



# REPORT OF THE SEVENTEENTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

San Jose, Costa Rica

July 30 – August 1, 1997

## **WHAT IS IICA?**

The Inter-American Institute for Cooperation on Agriculture (IICA) is the specialized agency for agriculture of the inter-American system.

As a hemispheric technical cooperation agency, IICA can be flexible and creative in responding to needs for technical cooperation in the countries, through its thirty-four Technical Cooperation Agencies, its five Regional Centers and Headquarters, which coordinate the implementation of strategies tailored to the needs of each Region.

The 1994-1998 Medium Term Plan (MTP) provides the strategic framework for orienting IICA's actions during this four-year period. Its general objective is to support the efforts of the Member States in achieving sustainable agricultural development, within the framework of hemispheric integration and as a contribution to human development in rural areas.

The Institute's work is aimed at making changes in agricultural production, trade and institutions and in the people who work in the sector, using an integrated and systemic approach to development, which is based on competitiveness, equity and solidarity as the key to achieving the sustainable development of agriculture and rural areas.

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



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**IICA/CE/ACTA 17(XVII-O/97)**  
**30 July 1997**

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

The Seventeenth Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture (IICA) was held in accordance with the provisions contained in the Rules of Procedure of the Executive Committee and Resolution IICA/CE/Res.264(XVI-O/96) of said Committee.

The 1997 Executive Committee was made up of the following countries: Argentina, Barbados, Bolivia, Grenada, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Trinidad and Tobago, the United States of America and Uruguay.

**PREPARATORY SESSION**

- 0.1 The Preparatory Session of the Seventeenth Regular Meeting of the Executive Committee was called to order at 10:10 on July 30, 1997, in the United States/Canada Room at IICA Headquarters, chaired by the Representative of Bolivia.
- 0.2 During this session, agreement was reached on the following items:
  - 0.2.1 Election of the Chair and the Rapporteur

The Committee elected Mr. Roberto Rodríguez Pioli, Undersecretary of the Ministry of Livestock, Agriculture and Fisheries of Uruguay, as Chair of the meeting.

Mr. Victor Hugo Morales, Director General of International Affairs at the Secretariat of Agriculture, Livestock and Rural Development of Mexico, was proposed as Rapporteur, a motion which was approved. Thus the Officers of the Meeting were:

**Chairman:** Roberto Rodríguez Pioli  
**Rapporteur:** Víctor Hugo Morales  
**Ex-officio Secretary:** Carlos E. Aquino González

**0.2.2 Agenda of the Meeting**

The Agenda presented in Document IICA/CE/Doc.315(97)rev.1 was approved.

**0.2.3 Membership of the Credentials Committee**

The Representatives of Argentina, Barbados, Nicaragua and the United States of America were appointed to make up the Credentials Committee.

**0.2.4 Membership of the Style Committee**

The Representatives of Paraguay and Grenada were appointed to the Style Committee for the Spanish and English languages, respectively.

**0.2.5 Working Committees**

It was agreed to establish Working Committees as needed, depending on the items to be addressed.

**0.2.6 Deadline for Submitting Proposals**

Thursday, July 31 at 15:00 was set as the deadline for submitting proposals.

**0.2.7 Duration of the Meeting**

The Plenary agreed to hold the Closing Session of the meeting on Friday, August 1, 1997, at 16:00, in accordance with the proposal of the Technical Secretariat.



**0.2.8 Order of Precedence of the Member States**

In accordance with Article 36.A of the Rules of Procedure of the Executive Committee, the order of precedence was established beginning with Uruguay, the Representative of the Member State elected to chair the meeting, thereafter following alphabetical order in Spanish.

**0.2.9** The session was adjourned at 10:30.

**INAUGURAL SESSION**

**0.3** The Inaugural Session of the Seventeenth Regular Meeting of the Executive Committee was called to order at 10:32 a.m. on July 30, 1997, in the United States/Canada Room at IICA Headquarters. The session was chaired by Mr. Roberto Rodríguez Pioli, Representative of Uruguay. The Director General welcomed those present and thanked all the Representatives who participated in the Special Committee in Support of the Institutional Transformation Process (G-10) for their interest and dedication during the two previous days of work.

**0.4** He invited the participants to reflect on the underlying principles of the transformation process, which were openness and participation. He mentioned that flexibility, decentralization and concentration were also important elements in that process.

**0.5** He stated that the Institute had been motivated by the willingness of the member countries to join this process since preparation of the 1994-1998 Medium Term Plan began and expressed his wish that the present meeting would be historic in its contents, contributions and discussions, so as to build a vision of the future and meet the challenges and take advantage of the opportunities for agriculture in the twenty-first century.

**0.6** He underscored the leading role played by human resources as the central element in the revolution in knowledge, and that it had been a priority of this administration to achieve changes in the organizational culture by incorporating teamwork and encouraging reflection, constructive criticism and contributions from all Institute personnel.

He emphasized the need for organizations to be more open and less bureaucratic in order to meet the challenges of the new millennium. He pointed out that the administration had established strategic alliances to join efforts with other organizations and be able to respond, in a timely and efficient manner, to the demands of the countries. He stated that the present administration had worked with austerity, prudence and wisdom, despite the financial difficulties.

- 0.7 He stressed that the Institution's greatest strength was its inter-American network, which should be preserved, since it was the only one capable of uniting the countries of the Americas through agriculture.
- 0.8 He said he was confident that the upcoming meeting of the Inter-American Board of Agriculture (IABA), to be held in Chile, could be the starting point for building the new institutional framework required by the agricultural sectors of the countries of the hemisphere. It would be a good opportunity for analyzing issues related to international agricultural trade, plant and animal health measures, the new profile of professionals graduating from institutions of higher education, and the modern research and technology transfer systems needed for agriculture.
- 0.9 He stated the need for the ministries of agriculture to regain their leading role in formulating the sector's policies.
- 0.10 He invited the countries to focus not only on the economic and budgetary aspects of the meeting, but also to take the opportunity to offer ideas and share experiences that can contribute to sustainable human development.
- 0.11 The Chairman expressed appreciation that his country had been designated to chair the meeting and called attention to the importance of the meeting, on which he would offer a few thoughts in response to the invitation made by the Director General.
- 0.12 He mentioned three groups awaiting the results of the meeting: farmers, women and young people, who should be taken into account in all the deliberations. He also spoke of three spheres in which IICA's actions should be examined and reinforced. The first was the

material-technological sphere, which included the linkage and improvement of processes, training and negotiation, among others. The second was the temporal sphere in which the steps to accompany the institution in its transformation process should be foreseen; and the third was the spiritual sphere, in which it is necessary to arouse hopes that can become a reality for the rural sector.

- 0.13 He spoke of the need to strengthen the ministries of agriculture, which play a leading role in coordinating agricultural development, and added that agricultural agreements should be on the agenda of the negotiations for the Free Trade Area of the Americas (FTAA), so that the countries can prepare adequately for the coming agricultural round of the World Trade Organization (WTO), to be held in 1999.
- 0.14 The Minister of Agriculture and Livestock of Costa Rica made reference to the process of trade opening, which was a double-edged sword that could mean the development of a significant portion of farmers or else the impoverishment of important segments of the population. Since trade opening was a process already under way, in order for it to benefit the greatest number of people it was necessary that it be conducted rationally and gradually, not dogmatically; it should be compatible with the four pillars of sustainable development (economic, social, environmental and ethical), set forth in Agenda 21 of the Rio de Janeiro Summit. If it were not implemented gradually, small farmers would be obliged to move to other more profitable activities.
- 0.15 He added that there was a need to devise a strategy for the development of agriculture and the modernization and diversification of production, the essence of which was a change of attitude in farmers and professionals, focusing not only on the technical, but also on managerial and organizational aspects of agriculture. It was a difficult process and, by way of example, he cited the difficulty faced by the Central American ministers of agriculture during the last meeting of the Central American Agricultural Council (CAC) in reaching consensus on yellow corn tariffs in the Central American free trade area.
- 0.16 He mentioned the importance of people involved in agriculture participating in the decision-making process so as to ensure that

consideration is given to specific needs of the sector and to market distortions that make some products more competitive than others.

- 0.17 He mentioned the support provided by IICA, as a coordinating entity, to the ministries of agriculture, which made the continuance of policies and communication among all the countries of the hemisphere possible.
- 0.18 He invited the country that had expressed its desire to withdraw from the Institute to meditate on its decision, and reiterated his ministry's support for the meeting.
- 0.19 The Inaugural Session was adjourned at 11:20.

### **FIRST PLENARY SESSION**

- 1. The First Plenary Session of the Seventeenth Regular Meeting of the Executive Committee was called to order at 11:49 on Wednesday, July 30, 1997, and was chaired by Mr. Roberto Rodriguez, Representative of Uruguay.
- 1.1 Report of the Director General on the Institutional Transformation Process and of the Special Committee in Support of the Institutional Transformation Process (IICA/CE/Doc.321(97))
  - 1.1.1 The Chairman gave the floor to the Deputy Director General to present said report. He began by expressing his satisfaction at having the opportunity to share with the delegates the progress made in the process of transforming the Institute and consolidating its decentralization, and pointed out that the results of IICA's work were contained in its Annual Report. Hence, he would only refer to the progress made in the broad, participatory process of creating a new institutional framework.
  - 1.1.2 He stated that the factors that gave rise to that process included an international scenario characterized by globalization, changes in world trade and the dynamics of subregional integration, the new financial realities facing the countries and the institution, and a changing national context stemming from stabilization and structural-

adjustment measures. He continued by stating that the transformation of the Institute comprised two stages. The first, to be concluded in 1998, will lead to an IICA that will function as an open, decentralized system, with a consistent, articulated approach to strategic topics and the capacity to analyze current and future trends in the sector. The second was framed by the target date for the establishment of the Free Trade Area in the Americas. By then, IICA would be recognized as an inter-American institution specializing in agri-food and rural issues.

- 1.1.3 He stated that the following criteria had been taken into account in adjusting the Institute's technical dimension: thematic focalization, the strengthening of the prospective vision of agriculture, the development of information systems, the internalization of international agendas, the establishment of strategic alliances with other international organizations, increasing the technical and institutional capabilities of the public and private sectors, and support for the transfer of experiences and soft and hard technologies among countries.
- 1.1.4 In that context, he mentioned that in order to ensure that IICA operated as a hemispheric network at the service of the countries, the changes introduced revolved around five dimensions of the transformation: the approach to technical cooperation, organization of institutional systems, human resources, information systems, and financial efficiency.
- 1.1.5 He went on to point out a series of important considerations on different components of the new approach to technical cooperation: thematic orientation, hemispheric articulation of technical actions, focalization on strategic topics, the establishment of strategic alliances with key institutions in order to enhance the cooperation provided to countries, and regional differentiation, through the design of strategies devised and implemented by the Regional Centers.
- 1.1.6 The Deputy Director General explained that the creation of Regional Centers and the process of making adjustments at Headquarters were the two most important aspects of the process of reorganization that had been concluded in December 1996, and described some of the changes carried out in that context.

- 1.1.7 In addition, he acknowledged that the development of human resources continued to be a key factor in the transformation process, and that efforts had therefore been made to achieve technical excellence through training and improvement of skills at all levels.
- 1.1.8 He made reference to information systems and the technological platform as the foundation for modernizing technical activities in preparation for the twenty-first century, the aim of this effort being to become a hemispheric information network to benefit all the member countries.
- 1.1.9 He stated that the main challenges facing IICA regarding agriculture in the coming century were the new orientation and role of the inter-American system, the upcoming agricultural round of the WTO, the initiation of negotiations on the FTAA 2005, the resurgence of subregional integration processes, and the pressing need for changes in the management approach of agribusinesses.
- 1.1.10 He also stressed the importance of addressing topics such as the new margin of action of the countries, the need to reduce rural poverty, and the implementation of mechanisms to ensure that competitiveness, equity and sustainability were part of proposals for the development of agriculture.
- 1.1.11 The Deputy Director General concluded his remarks by expressing confidence that the accomplishment of the institutional goals would serve to benefit agriculture in the Americas, the well-being of its peoples and the protection of the continent's ecological heritage.
- 1.2 Inclusion of the Commonwealth of the Bahamas on the Schedule of the Executive Committee (IICA/CE/Doc.317 (97))
- 1.2.1 The Chairman gave the floor to the Technical Secretary, who welcomed The Bahamas as a Member State of IICA and invited the Observer Representative of The Bahamas to address the plenary.

- 1.2.2 The Observer Representative of The Bahamas thanked IICA for its acceptance of his country as a member of the Institute, and Costa Rica for its hospitality, as host of the Executive Committee. He then informed those present of the topics that The Bahamas had identified as being pertinent to the expansion of its economy in the twenty-first century, which was currently heavily dependent on tourism.
- 1.2.3 He pointed out that The Bahamas hoped to achieve strong, sustained growth in the agricultural sector and to raise farmers' income through specific programs to be implemented in the islands of the archipelago; such programs were to take advantage of a series of key physical factors. He referred to the container terminal in Freeport, its range of services and its potential in terms of exports of agricultural commodities to the world's main markets.
- 1.2.4 He went on to indicate some of the economic incentives that have been put into place to encourage agricultural development, such as the creation of duty-free zones for building materials and supplies, and credit facilities for small- and medium-sized agroindustrial enterprises.
- 1.2.5 In view of the above, he pointed out the timeliness of The Bahamas' new membership, since the cooperation and support that IICA and the other member countries could extend to his country were a means of accelerating the attainment of The Bahamas' goals and objectives in agriculture.
- 1.2.6 In conclusion, he renewed The Bahamas' commitment to the goals and objectives of IICA and its desire to collaborate with and support the rest of the member countries of the Institute.
- 1.2.7 The Technical Secretary then requested the Rapporteur to read the draft resolution "Inclusion of the Commonwealth of the Bahamas on the Schedule of the Executive Committee." Since there were no comments, the resolution was adopted.

1.3 **1996 Annual Report (IICA/CE/Doc.318 (97))**

1.3.1 The Chairman requested the Technical Secretary to present the 1996 Annual Report. The Technical Secretary stated that, in keeping with the wishes stated by the Member States of IICA, said Report contained a number of features and advantages over previous years' reports.

1.3.2 He mentioned that the summarized report placed emphasis on substantive matters, directly reflecting the actions of the Institute through photographs of institutional activities, and stressed the fact that adopting that format made it possible to disseminate the document more widely; in fact, for the first time the Annual Report was available on the Internet, on IICA's Website.

1.3.3 He concluded by making reference to the more detailed Appendices to the Report, which described in great depth the actions carried out by the Institute in each of the member countries, and expressed his satisfaction with the finished product.

1.4 **Report of the Representative of the Special Committee in Support of the Institutional Transformation Process**

1.4.1 The Chairman stated that the main conclusions reached by the three working groups would be presented in order to provide a better understanding of the results of the work of the Special Committee.

1.4.2 He gave the floor to the representative of the Institutional Strengthening Group, who read the document handed out to those present, emphasizing the recommendations proposed to the Director General in the following four areas: the focus of the transformation process, the key ideas for modernizing technical activities, the focalization of strategic areas, and the operative mechanisms for fostering the development of inputs. He went on to mention several complementary recommendations to support the transformation process.

1.4.3 Next, the representative of the Group on Budget Restructuring and Financial Strengthening presented its main results and recommendations regarding the proposal for the Statute on the IICA



Patrimonial Fund, the establishment of the IICA Associate category, the policy to be followed regarding CATIs, the strengthening of the Institute's resources, and the amendment of Article 83.b of the Rules of Procedure of the General Directorate. He also mentioned the Group's suggestions regarding bidding processes and donations of interests in real estate to the Institute.

- 1.4.4 Lastly, the representative of the Working Group on Human Resources submitted the three recommendations resulting from its deliberations. The first concerned the need for the IABA to delegate authority to the Executive Committee to approve or modify the Remuneration System, as long as such changes do not affect the Institute's budget, in order to provide greater flexibility and ease in adjusting regulations on human resources without the need of prior approval by the Board. The second recommendation concerned the formal establishment of the institutional policy of making no further regular appointments in the International Professional Personnel category. The Group's third recommendation expressed the need to establish a commission on human resources to support it in making specific proposals for upgrading the skills of IICA's human resources, to be submitted to the upcoming meeting of the Executive Committee. Said Committee was considered by the Working Group as the most suitable means of examining complex legal, budgetary and institutional policy issues.
- 1.4.5 The First Plenary Session was adjourned at 12.51.

## **SECOND PLENARY SESSION**

2. The Second Plenary Session of the Seventeenth Regular Meeting of the Executive Committee was called to order at 14:40 by the Chairman, the Representative of Uruguay, who opened discussion on the items before the Committee.
- 2.1 Discussion on the Agenda of the Second Plenary Session
- 2.1.1 The first to take the floor was the Observer Representative of the Dominican Republic, who read a statement by the president of his

country, His Excellency Leonel Fernandez. The statement first stressed the importance of agriculture for bringing political, social and economic equity to the countries, and the key role that IICA must play in strengthening both the private and public sectors. The president noted that these challenges necessitated profound reforms in national, international and regional organizations and fora. He congratulated the General Directorate for its progress in making IICA more flexible and dynamic and for boosting the participation of both the public and private sectors. He then expressed his gratitude to the other countries for their support of Director General Carlos Aquino in his bid for a second term at the helm of the Institute, and drew their attention to the transformations that had taken place under Mr. Aquino's leadership. He stressed how important it was to see the transformation through to completion, and that the continued presence of the current Director General was essential for this purpose.

- 2.1.2 The Chairman gave the floor to the Observer Representative of Peru, who reminded the delegations that the upcoming meeting of the IABA would be making decisions of critical importance for IICA in the 1998-2002 period. He lauded the countries for their continued willingness to support IICA's budget, even during these times of budgetary constraint and went on to discuss a document that Carlos Pomareda, a member of the Peruvian delegation, had submitted to the Member States, entitled "Proposal for IICA Management in the 1998-2002 period," which proposed Institute reforms consistent with a rapidly changing world environment. He explained that the Peruvian government wished to add to this analysis, using information given to the members of the Executive Committee and available in the Institute.
- 2.1.3 Before entering into his analysis, he called on the General Directorate to offer a substantive management report that would clearly show advances made by the Institute.
- 2.1.4 The first area of concern indicated by the Observer Representative was technical capacity and Institute credibility. He stressed that the countries had a great need for technical progress in issues of trade, competitiveness, and trade barriers based on agricultural health and

quality issues. This called for IICA to redouble its efforts, acquire more staff professionals qualified in this field, and develop a concrete plan of action to support the countries.

- 2.1.5 The Observer Representative went on to say that another field of action was sustainable rural development, which was receiving 23 percent of quota funds and 38 percent of external resources allocated to thematic areas, but for which no coherent policy position could be discerned. He added that an urgent task facing the countries, was to address structural problems of rural poverty, create employment opportunities, attract investment and offer services. Rural development was an enormous, multi-institutional challenge facing the ministries of agriculture.
- 2.1.6 The speaker added that also of interest was the field of technological innovation. While IICA was widely recognized for its achievements in this field, its role was not clearly defined. He cited a report by an external consultant hired to perform a study of working relations between IICA and the IDB, which states that IICA was no longer technically qualified to work with the Bank because it had strayed too far from the role of a technical body. Therefore IICA needed to regain technical capacity in order to salvage its credibility.
- 2.1.7 The second broad area of concern was efficiency in technical cooperation. From the beginning, the administration had embarked on a process of organizational reform. Three years of efforts and the expenditure of a considerable amount of funds had gone into the development of a technological platform and management training for the staff, which required extensive consultant contracts. He expressed his hope that this process would not continue too long and requested that the Member States receive a report on concrete achievements and results of the institutional transformation.
- 2.1.8 He then compared expenditures for International Professional Personnel to expenditures for consultants, as a percentage of total outlays for salaries and honoraria. IICA resources spent for International Professional Personnel had declined from 39.5 percent in 1992 to 32.4 percent in 1996, and the number of positions had been reduced from 137 in 1993 to 123 in 1997. However, these staff reductions had not been the outcome of a selection process, but for the

most part, reflected voluntary decisions to resign. At the same time, expenditures for consulting contracts had risen from 13.2 percent of all salaries and honoraria in 1992 to 16 percent in 1996. Indeed, departing professional staff had been replaced by consultants whose contracts were repeatedly renewed, some even holding upper management positions. He also called into question the figures on consultant contracts, projected as 14 percent for 1997 (down from 16 percent in 1996), given that at Headquarters alone, the figure for the first half of 1997 was double that of the same period in 1996.

- 2.1.9 He then cited the support centers proposed in the Program Budget and the amounts allocated to each (Center for Education and Training, US\$517,700; Hemispheric Training System, US\$125,000; Distance Training Center for Agribusiness Development, US\$500,000), and referred to the Regional Centers as an example of excessive growth of bureaucracy. He stated that the resources could be used more productively in national activities, hemispheric projects, or to support the work of the regional groups of ministers of agriculture.
- 2.1.10 The third and final area of concern was institutional resources. He referred to the distribution of benefits, observing that of total external resources programmed for 1998, 91 percent was allocated to 11 countries, with only nine percent left over for the other 23 countries. Of administered funds, 24 percent went to a single country, meaning that very few Member States were deriving benefit from IICA's fund administration potential. He also drew attention to IICA's claim that growth in CATI income would strengthen technical cooperation. According to figures given in Appendix 2 of the budget document, CATI allocations to Regional Centers were actually declining, while allocations to Headquarters had risen sharply. He strongly stated that CATIs should be used more directly for technical cooperation to the benefit of the countries.
- 2.1.11 He also noted that the cost-benefit ratio of funds was unclear. As an example, he cited the AgriFuture Foundation described in document IICA/CE/Doc.329(97) and said that Tables 1 and 2 made no mention of IICA contributions to personnel or operating expenses for 1995 or 1996, but the proposed Program Budget called for US\$150,000 in 1997 (a contribution absent from figures given in the AgriFuture document), and again in 1998 and 1999.

- 2.1.12 He then explained that he had shared these ideas to encourage the Representatives to talk openly and honestly about IICA's performance, remembering that the agricultural sector faced many challenges, and that IICA must never lose sight of its mandate as an organization of cooperation for agriculture. Ultimately, he noted, the greatest need was for a change of attitude, not just among those currently in office, but also among all IICA's professionals. While staff members were highly capable and had wide experience and many successes in working with the countries, they needed a change of attitude. Even the countries themselves had too long been willing to tolerate inefficiency. If they ever hoped to develop, they needed strong foundations.
- 2.1.13 The Chair thanked the Observer Representative of Peru for his comments and recognized the United States of America.
- 2.1.14 The Representative of the United States congratulated IICA for the Annual Report, praising both its form and content, and noted that the General Directorate had made great strides in reforming policies and operations since June 1996. He described a number of significant achievements by the Institute. First, he expressed satisfaction with external contracts resources, which totaled nearly US\$80 million, saying this was a clear sign that IICA's technical services were in demand. In the second place, he asserted that great discipline had been exercised in financial operations, and that the Director General had successfully reduced quota arrearages since 1995. Even so, he noted that too many countries were still in arrears.
- 2.1.15 In the third place, he lauded the successful decentralization, he noted that all five Regional Centers were open and in operation. This placed the International Professional Personnel closer to the Institute's real clients. In the fourth place, IICA was providing the countries with know-how and programs to advance trade and the FTAA. Finally, he applauded the work done in sanitary and phytosanitary activities, including technical training activities.
- 2.1.16 The Representative of the United States also voiced concern about certain critical issues, and offered recommendations. First, he commented that basic activities for policy design and orientation

needed to remain at Headquarters, and must never be delegated to the regions or the offices in the countries. In the second place, he expressed interest in seeing further cuts in administrative costs, citing as an example the delegation of certain responsibilities to the Regional Centers.

- 2.1.17 A third critical issue was funding, especially with the loss of the Canadian quota in the 1999 budget, and imminent reductions in the United States quota. He indicated that he was concerned about how the burden would be spread among the other countries and hoped IICA and the Member States would continue to have access to Canadian ability, talent and leadership.
- 2.1.18 Before closing, the Representative of the United States discussed a few final issues. First, in the area of agricultural policy and trade, IICA should facilitate trade and market information and develop human resources and infrastructure. Second, in the area of globalization, which was the strongest driving force in the world today, organizations such as IICA had an important role to play in helping the countries overcome their trepidations and fulfill their hopes. In the third area, technology, the goal should be to raise productivity and incomes, focusing on sustainable development and germplasm preservation. In agricultural health, many successes had been posted, and these projects should continue so the countries could meet their obligations with the World Trade Organization. Finally, in the area of rural development, in his opinion, IICA lacked the financial resources and expertise to play an effective role.
- 2.1.19 Finally, the Representative of the United States congratulated the Director General for the work of the G-10 and the working groups in the transformation process. He urged the administration to remain alert to changing conditions and adapt the Staff Rules, Financial Rules and management oversight and control mechanisms accordingly.
- 2.1.20 The Observer Representative of Brazil then took the floor. He recalled that in June 1996, his country had forcefully upheld the need for change, and now, one year later, IICA was encountering major difficulties, mostly of a cultural nature. While he himself had called for concrete results at that time, a small group had tenaciously defended the status quo and their own personal goals. Now, a year

later, the cultural difficulties remained. Director General Carlos Aquino had done an excellent job with the difficult task of institutional transformation, and Brazil emphatically supported his achievements.

- 2.1.21 He expressed his view that Canada had a very strategic role to play in agriculture in the Americas at the present time, and he hoped Canada would remain close to the Institute.
- 2.1.22 He made reference to the report of the working group on institutional strengthening. Because IICA's technical role was pre-eminent, he was concerned to see so many capable technical specialists taking on managerial responsibilities for which they were not specifically trained, and encouraged the Institute to let technical people do technical work. He then cited several specific issues discussed in the report of this working group. He wondered whether it was appropriate for IICA to strengthen its financial position by participating in open bidding, or if instead the unique character of the Institute could skew fair competition. He agreed that costs needed to be cut, and while it was unfortunate that some countries had been unable to meet their commitments, the problem was one of structure, not of ill will. Quota allocations too often became tied up in the complexity of inter-ministerial relations. Finally, he stressed that cultural difficulties continued. He closed by reiterating his congratulations to the Director General.
- 2.1.23 The Representative of Honduras explained that the difficulties of coping with an institutional transformation process in an international organization such as IICA are greater than those faced by the States, and he praised the openness with which the authorities of the Institute have dealt with this process of change. Finally, he endorsed the request of the Observer Representative of Brazil to seek Canada's continued membership in the Institute.
- 2.1.24 The Observer Representative of Belize recognized that IICA's actions in his country have been of benefit and, by way of example, he cited the support it had received in incorporating into the country's commercial activities, crops which had hitherto not been given due importance. He urged countries to have confidence in the institution's work and provide financial support so that its work may continue. He

expressed his disagreement with positions of confrontation and praised the positive attitude shown by the Representative of the United States.

- 2.1.25 The Representative of Guatemala reiterated the difficulties inherent in the restructuring process, and called on member countries to show creativity and patience. He urged the management and staff of the Institute not to sacrifice efficiency in the pursuit of financial self-sufficiency.
- 2.1.26 The Observer Representatives of Ecuador and Chile commented on the desirability of Canada remaining a member of the Institute.
- 2.1.27 The Representative of Uruguay noted that the specific suggestions made by the Representative of Peru merited an equally precise response, and added his voice to others who had expressed the desire to see Canada remain a member of the Institute. He stressed that it is important to be consequent with the trend to strengthen institutions of the Americas with a view to the hemispheric integration that is being fostered within the FTAA.
- 2.1.28 The Observer Representative of Brazil proposed that the ministers of agriculture table a motion to extend a friendly invitation to Canada to remain a member country of the Institute. The motion was seconded by Belize. The proponent of the motion was charged with preparing the corresponding resolution with assistance from the Technical Secretariat.

## 2.2 Report of the Credentials Committee

- 2.2.1 In accordance with the provisions contained in Article 50 of the Rules of Procedure of the Executive Committee, the Representative of the United States of America read out the report prepared by the Credentials Committee, composed of the Representatives of Argentina, Barbados, the United States of America and Nicaragua, which states that the Committee examined the credentials submitted and concluded that they were acceptable and there was therefore no reason to doubt their authenticity.



### **2.3 Proposed 1998-1999 Budget Program (IICA/CE/Doc.322(97))**

- 2.3.1 The Chair gave the floor to the Director of Planning, Programming and Technical Audit (DIPRAT) to present the proposed Program Budget for the 1998-1999 biennium.**
- 2.3.2 The Director of DIPRAT explained that the budget is the economic reflection of the actions that IICA proposes to undertake within the context of the opportunities and challenges that face it on the eve of the 21<sup>st</sup> century. He stressed, among other relevant aspects, the forthcoming round of agricultural talks within the framework of the WTO, the new focus and role of the inter-American system, the start of the negotiations on the FTAA, the dynamics of the processes of subregional integration and the new relationship between the public and private sectors. He added that Canada's withdrawal from the Institute, changes in the nature of services, increased demand for those services, changes in the mandates of the inter-American system, as well as the emergence of new clients and the concept of partnership for development constitute the most important elements of IICA's actions.**
- 2.3.3 The Director of DIPRAT went on to present the basic elements needed to enhance the impact of cooperation. He proposed participatory technical cooperation based on the development of strategic themes, oriented towards a prospective analysis of new demands, focused on hemispheric issues, differentiated by region, in support of the new roles and relationships between the public and private sectors. In addition, he explained that for the next biennium, the global priorities for technical cooperation will be: fulfillment of a hemispheric role to promote sustainable development in agriculture, the consolidation of the decentralized model to support regional agendas and national priorities, and focusing cooperation on political and trade issues, agricultural health, technological innovation and administration of agribusinesses and micro-regions.**
- 2.3.4 He pointed out that in preparing this proposal, consideration had been given to the financial situation of the Member States, zero nominal growth and a 12.36% reduction as a result of Canada's withdrawal from IICA, income from CATIs consequent with the growth of external resources, and miscellaneous revenues expected on the basis**

of previous trends. He added that funds would be assigned in accordance with thematic priorities and, among the main aspects related to expenditure, he cited the restructuring of Headquarters, the consolidation of administrative reforms, decentralization and the restructuring of the financial base.

- 2.3.5 He continued by presenting a chart showing the amount budgeted from quota resources, which is US\$27.5 million for each of the next two years. With regard to the evolution of the allocation of quota resources by chapter since 1992, he noted that the greatest reduction appears in the chapter relating to management costs. Using the chart, he showed the downward trend of the relative share of resources assigned to Headquarters, compared with the resources assigned to the Regional Centers, a situation that will vary slightly over the next two years. He then explained that IICA's quota resources will suffer a reduction in real terms, whereby in 1999 they will be at a lower level than in 1986.
- 2.3.6 In order to ensure the availability of quota resources, he proposed the approval of the quota contributions of member countries, the timely payment of quotas and the creation of a working group to review the IICA quota scale. With regard to other sources of funding, he suggested: greater flexibility in the rules concerning CATIs, offering attractive conditions to encourage countries to contract IICA for the execution of projects linked to institutional mandates, authorizing the Director General to purchase buildings for the Institute in the countries, creating a Patrimonial Fund, and authorization to allow extra-continental countries and institutions to become associate members of IICA.
- 2.3.7 He complemented the statistical information with a consolidated table which showing the assignation of IICA resources (quotas, CATIs, and miscellaneous revenues), by object of expenditure. The global sums budgeted are US\$36.8 and US\$37.0 million for 1998 and 1999, respectively, including the costs of staff, rents and equipment, other operational costs and contributions to CATIE and CARDI.
- 2.3.8 The Director of DIPRAT outlined the priorities for resource allocation by source of funding. He explained that quota resources will be used to pay the fixed costs of the basic technical and administrative

structure, to fund priority areas of action, for pre-investment, contributions to institutions and the payment of general costs and provisions. CATI resources will be used to cover the indirect costs of the projects that generate them, and to finance pre-investment and training activities and the replenishment of assets. Miscellaneous revenues will be used to replace equipment and vehicles and to finance the technological platform, maintain offices and train the staff of the Institute.

