in the region, as well as the role our governments, and our societies in general, will play in this process.

We also discussed and adopted an important resolution on the Uruguay Round of the GATT. We are all anxiously awaiting the outcome of these negotiations. IICA will certainly play a special role in analyzing and implementing the results of the Round, which will undoubtedly change the way IICA provides technical cooperation in the Americas.

Ladies and Gentlemen: I do not want to end my comments without acknowledging our hosts, the Government and people of Costa Rica. The hospitality we have enjoyed during our short stay here has been truly extraordinary. Therefore, we respectfully request the Director General to express our gratitude to the Government of Costa Rica.

In closing, I would, once again, like to congratulate the Minister of Agriculture of Belize for having attended this meeting and his government, for having recently signed the IICA Convention.

Thank you very much.



**REMARKS BY DR. MAX WITCHER, CHAIRMAN OF THE  
TWELFTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE,  
AT THE CLOSING SESSION**

First of all, I would like to say that I think we have done a pretty good job, thanks to the cooperation of all of you and of the Secretariat. Congratulations are in order for a job well done, and special thanks to the interpreters, translators and all the people working behind the scenes to make this meeting a success. I especially want to thank the Director General for the job he has done to improve the operations of this organization, and to wish him the very best in the future.

In addition, I would like to express my concern and wishes for the organization and its future. This morning, during that very fine seminar with its outstanding program and excellent speakers, we touched on a number of points that we really need to think about in connection with the operations of international organizations. International organizations are going to have to change with the times, restructure to meet present situations and look to the future instead of just putting out fires. Some real thinking and leadership will have to be provided down the road. There is great potential for this organization, and I'm confident it can be reached.

In closing, I want to say that I appreciate having been able to attend this meeting and having been elected as your Chairman. As I mentioned earlier, it is my last meeting and I will look back fondly on this organization and Costa Rica.

Thank you.

**ADDRESS BY MR. MARTIN E. PIÑEIRO, DIRECTOR GENERAL OF  
IICA, AT THE CLOSING SESSION**

Distinguished Delegates, I feel this has been an especially productive and effective meeting. We were able to address all the items on the agenda, all of which were resolved with considerable consensus on the part of all the delegations. First of all, I would like to echo the comments of the Delegation of Honduras, which I feel were particularly profound and appropriate for this meeting.

This Executive Committee has definitely strengthened the Mandate of Madrid, a truly important mandate that, to a certain extent, defines a new institution. I don't think there is any doubt that our work will focus on the modernization of the agri-food sector, on the problems of integration and trade, and on the issues of sustainable agriculture and participatory rural development, including the topic of women.

These were the mandates of the Inter-American Conference of Ministers of Agriculture held in Madrid, which included the seventeen recommendations. Your approval today of the adjustments to the Program Budget will enable the Institute to work even harder on complying with this mandate, and to further specify the issues it will concentrate on for at least the next year and a half. I say at least the next year and a half because the round table we held today, which we see as a continuation of the work of Madrid, showed us again very clearly that the changes taking place worldwide and in our countries demand that the Institute have a mandate that can be changed and updated swiftly and on an ongoing basis. While I believe the mandate we have today is the most appropriate for the current situation, it may not be so within a year or two. Therefore, the Executive Committee and the Board must be prepared to make necessary adjustments, some of which may involve substantive change.

In this context, and recalling the comments of the Delegation of Honduras, I want to take this opportunity to remind you that next year, by mandate of the IABA, this administration must organize an external evaluation of the Medium Term Plan and, consequently, the Institute as a whole. This implies beginning in a team of external evaluators, as we did in 1986, to evaluate the Institute, the Mandate and the Medium Term Plan. Through the General Directorate, they will make proposals to the 1993 meeting of the Inter-American Board of Agriculture.

Also, you will recall that the Mandate of Madrid included, or at least strongly recommended, a mechanism through which the IABA, using such information and certain general recommendations made by this administration, would delegate to the 1994 Executive Committee approval of the 1994-1999 Medium Term Plan.

The 1994 Executive Committee will be responsible for approving a new Medium Term Plan, which may be a continuation of the current mandate or contain important changes.

We should see 1992 as the end of our first fifty years, but also as the beginning of another fifty. The Executive Committee and the IABA are faced with the challenge and responsibility of correctly envisaging what IICA will be like over the next fifty years.

I think that you, as members of the 1992 Executive Committee, occupy a privileged place in the history of the Institute. You were here as we celebrated our first fifty years and participated in defining the role the Institute will play in the next fifty.

I would like to finish here, Mr. Chairman, by thanking all of you for participating in this meeting, for your cordiality, for your dedication to the work at hand, and for the support and interest you have shown in the efforts of this administration. I also want to thank IICA's personnel, especially the Technical Secretary and his staff.

Lastly, Mr. Chairman, I want to thank you for the efficient manner in which you conducted this meeting. I am aware that this is an especially significant moment for you, given your announcement that you will be retiring upon your return to your country. I hope this meeting of the Executive Committee will be one of the pleasant memories you take with you from your many years of service with the United States Department of Agriculture. Therefore, it is with great personal satisfaction that I continue a tradition of IICA Executive Committee Meetings, and present to you with the instrument of authority, that is, the gavel, you used in your capacity as Chairman. Also, since this Executive Committee meeting took place in the year of IICA's fiftieth anniversary, I am going to take the liberty of presenting to you, on behalf of the member countries of the Institute, a silver medal commemorating IICA' 50 years of institutional life, as a souvenir of your participation in this Executive Committee, which is unique in the history of the Institute.

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**This document was edited and published by the Directorate for Coordination of Institutional Affairs of the Inter-American Institute for Cooperation on Agriculture, and printed by IICA's Print Shop in August 1992, with a press run of 300 copies.**





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