- 2.3.9 Finally, he stressed the importance of ensuring that IICA dispose of the minimum of resources necessary to comply with its hemispheric mandates, respond to regional agendas, maintain its presence in the countries, consolidate the model of institutional organization and modernization, and strengthen its actions so as to enter the new millenium as the hemisphere's specialized agricultural institution in an integrated Americas.
- 2.3.10 The Chairman thanked the Director of DIPRAT for his presentation and suggested that discussion begin on the Program Budget, analyzing the priority areas on which the Institute's work should focus during the 1998-1999 biennium. In this regard, he mentioned the efforts made by Group 3 of the Special Committee to Support of the Institutional Transformation Process and the proposal submitted by the Institute Administration in the 1998-1999 Program Budget.
- 2.3.11 The Chairman gave the floor to the Observer Representative of Canada who referred to her government's decision to withdraw from IICA at the end of December 1998. In this regard, she explained that the decision was the result of a review of programs to reduce costs. She said that the review had led to a reappraisal of Canada's participation in international institutions, as her country could not belong to all the multilateral organizations.
- 2.3.12 She stressed that Canada's departure should not be construed as a weakening of Canada's commitment to the hemisphere. To illustrate this point, she indicated that her country continues to be an active member of the OAS and of other organizations of the inter-American system. She also stressed Canada's active participation in the different aspects of the process to create the Free Trade Area of the Americas. She added that her government would seek other ways of cooperating

with IICA and thanked the Representatives of the member countries for their comments regarding the importance of Canada's participation in the Institute.

- 2.3.13 The Observer Representative of Canada expressed her country's satisfaction with the new format of the Program Budget and with the fact that it proposes zero nominal growth for 1998. She said IICA's support to the countries should focus on technical cooperation and institutional strengthening. In this regard, she expressed her country's satisfaction with the relative reduction of administrative costs between 1992 (19.8%) and 1996 (12.4%) and those projected for 1999 (9.9%), as well as the increase in the resources earmarked for direct technical cooperation. She also welcomed the Special Committee's recommendation to consider the issue of CATIs separately from the quota resources budget. Referring to specific aspects related to the Areas of Concentration, she suggested that work in the area of trade, policy and integration should focus on the development of statistical indicators and procedures to undertake prospective analyses; on the development of methodologies to analyze the impact of policies on the competitiveness of agri-food chains; and on supporting trade negotiation processes. For the area of science and technology, she stressed the importance of promoting and establishing links between national and international technological institutions. She suggested that, on the issue of intellectual property rights, IICA facilitate the exchange of information among the Member States regarding successful experiences in technology transfer.
- 2.3.14 For the area of agricultural health, she expressed surprise at IICA's participation in the development of international rules and procedures and other related issues. Canada's position is that it is premature to commit resources to activities that have not yet been endorsed by the specially-convened Working Group. She welcomed the establishment of the Sustainable Development Committee and suggested that it coordinate actions with other organizations, such as FAO, on specific issues such as increasing the productivity of resources in the agricultural sector to satisfy growing world demand for food and reversing environmental degradation.
- 2.3.15 Finally, the Observer Representative of Canada stressed that, from the time her country announced its intention to withdraw from the

Institute, the IICA Office in Canada had made sound changes in the focus of its actions. This new focus, which includes the posting of information on the Internet and post-graduate training, has also involved broad consultation related to interesting joint activities with non-governmental organizations, the private sector and agricultural associations, among others. These links could be maintained even after 1998.

- 2.3.16 The Representative of the United States of America expressed her satisfaction at the new format of the Program Budget, since it contributes to greater transparency in the budget, but added that there was room for further improvement. Nevertheless, she indicated that the problem of the budget will become even greater with the departure of Canada and the increased demand for direct technical cooperation. This means analyzing the relationship between available resources and commitments to organizations. In this context, she stressed the importance of differentiating between activities that benefit all countries, which should be covered with regular resources, and activities that benefit a few countries, which should be financed with the countries' own resources.
- 2.3.17 She said her delegation had requested that the 1998-1999 proposal incorporate a 5% reduction over the 1996-1997 budget. However, on the contrary, the Institute had presented a budget for a sum higher than that approved by the IABA two years ago, since it is based on unstable income which therefore cannot be programmed. This is reflected in the differences between the revenues programmed and those actually received from CATIs during 1996-1997. As a result, her country is unable to approve the Program Budget presented, and is not prepared to pay more than its share of 59.51% of the quota resources for 1999. This means finding alternative resources to cover the financial gap left by Canada's departure.
- 2.3.18 Finally, she suggested holding a complementary meeting of the Executive Committee before the next IABA to analyze a new Program Budget proposal that contemplates a 5% reduction in resources for the next biennium and a review of the quota scale for Member States as of 1999.

- 2.3.19 The Representative of Honduras submitted a proposal based on a resolution of the Regional Council for Cooperation on Agriculture (CORECA) to maintain, in 1999, IICA's contribution to the Regional Cooperative Program for the Protection and Modernization of Coffee Cultivation in Central America, Mexico, Panama and the Dominican Republic (PROMECAFE), which was eliminated as a result of budgetary cuts. PROMECAFE has made significant contributions to the CORECA countries, especially in the area of technology. He also pointed out that efforts are being made to find ways of obtaining permanent funding to replace the resources from IICA.
- 2.3.20 The Chair gave the floor to the Director of DIPRAT, who indicated that this was the first time that IICA had been subjected to a nominal reduction of budget resources. The present Program Budget includes a different way of calculating CATIs. Previously, this was based on projects signed up until the time that the budget was being prepared, which tended to under-estimate the real amount of CATIs which would come in during the period covered by the budget. He also mentioned that during the Eighth Regular Meeting of the IABA, the Director General was authorized, in point 3 of Resolution 253, to spend on items not included in the approved budget, taking into account the income generated by CATIs, in accordance with the contracts executed within the programmatic framework established in the Program Budget for 1996-1997. With regard to the CATIs estimate included in the 1998-1999 Program Budget, he said that this was obtained on the basis of projections of possible revenues, under the assumption that efforts will continue to find external resources.
- 2.3.21 The Representatives of Nicaragua and Guatemala endorsed the proposal of the Representative of Honduras for the non-elimination of resources assigned to PROMECAFE in the year 1999, given the economic and social importance of this initiative in the region.
- 2.3.22 The Representative of the United States of America again took up the issue of expenditures beyond those approved by the IABA, given that these weaken the capacity of Member States to regulate and monitor the Institution's operations. She presented her country's interpretation of point 3 of Resolution 253 of the Eighth Regular Meeting of the IABA, and stressed the need for a better wording of the authorization to spend non-programmed resources obtained from

CATIs. Otherwise, it would take away Member States' capacity to control the budget.

- 2.3.23 The Representative of Uruguay expressed concern that several issues had been raised at the same time and consulted the Delegation of Canada about the possibility that it might support hemispheric programs of common interest.
- 2.3.24 The Observer Representative of Venezuela asked the Director of DIPRAT for more detailed information concerning the strategy for eliminating and replenishing assets, and the purchase of real estate.
- 2.3.25 The Director of DIPRAT explained that the sale of equipment, furniture and vehicles was undertaken with the purpose of renewing equipment. In the case of real estate purchases, he pointed out that the Institute's annual expenditure on rents for its offices in the countries is high, and that occasionally good opportunities arise for the Institute to acquire its own premises. He explained that there are no plans to add these costs to the Institute's budget, but rather that when such purchases are made, they must be self-financing. He invited the Member States to transfer ownership of properties in their respective countries to IICA.
- 2.3.26 The Representative of Bolivia mentioned that his government was about to sign an agreement with the Institute for the use of premises that are not currently used by the State, for a period of 25 years. He said this was an example of ways of partially compensating for Canada's withdrawal from IICA.
- 2.3.27 The Legal Advisor of IICA announced that the respective agreement would be signed by the IABA and the Government of Bolivia in the near future.
- 2.3.28 The Representative of the United States of America requested the Director of DIPRAT to offer a graphic presentation of the Program Budget for 1998-1999 at the next Plenary Session, taking into account the 5% reduction requested by her country and the new quota scale for Member States to be applied after Canada's withdrawal.

- 2.3.29 The Director of DIPRAT indicated that there would be some limitations in defining a readjustment of quotas as a result of Canada's withdrawal, and that this should be a task for the Member States.
- 2.3.30 The Observer Representative of Belize suggested to the Delegation of Canada the possibility of turning hopes of new forms of assistance to IICA into a concrete proposal to submit to the next IABA.
- 2.3.31 The Representative of Honduras asked DIPRAT to present an estimate of the new quotas that the rest of the Member States would have to pay to cover the financial costs of Canada's withdrawal.
- 2.3.32 The Director of DIPRAT reiterated his previous point expressing that it would be advantageous for the Member States to define the new quota scale.
- 2.3.33 The Deputy Director General stressed the need to be conservative with respect to estimates of variable revenues, such as those from CATIs.
- 2.3.34 The Chair presented a synthesis of the issues that are still pending discussion concerning the Program Budget.
- 2.3.35 The Second Plenary Session was adjourned at 18:00.

### **THIRD PLENARY SESSION**

3. The Third Plenary Session of the Seventeenth Regular Meeting of the Executive Committee was called to order at 9:32 on July 31, 1997. The Chairman requested the representatives to deliver their comments or observations on the minutes distributed to them to the Technical Secretariat of the meeting.



- 3.1 Progress Report of the Director General on the Upcoming Ninth Regular Meeting of the Inter-American Board of Agriculture.
- 3.1.1 At the request of the Delegation of Chile, the presentation of the progress report on the upcoming meeting of the IABA was moved up, so the Chairman gave the floor to the Technical Secretary to present said report.
- 3.1.2 The Technical Secretary gave a brief presentation on the topic, and stated that the Ninth Regular Meeting of the Inter-American Board of Agriculture would be held from October 13 to 16, 1997, in Santiago, Chile. He described the process of organizing and coordinating the most important aspects of the event, for which a Joint Committee made up of the highest authorities of the Government of Chile had been established, headed by the Minister of Agriculture and his closest aides. He also acknowledged the tremendous support and decisiveness shown by Chile to make the meeting a success, in view of the significance of the technical and political content of the topics to be examined and discussed.
- 3.1.3 The Technical Secretary then invited the Observer Representative from Chile to elaborate on the report. He began by commending the work of the staff at IICA Headquarters and at the Chile Technical Cooperation Agency in preparing for the meeting and recognized the commitment of the Institute Administration to make it a meeting of the highest technical and strategic caliber, also noting that the new Director General of IICA for the next four years would be elected during the meeting.
- 3.1.4 He went on to provide a brief explanation of the different activities to be carried out, particularly the "Second IICA Forum on Agriculture in the Americas on the Eve of the Twenty-first Century: Challenges and Opportunities", to which an entire day would be devoted, featuring a panel made up of the ministers of agriculture and special guests, and three workshops: the workshop of the ministers of agriculture, that of the private, academic and research sectors, and another made up of international organizations. He stated that a plenary session would be held at the end of the day to present the main conclusions and recommendations arising from the workshops.

3.2 Provisional Agenda for the Ninth Regular Meeting of the Inter-American Board of Agriculture (IICA/CE/Doc.334(97))

3.2.1 The Chairman requested the Technical Secretary to present the topic. The Secretary referred briefly to the Agenda items, which reflected the Government of Chile's desire to ensure the quality of the conceptual and technical dimensions of the meeting, and requested the delegates to pass their comments and suggestions on to the Secretariat of the meeting for them to be included in the provisional agenda for the Ninth Regular Meeting of the IABA.

3.2.2 The Chairman invited the plenary to make comments and observations on the document, and since there were no objections, it was approved.

3.3 Third Annual Report of the Audit Review Committee (ARC) (IICA/CE/Doc.320(97))

3.3.1 The Chairman gave the floor to one of the members of the Audit Review Committee, who proceeded to read the distributed report, which contained the observations of the ARC on the actions undertaken by IICA to follow up on the recommendations contained in the Second Annual Report of the Audit Review Committee, and some new observations made by the ARC on that process.

3.3.2 He called attention to an issue that had arisen during an audit of the roster of international professional staff, in which the Directorate of Human Resources had deemed a request for information inadvisable and had, therefore, not furnished it. He added that in view of the circumstances it would be advisable for the Administration to arrive at a prompt solution.

3.3.3 The Chairman requested comments on the matter. The Representative of Barbados congratulated the General Directorate on the actions conducted, which were highly positive and showed a commitment to addressing the suggestions and recommendations of the ARC in a conscientious manner. He stated that he was surprised by the ARC's comment at the end of its report regarding access to the information requested by the Internal Audit Unit, and by the fact that the Director General had not been aware of the situation from the outset.

- 3.3.4 The ARC Representative stated that he was of the opinion that certain information regarding the staff, such as health matters, was confidential in nature. Nevertheless, he pointed out that the initial request addressed to the Directorate of Human Resources had been very general, which led to a request for clarification from the Internal Audit Unit. He went on to agree with the Representative of Barbados that the decision of the Director General to create an Internal Audit Coordination Committee could prevent that type of problem from recurring in the future.
- 3.3.5 The Representative of Guatemala agreed with the above and proposed that congratulations should also be extended to the Audit Review Committee and should be included in the corresponding resolution.
- 3.3.6 The Observer Representative of Peru expressed concern over the issue of the confidentiality of information and the limitations on access to it by the Internal Audit Unit. The Chairman stated that he shared his concern and requested the opinion of IICA's Legal Advisor, who explained that in such cases a balance had to be reached between an individual's right to privacy and an entity's right of access to information. Nevertheless, he recognized the legal complexity of the issue. The ARC Representative stated that the matter had not been settled and that he was not in agreement with the legal adviser on the classified nature of the documents that should be handed over in such cases.
- 3.3.7 The Representative of Uruguay was of the opinion that it was necessary to consider both the transparency and the lack of links established between IICA and individuals, since there were areas that bore no relation to an individual's capacity to perform his/her work satisfactorily and in which privacy was important.
- 3.3.8 Lastly, the Representative of Barbados reiterated his interest in placing appreciation for the Director General's efforts on record. The Director General approved the report of the ARC with satisfaction and took note of its recommendations, with a view to improving institutional procedures.

**3.4 Election of a Member to the Audit Review Committee (Document IICA/CE/Doc.336(97))**

**3.4.1** The Technical Secretary explained that the Government of Honduras had nominated the only candidate to the position, Rodolfo Matamoros Hernandez. However, the candidate had since accepted a new position and expected heavy demands on his time; this would preclude his participation on the Committee, and he had asked the government to withdraw his nomination. The Technical Secretary explained that a new call for nominations would be sent out to the countries, and the item would appear for discussion on the agenda of the meeting of the IABA in October.

**3.5 Report of the External Auditors and comments by the Director General on the 1996 Report of the External Auditors (Document IICA/CE/Doc.319(97))**

**3.5.1** The Chairman introduced the Director of Finance, who presented the document. After reading the statement by the auditing firm, KPMG Peat Marwick, to the effect that the financial statements were in accordance with generally accepted accounting principles, he drew the attention of the Executive Committee to several points given in the document: the stability of the current ratio of assets to liabilities over the past two years; greater financial liquidity; improved quota collection; and a large increase in externally-funded projects. He emphasized that extra-quota receipts had been used to repay credits on the books at the beginning of the year, and that 86 percent of total quota expenditures had gone to direct technical cooperation services.

**3.5.2** Finally, the Director of Finance attributed the current healthy financial situation to several factors: favorable budget performance, as seen when actual expenditures were compared to approved budgets; a good balance between assets and liabilities; and successful quota collections. He noted that US\$17.1 million in quotas had been collected to date in 1997, and US\$12 million in quota expenditures had been incurred. He closed by acknowledging recent quota payments by the governments of the United States, the Dominican

Republic and Trinidad and Tobago, which had been received too recently for inclusion in the report.

- 3.5.3 The Observer Representative of Venezuela commented that the heavy increase in negotiable securities from 1995 to 1996 was a very valid financial strategy. However, he wondered why these holdings were not reflected in the report on the Institute's risk position.
- 3.5.4 The Director of Finance replied by explaining the Institute's strategy for managing the risks associated with idle cash on hand. The first component consisted of quota monies. The Financial Rules made the Director of Finance responsible for administering these funds, through a control account held at NationsBank in Washington. Whenever excess cash on hand accumulated, it was invested in very low-risk certificates of deposit recommended by NationsBank advisors, for periods of 30, 60 or 90 days, depending on the Institute's cash needs. The second component was donor funds. These monies were not directly overseen by Headquarters, given the decentralization process, but placed in trust by the donors for externally funded projects. In accordance with the Financial Rules, these local-currency funds were administered at the discretion of officers in the countries, whose performance had proven to be prudent and risk averse.
- 3.5.5 The Representative of the United States commended the Director General and his staff for the marked improvement in the financial position in 1996. He also noted the continued arrearages of several Member States and encouraged them to bring their accounts up to date as a show of support for the Institute.
- 3.5.6 The Representative of Barbados commended Trinidad and Tobago and the United States for their recent quota payments. Turning to pages two and three of the document, he congratulated the Director General for the healthy current ratio and financial liquidity positions, as well as the increase in externally funded projects. He asked that the record bear witness to his country's satisfaction with this growth. He also expressed his admiration of the very professional report prepared by the external auditing firm, KPMG Peat Marwick.

- 3.5.7 The Chairman announced a recent payment of US\$13 million by the Government of Brazil, and there being no further comments, the document was accepted.
- 3.6 Strengthening of the Internal Audit (Document IICA/CE/Doc.326(97))
- 3.6.1 Following a recess, the Chair welcomed the Director General, who had just joined the meeting. He then recognized the Deputy Director General, who read out the report and invited the delegations to make comments.
- 3.6.2 The Representative of Barbados pointed out that circumstances affecting IICA were also affecting the countries. Government institutions were experiencing major change as new systems and technologies were adopted and written manuals and procedures were introduced. He commented that IICA was already acquiring considerable experience and information in managing profound institutional change and handling the inevitable resistance to change, and thought it would be useful if the Institute could share the lessons it had learned with the countries. He recommended a series of on-going seminars in this regard.
- 3.6.3 The Representative of the United States commended the Director General for work to strengthen the audit. Given rapid growth in funding and the decentralization of activities, he stressed the need for tighter financial control and closer oversight from Headquarters. He applauded training programs received by IICA staff as a tool for introducing change. He also requested a change in the document. In the chapter entitled "Antecedents," the second sentence in the paragraph on the Audit Review Committee should read, "It reviews the work of the external and internal auditors..." This would more accurately reflect the interests of the IABA at the time the committee was created.
- 3.6.4 There being no further discussion, the document was approved by the Executive Committee.

- 3.7 Nominations for Granting Title of Personnel Emeritus (Document IICA/CE/Doc.338(97))**
- 3.7.1** The Chairman recognized the Director of Human Resources, who introduced the document by reading from Article 13 of the Rules of Procedure of the General Directorate. He formally proposed that Reginald Pierre, Eduardo Salvado and Arnaldo Ignacio Veras be honored as Personnel Emeritus of the Institute. There being no discussion, the Executive Committee signaled its approval with a round of applause.
- 3.8 Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI) (Document IICA/CE/Doc.330(97))**
- 3.8.1** The Chair invited Mr. Hayden Blades, Executive Director of CARDI, to present his report. Mr. Blades emphasized areas in which the Center had combined its efforts with IICA to the benefit of the countries. Summarizing the written document, he described CARDI's recent shift of direction, with more attention being devoted to improving the export competitiveness of agricultural commodities from the Caribbean, and to combining research efforts of the public and private sectors. He explained that research activities were being consolidated in centers located throughout the countries of the Caribbean, with work in plant genetic resources, integrated pest management and post-harvest technology. As specific research topics, he mentioned small ruminants and control of pink mealy bug, which had already spread to 14 countries of the Caribbean and posed a clear threat to trade within the region. An area of particular concern was to build linkages and improve coordination in research activities, and as an example, he cited CARIFRUIT for fruit production.
- 3.8.2** CARDI was also engaged in validating and testing production and marketing systems for various commodities, and in improving natural resource management, including hillside farming systems in Belize and Jamaica. CARDI was particularly interested in combining the efforts of national agricultural research institutes in several small countries of the Caribbean, to form a multidisciplinary team able to speed up the development of technology, especially with a view to transforming banana plantations into diversified production systems. Efforts were underway to build a cooperative research program,

**PROCICARIBE, where research would be driven by the needs of the private sector. The first initiative had been to build a rice network, soon to be followed by networks on fruit production and integrated pest management.**

- 3.8.3 Another area of emphasis was information and communication. CARDI was moving away from its traditional role as a research and development organization, evolving into a knowledge-based organization and developing extensive information resources. Networks were being improved to provide information infrastructure throughout the Caribbean. CARDI was also very interested in working with IICA to see that information available from the Institute was placed in the hands of all the countries of the Caribbean.**
- 3.8.4 The Executive Director closed his presentation by mentioning two final points. First, he was enthusiastic about CARDI's progress toward full compliance with ISO research standards. Second, he was concerned about an emergency situation in Montserrat, where three months of continuous volcanic activity beginning in July 1995 had destroyed most of the country's farmland. The country needed food aid, assistance for restoring production, inputs, help in resettling displaced farmers, and new systems for intensive production on the small amount of land that remained. He particularly appealed to the Executive Committee to support emergency efforts in Montserrat.**
- 3.8.5 Finally, he thanked IICA and the General Directorate for their assistance in transforming agriculture in the countries of the Caribbean. He also thanked the Director of IICA's Caribbean Regional Center for his cooperation.**
- 3.8.6 The Representative of Nicaragua expressed surprise at the fact that the Report of CARDI showed a low level of activity in Guyana, considering that it was a country with great agricultural and forestry potential, large areas of intermediate savanna and considerable rice production, which faces problems of a technological nature related to the processing and marketing of products.**
- 3.8.7 The Executive Director of CARDI replied that the Report did not place sufficient emphasis on the work that the institution carried out in Guyana. In that country, CARDI worked in conjunction with the**



Caribbean Rice Network on the development of new germ plasm and rotation systems. With regard to the intermediate savanna, he said that it represented new opportunities for production and therefore CARDI had worked on introducing new production systems and generating investments. He added that, together with IICA, it was carrying out an evaluation of the sociological impact of the new production systems.

- 3.8.8 The Representative of Guatemala spoke of the work performed by CATIE in his country in the area of integrated pest management and requested the speaker to comment on the work that the institution was carrying out in that regard in Jamaica, especially in connection with the pink mealybug.
- 3.8.9 The Executive Director of CARDI replied that the institution had worked with the Ministry of Agriculture and the private sector in Jamaica. Activities related to integrated pest management to control the pink mealybug and other pests such as the white fly were coordinated through its center in Jamaica. Guyana was the headquarters of the program for combating the pink mealybug in the Caribbean countries.
- 3.8.10 The Chairman suggested that approval of the Report be recommended to the IABA; his suggestion was approved.

### 3.9 Other Business

- 3.9.1 The Observer Representative of Saint Lucia extended the greetings of the Prime Minister of his country to the participants at the meeting. With regard to the situation of countries that wished to withdraw from the Institute, he suggested that the period of notification be considered and that it be extended to five years. He added that binding mechanisms should be created so that the withdrawal of a country did not imply the suspension of some programs. Similarly, the mechanism for redistributing the quota of a country withdrawing from the Institute should be studied together with the other countries. He expressed his concern over the United States' position on the topic of rural development. He hoped that Brazil's request could influence Canada to reconsider its decision to withdraw from the Institute and

thanked the Director General and the Representative of IICA in Saint Lucia for allowing him to participate in the meeting.

- 3.9.2 The Representative of the United States welcomed the Observer Representative of Saint Lucia and clarified that his country had supported rural development throughout the world through bilateral and multilateral initiatives. However, he maintained that it was necessary to define IICA's role in that field, as well as the capacity and specific resources it had available. He stressed that both the MTP and Working Group No.3 recommended concentrating on the modernization of agricultural production systems and agroindustry; other organizations, such as the World Bank and the Inter-American Development Bank had more resources to allocate to rural development than IICA.
- 3.9.3 The Representative of Uruguay expressed his appreciation to the Institute for the organization of the meeting and to the Representatives and Observers for their attendance and contributions to the institutional agenda of cooperation for sustainable development. He expressed his agreement with the criteria set forth by the Director General during his inaugural address.
- 3.9.4 The Representative of Paraguay considered his country a good stakeholder in IICA, for it had always complied with his contributions and commitments to the institution. He pointed out that greater technical and operative autonomy should be granted to the Technical Cooperation Agencies, and underscored that it was imperative that the new standards and rules not neglect family agriculture and rural development. He supported the institutional changes undertaken by the current administration, but stated that action should be taken more quickly; he hoped to see tangible results and specific proposals. He emphatically called on Canada to reconsider its decision.
- 3.9.5 The Observer Representative of Brazil read out a draft resolution requesting Canada to reconsider its decision to withdraw as a member country of IICA. He stated that the Ministries of Agriculture and Foreign Affairs of Brazil had already expressed that concern to their Canadian counterparts.

- 3.9.6 The Rapporteur, as Representative of Mexico, shared the spirit of the document prepared by Brazil and proposed the following amendments: in Considering clause 1, eliminate the phrase "in the Hemisphere" and in point 2 of the operative paragraphs, replace "persuade" by "call upon."
- 3.9.7 The Observer Representative of Saint Lucia suggested that the letter of November 15, 1996, be included in the draft resolution.
- 3.9.8 The Representative of Barbados supported the document and proposed that instead of "persuade" the word "review" be used, and considered that the text should read "the ministries of agriculture and other pertinent government agencies" instead of "the ministries of agriculture and foreign affairs."
- 3.9.9 The Technical Secretary proposed that the letter of November 15, 1996, be included as an annex.
- 3.9.10 The Chairman stated that the changes requested would be made, and adjourned the Third Plenary Session at 13.10.

#### **FOURTH PLENARY SESSION**

4. The Fourth Plenary Session, chaired by the Representative of Uruguay, got under way at 14:55 on July 31, 1997.
- 4.1 Proposed 1998-1999 Program Budget
- 4.1.1 The Chairman asked the Director of DIPRAT to present the updated proposal containing the recommendations made during the Second Plenary Session.
- 4.1.2 The Director of DIPRAT pointed out that the combination of regular resources (quotas and miscellaneous income) for 1998 gave a maximum ceiling of US\$30 million, and this would be the basis for proposing a zero growth budget for 1999, making a total of US\$60 million for the biennium. He noted that this budget was based on the quota scale in effect for 1996 and 1997. He also pointed out that CATI resources were excluded, as they would be included in the

CATI resources were excluded, as they would be included in the budget for external resources. He presented a table with the breakdown for 1998 of direct cooperation services, management costs and general costs and provisions. For 1999, he suggested that a working group be set up composed of representatives of the Member States to propose, in consultation with the governments, the financing of the regular fund and the quota scale, as well as the adjustments that would be required in the 1999 Program Budget.

- 4.1.3 The Director of DIPRAT read out a proposed draft resolution for the approval of the proposed Program Budget for the 1998-1999 biennium, with the observations and modifications that the Executive Committee recommended be incorporated and that the General Directorate should incorporate before the Ninth Regular Meeting of the IABA. It also made reference to the setting up of the working group, the maximum total amount of US\$30 million for 1998, the maximum percentage of 59.47% for contributions and the request that at the next meeting of the IABA the Executive Committee be given powers to approve the 1999 budget for regular resources.
- 4.1.4 The Representative of the United States of America felt that the proposal showed clear figures and reflected the work carried out by Working Group 1 of the Special Committee in Support of the Institutional Transformation Process, and was therefore a reasonable alternative that his country could support. He congratulated IICA's officials on the work that they had done.
- 4.1.5 The Chairman underlined the effort put forth by the Administration in presenting the new proposal.
- 4.1.6 The Representative of Uruguay proposed that point 5 of the draft resolution be amended so as to read "No Member State is obliged to contribute over 59.47% of the total quota budget." This change was approved.
- 4.1.7 The Legal Advisor pointed out that a mechanism needed to be defined for amending subparagraph b. of Article 4 of the Rules of Procedure of the IABA which prohibited the Executive Committee from approving the Program Budget and modifying the quota scale of the Member States.

- 4.1.8 The Director General remarked that the mechanism already existed for modifying the proposed article.
- 4.1.9 The Representative of Mexico asked the Director of DIPRAT to explain the reasons why the budget for the area of Science and Technology, Natural Resources and Agricultural Production had been reduced.
- 4.1.10 The Director of DIPRAT replied that in formulating the Program Budget, special consideration had been given to the projects that were most important in terms of the Institute's priorities. Historically, the area of science and technology had experienced strong growth, but some projects had been adjusted in order to strengthen actions in the area of socioeconomic policy, trade and investment.
- 4.1.11 The Representative of Mexico praised the work of the team that had prepared the Program Budget but suggested that, as the Director General had noted in his inaugural address, every effort should be made to ensure IICA's consolidation as a center of technical excellence, and that the reduction in the budget for science and technology could undermine these efforts. He proposed that Working Group 2 of the Special Committee in Support of the Institutional Transformation Process consider possible adjustments to the roster of administrative staff with a view to freeing up resources for technical matters.
- 4.1.12 The Representative of Guatemala supported Mexico's proposal that the thematic areas be strengthened. He expressed concern at the composition of the working group and asked whether the incorporation of one member per region could be considered.
- 4.1.13 The Chairman suggested that the group's objectives be specified in point 6 of the draft resolution in order to incorporate the observations of Mexico and Guatemala.
- 4.1.14 The Representative of Uruguay proposed a procedural motion so as to vote first on the draft resolution and then discuss the mechanism for setting up the working group.

- 4.1.15 The Representative of Honduras asked whether the request that IICA continue with PROMECAFE had been included in the modified Program Budget.
- 4.1.16 The Director of DIPRAT remarked that, for 1999, this would be one of the topics that would have to be addressed by the working group.
- 4.1.17 The Representative of Mexico said that it would be difficult for his country to accept a budget that called for a reduction in resources for the area of science and technology.
- 4.1.18 The Observer Representative of Peru proposed that the resources allocated to activities in support of the thematic areas be analyzed in order to free up resources for science and technology. He said that the report presented by his country the day before should not interpreted as destructive criticism; the intention had been to ensure that real corrections were made to consolidate the Institute as a center of excellence recognized by the member countries and the international community.
- 4.1.19 The Director of DIPRAT said that this Executive Committee should make the observations necessary to adjust the proposed Program Budget. It was important to strike a balance between the recommendations made by Mexico and Guatemala and the need for staff in the areas of control, auditing and accounting and other administrative areas. He suggested that the proposal be presented at the next meeting of the IABA.
- 4.1.20 The Representative of Mexico reiterated the need for Working Group No.2 to resume its work so as not to sacrifice highly sensitive areas.
- 4.1.21 The Director General pointed out that the Administration would be presenting the representatives with information on the use to which all funds were put. He expressed concern at the fact that in many joint activities in which IICA takes part, it was the only partner that contributed resources. He was of the opinion that, as in the case of PROMECAFE, the Institute should review its relations with the different organizations with which it shared projects. He expressed his appreciation for the interest shown by the delegates in concentrating resources in technical areas.

- 4.1.22 The Representative of Guatemala remarked that it would be difficult to make adjustments for 1998. By way of example, he mentioned that the budget for agricultural health would be increased by US\$985,000 in 1998, and that the possibility existed of executing these actions jointly with regional organizations specializing in this field, thereby freeing up resources to strengthen other areas.
- 4.1.23 The Representative of Uruguay warned that issues were being addressed that were not the responsibility of the working group but of the Executive Committee meeting to take place in 1998.
- 4.1.24 The Observer Representative of St. Lucia hoped that the interests of the Caribbean would be considered by the working group, and that it should look at mechanisms for modifying the quota scale and the procedure that should be followed by member countries before withdrawing from IICA.
- 4.1.25 The Director of DIPRAT remarked that the time available to the working group should be taken into account. The Program Budget would be presented at the next IABA meeting with all the adjustments and observations made, and the working group would draft the proposal for 1999.
- 4.1.26 The Representative of the United States of America said that it would be advisable to analyze the increase in the budget for activities in support of the thematic areas so that agricultural health would not be the only one to which adjustments were made.
- 4.1.27 The Director of DIPRAT reiterated his desire to do a professional job, and that took time. He would be presenting the new proposal at the next IABA.
- 4.1.28 The Observer Representative of Ecuador expressed support for the Director of DIPRAT. He felt that a balance had to be struck between differences and recommendations that took time to analyze.
- 4.1.29 The Observer Representative of Costa Rica proposed that consideration be given to the strategy of strategic alliances with a view to freeing up resources in some areas to strengthen others, and

that IICA's budget should be viewed not only in internal terms but bearing in mind the gamut of institutions working in related topics.

4.1.30 The Chairman brought the discussion to a close and asked the Technical Secretariat to make the pertinent changes to the draft resolution.

4.2 Revised Financial Policy for the Institute (IICA/CE/Doc323(97))

4.2.1 The Technical Secretary considered that Document 323 should have been reviewed by the delegates, and to save time requested the Rapporteur to read the Draft Resolution on the "Establishment of IICA Patrimonial Fund and Adoption of its Statute."

4.2.2 The Legal Advisor stated that ever since it had assumed its term of office, the current Administration had taken pains to find different means of strengthening the Institute's financial situation, adding that the statute governing the Patrimonial Fund had been annexed to the draft resolution. He stressed that the purpose of the Patrimonial Fund would be to preserve and increase the real value of the Institute's patrimony and to assign a part of it to finance IICA activities. It would be managed by a Board of Trustees made up of three members: the Director General of IICA, a member elected by the IABA, and another selected by the other two members. In addition to preserving and increasing the Institute's patrimony, the responsibilities of the Board would be to ensure that funds were invested in a sound manner and to create a climate of trust for investors. The Board of Trustees would meet at least once a year, and could be counseled by IICA officials and experts in the field.

4.2.3 The Representative of the United States of America acknowledged the work of the Legal Advisor and of Group 1 of the Special Committee in Support of the Institutional Transformation Process, and recommended that the Statute be approved.

4.2.4 The draft resolution was adopted without changes.



#### **4.3 Creation of IICA Associate Status (IICA/CE/Doc.324(97))**

**4.3.1 The Rapporteur read out the draft resolution “Establishment of IICA Associate Status.”**

**4.3.2 The Legal Advisor stated that the idea of creating the category of Associate status had been on the Director General’s mind since 1993, and that the OAS had begun to study the topic in 1995 and was currently considering similar alternatives. He explained in detail the criteria to be taken into account in becoming an Associate of IICA, including minimum requirements for eligibility, the renewal and maintenance of IICA Associate Status, and the benefits and privileges of said status.**

**4.3.3 The Representative of the United States of America requested the Legal Advisor to explain whether it was envisaged that the funds of the Patrimonial Fund and the Trustee Fund for IICA Associates would be included in IICA’s general audits.**

**4.3.4 The Legal Advisor answered that in the case of IICA’s Patrimonial Fund its administrators are to ensure that a firm is hired to audit the funds, but that it had not been indicated whether it should be the same firm that carried out IICA’s general audits. In the case of the Trust Fund for IICA Associates, the Director General could include auditing specifications in the rules to be adopted by the Executive Committee to regulate the Fund.**

**4.3.5 The Representative of Barbados supported the draft resolution but considered that the word “convertible” should be added at the end of paragraph 2.2 of the “Standards for IICA Associates”. The Technical Secretariat stated that the word had been included in the Spanish version of the text and would be added to the English version. The draft resolution was adopted without modifications.**

#### **4.4 Draft Resolution “Donations of Interests in Real Estate to the Institute”**

**4.4.1 The Rapporteur then read out the draft resolution, after which the Chairman requested the Legal Advisor to comment on its most relevant aspects.**

- 4.4.2 The Legal Advisor stated that that was one of the topics most discussed by Group 1 of the Special Committee in Support of the Institutional Transformation Process. He pointed out in particular that during the deliberations it was stressed that in most cases donations were subject to conditions that could at some time run counter to the interests of the Institute. It had also been seen that accepting some donations could call for large investments that would involve having to resort to loans. The latter case would be further complicated by interest payments, which in accordance with U.S. legislation, would lead to a reduction in the regular funds contributed by the United States to the Institute. The above meant that the fundamental rule to be followed in accepting donations of interests in real estate would be to carry out an in-depth cost-benefit analysis of each donation.
- 4.4.3 The Representative of Barbados asked the Legal Advisor whether there was a mechanism for speeding up the decisions to be taken by the IABA in that regard, since, for example, if a country's private sector offered to make a donation following a meeting of the IABA, the decision on whether or not to accept it could be delayed by almost two years, thereby leading to the loss of the offer.
- 4.4.4 The Legal Advisor pointed out that there were two ways of solving that problem. The first would be for the Director General to accept the donation in cases where a cost-benefit analysis showed that IICA's acceptance of a donation would not require the securing of loans to carry out improvements to donated real estate, nor would the corresponding arrangements surpass the amount earmarked in the Program Budget for annual lease payments, or lead to the possibility of the Institute incurring in extraordinary payments in the reasonably foreseeable future. The other means of solving the problem would be for the Executive Committee to recommend that the IABA accept the donation and engage in consultations with the members of the IABA through correspondence.
- 4.4.5 The draft resolution was adopted without modifications.

**4.5 Draft Resolution “Modification of the Rules Governing Human Resources Policies to Facilitate the Institutional Transformation Process”**

**4.5.1** The Rapporteur read out the draft resolution, after which the Chairman gave the floor to the Director of Human Resources, who mentioned among the modifications to the current regulations, the possibility of extending authorization to the Executive Committee for it to approve or modify the Staff Rules, the System for the Determination of Remuneration for IICA Staff and the Classification Standards, as long as such approval or modification was in keeping with the Rules of Procedure of the IABA, of the Executive Committee and of the General Directorate, and had no repercussions on the current Program Budget.

**4.5.2** The Director of Human Resources pointed out that the idea was to change institutional culture in order to achieve excellence among the officials of the Institute. He also referred to the proposed elimination of Regular International Staff appointments. In conclusion, he commented on the creation of a committee of experts to assist the General Directorate in updating the Institute’s human-resource management policies.

**4.5.3** The draft resolution was adopted as read.

**4.6 Considerations on the Proposal to Amend the Charter of the Tropical Agriculture Research and Training Center (CATIE) (IICA/CE/Doc.340(97))**

**4.6.1** The Chairman gave the floor to the Minister of Agriculture and Livestock of Costa Rica, Mr Ricardo Garrón, so that in this role as President of the Council of Ministers of CATIE, he could present the proposal to amend the Charter of said institution.

**4.6.2** The President of the Council of Ministers of CATIE indicated that the proposed amendments were aimed at helping the institution adapt to new times, and to avoid political interference in the activities of this Center, which is primarily dedicated to training and research. He added that, since doubts had arisen with regard to whether or not these amendments required the approval of Costa Rica’s Legislative

Assembly, the Office of the Attorney General of Costa Rica had been consulted on the matter.

- 4.6.3 Mr Garrón proceeded to read Document IICA/CE/Doc.340(97), and compare the text of the Charter with the modifications approved by the Council of Ministers of CATIE, pointing out the changes in each case. He explained that the essence of the amendment is contained in clause eleven that defines functions, where it indicates that it is the function of the Council of Ministers to define the policies and programs of the institution, in accordance with the development strategies of the member countries. Other changes include the enlargement of the Board of Directors, which will have thirteen members instead of the ten it has at present, an increase in the maximum sum available to the Director General for judicial and extra-judicial representation to US\$500,000 per year, the extension of the term of the Charter to 50 years, and the approval of the incorporation of new members by the Council of Ministers.
- 4.6.4 Finally, responding to a request from his fellow Council members, he informed the Executive Committee that in Resolution 12-971XROCM, the Council of Ministers of CATIE resolved to seek support for the Inter-American Board of Agriculture to re-elect Dr. Whetten Reed as its representative on the Board of Directors of CATIE for an additional four-year period, and the Representative of Brazil as its representative before the Council of Ministers.
- 4.6.5 The Chairman thanked Mr Garrón for presenting the amendments and gave the floor to the representatives.
- 4.6.6 The Representative of the United States of America expressed support for the proposed amendments and thanked the Council of Ministers of CATIE for their confidence in Dr. Whetten Reed, as well as their support for his re-election, which he considered beneficial for CATIE.
- 4.6.7 The Chariman stated that the proposal for the amendment of CATIE's Charter was officially received and would be submitted for the approval of the Inter-American Board of Agriculture.

- 4.7 Biennial Report on the Activities of the Tropical Agriculture Research and Training Center (CATIE) (IICA/CE/Doc.331(97))**
- 4.7.1 The Technical Secretary invited the Director General of CATIE, Ruben Guevara, to present his report for the 1995-1996 biennium.**
- 4.7.2 Mr. Guevara stated that according to clause nine of CATIE's Charter, the Director General is to present a biennial report on the Center's work to the Inter-American Board of Agriculture, which on this occasion corresponds to the period from June 1995 to May 1997. Before proceeding to present his report, he mentioned that the Board of Directors of CATIE had approved a resolution making common cause with IICA and requesting the support of the Ministers of Agriculture and the governments to encourage Canada to remain a member of the Institute.**
- 4.7.3 The Director General of CATIE presented the results of the budget performance, which he illustrated with a summary of income and expenditure statements, according to which the institution received US\$16.6 million in 1995 and US\$ 7.1 million in 1996, of which US\$1.8 million corresponded to membership each year. He explained that expenditure totalled US\$16 million in 1995 and US\$16.8 million in 1996, leaving a surplus during both periods. He added that the share of the core budget in CATIE's global budget is increasing, thanks in part to the contributions of three collaborators (Sweden, Denmark and Switzerland). This growth has meant that the relative share of the core budget has exceeded the 50% target established for the year 2000, a situation which is conducive to medium and long term planning and which has enabled CATIE to manage its own agenda for the first time in years.**
- 4.7.4 The Director General of CATIE referred to the institution's achievements in substantive areas. Among the advances made in the area of research he mentioned: the genetic characterization of coffee; the micro-propagation of forest species; the identification of a low-cost method of controlling the black sigatoka blight caused by microorganisms; advances in the biological control of the geminivirus in tomatoes; cacao production with nitrogen-fixing species which have increased yields by 20%; the preparation and validation of a methodology to monitor the natural regeneration of forests for forest**

management purposes; and the discovery of a combination of leguminous plants and grasses which has proven to be more cost-effective than agro-forestry-livestock systems. He stressed that a methodology has been developed to calculate the contribution of forest plantations to national accounts, which has been used to establish that the incentives offered by Governments do not reflect this contribution. He explained that there has been a major upturn in training, which has now been decentralized, given that 80% of the activities are carried out in the countries and only 20% at headquarters. He emphasized the recognition of the Orton Library, regarded as the most modern in Latin America, and the fact that CATIE has published more than 300 titles a year, with a production of three publications per scientist annually.

- 4.7.5 He then stated that CATIE had succeeded in forging important strategic alliances with internationally-recognized organizations and institutions, which had resulted in income estimated at US\$5.5 million received through contributions of technicians and in-kind contributions. He indicated that membership had increased to ten countries, and the incorporation of Colombia and Ecuador is expected in the short term. Among its most important tasks in the future, the institution proposes to guarantee its financial sustainability, expand its presence in the countries, consolidate its informatics and data-processing capabilities, establish tele-conferencing services in the short term, amend and extend its Charter, and strengthen its alliances with IICA and with its national, regional and international partners.
- 4.7.6 Finally, he congratulated CARDI for its excellent work and thanked the Ministers of Agriculture of the Americas, the Director General, the Regional Directors and Representatives of the TCAs of IICA, the different components of CATIE and especially Mr. Ricardo Garrón. He also thanked FUNDATROPICOS, donors, collaborators, technical staff and friends of CATIE for their support.
- 4.7.7 The Chairman thanked Mr. Guevara for his exhaustive report, saying it provides a clear idea of the work undertaken, which he appreciates and values.
- 4.7.8 The Chairman adjourned the Fourth Plenary Session at 18:43.

**FIFTH PLENARY SESSION**

5. The Fifth Plenary Session was called to order on Friday, 1 August, 1997 at 09:20.

5.1 Inter-American Awards in the Rural Sector

5.1.1 The Chair invited the Representative of Argentina to report to the Executive Committee concerning the deliberations of the Awards Committee. Speaking in his capacity of Chairman of the Awards Committee, the Representative submitted the following nominations for the awards for 1996-1997:

Inter-American Agricultural Medal: Jaime R. Muñoz Reyes, from Bolivia.

Inter-American Agricultural Award for Young Professionals: This award was declared void, as no candidate met the age requirements.

Inter-American Award for the Participation of Women in Rural Development: Felipa Xico Ajquejay, from Guatemala.

5.1.2 He then submitted an amendment that would add a new category of recognition to the Award Regulations. The proposed "Inter-American Award for Farmers" would be granted to producers who, while not technical professionals, had nonetheless made significant contributions to agriculture. He also voiced concern that very few nominations for the awards had been received. He suggested that Member States publicize them more widely and have applicants compete for nomination. A second proposed amendment to the Regulations would stipulate that award-winners first explore using their scholarship money in their own countries, before considering studies abroad. He closed his report by thanking all the members of the Committee and IICA's advisors for their participation.

5.1.3 The Representative of Bolivia expressed pleasure that the Committee had chosen to honor his country by naming a Bolivian for the Medal, and publicly lauded Mr. Muñoz Reyes for his many accomplishments.

5.1.4 The Rapporteur read out the draft resolutions "1996-1997 Inter-American Agricultural Medal," "1996-1997 Inter-American Agricultural Award for Young Professionals," and "1996-1997 Inter-

American Award for the Participation of Women in Rural Development." All three were approved as read.

- 5.1.5 The Rapporteur then read out the draft resolution "Designation of the Members of the Selection Committee for the Inter-American Awards in the Rural Sector for the 1998-1999 Biennium," and the floor was opened for discussion. Following a question by the Representative of the United States and an explanation by the Legal Advisor, it was agreed that the proposed membership of the Committee for 1998-1999 was inconsistent with the Regulations of the Awards because all five IICA areas needed to be represented. Approval was postponed until the draft resolution could be rewritten.
- 5.1.6 The Rapporteur read out the draft resolution "Proposed Amendment to the Regulations for Conferring the Inter-American Awards in the Rural Sector," and it was approved as read.
- 5.2 Report on the Status of the Resolutions of the Eighth Regular Meeting of the Inter-American Board of Agriculture (IABA) (IICA/CE/Doc.332(97))
- 5.3 Report on the Status of the Resolutions of the Sixteenth Regular Meeting of the Executive Committee (IICA/CE/Doc.333(97))
- 5.3.1 The Technical Secretary introduced both reports and elucidated their format and content. There being no questions or discussion, the Executive Committee took cognizance of the reports.
- 5.4 Policy on IICA Participation in Bidding Processes and Requests for Proposals
- 5.4.1 The Chair recognized the Deputy Director General, who explained that discussions on this topic were still underway with several members of the Executive Committee. Because the working group had not finished studying the item, and it remained open for recommendations and suggestions, discussion in plenary would be premature.



5.5 Date and Site of the Eighteenth Regular Meeting of the Executive Committee (IICA/CE/Doc.335(97))

- 5.5.1 The Technical Secretary introduced the document, recommending that the meeting take place at IICA Headquarters in July, 1998. The Representative of the United States enquired about the reasons for the proposed date and mentioned the possibility of coordinating this meeting with that of the FAO Regional Council. The Deputy Director General explained that since the Inter-American Board of Agriculture would not be meeting until October, it had seemed advisable to postpone the 1998 Executive Committee meeting until July. The Representatives then discussed possibilities for holding the Executive Committee meeting and the FAO meeting in closer proximity. The Observer Representative of Bahamas explained that FAO would be meeting in Bahamas in June, but that he was not in a position to offer to host the IICA meeting as well. The Deputy Director General explained that he had been talking with the Deputy Director General of FAO concerning the possibility of holding their two meetings during the same week, in the same place, to maximize consistency and minimize costs. The Director General pointed out that a good venue for the meeting of the Executive Committee might be Miami, Florida, which was an important transit point for travellers from South America and the Caribbean. The Members of the Committee agreed that it would be worthwhile to coordinate the two meetings in the future.

5.6 IICA/FAO Relations (Document IICA/CE/Doc.328(97))

- 5.6.1 The Deputy Director General introduced the report, briefly describing actions taken in recent years to consolidate and coordinate relations between the two organizations. The Representative of Honduras then took the floor to introduce a draft resolution he had submitted, entitled "Institutional Study of IICA-FAO Relations." He explained that numerous Board and Committee resolutions had been approved in the past, calling for closer relations between the two organizations, and that the main concerns were to economize on resources and avoid duplication of effort. The purpose of the resolution was to reiterate past requests by the Executive Committee and the Regional Conference of FAO, for a study to be conducted on the possibility of

seeking an arrangement similar to that of PAHO/WHO. He described his own efforts to broach the subject at the FAO Council and with the Chair of the Latin American and Caribbean Group (GRULAC) of FAO. He reminded the Committee that it was incumbent on the members of the IABA, as representatives on the FAO Council, to decide in October whether they would pursue this issue with FAO. He then read out the draft resolution.

- 5.6.2 A lengthy discussion ensued, in which the delegations expressed differing points of view regarding the resolution and its implications. In general, all agreed on the need to economize, avoid duplication, and make the best possible use of available resources, given budget constraints in both organizations. The Representative of the United States congratulated the Government of Honduras for having taken this initiative. The Representative of Uruguay expressed concern that IICA's objectives were not always the same as those of FAO, and that IICA should not become a mere operational arm of FAO. The Representative of Honduras stressed that the case of PAHO/WHO was encouraging in this regard. Because PAHO was the only voice of WHO in the Americas, the countries were able to assert their priorities effectively. However, the Representative of Guatemala and the Observer Representative of Ecuador pointed out that the parallel with PAHO might not hold because of inherent differences between the health sector and the agricultural sector.
- 5.6.3 The Chair, speaking in his capacity as Head of the Delegation of Uruguay, drew the Committee's attention to the first operative paragraph of the resolution, asking why the Director General was being asked to channel the matter through the foreign ministries, and not through the ministries of agriculture. He requested that the first paragraph be eliminated. This prompted an exchange of opinions concerning the most appropriate channels for communication between the Director General and the governments.
- 5.6.4 The Representative of Mexico questioned the use of the phrase "integration of operations" in the first preambular paragraph, but the Representative of Honduras pointed out that this wording had been taken directly from the fifth preambular paragraph of Resolution IICA/JIA/Res.264(VIII-O/95). The Representative of Guatemala

expressed support for the draft resolution, noting that its only intent was to urge compliance with other resolutions already on the books.

5.6.5 The Representative of Honduras emphasized that the purpose of the resolution was to request a comprehensive study of all the advantages and disadvantages of closer coordination between the two organizations, and could even include discussion of the case of Cuba and other yet-unresolved issues. The Chair asked the Committee whether it was ready to pass a motion by the delegation of Uruguay to amend the first operative paragraph, so as to state that the ministries of agriculture would be asked to approach the foreign ministries, and a motion by the Representative of Guatemala to approve the resolution as amended.

5.6.6 The Director General then took the floor to remind the Executive Committee that IICA had no authority to ask the FAO for information for a study concerning the future of the two organizations. Only the Member States of FAO could solicit this kind of cooperation, and he recommended that the members of the Committee set up a working group to commission such a study. The Representative of Honduras stated a group of this kind would be unworkable, and that the task really should fall to the two Directors General, at the orders of the Member States. He suggested that the second operative paragraph be changed, requesting the Chair of the Executive Committee or the IABA, rather than the Director General, to provide information to GRULAC. He noted that GRULAC was obliged to comply with requests from the Member States. The Observer Representative of Ecuador pointed out that the Director General's comment was relevant and helpful, and the Chair concluded that the delegations seemed to have reached consensus.

## 5.7 Draft Resolutions

5.7.1 The Chairman asked the Legal Advisor for his opinion on the draft resolution "Designation of the Members of the Awards Selection Committee for the Inter-American Awards in the Rural Sector for the 1998-1999 Biennium." The Legal Advisor stated that this draft resolution was unnecessary inasmuch as the appointment of the member countries that sit on this committee was already regulated in the corresponding rules. The Representative of Uruguay proposed

that, given the explanation offered by the Legal Advisor, the draft resolution be withdrawn. The Representative of Argentina supported Uruguay's proposal and noted that the draft resolution in question had not been submitted by the Awards Selection Committee.

- 5.7.2 The draft resolution was withdrawn.
- 5.7.3 The Chairman asked the Rapporteur to read out the pending draft resolutions, who indicated that she would read only the operative paragraphs.
- 5.7.4. Draft Resolution "1996 Annual Report." The Representative of Bolivia indicated that the Spanish version should read 1996, not 1995. The Representative of Barbados asked that, in operative paragraph 2, emphasis be placed not only on the appearance, but also on the content of the Annual Report. After incorporation of the two amendments, the draft resolution was approved.
- 5.7.5 Draft resolution "Emeritus Status for Dr. Eduardo Salvado" was approved as read.
- 5.7.6 Draft resolution "Emeritus Status for Dr. Reginald Pierre" was approved as read.
- 5.7.7 Draft resolution "Emeritus Status for Mr. Arnaldo Veras" was approved as read.
- 5.7.8 Draft resolution "Provisional Agenda for the Ninth Regular Meeting of the Inter-American Board of Agriculture"
- The Representative of Barbados indicated that, in subsection 6.1 of the English version, the dates should be corrected. The draft resolution, after incorporation of said correction, was approved.
- 5.7.9 Draft resolution "Election of Member of Audit Review Committee" was approved as read.
- 5.7.10 Draft resolution "Third Annual Report of the Audit Review Committee (ARC)". The Representative of Barbados mentioned that it would be advisable to include an operative paragraph defining the

type of information that must be provided for the Internal Audit Unit to perform its duties. The draft resolution, with this change incorporated, was approved.

- 5.7.11 Draft resolution “Biennial Report on the Activities of the Tropical Agriculture Research and Training Center (CATIE).” The Representative of Honduras asked that a paragraph, similar to the one included in the draft resolution on CARDI, be added in recognition of CARDI’s work. The draft resolution was approved with that change.
- 5.7.12 Draft resolution “Biennial Report on the Activities of the Caribbean Agricultural Research and Development Institute (CARDI).” The Representative of Barbados asked that the word “reactivation” be replaced with a more appropriate term that refers to farmers. The Representative of Honduras stated that, in operative paragraph i., the word “regional” should be replaced with “subregional.” The Representative of Nicaragua expressed his satisfaction with the fact that the draft resolution included his concerns regarding CARDI’s actions in Guyana. The draft resolution, after incorporation of the suggested changes, was approved.
- 5.7.13 Draft resolution “Amendments to the CATIE Charter” was approved as read.
- 5.7.14 Draft resolution “1996 Financial Statements of the Institute”. The Representative of Barbados asked that the title of the draft resolution be changed to “Report of the External Auditors and Comments by the Director General on the 1996 Report of the External Auditors,” as he felt the suggested title better reflected the contents of the draft resolution. He also proposed the inclusion of an additional operative paragraph, to encourage those countries that have not yet paid their quotas to do so. The Representative of Grenada proposed stylistic changes in operative paragraph 4. The Deputy Director General pointed out that quota “average” should be replaced with quota “arrears.” The draft resolution, after incorporation of the proposed changes, was approved.

**5.8 Policy on CATIs (IICA/CE/Doc.325(97))**

- 5.8.1** The Technical Secretary asked the Director of DIPRAT to explain the proposed policy on CATIs. The Director of DIPRAT stated that the amount of resources generated from CATIs had grown as the result of an increase in the number of externally funded projects administered and executed by IICA. Next, he pointed out that the administration of funds was increasingly being awarded to international organizations, and that it was necessary to participate and compete in this market. He also said that another aspect to be considered was the use by other agencies of the concept of net administrative rates, which is based on the recognition of the direct and indirect costs incurred in the execution of a project, and the effect of same on the budget.
- 5.8.2** For the Institute to remain competitive, the following was recommended: to gradually replace the collection method based on indirect administrative and technical costs with the concept of net rates; to continue to apply the existing concept of CATIs during the 1998-1999 biennium; to consider these two years as a transition period; to train Institute staff in the application of the concept of net rates; and to entrust the Director General with the application of the net rate in negotiations for new agreements and contracts, offering preferential rates when they involve funds contributed by governments or when they are earmarked for projects related to the priority areas of the Institute. He concluded by recommending that the Director General report to the Eighteenth Regular Meeting of the Executive Committee on progress in and the results of the application of this policy.
- 5.8.3** The Representative of the United States of America stated that his understanding was that 1998-1999 was the period of transition for the application of CATIs; however, since the implementation of the process is assumed in the draft budget, such income did not appear in the regular budget. He asked for clarification, and if the annual study on CATIs had been conducted.
- 5.8.4** The Director of DIPRAT indicated that he was not referring to the draft resolution, but rather to the report of Working Group No. 1, and that it was important to request opinions from the Representatives.

Also, he reported that the rules and procedures, including the preparation of studies on CATIs, were still in effect.

5.8.5 The Representative of Bolivia considered that it would be possible to apply differentiated net rates, and requested data on the magnitude of the differential vis-à-vis the normal rate.

5.8.6 The Director of DIPRAT indicated that the establishment of different net rates for governments and those projects related to institutional priorities has been proposed as part of the policy on CATIs, but that the difference between the normal net rate and the preferential rate had not yet been defined. He added that the Director General should have discretion to negotiate the rates for new contracts or agreements, taking into consideration the complexity and nature of the project, as well as market prevailing conditions.

#### 5.9 Draft Resolutions on the 1998-1999 Program Budget

5.9.1 The Rapporteur read out the draft resolution "Quota Scale" and the draft resolution "1998-1999 Program Budget." The Technical Secretary noted that the operative paragraphs of the latter needed to be adjusted in terms of the order and numbering of the paragraphs. The Chairman gave the floor to the Representatives so that they might comment on both draft resolutions.

5.9.2 The Representative of the United States of America considered that the changes proposed by the Technical Secretariat were appropriate, and proposed that numeral 5 be eliminated from the first draft resolution.

5.9.3 The Director of DIPRAT explained that the technical reason for including this numeral was to reduce delays in the payment of quotas. The Legal Advisor of the Institute indicated that the topic of charging interest included in the draft resolution had been studied but not resolved by these agencies, and that it was more a political, than a legal issue. The Director General recalled that the text being questioned had traditionally been included in draft resolutions on the budget, and noted that when it had been necessary to resort to lines of credit, interest on same had been covered with CATIs rather than quota resources. The Director of Finance concurred with the Director

General and added that on those occasions on which lines of credit had been required, it had been for short periods of days or weeks.

- 5.9.4 The Representative of Nicaragua stated that it was important for the Institute to have the financial flexibility it needed to respond to unforeseen situations such as temporary shortfalls in cash flow, or those times when temporary surpluses are available for investment in the local financial market. In that case, the interest generated by temporary surpluses could be used to cover the interest charged on lines of credit tapped to maintain a healthy cash-flow situation.
- 5.9.5 The Representative of Honduras suggested a change in the wording of paragraph 5 to adding the following text: "the interest on which shall not be charged to the Institute's quota resources."
- 5.9.6 The Representative of the United States of America asked that approval of the draft resolution "Quota Scale" be postponed until the afternoon, so that he might consult with the State Department of his country.
- 5.9.7 The Director of DIPRAT underscored that it was necessary to set up a working group to support the Director General and the member countries in defining the funding of the Regular Fund and the Quota Scale of the Member States for 1999, and making the adjustments required in the Program Budget for that year.
- 5.9.8 The Chairman proposed suspending the discussion and asked that a new version of the two draft resolutions be prepared to include the comments that had been made, and that these be discussed during the Sixth Plenary Session.
- 5.9.9 The Fifth Plenary Session was adjourned at 13:30.

#### **SIXTH PLENARY SESSION**

6. The Sixth Plenary Session was called to order at 15:20 on August 1, 1997, under the Chairmanship of the Representative of Uruguay.



- 6.1 Offer of the Government of Bolivia to Provide Office Space in the Casa de la Agricultura**
- 6.1.1** The Chairman opened the floor to discussion on the agenda item “Offer of the Government of Bolivia to Provide Office Space in the Casa de la Agricultura.” The Representative of Bolivia noted that what was being requested was authorization for the Director General to continue negotiating with his country on the donation referenced above, and that the proposed agreement be submitted directly to the next meeting of the IABA.
- 6.1.2** The Legal Advisor stated that, since no final agreement existed between the parties, the next step was to authorize the Director General to submit the matter directly to the consideration of the IABA.
- 6.1.3** The Rapporteur read out the draft resolution “Offer of the Government of Bolivia to Provide Office Space in the Casa de la Agricultura,” which was approved as read.
- 6.2 Continuation of the discussion on the draft resolutions “Quota Scale” and “1998-1999 Program Budget”**
- 6.2.1** The Chairman announced that the discussion of the Program Budget would continue and gave the floor to the Director of DIPRAT, who noted that the revised version of the draft resolutions “Quota Scale” and “1998-1999 Program Budget,” with the proposed corrections, were being distributed. He again said that it was necessary to set up the working group called for in the draft resolution “Quota Scale.”
- 6.2.2** The Representative of the United States of America asked for clarification regarding the authorization being granted to the Director General in point 2.4 of the draft resolution “1998-1999 Program Budget.”
- 6.2.3** The Director of DIPRAT indicated that the aim was to authorize the Director General to effect such adjustments as may be needed in the Program Budget to ensure that expenditures do not exceed the actual revenues of the Institute at the end of the year.

- 6.2.4 The Representative of the United States of America suggested that the word "distribution" be replaced with "allocation." Also, he felt it would be advisable to incorporate, as had been done in Resolution 252 "Quota Scale" approved at the Eighth Regular Meeting of the IABA, an operative paragraph stipulating that any sum received in excess of the total approved, and any unspent, uncommitted balance, should enter the Working Subfund of the Regular Fund.
- 6.2.5 The Director of DIPRAT pointed out that said paragraph had been omitted on this occasion because the rules of the Institute already address this situation; therefore, it would be redundant to include this operative paragraph.
- 6.2.6 The Representative of the United States of America asked which rule contains this norm. He also stated that he had been informed by the State Department that it definitely could not support paragraph 2.4 of the draft resolution "Quota Scale" for several reasons, one of which was the fact that there was currently a bill under study that would prohibit international organizations in which his country participated from requesting loans. Therefore, should it be approved, he wanted his opposition to be placed on record.
- 6.2.7 The Chairman explained that, should the draft resolution be approved, the opposition of the delegation of the United States of America would appear in the minutes.
- 6.2.8 The Representative of the United States of America stated that he would prefer to have his position included in the draft resolution, which the Chairman believed could not be done.
- 6.2.9 In response to a question from the Representative of Uruguay, the Representative of the United States of America offered several reasons why his delegation could not support paragraph 2.4. First, he said, it was his country's policy that those international organizations in which it participated should not request loans to cover contributions approved, but not paid, by their member countries, inasmuch as such a practice could lead to even further arrearages. He added that an existing law prohibited the use of the regular quotas of the United States of America to pay interest on loans obtained by international organizations. Also, he reiterated his earlier comment that a bill

under study would restrict the financial support of the United States of America for international organizations that assume debts.

- 6.2.10 The Chairman repeated his opposition to the idea of including the position of the United States of America in the draft resolution, in the belief that recording the position of the delegations in the minutes leaves a clear record of the opposition of a country to a given resolution.
- 6.2.11 The Chairman asked the delegation of the United States of America to draft a proposed amendment to the draft resolution "Quota Scale." The Representative of the United States of America suggested that the following whereas clause be added: "The Government of the United States of America has stated that it cannot support operative paragraph 2.4 of this Resolution."
- 6.2.12 The Representative of Bolivia suggested that the following operative paragraph be added to the draft resolution "Quota Scale:" "2.5 To inform the IABA that the Government of the United States of America cannot support subsection 2.4 of point 2 of this Resolution."
- 6.2.13 The Representative of the United States of America seconded the amendment proposed by Bolivia.
- 6.2.14 The Chairman next referred to the creation of the working group and proposed six countries: Argentina, Brazil, Mexico, Venezuela and a representative of both Central America and the Caribbean, inasmuch as the delegation of the United States of America had expressed its wish not to participate in same.
- 6.2.15 The Representative of Nicaragua indicated that, having consulted with his colleagues from Central America, he wanted to propose the Representative of Honduras as a member of the working group.
- 6.2.16 The Representative of Barbados stated that the countries of the region would need more time for consultation, but that for now the resolution should stipulate that the Caribbean will be represented in the working group.

- 6.2.17 The draft resolution "Quota Scale" was approved with the changes mentioned above.
- 6.2.18 The Chairman asked the Director of DIPRAT to read out the draft resolution "1998-1999 Program Budget," which included the change requested earlier by the Representative of the United States of America.
- 6.2.19 The Representative of Uruguay asked if in paragraph 2.5 consideration was being given to all IICA resources, including CATIs. The Representative of Bolivia suggested that the term "amount" be replaced with "sum." The Representative of the United States of America indicated that this paragraph should make reference to miscellaneous income and CATIs, and not only quota resources.
- 6.2.20 The Director of DIPRAT suggested replacing "quota resources" with "regular resources" in the paragraph, which would solve the problem.
- 6.2.21 The draft resolution "1998-1999 Program Budget" was approved with the modifications mentioned above.
- 6.3 Draft Resolution "Additional Financing of Activities Requested of IICA by the Member States"
- 6.3.1 The Rapporteur read out the draft resolution. The Representative of the United States of America raised a question regarding the account in which such contributions were to be deposited. The Director of DIPRAT explained that such financing was not viewed as income for IICA, but rather expenses which the governments would cover in connection with certain technical cooperation activities carried out by the Institute. The draft resolution was approved as read.
- 6.4 Draft Resolution "Modification of the Rules and Regulations of the Institute to Facilitate IICA's Institutional Transformation and Financial Operations" #
- 6.4.1 The Chairman asked the Director of Finance to explain the most relevant aspects of this proposal. The Director of Finance noted that some of the main reasons for the proposed changes were: i) to give

the Director General the option of extending from two to four years the contract awarded to auditing firms; ii) to create a specific fund for managing CATIs; iii) to re-allocate programmed, unspent funds from the Program Budget of the preceding year not obligated during the year because of a shortfall in cash flow at that time, once the availability of the funds needed for such allocations has been demonstrated, and iv) to increase from US\$10,000 to US\$30,000 the amount for which the Director General can authorize exceptions to the requirement for the use of competitive bidding procedures to acquire equipment, furniture and office and general supplies, and to pay for services.

- 6.4.2 The Representative of the United States of America stated that his country supported the creation of the CATIs fund, and recalled that in the deliberations of Group 2 of the Special Committee in Support of the Institutional Transformation Process, it was decided that the term “incremental costs” should not be used. Also, he pointed out that it would be necessary to establish regulations governing the operation of this fund, prior to its presentation to the IABA, as had been done in the case of the Patrimonial Fund.
- 6.4.3 The Legal Advisor suggested the inclusion of a second operative paragraph that would read “To instruct the Director General to prepare the Regulations Governing the CATIs Fund,” and that “incremental costs” be replaced with “net costs.”
- 6.4.4 The Representative of the United States of America endorsed the change suggested by the Legal Advisor, and requested that definitions be provided of all the terms used in the Regulations.
- 6.4.5 The draft resolution was approved with the changes mentioned above.
- 6.5 Draft Resolution “Policy on Indirect Administrative and Technical Costs (CATIs)”
- 6.5.1 The Technical Secretary asked the Rapporteur to read out the draft resolution “Policy on Indirect Administrative and Technical Costs (CATIs),” which was approved as read.

**6.6 Acknowledgment of Staff Members**

**6.6.1** The Representative of the United States of America acknowledged the many contributions made by Mr. Gordon Mair, Director of Finance, and Dr. Theresa Bernardo, Agricultural Health Specialist, who would be leaving the Institute in the coming months.

**6.6.2** Both staff members thanked the Representative of the United States of America for his kind words and expressed their gratitude for the opportunity to work with the Institute.

**6.7 Report on the AgriFuture Foundation (IICA/CE/Doc.329(97))**

**6.7.1** Mr. Rafael Marte explained that the AgriFuture Foundation was founded on October 16, 1995, to provide a mechanism which would enable IICA to benefit from non-traditional donors who prefer to contribute resources to non-governmental entities. He noted that after 20 months of operation the Foundation had two important projects: KREDIFAM, which had been established to provide capital for revolving credit funds at the community level, especially for rural women, as well as training in financial administration and the general and reproductive health of men and women. The other was promotion of agricultural development in Belize, involving the Government of Belize, IICA, the University of Vermont and the AgriFuture Foundation. This project includes activities related to the production and marketing of milk, advanced agricultural education for sustainable development, and efforts to strengthen capabilities in the area of policy planning. He mentioned that negotiations were currently under way on other projects valued at US\$55 million.

**6.7.2** The Rapporteur read out the draft resolution "AgriFuture Foundation," which was approved as read.

**6.8 Draft Resolution "IICA-FAO Relations"**

**6.8.1** The Technical Secretary asked the Rapporteur to read out the draft resolution, with the requested modifications, which was approved.

**6.9 Close of the Sixth Plenary Session**

- 6.9.1 The Representative of the United States of America, speaking on behalf of all the countries represented at the meeting, thanked the Director General, the Deputy Director General, the Legal Advisor and the entire IICA staff for all the support they had received and for having done an excellent job. He also thanked the Chairman of the Executive Committee for his effective leadership during the meeting.**
- 6.9.2 The Deputy Director General applauded the delegations for the interest and dedication they had shown throughout the meeting. He underscored the high level of the decision-making process and noted that, despite the difficult financial situation faced by the Institute, the future should be viewed with optimism and mechanisms should be developed to recover quota arrearages and to improve the Institute's relations with similar organizations.**
- 6.93 The Sixth Plenary Session was adjourned at 18:04.**

**CLOSING SESSION**

- 7. The Closing Session was called to order on August 1, 1997, at 18:30, under the Chairmanship of the Representative of Uruguay.**
- 7.1 Signing of the Report of the Seventeenth Regular Meeting of the Executive Committee**
- 7.1.1 The Chairman asked the Technical Secretary to explain the procedure to be followed in reviewing the Provisional Report and the Verbatim Report. The Chairman and the Director General then signed the Report of the Meeting.**
- 7.2 Signing of the Basic Agreement between IICA and the Commonwealth of the Bahamas**
- 7.2.1 The signing of the Basic Agreement by the Director General of IICA and the Representative of the Commonwealth of the Bahamas was followed by a round of applause.**

### 7.3 Comments from some Representatives

- 7.3.1 The Observer Representative of Ecuador congratulated the Administration, the Chairman of the meeting and the participants for a job well done, and expressed hope that Canada would continue to be a permanent member of IICA.
- 7.3.2 The Representative of Bolivia again thanked the host country for the warm welcome he and the other participants had received, and asked for a round of applause for the Chairman of the meeting, the Technical Secretary, the Legal Advisor and, especially, the Director General, the Deputy Director General and all the personnel, who had contributed so much to the meeting
- 7.3.3 The Representative of Trinidad and Tobago conveyed a message from the Prime Minister to the Director General, congratulating him on his management of the Institute and expressing appreciation for IICA's many contributions to the agricultural sector of his country, adding that his country was very careful about paying its quotas. He provided a brief overview of the rich history of the islands and the educational and research institutions located there. Also, he thanked the Director of the Caribbean Regional Center for his leadership and collaboration. He noted that two very important topics had been addressed during the meeting: the request that Canada not withdraw from the Institute, and the Program Budget for 1998-1999. Since his country was not represented at the meeting in Rome, it does not include the signature of the representative, but he assured the Canadian delegation that he supported the request. As regards the budget, he considered the matter closed and saw same as an indication of the support of the member countries. He stated that he was very pleased with the decision to bestow the title of Emeritus Personnel upon Dr. Reginald Pierre, and that he was glad to see his former classmate, Dr. Chelston Brathwaite, among the senior management staff of the Institute. He concluded by referring to the nomination of Trinidad and Tobago to represent the IABA on the CATIE Council, and reiterated his country's unconditional support of IICA, given the strategic role the Institute plays in promoting agricultural development throughout the Caribbean and the hemisphere.



- 7.3.4 The Minister of Agriculture and Fisheries of the Bahamas thanked the host country and the Institute for their hospitality. He noted that he was impressed with the leadership Canada and the United States of America had shown in tackling difficult topics, and publicly lauded the diplomacy exercised by both. He added that the member countries must have a clear idea of what they wanted from the Institute, and invited the participants to visit The Bahamas for the next FAO Regional Conference, to be held in June 1998.**
- 7.3.5 The Observer Representative of Brazil welcomed The Bahamas as the newest IICA member country, congratulated the Director General on his excellent management of the Institute and offered some thoughts on the upcoming meeting of the IABA. He suggested that it not simply be a repetition of the meeting drawing to a close at that moment, but rather a forum to discuss and exchange opinions on market access, a very important topic which had not been addressed in sufficient detail; sanitary and phytosanitary barriers, which, it was believed, would be more important than tariff barriers in the future; the Free Trade Area of the Americas, an issue of great importance, and one which the countries of the Hemisphere must address; and trade, an area in which the Institute could certainly make major contributions, providing both its technical expertise and global vision. He suggested that technical groups be set up to address technical and operating matters, so that participants in the Santiago meeting could focus on strategic issues.**
- 7.3.6 He continued his comments, stating that it would be very necessary to exercise effective time management to the benefit of all during the IABA meeting, and to ensure that the deliberations focus on relevant matters aimed at creating a new IICA, an IICA involved in the promotion of agribusiness in the Americas, an IICA that is less bureaucratic and more decentralized and instrumental on generating wealth and solving the grave social problems in the countries of the hemisphere. He added that, in the current context, the sound decisions we made now would help us achieve the future we are seeking. He concluded by confirming his support for the Director General's efforts and offered his country as the site of the IABA meeting in 1999, adding that it would be an honor for Brazil to host**

the meeting as evidence of its support for IICA and its solidarity with the countries and peoples of the Americas.

7.4 Remarks by the Director General

7.4.1 The Director General welcomed the distinguished ambassadors, the members of the IICA International Wives' Association, the representatives of the Association of former staff members and all the staff members in attendance at this Closing Session.

7.4.2 He noted that it had been a week of intense activity, centered around four simultaneous meetings: the Council of Directors of CATIE, the Central American Council on Agriculture, the Special Committee in Support of the Institutional Transformation Process, and the Executive Committee. All of these meetings received inputs and contributions from their members. He referred to the institutional transformation process under way and underscored the fact that he had considerable practical experience in these matters in both private and public organizations, fostering dialogue and participation, as had been done within the Institute, a very complex organization with diplomatic, political, geographic, human and economic dimensions.

7.4.3 He thanked the delegations for their valuable contributions aimed at setting a clear course for such a geographically disperse institute. He then quoted President Frei, who, in an article published in "ComunIICA," called for a concerted effort to recognize the true value of agriculture in the Americas. He also noted the many steps taken by the Catholic Church to bring about true reforms, taking human beings as the core of knowledge to spur the economic forces of change that will bring us to a better end of millennium for all.

7.4.4 Next, he referred to the document presented by the Delegation of Peru during the meeting of the Executive Committee, adding that he intended to address some of the points contained therein, and that he would prepare, as the Chairman had asked, a more detailed response. He drew attention to the concern regarding the so-called loss of technical capacity on the part of the Institute, explaining that in 1984 IICA had 285 international professionals, whereas today that number had fallen to 120, with further reductions expected due to financial constraints. He recalled the IICA of 1979, where the focus was

teaching and research, as compared with the IICA of today, which must meet the needs of countries as diverse as Brazil and Haiti or the Dominican Republic. He also made reference to the hiring of consultants and mentioned that when he took office he was accompanied by only three persons, one who did not belong to the Institute, another who was an IICA staff member, and the third, an upright professional and outstanding university president, who, since then had served as an advisor and head of the unit responsible for training and education. He then commented on a report prepared by a consultant on how to improve relations with the Inter-American Development Bank, noting that said report had not been received by the Administration and that, therefore, he could not comment on its contents.

7.4.5 He continued his remarks by saying that significant progress had been made and significant problems encountered, all of which was part of the process of change. Therefore, it was necessary to give our best in transforming the organization, in order to break the bonds that tie us to outdated procedures and make the Institute more flexible, dynamic, decentralized and capable of working in closer harmony with the countries of the Americas to build the kind of society that will be required in the new millenium.

7.4.6 The Director General concluded by expressing his appreciation for the opponents and colleagues invited to attend this and other meetings, because such democratic processes strengthened institutions. He offered special words of gratitude to the Ambassador of the Dominican Republic and to the Delegate from the Office of the President of the Dominican Republic, asking that they convey to His Excellency, the President of the Dominican Republic, his profound gratitude for the support he had received, and his decision to honor the reputation of his country by bringing peoples and wills together to build a better world.

## 7.5 Remarks by the Chairman of the Meeting

7.5.1 The Chairman of the meeting and Representative of Uruguay stated that he was honored to have been elected to conduct the meeting, noting that same had taken several different turns. He expressed his

appreciation to the Director General and all the staff members who had collaborated in making the event possible, as well as to the delegations, for the special way in which they worked to reach consensus. He noted that this was not always easy because there were countries whose level of participation and influence, which they rightfully exerted, were greater than that of others, while others contributed by promoting harmony. He offered the example of the United States of America, quoting an earlier comment regarding the humility of the members of its delegation. He then commented that the feeling of friendship that prevailed during these meeting created an atmosphere in which consensus was possible. He also quoted President Sanguinetti, who said that a telephone conversation between two presidents often accomplished more than numerous meeting of well-intentioned and efficient officials in terms of reaching an agreement.

7.5.2 He added that one of the conclusions of the meeting was that all the countries were in favor of the ongoing renewal of the Institute; there was consensus on the need for international organizations to look to the future in a changing world. He pointed out that it was easier to re-build than to change and that there were no magic formulas for assistance and progress. He recalled the words of the author of the "Green Revolution" in the sense that there could be no peace as long as people's stomachs were empty and backward thinking prevailed; therefore, he believed that it was necessary to change our way of thinking, offer more and better training and make more efficient use of resources, adapting to a new vision of development.

7.5.3 He mentioned that all the ideas that had been expressed regarding ways to improve the sector were valid no matter who was in charge of the General Directorate, since the Institute was more important than any one person. He concluded by saying again that it was an honor for his country, Uruguay, to chair the meeting, and wished the other Representatives a safe return to their countries.

#### 7.6 Remarks by the Technical Secretary

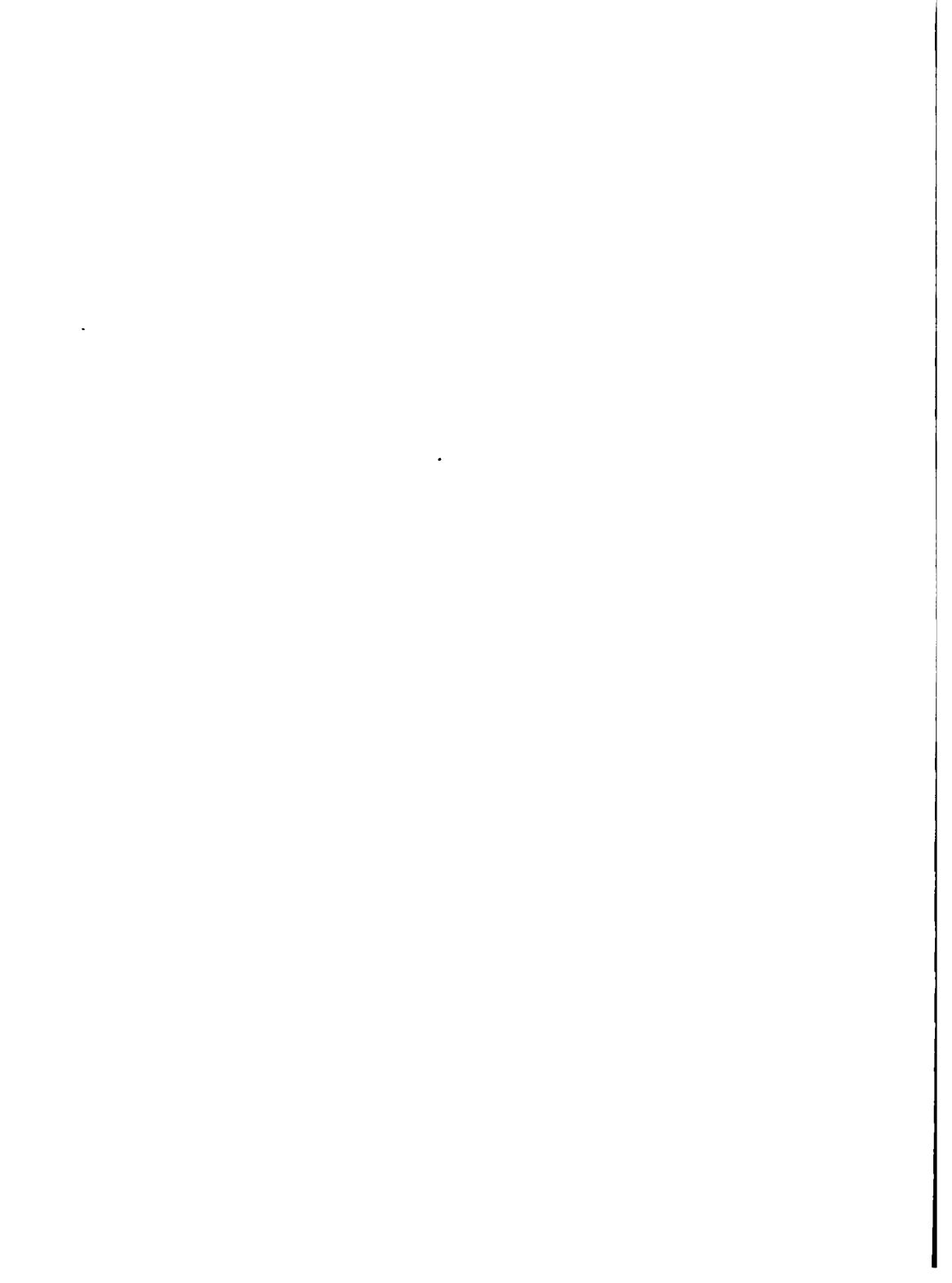
7.6.1 The Technical Secretary briefly thanked the Director General, Deputy Director General, the Senior Management Committee, Directors of the Regional Centers and the personnel at IICA Headquarters and in

other IICA units in Costa Rica, for a job well done. He apologized to the Director of the Caribbean Regional Center, who, due to time limitations, was unable to make his presentation. He expressed his appreciation to his colleagues in DIREXCOM for their collaboration and support in conducting the meeting, and made special mention of the contributions of the Legal Advisor, Mr. William Berenson. He called for a round of applause for all who had participated in the process and gave the meeting gavel to the Director General for presentation to the Chairman.

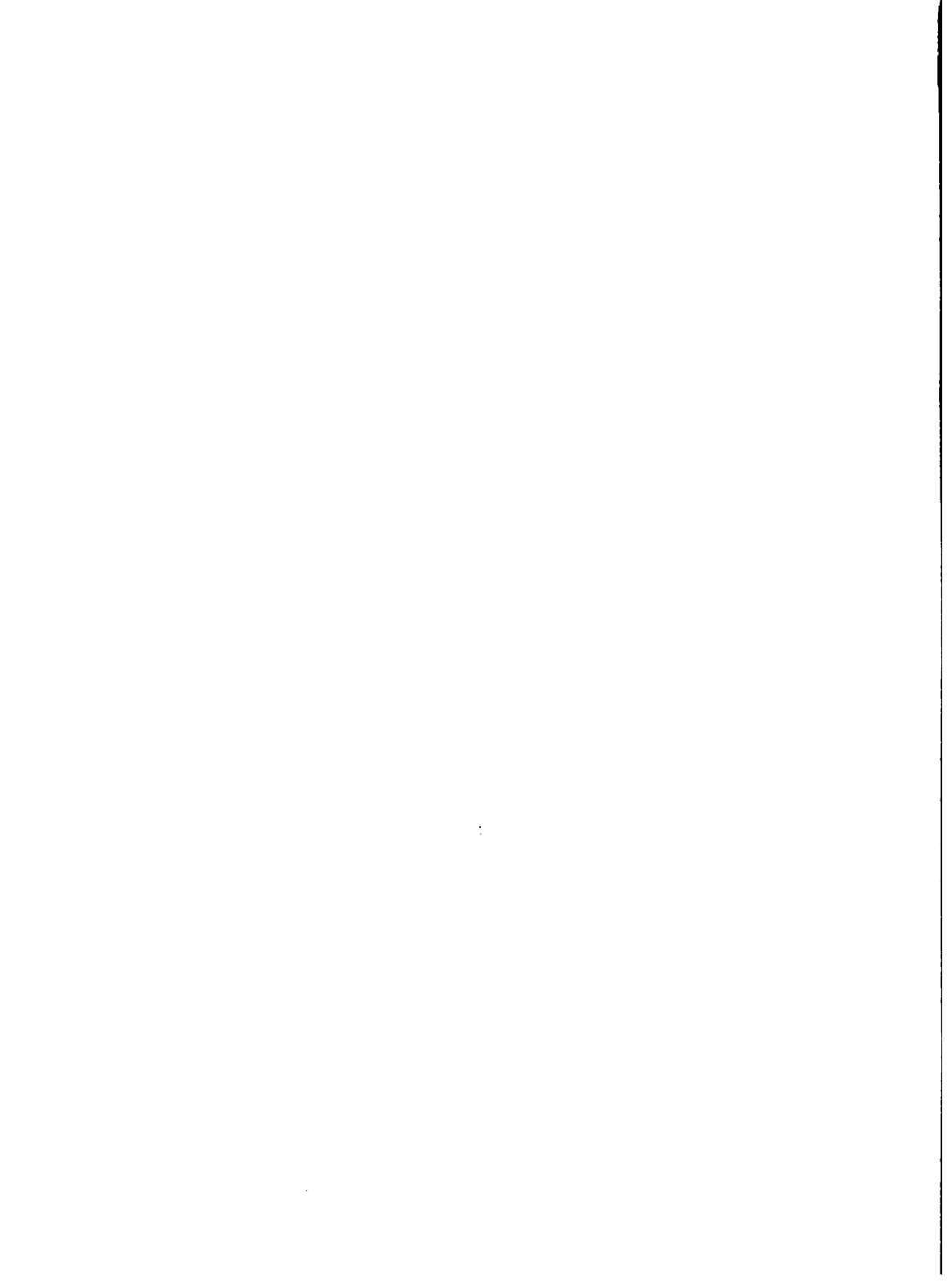
**7.7 Remarks by Mr. William Berenson**

**7.7.1** The Legal Advisor expressed his appreciation and stated that it was always a pleasure to share his legal expertise with agricultural specialists, economists, agricultural engineers and experts in different fields. He added that he always felt welcome in the house of agriculture in San Jose, Costa Rica, and hoped to continue collaborating with the Institute in the future.

**7.8** The Closing Session was adjourned at 20:15.



## **RESOLUTIONS**





IICA/CE/Res.265(XVII-O/97)  
1 August 1997  
Original: Spanish

**RESOLUTION No. 265**

**1996 ANNUAL REPORT**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN,

Document IICA/CE/Doc.318(97) "1996 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 1996 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 (IABA), prepared and published a summarized report to be used as an instrument for dissemination and a smaller number of the full report for the information of the Member States,

RESOLVES:

1. To accept Document IICA/CE/Doc.318(97) "1996 Annual Report," presented by the Director General.

2. To congratulate the Director General on the contents and presentation of the 1996 Annual Report.
3. To recommend that the Inter-American Board of Agriculture, at its Ninth Regular Meeting, approve the 1996 Annual Report.

IICA/CE/Res.266 (XVII-O/97)  
1 August 1997  
Original: English

**RESOLUTION No. 266**

**THE SIGNIFICANCE OF CANADA'S MEMBERSHIP IN THE  
INSTITUTE**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

CONSIDERING:

That Canada is a sovereign nation whose decisions are highly respected by IICA and its Member States;

That Canada has announced the withdrawal of its membership from IICA;

That by letter of November 15, 1996, addressed to the Minister of Agriculture of Canada, the Ministers of Agriculture of twenty IICA Member States expressed their concern over Canada's announcement.

That Canada plays an integral role in hemispheric affairs and its continuing participation in the Institute is critical to the success of the ongoing integration process within the Americas;

That the strong relationship between IICA and the Organization of American States necessitates a continuing presence of Canada in both organizations to facilitate coordination of the complementary programs of those two inter-American organizations;

That multilateral forums of the inter-American system, like IICA, promise to play an even greater role in establishing the hemispheric agenda for the twenty-first century, and are critical for positioning the hemisphere in its economic relationships with other parts of the world;

**That as a major leader in agricultural technology, education, and production, Canada's continued presence and membership in IICA is essential for realizing the hopes and aspirations of IICA's Member States;**

**That IICA is the only inter-American inter-governmental organ for the promotion of agricultural interests in the hemisphere, and its maximum effectiveness depends on the broad participation and membership of all sovereign American States;**

**That although Canada has indicated that its withdrawal from IICA membership signifies a change in its relationship with the Institute but not an end of its participation in IICA's activities, the change in that relationship is likely to diminish Canada's role in inter-American agricultural policy to the detriment of IICA, Canada, and IICA's other Member States,**

**RESOLVES:**

- 1. To reaffirm the importance of Canada's participation as a member in IICA.**
- 2. To recommend that the Member States, through their Ministries of Agriculture, Ministries of Foreign Affairs, and other relevant agencies, continue their efforts at the highest levels to urge the Government of Canada to review its decision to withdraw from IICA membership.**
- 3. To recommend that the Inter-American Board of Agriculture (IABA) adopt this Resolution as its own.**

Rome, Italy  
November 15, 1996

His Excellency  
Ralph Goodale, Minister  
Agriculture and Agri-Food  
Canada

Your Excellency:

In relation to the decision of the Canadian Government to withdraw from the Interamerican Institute for Cooperation on Agriculture (IICA), the Ministers of Agriculture below signed wish to express our concern, and to respectfully request that you apply your good offices with the corresponding authorities of your government in re-thinking this decision.

We consider that the participation of Canada is fundamental in furthering the process of integration in the hemisphere and in the search for sustainable development of Interamerican agriculture.

We are convinced that Canada receives reciprocal benefits from its contributions, which we believe will increase apace with the commercial liberalization in the hemisphere, which is the basic objective of the work IICA is currently carrying out in the region.

The signatory Ministers view with concern the consequences and repercussions that the decision of the Government of Canada could have in these processes, and reiterate our request for your assistance in bringing about its reconsideration.

Hoping for your kind support, we take advantage of this opportunity to reiterate the assurances of our most attentive and highest consideration.

*[Signature]*  
Minister of Agriculture & Fisheries  
Belize

*[Signature]*  
Carlos A. Soto-Suarez  
Paraguay  
Ministero Desarrollo  
Agropecuario

*[Signature]*  
Ricardo Arias  
Minister de la Secretaría  
de Recursos Naturales de  
Honduras

*[Signature]*  
Vice-Ministro  
de Agricultura  
Guatemala

*[Signature]*  
Ministro. Agricultura y Cria  
Venezuela

*[Signature]*  
Representante  
del Sr. Presidente  
de la Republica del  
Peru

*[Signature]*  
Ministro de Agricultura y Cria  
de Venezuela

*[Signature]*  
Cecilia Lopez H.  
Ministera de  
Agricultura de  
Colombia

*[Signature]*  
SALVADOR UBERTIS LOUCEL  
DELEGADO MINISTERIO DE  
AGRICULTURA Y GANADERIA  
DE EL SALVADOR

*[Signature]*  
DELEGADA MINISTERIO DE  
AGRICULTURA Y GANADERIA  
ECUADOR

*[Signature]*  
Francisco Sebastia  
Sic. de Agricultura - Mexico

*[Signature]*  
Ministre de l'Agriculture  
des Ressources Naturelles  
et du Developpement Rural  
H A I T I

Karl E. Eastland Minister of Agriculture (MISSISSIPPI)

Timothy Harris Minister of Agriculture (ST. Kitts-Nevis)

MARK Isaac - Minister of Agriculture (GRENADA)

*[Signature]* Min of Agriculture of Suriname

*[Signature]*  
SECRETARIO NACIONAL  
DE AGRICULTURA Y  
GANADERIA DE NICARAGUA.

*[Signature]*  
Minister of Agriculture &  
Livestock,  
Nicaragua.

*[Signature]*  
Secretario de Estado de  
Agricultura de la Republica  
Dominicana

*[Signature]*  
Ricardo CARRON  
Minister of Agriculture  
COSTA RICA.

IICA/CE/Res.267(XVII-O/97)

30 July 1997

Original: Spanish

**RESOLUTION No. 267**

**QUOTA SCALE**

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

**HAVING SEEN:**

**Document IICA/CE/Doc.322(97), "1998-1999 Program Budget,"**

**CONSIDERING:**

**That Article 8.b of the Convention on the Inter-American Institute for Cooperation on Agriculture (IICA) states that the Inter-American Board of Agriculture (IABA) shall "approve the biennial Program Budget and determine the annual quotas of the Member States";**

**That Article 3.b of the Rules of Procedure of the Executive Committee establishes that the Executive Committee is responsible for examining the proposed biennial Program Budget that the Director General submits to the Inter-American Board of Agriculture and for making any pertinent recommendations or observations;**

**That in view of the difficult financial situation of some Member States, it is not feasible to increase quotas in 1998;**

**That the government of Canada has stated its decision to withdraw from IICA as a member country as of January 1, 1999; and**

**That, in view of Canada's withdrawal as a member country, it is essential to conduct a review of the percentages established for the payment of quotas to the**



**Institute in order to adjust them to the ability and willingness of the countries to pay and maintain the level of services provided by the Institute,**

**RESOLVES:**

1. **To establish a Working Group of representatives of the Member States, composed of Argentina, Brazil, Honduras, Mexico and a representative of the Caribbean countries, with the task of contributing, with the Director General of IICA and the governments, to defining the financing of the Regular Fund and the quota scale of the Member States for 1999, as well as the adjustments required to the Program Budget for 1999.**
2. **To recommend that the Inter-American Board of Agriculture (IABA), at its Ninth Regular Meeting:**
  - 2.1 **Establish that for 1998, to finance the Regular Fund, the Member States as a whole shall contribute quota funds in the amount of US\$27,508,680, in accordance with the amounts indicated in the quota scale attached to this Resolution and US\$2,491,320 in miscellaneous income the Institute expects to receive;**
  - 2.2 **Establish that for 1999 the budget of the Regular Fund, composed of the quotas of the Member States and miscellaneous income, is US\$30,000,000. No Member State is obliged to contribute over 59.47% of the total quota budget;**
  - 2.3 **Instruct the Director General to present a financing proposal for 1999 to the consideration of the Eighteenth Regular Meeting of the Executive Committee to be held in 1998, which will consider the proposal and submit it to the IABA for approval, either at a Special Meeting or by a vote by correspondence, pursuant to Articles 82-83 of its Rules of Procedure; and**

- 2.4        **Authorize the Director General to make short-term use of an established line of credit whenever delays in quota payments from the Member States create the need for funds, duly reporting these actions to the Executive Committee, as long as the interests on this financing are not paid for with quota funds.**
3.        **To inform the IABA that the Government of the United States of America cannot support subsection 2.4 of point 2 of this Resolution.**

**QUOTA SCALE**  
**1998-1999**  
**(US\$)**

Antigua and Barbuda	0.02	0.02	0.02	5,502	
Argentina	4.90	4.90	4.90	1,347,925	
Bahamas	0.07	0.07	0.07	19,443	
Barbados	0.08	0.08	0.08	22,007	
Belize	0.03	0.03	0.03	8,253	
Bolivia	0.07	0.07	0.07	19,256	
Brazil	8.55	8.55	8.55	2,351,992	
Canada	12.36	12.36	12.36	3,399,881	
Chile	0.54	0.54	0.54	148,547	
Colombia	0.94	0.94	0.94	258,582	
Costa Rica	0.13	0.13	1.00	35,761	
Dominica	0.02	0.02	0.02	5,502	
Ecuador	0.18	0.18	0.18	49,516	
El Salvador	0.07	0.07	0.07	19,256	
United States of America *	59.47	59.47	59.47	16,359,412	
Grenada	0.03	0.03	0.03	8,253	
Guatemala	0.13	0.13	0.13	35,761	
Guyana	0.02	0.02	0.02	5,502	
Haiti	0.07	0.07	0.07	19,256	
Honduras	0.07	0.07	0.07	19,256	
Jamaica	0.18	0.18	0.18	49,516	
Mexico	6.08	6.08	6.08	1,672,528	
Nicaragua	0.07	0.07	0.07	19,256	
Panama	0.13	0.13	0.13	35,761	
Paraguay	0.18	0.18	0.18	49,516	
Peru	0.41	0.41	0.41	112,786	
Dominican Republic *	0.18	0.18	0.18	49,516	
St. Kitts and Nevis	0.02	0.02	0.02	5,502	
St. Vincent and the Grenadines	0.02	0.02	0.02	5,502	
St. Lucia	0.03	0.03	0.03	8,253	
Suriname	0.07	0.07	0.07	19,256	
Trinidad and Tobago	0.18	0.18	0.18	49,516	
Uruguay	0.26	0.26	0.26	71,523	
Venezuela	3.20	3.20	3.20	880,278	
<b>SUB TOTAL</b>	<b>98.76</b>	<b>98.76</b>	<b>98.76</b>	<b>27,167,572</b>	
Cuba **	1.24	1.24	1.24	341,108	
<b>TOTAL QUOTAS</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>27,508,680</b>	
<b>MISCELLANEOUS INCOME</b>				<b>2,491,320</b>	
<b>TOTAL REGULAR FUND</b>				<b>30,000,000</b>	<b>30,000,000</b>

(1) Pending: definition of percentages and amounts for 1999

\* In Spanish alphabetical order

\*\* Appears only for purpose of the distribution of total quotas

IICA/CE/Res.268(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 268**

**1998-1999 PROGRAM BUDGET**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.322(97) "Proposed 1998-1999 Program Budget,"

CONSIDERING:

That Article 8.b of the Convention on the Inter-American Institute for Cooperation on Agriculture (IICA) states that the Inter-American Board of Agriculture (IABA) shall "approve the biennial Program Budget and determine the annual quotas of the Member States";

That Article 3.b of the Rules of Procedure of the Executive Committee establishes that the Committee shall examine the proposed biennial Program Budget that the Director General submits to the Inter-American Board of Agriculture, making any pertinent recommendations or observations;

That the income from quotas from the Member States will be US\$27,508,680 in 1998;

That miscellaneous income has been estimated at US\$2,491,320 in 1998;

That the proposed Program Budget of Regular Fund resources (quotas and miscellaneous income) submitted by the Director General for consideration at the Seventeenth Regular Meeting of the Executive Committee totals US\$30,000,000 for 1998 and US\$30,000,000 for 1999;

**That the proposed Program Budget specifies budget items for Direct Cooperation Services, Management Costs and General Costs and Provisions, funded with regular resources from the Member States,**

**RESOLVES:**

- 1. To instruct the Director General to incorporate into the 1998-1999 Program Budget that will be submitted to the consideration of the Ninth Regular Meeting of the IABA, the following changes:**
  - 1.1 To increase the resources allocated for the area of technological innovation, bringing same back up to the level allocated to that area in the Budget in force for 1997.**
  - 1.2 That, in order to facilitate implementation of the proposed 1998-1999 Program Budget, the process be continued to adjust the roster of professional personnel of the Institute, in line with the technical capabilities required for the topics set as priorities for the biennium.**
  
- 2. Recommend that the Inter-American Board of Agriculture, at its Ninth Regular Meeting:**
  - 2.1 Approve IICA's biennial Program Budget, funded with resources from the Regular Fund, made up of the quotas from the Member States and miscellaneous income for the fiscal year January 1 to December 31, 1998, in the amount of US\$30,000,000, of which US\$27,508,680 pertain to quotas and US\$2,491,320 to miscellaneous income and for fiscal year January 1 to December 31, 1999 in the amount of US\$30,000,000 in resources from the Regular Fund;**
  - 2.2 The financing with resources from the Regular Fund of the Program Budget for 1999 shall be proposed by the**

Director General to the Eighteenth Regular Meeting of the Executive Committee, taking into account the recommendations of the Working Group set up for that purpose and submitted for final approval to the IABA, as stipulated in Resolution IICA/CE/Res.267(XVII-O/97);

- 2.3 Authorize the Director General to make transfers between the chapters of the Program Budget, provided total transfers neither increase nor reduce the affected chapters by more than 10 percent and do not substantially affect or eliminate the programs approved;
- 2.4 Authorize the Director General to make corresponding adjustments in the distribution of the resources established in this Resolution, should income from each of the fiscal years fall below estimated levels. The Director General will duly inform the Executive Committee and the IABA of this situation; and
- 2.5 That any contribution of resources from the Regular Fund received that exceeds the total amount approved for the biennium and the balance of uncommitted appropriations outstanding shall be deposited in the Working Subfund of the Regular Fund.

IICA/CE/Res.269(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 269**

**REPORT OF THE EXTERNAL AUDITORS AND  
THE 1996 FINANCIAL STATEMENTS OF THE INSTITUTE**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.319(97) "Report of the External Auditors and Comments of the Director General on the 1996 Report of the External Auditors,"

CONSIDERING:

That Article 4 of the Rules of Procedure of the Executive Committee establishes that the Committee is to examine the financial status of the Institute, rendering the corresponding report to the Inter-American Board of Agriculture (IABA);

That the external auditors have certified proper management of financial resources, in accordance with the rules of the Institute;

That, in the opinion of the external auditors, the financial statements fairly represent the financial position of the Institute for the period January 1 to December 31, 1996; also, that the accounting principles upon which they are based fully reflect generally accepted accounting practices;

That the Audit Review Committee, in its Third Annual Report, establishes that it has examined the Report of the External Auditors and determined that the work performed was thorough and in accordance with the Rules of Procedure of IICA and Generally Accepted Auditing Standards;

**That the Audit Review Committee also reports that the action taken by the Institute since its last report in July 1996 was very positive and resulted in the adoption of policies that allow IICA to better use the results of the audits prepared by the external and internal auditors,**

**RESOLVES:**

- 1. To accept Document IICA/CE/Doc.319(97) "Report of the External Auditors and Comments of the Director General on the 1996 Report of the External Auditors."**
- 2. To recommend that the Inter-American Board of Agriculture, at its Ninth Regular Meeting, approve Document IICA/CE/Doc.319(97) "Report of the External Auditors and Comments of the Director General on the 1996 Report of the External Auditors."**
- 3. To congratulate the firm KPMG Peat Marwick for the clear and informative manner in which the Report was presented.**
- 4. To congratulate the Director General and the staff of IICA for their extraordinary efforts to collect quota arrearages, which have contributed to improving the financial situation of the Institute.**
- 5. To thank the Member States who have responded to the requests from the Director General concerning the collection of quotas, and to urge others to follow their example.**



IICA/CE/Res.270(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 270**

**POLICY ON INDIRECT ADMINISTRATIVE  
AND TECHNICAL COSTS (CATIs)**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

**HAVING SEEN:**

The recommendations of the Special Committee in Support of the Institutional Transformation Process, in its second meeting, for a gradual adjustment of the policy that IICA should follow with regard to CATIs,

**RECOGNIZING:**

The importance of externally funded projects as a measure for expanding the cooperation services IICA provides to the Member States;

The need to gradually adjust the current policy on the charging of CATIs, without affecting agreements and contracts included in the 1998-1999 Program Budget,

**RESOLVES:**

To recommend the following to the Inter-American Board of Agriculture, at its Ninth Regular Meeting:

1. That it adopt the policy guidelines on CATIs set out in the only Appendix to this Resolution.
2. That the 1998-1999 biennium be considered a transition period for the application of the policy on CATIs, in the terms proposed in the aforementioned only Appendix.

3. That the CATI rates established in the agreements and contracts in effect, and their attachments, shall not be modified.
4. To authorize the Director General to execute the CATI resources, up to the amount effectively received, to cover the costs generated for the Institute by the administration/execution of externally funded projects.
5. That the Director General begin to apply the new concept of CATIs as a net rate for new agreements and contracts, and present the results of this application to the Eighteenth Regular Meeting of the Executive Committee. The net rate of CATIs applied shall not be greater than what the Institute currently charges.

## **POLICY ON CATIs**

- **Recognize the growing importance of CATI resources as a source of funding for the Institute, as a result of the growth of externally funded projects administered or executed by IICA, and given the fact that Member States have not agreed to increase total assessments for three years.**
- **Currently, the CATI rate is based on annual studies and administrative-type decisions of the Executive Committee and the IABA. This concept underlies the budgeting of these funds in the proposed 1998-1999 Program Budget, which is being presented to the Seventeenth Regular Meeting of the Executive Committee.**
- **The administration/execution of externally funded projects is being awarded increasingly to international institutions such as IICA, both by financial organizations and by the governments themselves, through competitive processes (bids, requests for proposals, or through the presentation of comparative technical-economic offers). For this reason, the market is a determining factor in the establishment of the rate to be applied for the management of external resources and in decisions to award administration/execution of these projects.**
- **Other international organizations have been applying the concept of “Net Administrative Rate,” which is based on full recognition, within the budget of the project, of direct and indirect costs involved in executing it.**
- **In order not to lose competitiveness in this growing market and to maintain a strong position in the administration/execution of these projects, IICA should modify its present concept of CATIs. To this end, the following is recommended:**
  - **Gradually replace the present concept of Indirect Administrative and Technical Costs with Net Rate.**
  - **The Net Rate should be based on a recognition of the fact that the basic structure of the Institute is financed with quota funds for operating and executing the actions that the Member States entrust to IICA, and that the administration/execution of externally funded projects must not be subsidized by quota funds.**

- Consider that the change in concept involves significant changes in how the budgets of externally funded projects are prepared, and that therefore these modifications should be incorporated into negotiations for new agreements and contracts.

In addition, taking into account that the General Directorate, following the recommendation of the first meeting of the Special Committee in Support of the Institutional Transformation Process, has been making progress in this area, it is recommended that:

1. The present concept of CATIs be maintained for the 1998-1999 biennium, and that this period be considered a transitional period for the Institute to progressively move forward in modifying the concept and effectively applying it in new agreements and contracts. Accordingly, IICA should continue applying the results of the last study on CATIs conducted for establishing the rate for charging these funds to agreements and contracts included in the 1998-1999 Program Budget, as well as the attachments to those instruments.
2. IICA officials receive training in how to apply the new concept of Net Rate and become familiar with the methodologies and experiences of other institutions that apply them.
3. The Director General be entrusted with applying the concept of Net Rate in the negotiation of new agreements and contracts, effective immediately, taking the following into consideration:
  - a) Lower differentiated net rates in the case of funds provided by the governments than those applied to funds provided by third parties.
  - b) Lower differentiated net rates in the case of funds earmarked for projects that fully reflect the priority fields of action of the Institute.
4. That the Director General report to the Eighteenth Regular Meeting of the Executive Committee on the progress with and results of the application of this policy.

IICA/CE/Res.271(XVII-O/97)

1 August 1997

Original: English

**RESOLUTION No . 271**

**DONATIONS OF INTERESTS IN REAL ESTATE  
TO THE INSTITUTE**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

CONSIDERING:

That by Resolution IICA/JIA/Res.255(VIII-O/95), the Inter-American Board of Agriculture ("IABA") requested that the Member States "donate to the Institute facilities in the form of premises and material resources for the Technical Cooperation Agencies of the Institute and the Regional Centers located within their territories," as one of several measures for strengthening the Institute's financial capacity;

That by Resolution IICA/CE/Res.254(XVI-O/96), the Executive Committee requested that the Director General submit proposals for amending the existing rules of the Institute for implementing measures for strengthening the financial capacity of the Institute;

That the Governments of Barbados, Colombia, Costa Rica, the Dominican Republic, Suriname, and Venezuela have ceded real estate interests to IICA for supporting IICA activities, and Chile provides IICA with 75% of the rental cost of the Institute's installations in that country;

That the Governments of Bolivia, Brazil, Honduras, Paraguay, and Peru have offered to transfer to IICA interests in real estate for IICA's installations in those countries;

That IICA expends approximately US\$500,000.00 in rental for office space in the Member States each year,

**RESOLVES:**

1. To amend the Financial Rules by adding the following new Rule 4.20 to Chapter IV of those Rules:

**Rule 4.20: Accepting Donations of Interests in Real Property**

- 4.20.1 For purposes of this provision, interests in real property include, inter alia, titles in fee simple, mortgages, leases, conditional fees, easements, occupancy and other use rights, and rights to income generated from real estate.
- 4.20.2 Before accepting donations of interests in real property, the Director General shall conduct a detailed cost-benefit analysis of the donation to determine that acceptance of the donation is in the best financial interests of the Institute.
- 4.20.3 The Director General may accept donations of interests in real estate without prior approval of the Executive Committee or the Inter-American Board of Agriculture in those instances in which the cost-benefit analysis concludes that IICA's acceptance of the donation: (a) will not require the contracting of loans to make improvements to the interests so donated, (b) will not cause the Institute to incur greater expenditures for real property than the amount appropriated in the Program Budget for rents, (c) is not likely to cause the Institute to incur any extraordinary expenses in the reasonably foreseeable future, and (d) is in the Institute's best financial interest. However, the Director General shall present a report on the donation, together with a copy of the corresponding cost-benefit analysis, to the Regular Meeting of the Executive Committee immediately following his acceptance of the donation.
- 4.20.4 In those instances where the cost-benefit analysis concludes that acceptance of the donation is in the best financial interest of the Institute, but the other conditions in Rule 4.20.3 are not fully satisfied, the Director General may not

accept the donation without prior approval from the Inter-American Board of Agriculture. To seek that approval, the Director General must submit to the Executive Committee for its recommendation to the Board, a report describing the terms and characteristics of the donation, as well as the corresponding cost benefit-analysis.

4.20.5 In negotiating the terms of donations of interests in real estate which require the return of the interest to the donor under certain circumstances, the Director General should make every effort to obtain a commitment from the donor to reimburse those improvements to IICA made to the property by the Institute at market price or at cost minus depreciation, whichever is greater, if and when such return occurs.

2. To reiterate, as stated in Resolution IICA/JIA/Res.255(VIII-O/95), that Member States are strongly encouraged to make donations of real property interests to the Institute to help reduce its fixed operating costs.
3. To urge the Member States to formalize the informal offers of real property interests to the Institute.

IICA/CE/Res.272(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 272**

**ADDITIONAL FINANCING OF ACTIVITIES REQUESTED OF IICA  
BY THE MEMBER STATES**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

CONSIDERING:

That the Institute faces budgetary constraints due to a reduction in the quota funds available;

That for the Institute to provide a better response to the growing demand for its services in fields defined as being of priority in the 1994-1998 Medium Term Plan (MTP) currently in force, it is increasingly important that the Member States contribute to financing the technical cooperation activities they request from the Institute;

That, at its meetings held in San Jose in February and July 1997, the Special Committee in Support of the Institutional Transformation Process formulated recommendations in this regard,

RESOLVES:

To recommend that the Inter-American Board of Agriculture (IABA), at its Ninth Regular Meeting:

1. Urge the Member States, except the net contributors, to provide additional funding to IICA:
  - through contributions over and above their quotas to cover some of the operating costs of IICA's offices in the country; and



- by covering part of the costs required in the implementation of priority activities for the country.
2. Authorize the Director General to charge for the cost of direct cooperation services provided to private sector enterprises.

IICA/CE/Res.273 (XVII-O/97)  
1 August 1997  
Original: English

**RESOLUTION No. 273**

**ESTABLISHMENT OF IICA PATRIMONIAL FUND AND  
ADOPTION OF ITS STATUTE**

The EXECUTIVE COMMITTEE. at its Seventeenth Regular Meeting,

HAVING SEEN:

The proposed text of the Statute for the IICA Patrimonial Fund; "The Report of the First Meeting of the Special Committee in Support of the Institutional Transformation Process" (IICA February 26-28, 1997); and "The Report of the Second Meeting of the Special Committee in Support of the Institutional Transformation Process" (IICA July 28-29, 1997),

CONSIDERING:

That several international organizations have successfully created patrimonial endowment funds as a mechanism for attracting voluntary contributions from governments, organizations, businesses, and private donors, and for generating income to assist in the financing of institutional activities and programs;

That the income generated by a properly capitalized patrimonial endowment fund can partially compensate for reductions in the traditional sources of IICA's financing;

That the Special Committee in Support of the Institutional Transformation Process, pursuant to its mandate under Resolution IICA/CE/Res.252(XVI-O/96), has recommended the establishment of the IICA Patrimonial Fund and the adoption of the proposed Statute for the IICA

**Patrimonial Fund, attached as Annex A to this Resolution, as one of several measures for strengthening the Institute's financial structure,**

**RESOLVES:**

**To recommend that the Inter-American Board of Agriculture establish the IICA Patrimonial Fund and adopt the Statute for the management of that Fund, attached hereto as Annex A of this Resolution.**

## **STATUTE FOR THE IICA PATRIMONIAL FUND**

### **ARTICLE I**

#### **Purposes**

1.1 The purpose of this Statute is to regulate the IICA Patrimonial Fund ("the Fund").

1.2 The purpose of the Fund is to establish an endowment for the partial financing of IICA's activities. The endowment is to be made up of donations and other voluntary contributions from governments, individuals, private institutions and other donors, as well as a portion of the Fund's annual income deposited in the endowment to increase and preserve its real value.

### **ARTICLE II**

#### **Scope of the Statute**

2.1 This Statute applies only to the Fund and is binding upon the General Directorate, the Executive Committee and the Fund's Board of Trustees.

### **ARTICLE III**

#### **Assets, Income and Their Use**

3.1 The Fund's Capital Assets shall include all donated items of value, including, but not limited to: cash, stocks, bonds, notes, commercial paper and other securities; real estate; intellectual property rights; licenses; royalty rights; liens, jewels, precious metals and all other valuables, tangible and intangible. Its Capital Assets shall also include that proportion of the Fund's annual earnings allocated to increase and preserve the value of the Capital Assets, as provided below.

3.2 Sixty percent of the Fund's net annual earnings are to be allocated for strengthening the Regular Fund budget of the Institute; the remainder are to be used to increase and preserve the real value of the Capital Assets of the Fund.

3.3 The percentage allocation of the Fund's net annual income between IICA's Regular Fund budget and the Fund's Capital Assets may be modified by the Executive Committee, upon the recommendation of the Fund's

Board of Trustees; however, no such modification shall go into effect until the beginning of the second fiscal year following the year in which that change is adopted by the Executive Committee.

3.4 The Capital Assets donated to the Fund, including all Fund income allocated to increase and preserve the real value of the Fund's Capital Assets, shall not be expended for a period of twenty years from the date of the Resolution of the Inter-American Board of Agriculture creating the Fund. After those twenty years have passed, the Capital Assets may be expended or otherwise used only for the benefit of IICA or its institutional successor in interest. This provision is not intended to prevent the Board from converting the assets held by the Fund into cash, securities or other types of suitable investment-grade assets as part of the Fund's investment strategy established under this Statute.

#### ARTICLE IV

##### The Board of Trustees: Members, Officers and Advisors

4.1 The management of the Fund is the responsibility of the Fund's Board of Trustees ("Board").

4.2 The Board has three members ("Members" or "Trustees"): the Director General of IICA, a member elected by the Inter-American Board of Agriculture ("IABA"); and a member selected by the other two members.

4.3 Each Member shall be elected for a term of four years and may be re-elected; however, if the member elected by the IABA resigns or otherwise is unable to complete his term, the Executive Committee shall elect a replacement who shall serve until the IABA next meets to elect another Member for a full four-year term. The Director General shall resign his position on the Board upon the end of his mandate, and the Director General who succeeds him will take his place. Each Member has the right to one vote and the right to speak in the Board's meetings.

4.4 The Members are fiduciaries and serve as such in their personal capacity. They are responsible for the proper investment and management of the fund for the benefit of the Institute and in accordance with the criteria established by this Statute and required of reasonably prudent fiduciaries.

4.5 The Directors in IICA responsible for the areas of Finance, Programming and Evaluation, and External Relations shall serve as the Board's permanent advisors. The Board may appoint other advisors as required. No advisors, regardless of their status, shall have the right to vote, but they shall have the right to speak, with leave of the Chairman, at the Board's meetings.

4.6 The Director General shall serve as Chairman of the Board; the member elected by the IABA shall serve as the Vice Chairman; the Chairman and Vice Chairman shall appoint a Secretary/Treasurer from among the Board's permanent advisors.

#### ARTICLE V Functions of the Board of Trustees

5.1 The general function of the Fund's Board of Trustees is to manage and invest the Fund's assets so as to conserve its real value and generate sufficient income to achieve the objectives established under this Statute.

5.2 The Board is authorized to carry out the following duties and functions:

a. To determine the Fund's investment strategy within the guidelines established in this Statute and to implement that strategy by selecting investments which achieve the proper balance between the need to conserve the real value of the Fund, on one hand, and the need to obtain the greatest possible yield in income and growth, on the other.

b. To invest up to 20% of the Fund's capital assets in high-yield and high-risk investments.

c. To review and monitor the Fund's investments regularly, and to modify its portfolio as required to achieve the Fund's objectives.

d. To recommend to the Executive Committee periodic changes in the allocation of income in accordance with Article III above.

e. To sell, lease, transfer, mortgage, or otherwise dispose of for fair value, the non-cash assets of the Fund, including, but not limited to, real estate, provided that the net proceeds of such transactions remain within the Fund.

f. To decide whether to accept or reject donations, and where necessary, to negotiate the corresponding terms.

g. To establish subfunds within the Fund for executing the express instructions of donors and to ensure the greatest feasible participation in the Fund.

h. To retain professional services of investment advisors, stock brokers, lawyers, accountants, bankers and other professionals in the financial sector to advise and assist in the management and investment of the Fund.

i. To solicit donations and to acknowledge their receipt.

j. To allocate Fund income to pay the necessary and reasonable expenses of managing the Fund.

k. To adopt the Board's own internal rules of procedure as required.

l. To report to the Regular Meetings of the Executive Committee and IABA on the management of the Fund, its income, its assets, its expenditures, the findings of its external auditors and such other pertinent information requested by the IABA and the Executive Committee.

m. To assure that the Fund is audited by an independent external auditor at least once a year and to that end IICA's external auditors will be available at the Board's request.

n. To take all actions that other reasonable Trust Fund fiduciaries are authorized to do under similar circumstances.

#### ARTICLE VI Meetings of the Board

The Board shall meet at least once a year and as otherwise provided in its Rules of Procedure or as convened by the Chairman in the absence of such Rules. Only Members shall have the right to vote at those meetings.

**ARTICLE VII**  
**Amendments**

**The Executive Committee may amend this Statute, upon the recommendation of the Board of Trustees or upon its own initiative.**



IICA/CE/Res.274(XVII-O/97)

1 August 1997

Original: English

**RESOLUTION No. 274**

**MODIFICATION OF THE RULES GOVERNING HUMAN  
RESOURCES POLICIES TO FACILITATE THE INSTITUTIONAL  
TRANSFORMATION PROCESS**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

The report of the Second Meeting of the Special Committee in Support of the Institutional Transformation Process,

CONSIDERING:

That by Resolution IICA/CE/Res.252(XVI-O/96), entitled "Institutional Transformation and IICA's Future," the Executive Committee requested the Director General "to submit to the Executive Committee at its next Regular Meeting such amendments to the existing rules as may be considered necessary in order to streamline the institution's work and to consolidate the institutional transformation process";

That at its meeting in February 1997, the Special Committee urged the Director General to submit, for the consideration of the Seventeenth Regular Meeting of the Executive Committee, concrete proposals for amending the rules pertaining to human resources policies and practices within the Institute;

That pursuant to the foregoing mandates from the Executive Committee and the Special Committee, the Director General has presented for

the Executive Committee's consideration proposed modifications to those rules;

That under Article 3(g) of its Rules of Procedure, the Executive Committee is authorized to recommend to the Inter-American Board of Agriculture ("IABA") the approval of draft Rules of Procedure for the General Directorate and the System for the Determination of Remuneration for IICA Personnel and to approve or modify the Staff Rules "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."

**RESOLVES:**

1. To recommend that the Inter-American Board of Agriculture adopt the amendments to the Rules of Procedure of the Inter-American Board of Agriculture (IABA), the Rules of Procedure of the Executive Committee, the Rules of Procedure of the General Directorate, the System for the Determination of Remuneration for IICA Personnel, and the Staff Rules, as set out in Appendix A of this Resolution.
2. To urge the Director General to form a Committee of not more than five members (one from each region) and including compensation and legal experts to assist him in making concrete proposals to the next Executive Committee for modernizing human resources management in the Institute. As part of its deliberations, the committee should review the proposals on which there was no agreement in the second meeting of the Special Committee.

**APPENDIX A**

**MODIFICATION OF THE RULES GOVERNING HUMAN  
RESOURCES POLICIES TO FACILITATE THE INSTITUTIONAL  
TRANSFORMATION PROCESS**

**I. Rules of Procedure of the Inter-American Board of Agriculture**

**Article 2(j)**

- j. To approve its own Rules of Procedure and the agendas for its meetings, as well as the Rules of Procedure of the Executive Committee, and the Rules of Procedure of the General Directorate. (October 1997)**

**II. Rules of Procedure of the Executive Committee**

**Article 3(g)**

- g. To recommend to the Board the approval of draft Rules of Procedure of the Board, Executive Committee and General Directorate and any amendments thereto, and to the other rules of the Institute that the Executive Committee is not authorized to approve and that require the approval of the Board. (October 1997)**

**Article 3(h)**

- h. To approve or modify the Staff Rules, Financial Rules, the System for the Determination of Remuneration for IICA Personnel and the Classification Standards, provided that such approval or modification is consistent with the Rules of Procedure of the IABA, of the Executive Committee or of the General Directorate and would not require a change in a Program Budget resolution in force. (October 1997)**

**Article 3(i)**

**This is the text of the previous Article 3(h).**

**Article 3(j)**

This is the text of the previous Article 3(i).

**Article 3(k)**

This is the text of the previous Article 3(j).

**Article 4(s)**

This article is eliminated.

**III. Rules of Procedure of the General Directorate**

**Article 12(a)(i)**

- i. **REGULAR PERSONNEL:** Composed of staff members with appointments covering an indefinite period of time, subject to a satisfactory performance appraisal at least every two years and a valid Regular Appointment conferred under Article 17 of these Staff Rules prior to October 31, 1997.  
(October 1997)

**IV. System for the Determination of Remuneration for IICA Personnel**

**Section I(4.4)(b) Allowance for Special Duties (Bonus for Functions or Temporary Promotion) International Professional Personnel Category**

- b. Without prejudice to the principle that a regular promotion under the terms of Staff Rule 5.3 is the normal way of recognizing increased responsibility and demonstrated ability, an International Professional staff member who is required to assume all the duties and responsibilities of a position of higher level than his own on a temporary basis, for a minimum of one uninterrupted month or more, shall be eligible to receive an allowance for special duties, as of the day the new functions are assumed. For temporary promotions of

more than six months, the approval of the Director General is required.

V. Staff Rules

Rule 1.5.1(a)

- a. Regular Personnel: Comprised of staff members with appointments covering an indefinite period of time, subject to receipt of a satisfactory performance appraisal at least every two years, on the basis of standards defined in Chapter II of these Staff Rules. Only those staff members who on October 31, 1997 hold valid Regular Appointments conferred under Article 17 of the Rules of the General Directorate are within this category of personnel.<sup>1</sup>

Rule 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/her regular work. If required to do so for a minimum of one uninterrupted month or more, the staff member shall be eligible to receive an allowance for special duties, as of the date the new functions were assumed. For temporary promotions of more than six months, the approval of the Director General is required.

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<sup>1</sup> Except for those staff members, the legal concepts of "appointment for an indefinite time," or of "permanent appointment," or of "regular appointment" do not exist under the internal law of the Institute. (October 1997)

IICA/CE/Res.275(XVII-O/97)

1 August 1997

Original: English

**RESOLUTION No. 275**

**ESTABLISHMENT OF IICA ASSOCIATE STATUS**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.324(97) "Associate Status: A Proposal for Creation of a New Category of Participation for Certain Permanent Observers, Non-Member Countries and International Organizations,"

CONSIDERING:

That at its first regular session in 1971, the OAS General Assembly, pursuant to its authority under Article 53 of the Charter, established the status of Permanent Observers within the Organization and instructed the Permanent Council to determine the criteria corresponding to that status;

That IICA, pursuant to IICA/JD/Res.7(9/74) and subsequent resolutions of the Inter-American Board of Agriculture, has adopted provisions in its rules for the participation of Permanent Observers in IICA activities and programs;

That there are currently more than forty Permanent Observers accredited to the OAS and IICA;

That there is a need to recognize the outstanding support and contributions to IICA by certain Permanent Observers, other Non-IICA Member States, and international, regional, and national organizations, and to offer inducements for the continuation of such support;

That the establishment of IICA Associate status for Non-IICA Member States and international, regional, and national organizations which regularly make substantial contributions to the Institute's funds, its programs and its other activities will satisfy that need,

**RESOLVES:**

To recommend that the Inter-American Board of Agriculture (IABA) take the following measures at its next Regular Meeting:

1. Establish within IICA the status of IICA Associates for certain qualifying Permanent Observers, other Non-IICA Member States, and international, regional and national organizations.
2. Adopt the "Standards for IICA Associates" attached to this Resolution as Annex A, for regulating the minimum conditions for conferring IICA Associate status and the corresponding rights, privileges, and obligations.
3. Adopt the amendments to the Rules of Procedure of the IABA and Executive Committee set out in Annex B so as to provide for the participation of IICA Associates in those organs, consistent with those Rules of Procedure and the other terms of this Resolution.
4. Instruct the Director General to establish the IICA Associates' Trust Fund and to adopt and implement regulations governing the administration of that Fund, *ad referendum* to the next regular meeting of the Executive Committee.

**STANDARDS FOR IICA ASSOCIATES****ARTICLE I****Definitions**

1.1 **IICA Associate:** A Permanent Observer, other Non-IICA Member State, or international, regional, or national organization that satisfies the conditions of IICA Associate status under these Standards and has been granted that status by the Executive Committee pursuant to the procedures herein.

1.2 **Permanent Observer:** A State or governmental entity having the attributes of a State under international law (e.g., the European Union) which has been granted Permanent Observer status by IICA or by the Permanent Council of the Organization of American States in accordance with CP/RES. 407 (573/84) and other applicable rules and regulations of the OAS.

1.3 **Non-IICA Member State:** A State or governmental entity having the attributes of a State under international law and which is not a member of IICA.

1.4 **International, Regional, and National Organizations:** Public and private sector organizations whose goals and objectives are consistent with those of IICA and which have demonstrated a strong interest in working with IICA to achieve those objectives.

1.5 **Contribution Requirement:** The amount, in accordance with Article III below, which a potential Associate must contribute to be eligible for IICA Associate status and to maintain that status from one year to the next.

1.6 **Special IICA Associates Trust Fund:** A trust fund that shall be established by the Director General under these Standards, and the income of which is used to finance special projects and activities of the Institute.



**ARTICLE II**  
**Minimum Eligibility Requirements**

2.1 An IICA Associate must either be a Permanent Observer of IICA, another Non-IICA Member State, or an international, regional, or national organization as defined under these Standards that satisfies the contribution requirement for the calendar year in which the Institute receives the request for IICA Associate status, and, in the case of a request for renewal, for the calendar year for which the renewal is requested.

2.2. To satisfy the contribution requirement in any given calendar year, an Associate must contribute to IICA an amount equal to at least 1% of the quota assessments to finance the regular fund budget approved by the Inter-American Board of Agriculture (IABA) for that year, and IICA must agree to accept the donation. The contribution must be in U.S. dollars or an equivalent amount in local currency readily convertible to US dollars at no loss to the Institute.

**ARTICLE III**  
**Renewal and Maintenance of IICA Associate Status**

3.1 IICA Associate status will lapse on March 31<sup>st</sup> of the year following the calendar year in which it was granted unless it is renewed in accordance with these Standards.

3.2 To be eligible for renewal, an IICA Associate must demonstrate to the satisfaction of the Executive Committee that it has satisfied the contribution requirement set out in Article II above for the year for which it is seeking renewal.

**ARTICLE IV**  
**Approval for Requests for IICA Associate Status and Renewal**

4.1 An applicant seeking IICA Associate status or renewal of that status must request it in written form to the Executive Committee by a letter addressed to the Director General and forwarded by the Director General to the members of the Executive Committee.

4.2 The Executive Committee shall consider all written requests for IICA Associate status and renewal of that status, and will take final action on those requests at its Regular Annual meeting or by voting by correspondence under its Rules of Procedure.

4.3 Requests for IICA Associate status and renewal must be approved by a two-thirds vote of the members of the Executive Committee.

## ARTICLE V

### Rights and Privileges of IICA Associate Status

5.1 IICA Associates shall enjoy all the current benefits available to Permanent Observers.

5.2 IICA Associates shall be accorded precedence over Permanent Observers and all invited guests in all IICA meetings and activities covered by these Standards, and, where the seating arrangement so permits, shall be seated ahead of Permanent Observers and ahead of all other invited guests.

5.3 At all Executive Committee and Inter-American Board of Agriculture meetings, IICA Associates shall have the right to speak and to attend closed sessions, and they shall be given preference in being recognized to speak and in attending those sessions over Permanent Observers.

5.4 Nationals of IICA Associate States shall have the opportunity to compete for temporary positions at IICA for up to one year in duration, and all other conditions being equal, shall have preference over candidates from other non-OAS Member States.

5.5 IICA Associates shall integrate a special advisory panel which shall meet with the Director General at least once every three months to discuss issues of mutual interest and for special briefings on IICA activities.

5.6 IICA Associates shall have the opportunity to participate in decisions regarding the use of special multilateral funds established within the Institute with donations from IICA Associates.

5.7. IICA Associates shall have such other rights as the Inter-American Board of Agriculture shall decide to confer upon them, consistent with the OAS Charter, the IICA Convention, and IICA's other rules and regulations.

## ARTICLE VI

### Participation in the IICA Associates' Trust Fund

6.1 A Special IICA Associates' Trust Fund, supported by contributions from IICA Associates, Member States and other donors, shall be established by the Director General and placed under the direction of a board of six trustees.

6.2 IICA Associates shall have the right to vote each year for at least two of the six trustees of the Special IICA Associates' Trust Fund.

6.3 The IICA Associates' Trust Fund shall be a special Fund within the Institute governed by the corresponding rules and regulations of the Institute and its own Statute approved by the Executive Committee.

## ARTICLE VII

### Miscellaneous Provisions

7.1 By a two thirds vote of the Member States, the Executive Committee may vote to withdraw the IICA Associate status of any IICA Associate that enters into a state of armed aggression or hostility with an OAS Member State or which engages in other activities inconsistent with the principles set out in the OAS Charter.

7.2 The Executive Committee may amend or repeal these Standards for IICA Associates at any time by a two-thirds vote of its members.

## ANNEX B

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

Add a new Article 8, which shall state:

Article 8. The representatives of IICA Associates duly recognized in accordance with the Standards for IICA Associates in force in the Institute may be accredited as participants in the regular and extraordinary meetings of the Board. At those meetings, IICA Associates shall have the following rights and privileges:

- a. To be accorded precedence over Permanent Observers and all invited guests;
- b. To be seated ahead of Permanent Observers and ahead of all other invited guests, where seating so permits;
- c. To speak and to attend closed sessions, and to be given preference in being recognized to speak and in attending those meetings over Permanent Observers.

**PROPOSED AMENDMENTS TO THE RULES OF PROCEDURE OF  
THE EXECUTIVE COMMITTEE**

Add to Article 3 the following section "k".

k. To grant or withdraw, as the case may be, IICA Associate status for Permanent Observers, Non-IICA Member States, and international, regional, and national organizations, in accordance with the Standards for IICA Associates in force at the Institute.

Add Article 13B, which shall state:

Article 13B. The representatives of IICA Associates duly recognized in accordance with the Standards for IICA Associates in force in the Institute may be accredited as participants in the regular and extraordinary

**meetings of the Executive Committee. At those meetings, IICA Associates shall have the following rights and privileges:**

**a. To be accorded precedence over Permanent Observers and all invited guests;**

**b. To be seated ahead of Permanent Observers and ahead of all other invited guests, where seating so permits;**

**c. To speak and to attend closed sessions, and to be given preference in being recognized to speak and in attending those meetings over Permanent Observers.**

IICA/CE/Res.276(XVII-O/97)

1 August 1997

Original: English

**RESOLUTION No. 276**

**ELECTION OF MEMBER OF AUDIT REVIEW COMMITTEE**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

CONSIDERING,

That it is the function of the Executive Committee to elect the Members of the Audit Review Committee ("ARC") under Article 3(j) of the Rules of the Executive Committee and under Article III of the Statute of the Audit Review Committee (the "ARC Statute") attached as Appendix B to the Institute's Financial Rules;

That the ARC Statute provides that at least one of the three members of the ARC shall be elected from among candidates proposed by the six largest contributors to IICA and another from a candidate nominated by all the other Member States;

That the term of the candidate nominated by all the other Member States expires on December 31, 1997;

That pursuant to the ARC Statute, the Director General asked those Member States to nominate candidates for election by this Regular Meeting of the Executive Committee to fill the position occupied by the ARC member whose term expires this year, but no nominations have been presented for the Committee's consideration;

That it is essential that the ARC count with the participation and presence of all three of its members in order to provide the quality audit-review services requested by the Institute,

**RESOLVES:**

- 1. To instruct the Director General: 1) to renew his request to the corresponding Member States for nominations for the Audit Review Committee position to be vacated on December 31, 1997; 2) to submit the nominations of those candidates that satisfy the minimum qualifications, to the consideration of the Executive Committee in accordance with the provisions for voting by correspondence under Articles 88 and 89 of its Rules; and 3) to complete the nomination and election process prior to the next Regular Meeting of the Inter-American Board of Agriculture and to inform the Board of the results.**
  
- 2. If no candidate receives the vote of at least two thirds of the Executive Committee Members as required for all votes taken by correspondence under Articles 88 and 89 of its Rules, the Director General shall present a proposal to the IABA for adoption of a temporary exception to the ARC Statute or such other measure that will permit the Institute to fill the vacated position by January 1, 1998.**

IICA/CE/Res.277(XVII-O/97)

1 August 1997

Original: English

**RESOLUTION NO. 277**

**THIRD ANNUAL REPORT OF THE AUDIT REVIEW COMMITTEE**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.320(97) "Third Annual Report of the Audit Review Committee (the "Report");

CONSIDERING:

That Article 3(j) of the Rules of Procedure of the Executive Committee authorizes the Committee to receive and approve the reports and recommendations of the Audit Review Committee ("ARC") and to forward the reports and recommendations of the ARC to the Inter-American Board of Agriculture;

That the members of the ARC state that they "have found no instances nor do [they] have any indication of violations of the rules of procedure"; that they are pleased with the work of the external auditors; and that the response of IICA to the recommendations set out in the last ARC Report "was very positive and resulted in the adoption of policies that allow IICA to better use the results of audits prepared by the external and internal auditors";

That the Report cites the continuing need to update security for automated data processing procedures and informatics; the need to conform the presentation of information on external funds in the Program Budget with the presentation of similar information in the financial statements; the desirability of adopting new methodologies for the computation of CATIs; and the need to



provide the Institute's internal auditor with all the information required for the performance of the internal audit function,

**RESOLVES:**

1. To approve the Third Annual Report of the Audit Review Committee and forward it to the Inter-American Board of Agriculture for its information and review.
2. To congratulate the Audit Review Committee for its excellent work, which is of great assistance to the Member States in monitoring the management of the Institute.
3. To commend the Director General for his prompt and positive response to the recommendations of the Audit Review Committee in its last Report and the concrete measures he has implemented to strengthen the internal audit function within the Institute.
4. To recommend that the Director General adopt, in accordance with generally accepted practices, internal procedures: 1) to facilitate access to information on the Institute's operations necessary to complete the internal audit function, while also respecting the individual rights to privacy of persons concerned; and 2) to determine what kinds of information should be disclosed.

IICA/CE/Res.278(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 278**

**INCLUSION OF THE COMMONWEALTH OF THE BAHAMAS  
ON THE SCHEDULE OF THE EXECUTIVE COMMITTEE**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.317(97), "Inclusion of the Commonwealth of the Bahamas on the Schedule of the Executive Committee,"

CONSIDERING:

That Articles 8.e and 13 of the Convention on the Institute, Articles 2.e and 4.d of the Rules of Procedure of the Inter-American Board of Agriculture (IABA), and Article 5 of the Rules of Procedure of the Executive Committee stipulate that the Executive Committee shall be composed of twelve Member States, elected for two-year terms by the Inter-American Board of Agriculture (IABA), in accordance with the principles of partial rotation and equitable geographic distribution and that the IABA shall establish rules on how the Member States of the Committee are to be designated;

That Article 5.A of the Rules of Procedure of the Executive Committee establishes the procedural rules for setting up the Committee;

That the Schedule of Executive Committee membership approved in Resolution IICA/JIA/Res.2(I-E/81) was amended in 1983 by Resolution IICA/JIA/Res.25(II-E/83), in 1987 by Resolution IICA/JIA/Res.126(IV-O/87), in 1991 by Resolution IICA/JIA/Res.205(VI-O/91) and in 1993 by Resolution IICA/JIA/Res.238(VII-O/93), as a result of the inclusion of Dominica and St.

**Lucia, Antigna and Barbuda, St. Vincent and the Grenadines, St. Kitts and Nevis and Belize, respectively, as Member States of the Institute;**

**That on August 21, 1996, the Commonwealth of the Bahamas, through its authorized representative, deposited its instrument of ratification of the Convention on the Inter-American Institute for Cooperation on Agriculture, and thus became a Member State of the Institute;**

**That this country will become a part of Group IV of the Member States, in accordance with the procedure established by the Board, and for this reason the schedule of the Executive Committee must be modified,**

**RESOLVES:**

- 1. To recommend that the Inter-American Board of Agriculture amend, according to the attached table, the membership of the Executive Committee to include the Institute's new Member State, the Commonwealth of the Bahamas, in Group IV.**
- 2. To recommend that the Inter-American Board of Agriculture authorize the Institute to amend Article 5.A of the Rules of Procedure of the Executive Committee to include the Commonwealth of the Bahamas in Group IV of the Member States.**



IICA/CE/Res.279 (XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 279**

**1996-1997 INTER-AMERICAN AGRICULTURAL MEDAL**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

**HAVING SEEN:**

The report submitted by the Selection Committee for the Inter-American Awards in the Rural Sector and its recommendations concerning the conferring of the corresponding awards for the 1996-1997 period,

**CONSIDERING:**

That, as evidenced in the aforementioned report, the Committee conducted an exhaustive study of the nominations received, taking into consideration the regulations for conferring the Inter-American Awards in the Rural Sector approved by the Inter-American Board of Agriculture, at its Fifth Regular Meeting;

That these regulations stipulate that the Inter-American Agricultural Medal may be awarded on a biennial basis to only one person;

That Mr. Jaime R. Muñoz Reyes was nominated by the Government of Bolivia as a candidate for the 1996-1997 Inter-American Agricultural Medal, and that his nomination was submitted in compliance with all established requirements;

That all documentation examined indicates that the candidate is qualified to receive this honor,

**RESOLVES:**

**To recommend to the Inter-American Board of Agriculture, at its Ninth Regular Meeting, that the 1996-1997 Inter-American Agricultural Medal be awarded to Mr. Jaime R. Muñoz Reyes, in public international recognition of his outstanding contributions to agricultural development and to improving rural life.**

IICA/CE/Res.280(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 280**

**1996-1997 INTER-AMERICAN AGRICULTURAL AWARD  
FOR YOUNG PROFESSIONALS**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

**HAVING SEEN:**

The report submitted by the Selection Committee for the Inter-American Awards in the Rural Sector, and its recommendations concerning the conferring of the corresponding awards for the 1996-1997 period,

**CONSIDERING:**

That, as evidenced in the aforementioned report, the Committee conducted an exhaustive study of the nominations received, taking into consideration the regulations for conferring the awards approved by the Inter-American Board of Agriculture, at its Fifth Regular Meeting;

That, taking into account Article 4 of the Regulation for Conferring the Awards, the Committee decided to declare the award void because none of the three candidates met the established requirements,

**RESOLVES:**

To declare void the 1996-1997 Inter-American Agricultural Award for Young Professionals.

IICA/CE/Res.281(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 281**

**1996-1997 INTER-AMERICAN AWARD FOR THE PARTICIPATION  
OF WOMEN IN RURAL DEVELOPMENT**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

**HAVING SEEN:**

The report submitted by the Selection Committee for the Inter-American Awards in the Rural Sector, and its recommendations concerning the conferring of the corresponding awards for the 1996-1997 period,

**CONSIDERING:**

That, as evidenced in the aforementioned report, the Committee conducted an exhaustive study of the nominations received, taking into consideration the regulations for conferring the awards approved by the Inter-American Board of Agriculture, at its Fifth Regular Meeting;

That these regulations stipulate that the Inter-American Award for the Participation of Women in Rural Development may be awarded on a biennial basis to only one person;

That Mrs. Felipa Xico Ajquejay, of Guatemalan nationality, was nominated by her country as a candidate for the 1996-1997 Inter-American Award for the Participation of Women in Rural Development, and that her nomination was submitted in compliance with all established requirements;

That all documentation examined indicates that the candidate is qualified to receive this honor,



**RESOLVES:**

**To recommend to the Inter-American Board of Agriculture, at its Ninth Regular Meeting, that the 1996-1997 Inter-American Award for the Participation of Women in Rural Development be awarded to Mrs. Felipa Xico Ajquejay, as public international recognition of her outstanding contributions to improving rural life.**

IICA/CE/Res.282(XVII/O-97)  
1 August 1997  
Original: Spanish

**RESOLUTION No. 282**

**PROPOSED AMENDMENT TO THE REGULATIONS FOR  
CONFERRING THE INTER-AMERICAN AWARDS IN THE RURAL  
SECTOR**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

**The Report of the Awards Committee,**

CONSIDERING:

That, as indicated in the report presented, this Committee conducted an exhaustive analysis of the nominations submitted, taking into account the Regulations for Conferring the Inter-American Awards in the Rural Sector, approved by the Fifth Regular Meeting of the Inter-American Board of Agriculture;

That the purpose of these awards is to bring to the attention of the international community the work performed by citizens of the Member States of IICA who have distinguished themselves through their outstanding contributions to the development of agriculture and to the improvement of rural life in the countries;

That it is important to recognize the contribution and efforts of farmers to benefit agriculture in their own countries and other member countries of IICA;

That the Awards Regulations, which were established in 1989, need a thorough review in order to update them;

**That the Awards Committee, in its report, presents concrete proposals for the consideration of the Executive Committee,**

**RESOLVES:**

**To request the Director General to present to the Eighteenth Regular Meeting of the Executive Committee draft Regulations for Conferring the Inter-American Awards in the Rural Sector, based on the recommendations proposed by the Awards Committee.**

IICA/CE/Res.283(XVII-O/97)

1 August 1997

Original: Spanish

**DRAFT RESOLUTION No. 283**

**EMERITUS STATUS FOR DR. EDUARDO SALVADO**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.338(97) "Nominations for Granting Title of Personnel Emeritus,"

CONSIDERING:

That Dr. Eduardo Salvadó has devoted much of his professional life to the service of the Inter-American Institute for Cooperation on Agriculture, where he held important positions and discharged them with great success, dedication and skill;

That Dr. Salvadó fulfills all the requirements established in Article 13.A of the Rules of Procedure of the General Directorate for achieving the status of Personnel Emeritus;

That, in compliance with Article 13.A of the Rules of Procedure of the General Directorate, the Executive Committee may grant the title of Personnel Emeritus,

RESOLVES:

To grant Dr. Eduardo Salvadó the title of Personnel Emeritus of the Inter-American Institute for Cooperation on Agriculture, with all the rights and privileges this entails.

IICA/CE/Res.284(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 284**

**EMERITUS STATUS FOR MR. ARNALDO VERAS**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

**HAVING SEEN:**

Document IICA/CE/Doc.338(97) "Nominations for Granting Title of Personnel Emeritus,"

**CONSIDERING:**

That Mr. Arnaldo Veras has devoted much of his professional life to the service of the Inter-American Institute for Cooperation on Agriculture, where he held important positions and discharged them with great success, dedication and skill;

That Mr. Veras fulfills all the requirements established in Article 13.A of the Rules of Procedure of the General Directorate for achieving the status of Personnel Emeritus;

That, in compliance with Article 13.A of the Rules of Procedure of the General Directorate, the Executive Committee may grant the title of Personnel Emeritus,

**RESOLVES:**

To grant Mr. Arnaldo Veras the title of Personnel Emeritus of the Inter-American Institute for Cooperation on Agriculture, with all the rights and privileges this entails.

IICA/CE/Res.285(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 285**

**EMERITUS STATUS FOR DR. REGINALD E. PIERRE**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.338(97) "Nominations for Granting Title of Personnel Emeritus,"

CONSIDERING:

That Dr. Reginald Pierre has devoted much of his professional life to the service of the Inter-American Institute for Cooperation on Agriculture, where he held important positions and discharged them with great success, dedication and skill;

That Dr. Pierre fulfills all the requirements established in Article 13.A of the Rules of Procedure of the General Directorate for achieving the status of Personnel Emeritus;

That, in compliance with Article 13.A of the Rules of Procedure of the General Directorate, the Executive Committee may grant the title of Personnel Emeritus,

RESOLVES:

To grant Dr. Reginald Pierre the title of Personnel Emeritus of the Inter-American Institute for Cooperation on Agriculture, with all the rights and privileges this entails.

IICA/CE/Res.286(XVII-O/97)

1 August 1997

Original: English

**RESOLUTION No. 286**

**OFFER OF THE GOVERNMENT OF BOLIVIA TO PROVIDE  
OFFICES IN THE CASA DE LA AGRICULTURA**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

**CONSIDERING:**

That the Government of Bolivia has made a proposal to provide office space for the Institute in the "Casa de la Agricultura," a spacious and well-located facility in La Paz currently owned by the Government of Bolivia;

That the proposed terms by which use of space within the Casa de Agricultura is to be ceded to the Institute are in advanced stages of negotiation and the parties have already tentatively agreed that any final agreement between them is subject to the approval of the Inter-American Board of Agriculture (IABA) and the Honorable National Congress of Bolivia,

**RESOLVES:**

1. To convey its appreciation and gratitude to the Government of Bolivia for extending the offer.
2. To authorize the Director General to present the Agreement to the Inter-American Board of Agriculture for its consideration at its next Regular Meeting in the event the parties reach full agreement on the terms prior to that meeting.
3. To instruct the Director General to include in his presentation of this matter to the IABA a detailed explanation of the terms of the agreement and the corresponding cost-benefit analysis

required under Financial Rule 4.20, which shall contain, *inter alia*, a discussion on how IICA intends to use the property and the projected budgetary implications of the offer for the next two biennia.



IICA/CE/Res.287(XVII-O/97)

1 August 1997

Original: English

**RESOLUTION No. 287**

**BIENNIAL REPORT ON THE ACTIVITIES OF THE CARIBBEAN  
AGRICULTURAL RESEARCH AND DEVELOPMENT INSTITUTE  
(CARDI)**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.330(97) "Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI),"

CONSIDERING:

That in accordance with the CARDI Agreement, it should submit a biennial report to the Inter-American Board of Agriculture (IABA) covering technical, financial and administrative issues;

That said Report was submitted to the Executive Committee;

That the level of CARDI's activity in Guyana, a Caribbean member country which possesses significant potential for agricultural development in the Caribbean context and is in need of research and development activities, appears limited,

RESOLVES:

To recommend to the Inter-American Board of Agriculture that it receive with pleasure Document IICA/CE/Doc.330(97), "Biennial

**Report on the Activities of the Caribbean Agricultural Research and Development Institute (CARDI),” and note specifically:**

- i. the excellent working relationship between CARDI and IICA in the Caribbean, which serves as an excellent example of the type of relationship between international/hemispheric and subregional institutions;**
- ii. a special request to the Member States to support, through IICA, the efforts of the farmers of Montserrat to return to their agricultural activities, in light of the tremendous devastation of that island by recent volcanic eruptions; and**
- iii. the need for more resources to be allocated to intensify its activities to develop commercially sustainable technologies for Guyana, specifically the intermediate savannahs ecosystem.**

IICA/CE/Res.288(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 288**

**BIENNIAL REPORT ON THE ACTIVITIES OF THE  
TROPICAL AGRICULTURE RESEARCH AND TRAINING CENTER  
(CATIE)**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.331(97) "Biennial Report on the Activities of the Tropical Agriculture Research and Training Center (CATIE),"

CONSIDERING:

That in accordance with Clause Nine of the CATIE Charter, the Center should submit a biennial report to the Inter-American Board of Agriculture (IABA) covering technical, financial and administrative issues,

RESOLVES:

1. To submit to the consideration of the Inter-American Board of Agriculture, at its Ninth Regular Meeting, Document IICA/CE/Doc.331(97), "Biennial Report on the Activities of the Tropical Agriculture Research and Training Center (CATIE)."
2. To congratulate the Director General on the contents and presentation of the Biennial Report.

IICA/CE/Res.289(XVII-O/97)

1 August 1997

Original: English

**RESOLUTION No. 289**

**AMENDMENTS TO THE CATIE CHARTER**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.340(97) "Amendments to the CATIE Charter Approved by the Council of Ministers and Proposed for the Approval of the Inter-American Board of Agriculture,"

CONSIDERING:

That Article 35 of the Charter of the Tropical Agricultural Research and Training Center ("CATIE") may not be amended without the approval of CATIE's Council of Ministers and the Inter-American Board of Agriculture ("IABA");

That the Council of Ministers has proposed a series of amendments to the CATIE Charter for the consideration of the IABA at its next Regular Meeting;

That pursuant to Article 3(e) of its Rules of Procedure, the Executive Committee serves as a preparatory committee for the IABA,

RESOLVES:

To take note of the proposed amendments to the CATIE Charter set out in Document IICA/CE/Doc.340(97) and to transmit them to the Inter-American Board of Agriculture for consideration in its Ninth Regular Meeting.

IICA/CE/Res.290(XVII-O/97)

1 August 1997

Original: English

**RESOLUTION No. 290**

**MODIFICATION OF THE RULES AND REGULATIONS OF THE  
INSTITUTE TO FACILITATE IICA'S INSTITUTIONAL  
TRANSFORMATION AND FINANCIAL OPERATIONS**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.327(97), "Amendments to the Rules of Procedure of the Inter-American Board of Agriculture (IABA), of the Executive Committee, and of the General Directorate, to the Staff Rules, and to the Financial Rules"; "Report of the First Meeting of the Special Committee in Support of the Institutional Transformation Process"; and the "Minutes of Working Group No.1 of the Second Meeting of the Special Committee in Support of the Institutional Transformation Process,"

CONSIDERING:

That the Sixteenth Regular Meeting of the Executive Committee adopted a series of resolutions in which it requested the Director General to submit to the next Regular Meeting of the Executive Committee proposed amendments to the Institute's rules and regulations to facilitate the implementation of approved institutional reforms and to institutionalize greater accountability and flexibility in the management of the Institute's financial resources;

That at its First Meeting in February of this year, the Special Committee in Support of the Institutional Transformation Process (the "G-10"), established by the Executive Committee under Resolution IICA/CE/Res.252(XVI-O/96), reiterated the need to introduce changes in

IICA's rules governing institutional finance and the budgetary process and requested the Director General to present concrete recommendations for those changes;

That pursuant to those mandates from the Executive Committee and the G-10, the Director General has submitted for the Executive Committee's consideration draft amendments to the Institute's Rules of Procedure and Financial Rules;

That at its Second Meeting in July of this year, Working Group No.1 of the Special Committee in Support of the Institutional Transformation Process made additional recommendations for changes in IICA's rules;

That under Articles 3 (g) and 4 (s) of its Rules of Procedure, the Executive Committee is authorized "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,"

#### RESOLVES:

1. To recommend that the Inter-American Board of Agriculture approve at its next Regular Meeting those modifications to IICA's Rules contained in Attachment A of this resolution.
2. To request the Director General to present rules for the management of the Fund made up of resources generated by the Institutional Net Rate (INR) for the consideration of the Inter-American Board of Agriculture at its Regular Meeting.
3. To instruct the Director General to amend the Glossary of Financial Terms in the Financial Rules to reflect the new terminology which will be in effect in the Institute if these proposed Modifications to the Rules of the Institute are accepted and to present the Glossary to the next Regular Meeting of the Executive Committee for its approval.

**ATTACHMENT A****PROPOSED MODIFICATIONS****I. RULES OF PROCEDURE OF THE INTER-AMERICAN BOARD OF AGRICULTURE**

**Article 2.** The Board shall have the following functions:

- h.** When deemed necessary by the Director General and at least every four years, to select and appoint, on the basis of competitive tenders, a firm of external auditors which is capable of conducting audit work in all of the Member States.

**II. RULES OF PROCEDURE OF THE GENERAL DIRECTORATE**

**Article 6.** It is the responsibility of the Director General to carry out the following specific functions, which shall be performed in accordance with the Rules of Procedure and other regulations of the Institute and its organs, and the corresponding budgetary provisions approved by the Board:

- a.** To administer the financial resources of the Institute and, when deemed necessary, and at least every four years, to obtain proposals from external auditing firms and present them to the Board.

**Article 73.** During the course of a fiscal year, the Director General may, in exceptional cases, request from the Board such special appropriations as he/she deems necessary, and shall propose their sources of financing. Nonetheless, the Director General may direct the request to the Executive Committee for final disposition if the request seeks the reappropriation of lapsed appropriations from the prior year's Program Budget which were not obligated during that year due to the unavailability of cash at that time, and provided the Director General identifies for the Executive Committee the resources necessary to fund those lapsed appropriations.

**Article 82.** The following funds are administered by the Institute, classified according to their source and purpose:

- a. **REGULAR FUND** - Consisting of the quotas of the Member States and miscellaneous income, including funds received for unspecified purposes. The purpose of this fund is to finance the regular operations of the Institute, including administration and management.

There are no changes in b), c) and d).

- e. **INSTITUTIONAL NET RATE (INR) FUND** - Consisting of reimbursements from the administration of contracts with other institutions. The purpose of this fund is to finance the additional costs incurred by the Institute in the execution of these contracts and to contribute to institutional pre-investment activities.
- f. **FIXED ASSET FUND** - Consisting of the cash value of the fixed assets and personal property (furniture, equipment, vehicles, buildings, building improvements, real estate, and any other kind of property) owned by the Institute. Separate records must be kept, entitled "Fixed Asset Investments," within the Regular Fund, the Fund of resources generated by the Institutional Net Rate (INR) Fund, the Special Funds, the Trust Funds, and the Revolving Funds, for the purchase of assets within these funds. All inheritances and donations of fixed assets shall be considered as investments in the Regular Fund, unless otherwise indicated.
- g. **PATRIMONIAL FUND** - Consisting of donations and other voluntary contributions of governments, institutions, or other persons, in cash or in kind, including real estate and other personal property. The purpose of this fund is to create an endowment to provide economic strength and security to the Institution.



**Article 83.**        **The Regular Fund includes the following subfunds:**

- a. **GENERAL SUBFUND - The following shall be credited to this subfund: quotas paid by the Member States, miscellaneous income, unless the Board has approved it for specific purposes, and funds advanced by the Working Subfund; and**

**Article 92.**        **The purchase of equipment, office furniture and materials, general supplies, and service jobs shall be conducted by competitive methods.**

**The Director General may authorize exceptions for purchases of material valued at less than US\$30,000 when he/she considers that the bidding method does not serve the interest of the Institute.**

**When the value of the purchase is US\$30,000 or more, the Director General may make exceptions to the use of the bidding method only under the following circumstances:**

- a. **Emergencies, such as disaster aid, repairs, and other actions that are urgently needed to protect lives or property; or**
- b. **Purchase of technical and scientific material to be used for projects approved by the Board and that are to be carried out in the Member States. In these cases, and according to the wishes of the Member States or the institutions, the purchases may be made by the General Directorate or, if the purchase will not be more expensive, by the national institution participating in the project.**

**The Director General shall inform the Executive Committee of the purchases totalling US\$30,000 or more, for which the bidding method has not been used.**

All purchases shall later be checked by the Internal Audit Unit.

### III. FINANCIAL RULES

#### Rule 3.1 Classification of Funds

As described in Article 82 of the RPGD, the resources administered by the Institute are classified according to their source and purpose as follows:

- a. **REGULAR FUND** - Consisting of the quotas of the Member States and miscellaneous income, including funds received for unspecified purposes. The purpose of this fund is to finance the regular operations of the Institute, including administration and management.
- b. **INSTITUTIONAL NET RATE (INR) FUND** - Consisting of reimbursements from administration of contracts with other institutions. The purpose of this fund is to finance the additional costs incurred by the Institute in the execution of these contracts and to contribute to institutional pre-investment activities.
- f. **FIXED ASSET FUND** - Consisting of the cash value of the fixed assets and personal property (furniture, equipment, vehicles, buildings, building improvements, real estate, and any other kind of property) owned by the Institute. Separate records must be kept, entitled "Fixed Asset Investments," within the Regular Fund, the Fund of resources generated by the Institutional Net Rate (INR) Fund, the Special Funds, the Trust Funds, and the Revolving Funds, for the purchase of assets within these funds. All inheritances and donations of fixed assets shall be considered as investments in the Regular Fund, unless otherwise indicated.
- g. **PATRIMONIAL FUND** - Consisting of donations and other voluntary contributions of governments, institutions, or other persons, in cash or in kind, including real estate and other personal property. The purpose of this fund is to create an endowment to provide economic strength and security to the Institution.

### **Rule 3.5 Institutional Net Rate (INR)**

**3.5.1** The Institute shall charge an Institutional Net Rate (INR) to cover the Institute's costs of participations in externally funded projects. For each project, the Director General shall negotiate a rate that: a) does not fall below the minimum rate recommended in the study referred to in Rule 3.5.2, and b) is sufficient, in light of estimates of other INR to be negotiated during the corresponding time period, to assure that the average INR charged for all projects during the given period cover the Institute's additional administrative and technical management costs resulting from its participation in externally funded projects.

**3.6.1** Article 83.a. of the RPGD states:

The following shall be credited to this subfund: quotas paid by the Member States, miscellaneous income, unless the Board has approved it for specific purposes, and funds advanced by the Working Subfund; and

### **Rule 4.10 Methods of Acquiring Goods and Services**

Except as provided in Article 92 of the RPGD<sup>14</sup> the Institute shall issue requests to the public for three or more written offers for any type of contract

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<sup>14</sup> Article 92 of the RPGD states:

The purchase of equipment, office furniture and materials, general supplies, and service jobs shall be conducted by competitive methods.

The Director General may authorize exceptions for purchases of materials valued at less than US\$30,000 when he/she considers that the bidding method does not serve the interest of the Institute. When the value of the purchase is US\$30,000 or more, the Director General may make exceptions to the use of the bidding method only under the following circumstances:

- a) Emergencies, such as disaster aid, repairs, and other actions that are urgently needed to protect lives or property; or
- b) Purchase of technical and scientific material to be used for projects approved by the Board and that are to be carried out in the Member States. In these cases, and according to the wishes of the Member States or the institutions, the purchases may be made by the General Directorate or, if the purchase will not be more expensive, by the national institution participating in the project.

The Director General shall inform the Executive Committee of all purchases totaling US\$30,000 or more, for which the bidding method has not been used.

All purchases shall later be checked by the Internal Audit Unit.

with a value of more than US\$30,000. The Director of Administration and two other designated officials shall serve on a Contract Review Board to open bids, review proposals, and determine the successful bidder. The Director General or his designee shall approve and sign for the Institute all contracts which result from the process.

In order to comply with Article 92 of the RPGD, the Director General shall establish a procedure for the application of the bidding process and for the conduct of competitive methods of purchasing with the objective of attaining fair prices.

### **Rule 5.9 External Auditors and Reports**

- 5.9.2 Appointment of a firm of external auditors shall be for a period of two years. However, the Director General, at his discretion and when performance standards have been met, may elect to extend the appointment of the firm of external auditors for an additional period of two years.<sup>18 19</sup>
- 5.9.3 As necessary and at least every four years, the Director General shall obtain proposals from international external audit firms to perform the annual audit of the Institute for a period of two years. Proposals received shall be submitted to the IABA for consideration and selection.<sup>18 19</sup>

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<sup>18</sup> Article 6.a of the RPGD states:

It is responsibility of the Director General to carry out the following specific functions, which shall be performed in accordance with the Rules of Procedure and other regulations of the Institute and its organs, and the corresponding budgetary provisions approved by the Board: to administer the financial resources of the Institute and, when deemed necessary, and at least every four years, to obtain proposals from external auditing firms and present them to the Board.

<sup>19</sup> Article 2.h. of the Rules of Procedure of the Inter-American Board of Agriculture states:

The Board shall have the following functions: When deemed necessary by the Director General and at least every four years, to select and appoint, on the basis of competitive tenders, a firm of external auditors which is capable of conducting audit work in all of the Member States.

IICA/CE/Res.291(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 291**

**INSTITUTIONAL STUDY OF IICA-FAO RELATIONS**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Resolutions IICA/JIA/Res.240(VII-O/93) "Coordination of IICA/FAO Activities" and IICA/JIA/Res.264(VIII-O/95) "IICA/FAO Technical Cooperation,"

CONSIDERING:

That in the aforementioned Resolutions the Ministers of Agriculture recommended that a study be carried out of the steps that would have to be taken to foster greater coordination between the activities of FAO and IICA in Latin America and the Caribbean and, if possible, to achieve the integration of their operations in the region, as the World Health Organization (WHO) and the Pan-American Health Organization (PAHO) have done in the area of health, with each organization maintaining its own identity and achieving a significant reduction in expenditures and increases in efficiency in the provision of technical cooperation in the hemisphere;

That, at its Twenty-seventh Period of Sessions in Rome in November 1996, the FAO Conference, at the instigation of the delegates from the Latin American and Caribbean region, asked FAO to participate in the preparation of the study referenced above and to examine the issue at the next Regional Conference for Latin America and the Caribbean;

That, at its meeting in June 1996, the Executive Committee of IICA was informed that some progress had been achieved in the concentration of

joint activities between IICA and FAO, but that an agreement was still pending on the study requested by the governing bodies of IICA and FAO;

That, during the recent 112<sup>th</sup> Period of Sessions of the FAO Council in June 1997, when the Chairman of the Latin American and Caribbean Group (GRULAC) of FAO was consulted on the matter, he stated that the matter was finished as far as the group was concerned and that, consequently, the Director General of FAO had taken no action on the matter,

**RESOLVES:**

1. To request the Ministers of Agriculture of the Member States of the Institute to take action with the Ministries of Foreign Affairs of their respective countries for ensuring that their representatives to FAO act in accordance with the decisions of the Inter-American Board of Agriculture of the Institute on IICA-FAO relations.
2. To request that the Chairman of the Executive Committee provide the information necessary on the subject to the Latin American and Caribbean Group (GRULAC) of FAO.
3. To request that the Chair of the Ninth Regular Meeting of the Inter-American Board of Agriculture of the Institute bring to the attention of the Nineteenth Conference of FAO, which will be held in Rome in November 1997, the recommendations of the Ministers of Agriculture of the Americas on this matter.
4. To request the Director General to report to the next meeting of the Inter-American Board of Agriculture on the progress achieved by that time within the framework of efforts to coordinate actions between IICA and FAO.

IICA/JIA/Res.240 (VII-O/93)  
21 September 1993  
Original: Spanish

RESOLUTION No. 240

COORDINATION OF FAO-IICA ACTIVITIES

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Seventh Regular Meeting,

HAVING SEEN:

The report of the Group of Six Experts on the 1987-1993 Medium-Term Plan,

Document IICA/JIA/Doc.185(93) "Guidelines for the Preparation of the 1994-1998 Medium-Term Plan,"

The Resolution "Authorization for the Fourteenth Regular Meeting of the Executive Committee to Approve the 1994-1998 Medium-Term Plan," approved by the Seventh Regular Meeting of the Inter-American Board of Agriculture,

CONSIDERING:

That the Ministers of Agriculture that sit on the Inter-American Board of Agriculture also represent their countries at the FAO Council;

That past attempts at ensuring greater coordination between FAO and IICA in the hemisphere have not been successful;

That the countries are finding it increasingly difficult to provide resources for the operation of the different international cooperation agencies;

That several of the Heads of Delegation, in addressing the Seventh Regular Meeting of the IABA, underscored the importance of avoiding duplications in the technical cooperation provided by FAO and IICA to the countries of Latin America and the Caribbean,

**RESOLVES:**

1. To recommend to the incoming Director General that IICA conduct a study to determine what steps must be taken to move forward in coordinating activities with FAO, and, if possible, to integrate their actions in the Region.
2. To urge the Ministers of Agriculture of the countries of the hemisphere to ensure that the FAO Council support this initiative of coordination and integration, encouraging FAO's participation in the study proposed in this resolution.



IICA/JIA/Res.264 (VIII-O/95)  
19 September 1995  
Original: English

RESOLUTION No. 264

IICA/FAO TECHNICAL COOPERATION

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

CONSIDERING:

That the financial situation of Member States that have traditionally supported the development efforts of multi-national organizations in the hemisphere have come under serious constraints in recent years;

That governments in those countries are seriously looking for ways to reduce contributions to multinational organizations, especially through mechanisms that reduce overlap, duplication and redundancy, yet maintain project and program viability;

That the United Nations Food and Agriculture Organization ("FAO") and the Inter-American Institute for Cooperation on Agriculture ("IICA") have technical competency and common interest in a number of developmental areas that aim to help agricultural producers, agribusinesses, trade and development in the Member States of the hemisphere;

That the Inter-American Board of Agriculture, at its Seventh Regular Meeting, under Resolution No. 240, resolved "to recommend to the incoming Director General that IICA conduct a study to determine what steps must be taken to move forward in coordinating activities with FAO, and, if possible, to integrate their actions in the region";

That the ministers of agriculture of the countries of the hemisphere were successful in urging the FAO Conference to support the initiative of coordination and integration, and in encouraging FAO's participation in the study proposed in IICA Resolution No. 240;

That the ministers of agriculture of the countries of the hemisphere see the relationship between IICA and FAO as potentially similar to that which successfully exists between the Pan American Health Organization ("PAHO") and the World Health Organization ("WHO"), where IICA would coordinate FAO projects and programs in the hemisphere as PAHO now does for WHO;

That the Director General of IICA and the Director General of FAO have both signed a "Letter of Understanding on the approach to be followed to strengthen cooperation between the two organizations," and the Executive Committee of IICA, in Resolution No. 226 approved at its Fourteenth Regular Meeting, "...urged the Director General to continue to strengthen relations with FAO,"

**RESOLVES:**

To instruct the Director General to take specific, concrete steps to integrate technical projects and operations, including offices and staffing, with FAO in the hemisphere wherever possible, following negotiations with the Director General of FAO under the joint Letter of Understanding. The Director General should obtain agreement from FAO in writing, as an amendment to the Letter of Understanding, as to which project activities, operations, offices and staffs will be integrated with IICA between now and the Ninth Regular Meeting of the Inter-American Board of Agriculture. This information should be submitted to the members of the Executive Committee at its next Regular Meeting for discussion and approval.

IICA/CE/Res.259 (XVI-O/96)  
28 June 1996  
Original: Spanish

RESOLUTION No. 259

FAO-IICA RELATIONS

The EXECUTIVE COMMITTEE, at its Sixteenth Regular Meeting,

HAVING SEEN,

Resolutions IICA/JIA/Res.240 (VII-O/93) "Coordination of FAO-IICA Activities" and IICA/JIA/Res.264 (VIII-O/95) "IICA-FAO Technical Cooperation";

Paragraph 237 of the Report of the Twenty-seventh session of the FAO Conference, held in Rome, Italy, from November 6-24, 1993,

Agreements 4 and 5 of the Sixteenth Regular Meeting of the Council of Ministers of the Regional Council for Agricultural Cooperation in Central America, the Dominican Republic and Mexico (CORECA), of April 26, 1996;

CONSIDERING:

That in the aforementioned Resolutions the Ministers of Agriculture of the Americas recommend that a study be conducted to determine what steps would have to be taken to move toward greater coordination of the activities that FAO and IICA execute in Latin America and the Caribbean;

That the Director General of IICA submitted a report on the efforts made by the management and technical staffs of the two institutions and the progress made in reaching

agreement on joint efforts, but agreement has not yet been reached on the execution of the study called for by the governing bodies of IICA and FAO,

**RESOLVES:**

1. To establish a Technical Group of experts of the Member States for the purpose of conducting a study of the opportunities, advantages and limitations for achieving greater coordination of the activities executed by FAO and IICA in Latin America and the Caribbean.
2. To request the Director General of IICA to provide the information, logistical support and facilities for carrying out the study, as needed by the Technical Group, and to authorize him to identify the source of funds for financing its part of the corresponding costs.
3. To recommend that the Director General of IICA continue and intensify the coordination and execution of joint activities agreed to with FAO, in order to provide better services to the Latin American and Caribbean countries.
4. To entrust the Director General of IICA with providing the Director General of FAO full information on the matters covered in this Resolution and to communicate the interest of the governing bodies of IICA in this regard.
5. To charge the Chair of the Sixteenth Regular Meeting of the Executive Committee of IICA with presenting for the information of the Regional Meeting of FAO for Latin America and

the Caribbean, to be held in Paraguay in July 1996, operative paragraphs 1, 2 and 3 of this Resolution and to request the Conference for similar FAO support as that to be provided by IICA.

Excerpt from the  
**REPORT**  
of the  
**FAO CONFERENCE\***

27<sup>th</sup> Period of Sessions  
Rome, 6-24 November, 1996

237. Some delegates indicated that the Inter-American Board of Agriculture had recommended to the incoming Director General that the Inter-American Institute for Cooperation on Agriculture (IICA) conduct a study to determine what measures would have to be adopted to move ahead with the activities aimed at coordination with FAO and, if possible, to integrate their actions in the Region. The Conference asked that the coordination and cooperation with IICA be stepped up and requested that FAO participate in the study. The Conference asked that the issue be examined at the next Regional Conference for Latin America and the Caribbean and asked the Director General to present a report on the subject at the period of sessions of the Council in November 1994, indicating the proposals concerning the implementation of the recommendations made in said study.
238. It was also suggested that FAO should attach importance to the development of the Association of Small Island States, an embryonic organization, as well as to its relations with FAO.

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\* IICA translation

IICA/CE/Res.292(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 292**

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

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN,

Document IICA/CE/Doc.332(97) "Report on the Status of the Resolutions of the Eighth Regular Meeting of the Inter-American Board of Agriculture (IABA),"

CONSIDERING:

That the Executive Committee, at its Seventeenth Regular Meeting, examined Document IICA/CE/Doc.332(97) "Report on the Status of the Resolutions of the Eighth Regular Meeting of the Inter-American Board of Agriculture (IABA),"

RESOLVES:

To accept with satisfaction Document IICA/CE/Doc.332(97) "Report on the Status of the Resolutions of the Eighth Regular Meeting of the Inter-American Board of Agriculture (IABA)," since the General Directorate of the Institute has complied with the recommendations of the IABA.

IICA/CE/Res.293(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 293**

**PROVISIONAL AGENDA FOR THE NINTH REGULAR MEETING  
OF THE INTER-AMERICAN BOARD OF AGRICULTURE**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.334(97) "Provisional Agenda for the Ninth Regular Meeting of the Inter-American Board of Agriculture,"

CONSIDERING:

That Article 4.p of the Rules of Procedure of the Executive Committee states that the Committee shall "analyze the provisional agenda for the meetings of the Board...";

That the Executive Committee, at its Seventeenth Regular Meeting, analyzed said agenda,

RESOLVES:

To accept the Provisional Agenda for the Ninth Regular Meeting of the Inter-American Board of Agriculture, as presented in Document IICA/CE/ Doc.334(97).



IICA/CE/Res.294(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 294**

**AGRIFUTURE FOUNDATION**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.329(97) "AgriFuture Foundation,"

CONSIDERING:

That the Committee has examined the report presented and finds it satisfactory,

RESOLVES:

To accept Document IICA/CE/Doc.329(97) "AgriFuture Foundation."

IICA/CE/Res.295(XVII-O/97)

1 August 1997

Original: Spanish

**RESOLUTION No. 295**

**DATE AND SITE OF THE EIGHTEENTH REGULAR MEETING  
OF THE EXECUTIVE COMMITTEE**

The EXECUTIVE COMMITTEE, at its Seventeenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.335(97) "Date and Site of the Eighteenth Regular Meeting of the Executive Committee,"

CONSIDERING:

That is necessary to set the date and site of the Eighteenth 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 one regular meeting annually;

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 Eighteenth Regular Meeting of the Executive Committee at IICA Headquarters in San Jose, Costa Rica, during the second semester of 1998.
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 SEVENTEENTH  
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 Seventeenth Regular Meeting of the Executive Committee in Spanish and English, the official languages of that meeting, was signed at 20:00 hours on the first day of August of the year nineteen hundred ninety-seven, at the Headquarters of the Inter-American Institute for Cooperation on Agriculture.

The Report will be edited by the Secretariat and the changes approved during the Closing Session will be included before it is published in the four official languages of the Institute in the Official Documents Series, all versions being equally authentic and valid.

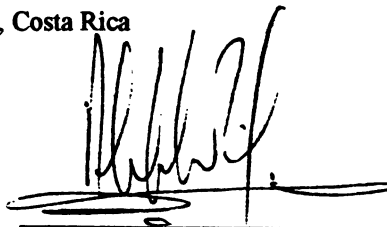
The Secretary shall file the original texts in the archives of the Inter-American Institute for Cooperation on Agriculture, and the General Directorate shall send copies of the official version of this report to the Governments of the Member States, the Permanent Observers of the Institute and other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

San Isidro de Coronado, San Jose, Costa Rica



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**Carlos E. Aquino G.**  
Director General and  
Secretary ex-officio



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**Roberto Rodríguez Pioli**  
Chairman



## **REPORT OF THE CREDENTIALS COMMITTEE**





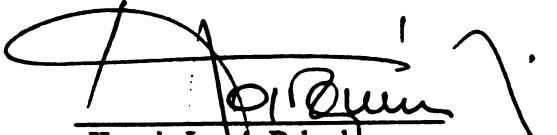
**REPORT OF THE CREDENTIALS COMMITTEE  
OF THE SEVENTEENTH REGULAR MEETING  
OF THE EXECUTIVE COMMITTEE**

Pursuant to Article 50 of the Rules of Procedure of the Executive Committee, the Preparatory Session of the Seventeenth Regular Meeting of the Executive Committee designated a Credentials Committee composed of representatives from Argentina, Barbados, Nicaragua and the United States of America.

Meeting on the morning of July 30, 1997, the Credentials Committee elected its officers as follows: Chairman, Mr. Horacio Jarquín of Nicaragua; Vice-Chairman, Mr. Ralph Boyce of Barbados; and Rapporteur, Mr. Richard Helm of the United States of America. It then proceeded to review the credentials of the representatives to the Executive Committee.

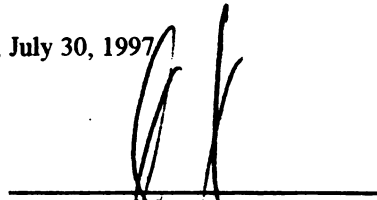
The Credentials Committee concluded that the credentials were in order and that there was no reason to doubt their authenticity. Nonetheless, it recommended that the member countries of the Executive Committee make a special effort to present original credentials in advance of the meetings of the Executive Committee. It also recognized the efforts of IICA and its Member States in presenting the credentials documents, and suggested that emphasis continue to be placed on fulfilling formal requirements.

San Isidro de Coronado, Costa Rica, July 30, 1997





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**Horacio Jarquín Delgado**  
Representative of Nicaragua  
Chairman





---

**Ralph Boyce**  
Representative of Barbados  
Vice-Chairman




---

**Richard B. Helm**  
Representative of the  
United States of America  
Rapporteur




---

**Oscar G. Nava**  
Representative of Argentina



**MINUTES AND REPORT OF THE AWARDS SELECTION  
COMMITTEE FOR THE 1996-1997 INTER-AMERICAN  
AWARDS IN THE RURAL SECTOR**



**REPORT OF THE 1996-1997 AWARDS SELECTION  
COMMITTEE SUBMITTED TO THE SEVENTEENTH  
REGULAR MEETING OF THE EXECUTIVE COMMITTEE**

The 1996-1997 Awards Selection Committee, made up of representatives from Argentina, Barbados, Bolivia, Guatemala and the United States of America, met at IICA Headquarters in San Jose, Costa Rica, on July 29, 1997, with the participation of the Secretary of the Committee. The Committee examined the documentation submitted for its consideration in support of the candidates for the Inter-American Awards in the Rural Sector.

The first point on the agenda was the election of the Chairperson of the Committee. Mr. Oscar G. Nava, representative of Argentina, was elected by unanimous vote.

Having complied with this requirement of the Regulations, the Committee proceeded to conduct a careful analysis of the background documentation on 11 candidates nominated by the following Member States of IICA: Belize, Bolivia, Barbados, Mexico, Dominica, Guatemala and Uruguay.

Nominations were submitted as follows:

- Inter-American Agricultural Medal: 2 candidates
- Inter-American Agricultural Award for Young Professionals: 3 candidates
- Inter-American Award for the Participation of Women in Rural Development: 6 candidates.

After an exhaustive and careful examination of the documentation presented in support of each of the candidates, the Awards Selection Committee recommends to the Executive Committee that the Inter-American Awards in the Rural Sector for the 1996-1997 period be granted as follows:

**1. Inter-American Agricultural Medal**

**Mr. Jaime R. Muñoz Reyes**

For his technological contributions in the field of natural and agricultural resources, that have contributed to improving the living standards of farmers in Bolivia and other countries including Haiti, Nicaragua, Ecuador and Mexico. He has also been prominent as a member of international organizations, where he has contributed to the development of the rural sector of various countries in Latin America through his professional contributions and his performance in the different posts he held.

The Awards Committee made an exhaustive analysis of the professional merits of Mr. Muñoz Reyes and came to the conclusion that he was worthy of this distinction.

## **2. Inter-American Agricultural Award for Young Professionals**

The Awards Committee decided to declare void the Inter-American Agricultural Award for Young Professionals, due to the fact that none of the three candidates nominated complied with the requirements set forth in Article 4 of the Awards Regulations.

## **3. Inter-American Award for the Participation of Women in Rural Development for Mrs. Felipa Xico Ajquejay**

She has been selected for her hard work and efforts in promoting the participation of rural women in Guatemala's development, particularly in the peacetime reintegration of Guatemalan women into productive activity through the creation and consolidation of rural women's organizations. Also, as an example of the advancement of indigenous women in the Americas.

The Awards Committee considered it appropriate to present a few suggestions to the Executive Committee which should be incorporated into the current Awards Regulations:

1. Introduce an amendment to Article 2 of the Regulations, adding the creation of the "Inter-American Award for Farmers." This award seeks to recognize the contribution and efforts that can be made by farmers in benefit of the agriculture of their country and other member countries of IICA. It should be borne in mind that there are farmers who, because of their experience, contribute to agricultural development and are not necessarily professionals.

It is ratified that the Inter-American Agricultural Medal will continue to be the highest award granted by the Inter-American Institute for Cooperation on Agriculture (IICA).


2. The Awards Committee wishes to express its concern over the limited participation by candidates for the different awards granted by IICA. We suggest that the Institute, through its offices, recommend to the member countries greater dissemination of information on the respective awards and that candidate selection requirements be established in each country, with the aim of having better nominations and accord these awards their due importance.


3. The Awards Committee ratifies Article 4, subparagraph a) of the Awards Regulations, which reads: “Professionals who work in the agricultural sciences, who are under thirty-five years of age at the time of nomination,” as an important requirement for being a candidate for this award.

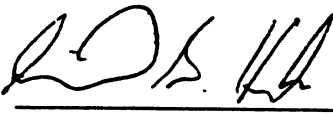
4. The Awards Committee suggests that the following text be added to Article 16 of the Regulations where it reads: “...shall receive a certificate and a US\$10,000 scholarship, **applicable in the first place in the country of origin of the award-holder or to studies abroad in a location agreed upon with IICA...**”

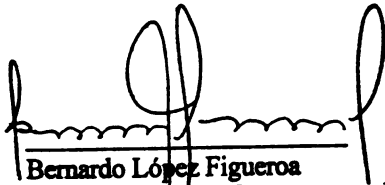
San Jose, July 29, 1997.

  
 Oscar G. Nava  
 Representative of Argentina

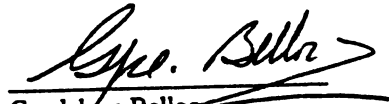
  
 Guillermo Ribera Cuéllar  
 Representative of Bolivia

  
 Ralph Boyce  
 Representative of Barbados


  
 Richard Helm  
 Representative of the United States  
 of America



Bernardo López Figueroa  
Representative of Guatemala



Guadalupe Bellos  
Legal Advisor



Giovanna Badilla Rojas  
Assistant to the Legal Advisor



**MINUTES OF THE SELECTION COMMITTEE  
OF THE 1996-1997 INTER-AMERICAN AWARDS  
IN THE RURAL SECTOR**

On July 29, 1997, the Awards Selection Committee met in compliance with the provisions of Articles 9 to 15 of the Regulations governing the Inter-American Awards in the Rural Sector.

The Committee was made up of Oscar G. Nava (Argentina), Ralph Boyce (Barbados), Guillermo Ribera Cuellar (Bolivia), Richard Helm (United States of America) and Bernardo Lopez Figueroa (Guatemala).

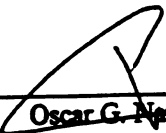
The meeting was also attended by Mrs. Guadalupe Belloc, Secretary of the Awards Committee, and Ms. Giovanna Badilla Rojas, assistant to the Legal Advisor of the Institute.

The meeting was called to order at 9:00 a.m.

The following agreements were reached:

1. To elect Mr. Oscar G. Nava, delegate of Argentina, as Chairperson.
2. To grant the Inter-American Award for the Participation of Women in Rural Development to Mrs. Felipa Xico Ajquejay, of Guatemalan nationality.
3. The Awards Selection Committee decided to declare void the Inter-American Agricultural Award for Young Professionals, due to the fact that none of the three candidates nominated complied with the requirements set forth in Article 4 of the Awards Regulations.
4. To grant the Inter-American Agricultural Medal to Mr. Jaime R. Muñoz Reyes of Bolivia.
5. To draft a report to the Executive Committee of IICA setting forth the reasons for these decisions.
6. To designate Mr. Oscar G. Nava, delegate of Argentina, to report to the Executive Committee on this matter.

The session was adjourned at 15:40.




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**Oscar G. Nava**  
Representative of Argentina




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**Guillermo Ribera Cuéllar**  
Representative of Bolivia



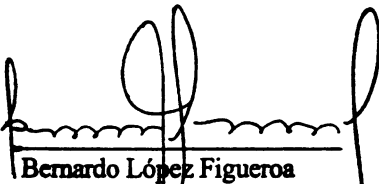
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**Ralph Boyce**  
Representative of Barbados



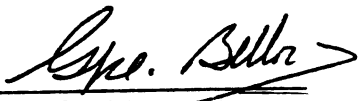
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**Richard Helm**  
Representative of the United  
States of America




---

**Bernardo López Figueroa**  
Representative of Guatemala



---

**Guadalupe Deniuc**  
Legal Advisor



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**Giovanna Badilla Rojas**  
Assistant to the Legal Advisor

## **AGENDA**



IICA/CE/Doc.315(97)rev.1

**AGENDA**

1. **Provisional Schedule** IICA/CE/Doc.316(97)
2. **Inclusion of the Commonwealth of The Bahamas on the Schedule of the Executive Committee** IICA/CE/Doc.317(97)
3. **1996 Issues**
  - 3.1 **1996 Annual Report** IICA/CE/Doc.318(97)
  - 3.2 **Report of the External Auditors and Comments by the Director General on the 1996 Report of the External Auditors** IICA/CE/Doc.319(97)
  - 3.3 **Third Annual Report of the Audit Review Committee (ARC)** IICA/CE/Doc.320(97)
4. **Institutional Transformation**
  - 4.1 **Report of the Director General on the Institutional Transformation Process and of the Special Committee in Support of the Institutional Transformation Process** IICA/CE/Doc.321(97)
  - 4.2 **1998-1999 Program Budget** IICA/CE/Doc.322 (97)
  - 4.3 **Revised Financial Policy for the Institute** IICA/CE/Doc.323(97)

- 4.4 Associate Status: A Proposal for Creation of a New Category of Participation in IICA for Permanent Observers, Non-Observers and International Organizations IICA/CE/Doc.324(97)
- 4.5 CATIs IICA/CE/Doc.325(97)
- 4.6 Strengthening of the Internal Audit Unit IICA/CE/Doc.326(97)
5. Amendments to the Rules of Procedure
- 5.1 Amendments to the Rules of Procedure of the Inter-American Board of Agriculture (IABA), of the Executive Committee, and of the General Directorate, to the Staff Rules and to the Financial Rules IICA/CE/Doc.327(97)
6. Special Reports
- 6.1 IICA-FAO Relations IICA/CE/Doc.328(97)
- 6.2 AgriFuture Foundation IICA/CE/Doc.329(97)
- 6.3 Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI) IICA/CE/Doc.330(97)
- 6.4 Biennial Report on the Activities of the Tropical Agriculture Research and Training Center (CATIE) IICA/CE/Doc.331(97)

7. Reports on the Meeting of IICA's Governing Bodies

7.1 Report on the Status of the Resolutions of the Eighth Regular Meeting of the Inter-American Board of Agriculture (IABA) IICA/CE/Doc.332(97)

7.2 Report on the Status of the Resolutions of the Sixteenth Regular Meeting of the Executive Committee IICA/CE/Doc.333(97)

7.3 Progress Report of the Director General on the Upcoming Ninth Regular Meeting of the Inter-American Board of Agriculture. No document

7.4 Provisional Agenda for the Ninth Regular Meeting of the Inter-American Board of Agriculture IICA/CE/Doc.334(97)

7.5 Date and Site of the Eighteenth Regular Meeting of the Executive Committee IICA/CE/Doc.335(97)

8. Elections and Designations

8.1 Election of a Member of the Audit Review Committee IICA/CE/Doc.336(97)

Report on the Selection of Candidates for the Inter-American Awards in the Rural Sector, 1996-1997 No document

**8.3 Designation of the Members of the Awards Selection Committee for the Inter-American Awards in the Rural Sector, 1998-1999 Biennium** IICA/CE/Doc.337(97)

**8.4 Nominations for Granting Title of Personnel Emeritus** IICA/CE/Doc.338(97)

**8.5 Designation of the Representative of the Inter-American Board of Agriculture (IABA) to the Council of Ministers and to the Board of Directors of CATIE** IICA/CE/Doc.339(97)

**9. Other Business**

**9.1 Considerations on the Proposal to Amend the Charter of the Tropical Agriculture Research and Training Center (CATIE)** IICA/CE/Doc.340(97)



## **LIST OF PARTICIPANTS**



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IICA/CE/Doc.319(97)	Report of the External Auditors and Comments by the Director General on the 1996 Report of the External Auditors
IICA/CE/Doc.320(97)	Third Annual Report of the Audit Review Committee (ARC)
IICA/CE/Doc.321(97)	Report of the Director General on the Institutional Transformation Process and of the Special Committee in Support of the Institutional Transformation Process
IICA/CE/Doc.322(97)	1998-1999 Program Budget
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## **APPENDICES**



**INAUGURAL SESSION**



**Address by Dr. Carlos E. Aquino,  
Director General of IICA**

Thank you, Mr. Chairman of the Executive Committee, Mr. Minister of Agriculture of Costa Rica, Mr. President of the Inter-American Board of Agriculture (IABA) and members of the Board, Delegates, Representatives. I wish, in first place, to welcome you to this meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture which we consider shall make very constructive and positive contributions to the future of this institution.

I would like to express my appreciation to all the Delegates, most particularly in these days of arduous work, to the Special Committee in Support of the Institutional Transformation Process, for the interest and dedication it has always shown in accompanying this important process of our organization.

As the Chairman has informed you, due to medical reasons I had not been able to join you, but I have to tell you that I have been with you spiritually, standing by the work which, with so much dedication and effort, you have been doing to construct these memorable chapters in the history of this prestigious institution, that new epoch which we will have the privilege to witness: the dawning of a new millennium.

I will briefly share some thoughts with you on the entire process which has been evolving. Among the basic principles which have characterized this institution since my election and even before I took office, is what we call openness. Openness and participation: two basic principles for the strengthening of any organization.

We are highly grateful, encouraged and motivated by the response we have at all times had from the entire membership of the institution, and by its decision to collaborate in the preparatory period of the Medium-Term Plan (MTP) and in forming the G-33 Group, comprised of delegates from all the member countries and delegations from the private sector and that, through consensus, participation, and the contribution of all executive and internal forces of the organization too, led to the preparation of the MTP that will remain in force until 1998.

As all of you know, the world is experiencing a process of opening, globalization and integration. I believe nothing can be more significant for organizations that seek to enter the new millennium than to discontinue many previously-acquired procedures, learn new ideas, new creative concepts, and open their doors to the new methods that organizations require in modern times.

Moreover, I believe that the process of institutional transformation which has been evolving at the Institute has been filled with motivation, dedication, enthusiasm and great interest on the part of the organization's management, its councils, its Executive Committee, and the IABA, the different internal groups, the Internal Analysis and Review Committee, the Audit Review Committee, and lastly, all those that are contributing to building this necessary new phase for an organization entering the new century.

In this context, distinguished Delegates, we anticipate this meeting to be a historic one; historic in terms of its contents, historic in terms of the level of discussions, historic in terms of contributions; and we expect that it will enable us to reflect, with a vision of the future, on what are the most substantive elements of the challenges and opportunities for the agriculture on the threshold of the twenty-first century.

For us, without a doubt openness and participation are the two basic elements of this process. But also basic for the entire process have been flexibility, concentration, and decentralization. This institutional transformation process started, as we have pointed out, with great hopes, but also with great challenges practically without precedent in the history of the organization; the challenges of an institution that has committed itself to making changes. This has included aspects so fundamental as the change of the institutional culture, the development of team work, reflection, encouragement of constructive criticism, participation, and the input of all of its forces.

In light of new world developments, we are passing from highly-hierarchical to more human, more open, less bureaucratic, less mechanical organizations, or what Alvin Toffler describes as the organizations that will have to ensure success in the new millennium. Dear friends and Delegates, we hope that in your deliberations during this meeting, where very basic budgetary, administrative, technical and legal aspects of the organization will be addressed, you will recall that organizations, like individuals, pull together

to overcome the most difficult situations. As the German philosopher Nietzsche said, those things that do not annihilate us strengthen us. There is no doubt that all of our organizations have constraints, threats and opportunities in view; we believe that wherever there is a problem there is an opportunity for this group of men and women who constitute the agricultural family of the Americas, to look into the future in deep reflection and visualize with hope what is ahead. The darkest nights have beautiful dawns, all of us know that. But undoubtedly, certain aspects of the institution's substantive structure, such as budget matters, concern us.

Nevertheless, I wish to tell you, distinguished Delegates, that this institution's greatest wealth is its great inter-American network that spans from Canada to Chile, including the Caribbean isles. It is gaining formidable strength and is a competitive and comparative advantage that we must preserve and strengthen. This organization is your organization, it is your inter-American organization, the only one we have in the entire hemisphere to unite the countries of the Americas through agriculture. I would like to tell you that the IABA meeting to be held in Santiago, Chile, is characterized by participation and the joining of efforts between the authorities of the honorable Government of Chile and the Institute's own team, so we can address, in our second inter-American forum, the challenges and opportunities that lie ahead for agriculture in the twenty-first century.

We know what we want, and I hope you share our vision for transforming our organization into the new institutional structure that our countries' agricultural sector deserves. We need an organization that makes use of informatics, of information services for this new stage of the new millennium's civilization, and for developing this great network. The network will make it possible for all the members of the organization to reflect on how important it actually is to have an organization, not because of the financial contributions that each country makes, but simply because of how important the presence of each country is for the inter-American concept, integration and solidarity.

In facing our great challenges, let us build a hopeful future rooted in the substantial efforts and contributions made by each of us, who constitute the true force behind this organization. We envisage this institution in a broad dimension, for we speak not of an IICA *per se*, but of everything that surrounds it as well. Paraphrasing once more Alvin Toffler, those nations which do not feed or educate their populations shall not enter the twenty-first

century. I believe that all of us have great responsibilities in this regard. In each of our countries' institutions, we must advocate for organizations that respond to these new conceptions, for a IABA that together in this transformation process we can give new shape to.

We envisage a new dimension for the Inter-American Board of Agriculture, enabling it to maintain a watchful eye over the relevant factors of international agricultural trade, and the most substantive and basic aspects of plant or animal health. We envisage a unique organization comprised of the Ministers of Agriculture, which also reflects on the new profile of professionals we need for the future; an organization that contributes to determining which technological innovations and which research and technology transfer systems should prevail in our nations. We envisage an organization which, during its meetings of Ministers of Agriculture would not spend so much time on administrative and technical details, but would rather adjust to a new dimension, an Inter-American Board of Agriculture that makes room for the new vision we must have to build that agriculture.

I believe, honorable Delegates, that we are letting others occupy the space that belongs to us, and this we can recover only by uniting our wills and efforts, through solidarity and integration. I believe that the great potential of the IABA and the Inter-American Institute for Cooperation on Agriculture reflects the dreams of Henry Wallace and those groups of people who joined efforts to create that great enterprise known as the Inter-American Institute of Agricultural Sciences, an organization that has taken root and multiplied initiatives throughout the Americas.

These words, Mr. Chairman and Mr. Chairman of the Inter-American Board of Agriculture, are intended to invite this governing body to reflect on the fact that there are not only dark nights ahead, but we also have our hopes and light in the future awaiting us. This is the organization that we want and are building, for it is with this purpose in mind that the administration designed a strategy of strategic alliances, a union of wills and efforts with different organizations aware of the fact that absolutely no organization is capable of responding with sufficient dynamism, flexibility, certainty and timeliness to all of the new requirements associated, not with our entry into the twenty-first century, but with something that occurs only every thousand years, the building of a new millennium.



I invite you, my friends, to think about this concept of openness, and to decide whether we should continue as a closed organization or as an open organization, one that serves the needs of its founding members and also has associate members in technical cooperation, who accompany it in the transformation process and disseminate knowledge and information throughout the Americas.

On the economic level, the Institute is not enjoying one of its best moments, but neither is this its most difficult. We have acted with caution and wisdom; we have striven to be austere. We do not have any doubt that in an organization as complex as this one we may have made mistakes, but I want to tell you that I do not know any castle of success that was not built on errors and failures. If we do not want to make mistakes, neither can we be successful.

That meeting is of great importance. I am deeply grateful to all the men and women who have accompanied us since the beginning, and who have joined with great interest this process of institutional transformation. Being only three years away from the twenty-first century, the point of departure of these new avenues of action must be the meeting of the Inter-American Board of Agriculture in Chile, where we must create the conditions for the new vision of the Institute, where its work team reflects in depth and separates administrative, regulatory and bureaucratic matters from substantive and basic principles in tackling the great challenges that lie ahead for food and agriculture in the Americas; an organization that can also make contributions and cooperate with many other organizations, uniting wills and efforts. This is why we visualize an organization that advances towards the future and considers knowledge, training and human resources as its essential elements, its most prized assets, for bringing about the revolution of knowledge and enabling us to feel the satisfaction of having, all of us together, done our job in contributing to this new stage.

I hope that our countries –even with the deep regret felt by this Administration regarding the decision of some of its members to leave this family, whatever the reason– can understand that the principles of solidarity, unity and harmony of the great family of the Americas bound together by agriculture should not be governed by economic factors, but by whatever each of our countries, now more than ever before, can offer and share: its development, its knowledge, its information.

For this reason, Mr. Chairman, and Mr. Chairman of the Inter-American Board, ladies and gentlemen, I invite all of you to dream, during these few days, about this new institutional setting, these principles that are rooted in the Medium Term Plan: the institutional, commercial and production transformations that will help us bring about human transformation of sustainable development. This is why I am fully convinced, ladies and gentlemen, that the strength of this organization resides in the people who are present here, in each one of you, in the feeling that we are part of it, that we are building this new institutional setting and that this Administration is here to serve with interest and enthusiasm the mandate which has been entrusted to us.

We wish to close our thoughts with the words of St. Teresa of the Christ Child: "in humility lies the truth," because the truth is that we have worked with interest, dedication, enthusiasm, facing at times situations marked by a lack of understanding and endless difficulties within the organization. However, we are motivated by the knowledge that we are building this new vision of agriculture, for agriculture can no longer be rooted in that past. We no longer think of agriculture as something that is confined to the farm, nor do we believe the farm is its entire realm. The new agriculture will be characterized by the fact that ever fewer people will have the great mission of feeding a growing population whose income is increasing worldwide. The great challenges we all face are to build upon the dreams of those who shaped this institution, in order to make it into a new one in the twenty-first century, the century of knowledge and information, and the new vision of the agriculture of the Americas. We feel great satisfaction in having accomplished unity and integration in the Americas through agriculture, and we must take this new Inter-American Board to Santiago, Chile, to lay the new foundations, break whatever must be broken, and build the new structures of that institutional vision. Thank you.

**Address by Mr. Roberto A. Rodríguez Pioli, Chairman of the  
Seventeenth Regular Meeting of the Executive Committee**

After listening to the exhaustive, profound and heartfelt message of the Director General, we will fulfill our obligations by accepting the Director General's suggestion to pause for reflection and naturally we will do so very briefly.

We would like the Minister of Agriculture and Livestock of Costa Rica, Mr Ricardo Garrón, to deliver his message, but first we also wish to interpret the feelings of all of us here present and to pause for reflection, as the Director General suggested. The first thing that occurs to me is to focus our thoughts on this present moment and think about the expectations for the results of this meeting.

In the first place, there is the farmer, the one who initiates all production cycles, who has expectations. What can a farmer who lives in the remotest parts of our America expect? What can he or she expect from these meetings? In this context, let us all remain mindful of this duty, which is surely in everyone's conscience and feelings. We also hope, in some way, that when we return to our respective countries, we will not only bring news, but also hopes of actions that will deepen, improve, intensify and make more dynamic the actions of this Institute, making it better known where it is already known, and introducing it where it has not yet made its entrance. We are not going to point out shortcomings but rather we are here to point out difficulties that exist in all areas in order to be able to arrive at a destination with our messages, our actions, our purposes in all spheres of activity and all scales of action, whether local, national, regional or international.

We believe, also, that farmers, women and young people in rural areas have expectations. This is an even greater responsibility in that we are aware that here begins one of the productive chains that forms part of the dynamics of our continent. In other words, the agro-industrial and agrifood production chain, where actors who once had a secondary role, such as women, are now fortunately playing a leading role and where we must also give young people prospects and hope with regard to their personal development in the agricultural sphere.

We believe, as the Director General said, that there are various spheres or various areas in which we must examine and enhance IICA's actions. There is a substantive or essential dimension that refers to everything that IICA can contribute in terms of technology, the articulation of training processes, everything associated with the improvement and consolidation of agricultural health in the continent and also in the preparation and fostering of negotiations, resulting from or arising as intermediate stages of that agro-production chain.

There is also a very important temporal dimension, of which we are fortunately aware at IICA, the temporal dimension of visualizing IICA in the future. In other words, that difficult but exhilarating task of predicting or forecasting the effects developments have on all spheres of action, in order to accompany this evolution with appropriate and creative institutional solutions. But there is also clearly a spiritual sphere, in which this Institute must open up prospects of hopes that can become a reality for those who live in rural areas and who, one way or another, participate in the agro-production process.

We believe that the messages we convey must be transmitted through appropriate channels and that we must therefore strengthen the measures, forms and possibilities of communication to ensure they reach their destinations, and to ensure that our discussions are not merely administrative in nature or rhetorical, without moving into concrete actions for agricultural development, rural development.

We believe the organization, the consolidation and the participation of the ministries of livestock, agriculture and fisheries is extremely important. I use this name because it is the one used in my country, but in general, the ministries of agriculture of the continent, which play a fundamental role and must continue to play an even greater role in the articulation of all these objectives, without detriment, of course, to regional and hemispheric coordination.

In this context, we must help to empower each other. For this reason, we must analyze with expectation and envisage as a fundamental tool the efforts being made in relation to the Free Trade Area of the Americas (FTAA) initiative, which must take into account agreements in the agricultural sphere, with the participation of those actors who, because of their knowledge or skills, are prepared to act or devise solutions for this sector.

We also believe that the year 1999 will offer the opportunity for negotiations in the Agricultural Round of the World Trade Organization (WTO) and we understand that we must be prepared to intervene effectively, precisely in order to be able to achieve the empowerment, the coordination and the harmony that will imbue all of us with the spirit that guides us in this Institute.

With these thoughts, we hope that we have expressed the general feeling of all. Let us hope that we can make them a reality and that this will be a kind of prologue to the IABA in Santiago, where proposals and innovations will be shaped to enrich, strengthen and project this Institute, despite the difficulties that exist, despite the difficulties that we know will possibly arise. But we are certain that it will all take place in an atmosphere of the utmost sincerity, the utmost authenticity, and with the clear purpose of consolidating and fortifying this institution. Acknowledging the presence of the Minister of Agriculture and Livestock of Costa Rica, Mr. Ricardo Garrón, we express our satisfaction at having him among us and for leading this meeting, and with special interest I give him the floor.

**Address by Mr. Ricardo Garron F., Minister of Agriculture  
and Livestock of Costa Rica**

Agriculture is in the midst of a process it has never been through before, a process that has given rise to expectations like those generated by a new fertilizer capable of speeding up the growth of plants, or the threat of a new crop pest. This process, known as trade opening, is a double-edged sword: it can contribute significantly to the development of the sector, or it can lead to the ruin of many of our farmers. It is a process that must be managed in a rational and gradual, but never dogmatic, way.

I have heard colleagues involved in the process say that trade opening is good, even if it is unilateral, a dogmatic statement often made by participants in such negotiations. The trade opening process is well under way and there is no turning back now. The Presidents of the Americas have endorsed the process, as illustrated by their decision to create the FTAA by the year 2005. Now that our Presidents have charted this course, and we know this is where we are headed, we must develop the strategies required to translate that process into development for our peoples and our farmers, and to ensure that the process does not harm them.

This will demand what we call in Costa Rica the modernization and diversification of production. At the heart of this modernization and diversification process is the need for a change of attitude on the part of farmers, who, as was so well stated by the Director General and also our President, must look beyond the boundaries of their farms to see what is going on in the world and on markets. Our technical experts must also undergo a change of attitude. They can no longer limit themselves to focusing on scientific research and production. They must expand their knowledge beyond their fields of expertise and beyond specific areas of marketing, organization and negotiation. There is much to learn in this difficult process.

Just yesterday, IICA was the site, as it has been so many times before, of a meeting of the ministers of agriculture of Central America. In our discussions on the free trade area in Central America, there was one sticking point, the negotiation of tariffs on yellow corn. It has been very difficult for this group of small countries to reach consensus on this topic. We have been talking about it for six months and, despite the progress achieved yesterday, we have yet to reach final agreement.

In the meeting yesterday we learned that Uruguay has been declared free of hoof-and-mouth disease. We view this as a very positive development for the Americas, and hope the entire hemisphere will eventually be free of it. This development in Uruguay, however, poses a serious problem for us. If we buy meat from Uruguay, which is now disease free, and if we were to purchase yellow corn and alfalfa, inputs which we cannot produce, we will simply ruin our many livestock producers. At the same time, we cannot say no to Uruguay because we would be violating the rules of the game. For this reason, the process must be implemented gradually. How are we doing it? How can we allow Uruguay to participate progressively in our market, in such a way that our producers can become more efficient and continue to compete or begin to move into other competitive activities? I offer these two examples, addressed just yesterday by the Ministers of Agriculture of Central America, to illustrate how complex the process is. When we see that the same is true for all the countries of the Americas, and for all products, we realize that indeed we are in a very difficult situation.

I believe our President was correct when he said that it is very important for people knowledgeable in these topics to participate in the process and in decision making. It is often the ministers of economy who make decisions that affect agriculture, without knowing enough about the sector. Given the distortions that still exist in the markets, it is very difficult to know which of our products are going to be competitive, and which are not. Here in Costa Rica, for example, we have to wonder about the world market for sugar cane, which is highly distorted. At present, we do not have the tools we need to decide whether we should increase sugar cane production, in the belief that our product will be very competitive and that new markets will open up, or gradually reduce production levels because we will not be able to compete with the world price once markets are open. We must implement the process gradually, so that it will not be traumatic and we do not end up destroying some sector we will later have to rehabilitate, and we all know how difficult it is to rehabilitate an agricultural sector.

In Costa Rica, for example, we are blessed with an excellent dairy herd. If we destroy that herd, it may take us from twenty to fifty years to rebuild, which is why we must exercise great caution in implementing this process. We must add one more element to this process, one which is important to all of us and should definitely be considered during this meeting: sustainable development. Development must be sustainable in terms of the four pillars defined at the meeting in Rio: economic, social, environmental

and ethical. Trade opening must go hand in hand with sustainable development. This process should improve our economic health, but also lead to positive changes in society. Any wealth generated as a result of trade opening must be well distributed and help to alleviate the poverty of our peoples. It must also be sustainable in environmental terms. If not, it may be a very successful process for this generation, but subsequent generations will not be able to enjoy its benefits. Lastly, it must be sustainable in ethical terms. Many of us know how the problem of corruption has impoverished our nations and hindered our development. This is a problem against which we must continually struggle. Thus, we must take those four pillars into consideration, and they should guide us during the deliberations of this meeting.

Fortunately, in the Americas, we have IICA, a well-established institution that offers us the necessary infrastructure to help us in implementing this process in a field as complex as agriculture, as compared with the European experience, which is many years ahead of us and where the ability to reach agreement in agricultural matters has been its Achilles heel. Ministers of agriculture in Central America spend an average 18 months in office. There are few ministers of agriculture who manage to stay in office during the entire tenure of an administration, at least in Central America. However, IICA allows for the continuation of policies, provides us with technical and other assistance for reaching agreement, supports us in those areas in which we need to do more and provides mechanisms for coordination with regions outside the Hemisphere. In this sense, we believe it is essential to give a new orientation to IICA. The creators and founders of this institution may have focused on technical issues and matters related to increased productivity, which are still valid. Today, however, IICA has a new function: to coordinate this process throughout the Americas. We must, therefore, steer our discussions in that direction, with a view to strengthening the Institute.

I would also like to ask the country that has raised the possibility of withdrawing from this institution to reconsider its decision. Without a doubt, IICA is our best mechanism for coordination. Meetings, such as those scheduled for the near future in Venezuela and Chile, are always coordinated through IICA, which is the entity that will make it possible to carry out this process rationally. We must do all we can to strengthen our Institute.

In closing, I wish you a pleasant stay in Costa Rica. We are very pleased to have you in our country and look forward to helping you in any way we can. Our Ministry is ready and willing to provide any support needed to



make this meeting a success in every sense of the word. We believe that the responsibility we share is great. There is no doubt that the new IICA has many responsibilities and functions; you will have to see if they are reflected in the process and if they are possible given budgetary circumstances. We expect much success, and are confident that the trade opening process in the Americas will lead to a better life for all. Thank you very much.



**FIRST PLENARY SESSION**



**Statement by Mr. Earl D. Deveaux, Minister of  
Agriculture and Fisheries of the Bahamas**

I bring you greetings from my government and the people of The Bahamas. We thank you for accepting The Bahamas as a member of IICA's prestigious family. I thank the IICA Secretariat and our host country, Costa Rica, for their kind hospitality.

The most recent quarterly bulletin of IICA's Caribbean Regional Center, *Caribbean News*, focused on the agricultural sector of The Bahamas, so I do not propose to repeat here what you have already read.

Instead, I will take a few minutes to inform you of my Government's agenda to and for the twenty-first century. Our objective is to expand and diversify the Bahamian economy, which currently relies very heavily on tourism, for the maximum benefit of our people.

As you may or may not be aware, The Bahamas is an archipelago of many islands beginning in the north just off the coast of Southern Florida, United States, and stretching more than 750 miles south, to just off the coast of Cuba and northern Haiti. Bimini, our most westerly island, is closer to Mexico than many Central American countries, yet, in effect we are separated by a gulf of language difference. Regarding our agricultural development, my Ministry has embarked on the implementation of island-specific programs to achieve accelerated and sustained growth in the agricultural sector, and as a mechanism for increasing the incomes of farmers and fishermen.

These programs will take advantage of the key physical factors found throughout the range of the Bahama islands, which are monthly temperature variations, rainfall, land types and average daily hours of sunshine. We hope to use these to grow specialty crops and to extend the season of traditional crops.

A large state-of-the-art container shipment terminal is operating in Freeport, Grand Bahama, one of our most northern islands. This facility will have an enormous impact on the economic growth of the agricultural sector by providing direct freight links for the export of agricultural products to the major markets throughout the world. It will also fundamentally change our

import regime, with enormous and far-reaching implications for many of your countries. This terminal will also provide opportunities for Bahamian entrepreneurs to develop containerized inter-island freight services to deliver quality produce for onward shipping to export markets.

We have recently put in place a number of economic incentives to encourage the further development of our agricultural sector. Several islands in our chain in the central and southeastern Bahamas have been declared duty free zones for building materials and construction supplies. This will serve to encourage housing and small business development in these islands and, thus, provide the potential for farmers to increase their incomes by satisfying the increased demand for agricultural products on these islands.

Legislation has recently been presented to provide for loan guarantees for small- and medium-sized businesses engaged in agriculture. This legislation will fill the singlemost critical need facing small- and medium-scale farmers, in that additional incentives will be provided to the commercial banking system to grant agricultural credit. Considering our strategy for growth and development in the agricultural sector, this is an opportune time for The Bahamas to become a member of IICA. The technical assistance and training that we will receive from this Institute and from collaboration with our fellow Member States will serve to accelerate the time frame over which we will accomplish our agricultural objectives.

Through this union with IICA, The Bahamas seeks to strengthen its economic and social ties with the other 33 member countries. Specifically, The Bahamas seeks a richer understanding of these countries through a rapid and structured program of training in the Spanish language. The Bahamas's agricultural and marine sectors, together with its forestry resources, represent an enormous economic windfall for the country, providing we are able to effectively address issues of agricultural health, particularly plant quarantine, sanitary and phytosanitary issues that impact on our capacity to produce.

For example, The Bahamas imports approximately 80 percent of its food products and is virtually dependent on the integrity of exporting nations to ensure against the introduction of exotic pests. Similarly, the Bahama's own exports are severely constrained by our lack of training in this critical area. Agricultural legislation and regulations need to be updated to meet the requirements of our growing and increasingly sophisticated trade environment.

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We seek early assistance in a comprehensive review and drafting of agricultural legislation.

Finally, The Bahamas seeks, through IICA's technical resources and that of other member countries, to enrich and strengthen its own institutional capacity by expanding its knowledge in trade negotiations so as to more effectively achieve our national interests. We eagerly anticipate IICA's on-the-ground presence in the Bahamas and our collaboration in joint projects to promote agricultural production and to increase the incomes of farmers and fishermen.

In closing I wish to convey my pleasure in being here. The Bahamas renews its commitment to the goals and objectives of IICA, and our full cooperation and collaboration with our fellow Member States.





**CLOSING SESSION**

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**Statement by Mr. Eduardo Andrade  
Representative of Ecuador**

Mr. Chairman. I should first like to second the comments of the Delegation of the United States who congratulated the Director General for the work that has been accomplished during his administration, especially this year, and which has been scrutinized at this event.

Secondly, I should like to commend the Chairman for his outstanding leadership of this meeting of the Executive Committee. Lastly, and although it may be something rather unusual for a forum of this kind, I would to express my strong conviction that Canada will always remain be a member of this organization. Thank you very much.

The Deputy Director General emphasized the importance of having faith and I consider myself a person of faith, I actually believe that if we have faith miracles are possible, and that Canada will continue to be a member of this institution. Thank you very much.

**Statement by Mr. Cesar Sandoval Peña  
Representative of Bolivia**

Thank you, Mr. Chairman. My comments are likely to sound repetitive but that does not make them any less heartfelt or true or my gratitude any less sincere.

Firstly, I should like to express my sincere thanks for the welcome I have received here at this, the Home of Agriculture of the Americas, in this beautiful country. What great satisfaction we feel when we conclude a week of hard work, when we have the privilege of participating in working sessions with people like those present here today and of sharing such pleasant moments, at times so difficult but so rewarding.

I should like to ask for a round of applause for the people who have led us so brilliantly and commendably: Vice Minister Rodriguez Pioli, the Technical Secretary, the Legal Advisor, the Rapporteur and the entire support team of the Institute who, led so outstandingly by our Director General and Deputy Director General and all the management staff, have collaborated so efficiently and made us feel so welcome.

Thank you very much, may God bless all the Delegates, our colleagues and friends, and accompany us as we return home. May we arrive home with the satisfaction of having done our duty, with the delight of having spent time at the Home of Agriculture and having enjoyed the hospitality of this beautiful country. Thank you so much.

**Statement of Mr. Devendra Duggal,  
Representative of Trinidad and Tobago**

It is indeed an honor and proud privilege for me to bring the greetings to this Seventeenth Executive Committee Meeting of IICA from the Government and people of the beautiful twin island state of Trinidad and Tobago. In particular, the Honourable Dr Reeza Mohammed, Minister of Agriculture, Land and Marine Resources, has asked me to convey his best personal regards to Dr. Carlos Aquino, distinguished Director General of whom we are all so proud for his vision and commitment to lead IICA into the next millennium.

So impressed is my Minister with the contribution that IICA is making to the agricultural sector in Trinidad and Tobago, the Caribbean and this hemisphere that he has taken personal interest in ensuring that Trinidad and Tobago does not fall short in payment of its dues, notwithstanding several other priority areas for the Ministry.

Mr. Chairman, Trinidad and Tobago has a rich history not only in calypso and Carnival (for which we are well known around the world) but also for its agricultural development. The Imperial College of Tropical Agriculture, now the Faculty of Agriculture of the University of the West Indies, the Caribbean Agricultural Research and Development Institute (CARDI) and the Coco Research Institute are all based in Trinidad. No wonder IICA has chosen Trinidad to be the site for its Caribbean Regional Center under the leadership of Dr. Arlington Chesney. Permit me, Mr. Chairman, to add from my personal experience that an excellent relationship currently exists between IICA and the Ministry of Agriculture, Land and Marine Resources. As a direct result of this cordial relationship, IICA and the Ministry are collaborating on several programmes and projects and we in the Ministry look forward to even greater collaboration with IICA in times to come. I am indeed very grateful to Dr. Chesney for his excellent briefing while I was in Trinidad and a warm welcome upon arrival in Costa Rica.

Yesterday we heard from the Executive Director of CARDI, Dr. Hayden Blades, that an equally good understanding exists between IICA and CARDI, which forms the basis for joint projects between these two organizations.

Parallel to these success stories, when I look at the agriculture of the Caribbean countries, I can not help but come to the conclusion that agricultural scientists have produced a wealth of scientific knowledge: soil specialists have produced beautiful land capability classification maps; agronomists have studied the effect of water and fertilizer application, plant population densities and solar intensity on crop yields; plant protection scientists including plant pathologists, virologists, entomologists and nematologists have identified pests, diagnosed plant diseases and prescribed treatments; agricultural engineers have designed systems in which crops and livestock can be efficiently produced and effectively marketed; agricultural economists have told us that crops and livestock are no longer sold in the protected markets in which they are produced.

This wealth of available knowledge, however, has failed and failed miserably to make its potential impact on the agricultural sector. What is the reason for this? In my considered opinion, the most important reason is that we have failed to transfer the efforts of agricultural scientists to the needs of our clients, the farmers. In order to ensure that we are not climbing the right ladder which is leaning against a wrong wall, a fundamental paradigm shift is required; a paradigm shift which recognizes the farmer as our client at all times, a target which should never be allowed to get out of focus.

Mr. Chairman, permit me to draw the attention of the meeting to two most taxing issues that it had to deal with thus far in its proceedings: i) Canada's stated decision to withdraw from IICA, and ii) resolution on the budget for 1998 and 1999.

Considering that my Minister was unavoidably absent from the Rome Meeting of the World Food Summit, his signature is not on the petition signed by the CARICOM Ministers of Agriculture. It is therefore incumbent upon me to assure this meeting and particularly the Canadian delegate that Trinidad and Tobago joins the rest of IICA's Member Countries in our most earnest request for her government to review its decision to withdraw from IICA.

With respect to the budget, the ease with which seemingly difficult issues have been resolved is indicative of the fact that IICA is not only 54 years old but has attained the level of maturity which the age brings with it. Thanks to the excellent understanding of the United States of America and the good will and support of other member countries in this respect.

I am pleased to know that appropriate recognition as Personnel Emeritus has been conferred upon Dr. Reginald Pierre, who is a product of Imperial College of Tropical Agriculture and was a colleague of mine at the Faculty of Agriculture at the University of West Indies before joining IICA.

Another prized product of the Faculty of Agriculture and a former colleague of mine at St. Augustine Campus of the University of the West Indies is Dr. Chelston Brathwaite, now Director of the Management Unit for Coordination of Regional Operations at IICA here in Costa Rica. I have been simply delighted to renew my contact with him during this visit.

I have noted with great interest that Trinidad and Tobago's nominee to represent IABA on the CATIE Board, which I had the distinct pleasure to submit to the Director General, has been appropriately forwarded for consideration to the IABA Board Meeting scheduled to take place this October in Chile.

In conclusion, Mr. Chairman, I would like to place on record Trinidad and Tobago's unconditional commitment and support to IICA, which continues to play a lead role in agricultural development in the Caribbean and in this hemisphere.

**Statement by Mr. Earl D. Deveaux, Representative of The Bahamas**

Mr. Chairman, Director General and distinguished delegates. In overcoming my unaccustomed reticence, I cannot let this moment pass without thanking our host country, and this organization, for the wonderful hospitality we have been shown.

It is my first time here, and The Bahamas's first time at this conference, and so we used the opportunity to learn what we could about Costa Rica. We spent our week visiting the country rather than sitting in the meeting. Many of you may have thought us irresponsible, but we didn't feel that we could make a contribution here, and we wanted to prepare ourselves for making a contribution the next time.

We were very impressed with the leadership displayed by the United States and Canada in handling what we think is a very difficult issue. We also wanted to publicly commend Canada for the position it took, and we especially commend the United States for handling something as difficult as the finances of this organization in so diplomatic a way. We are not accustomed to that degree of humility and dignity and diplomacy from the United States.

We feel moved to make one comment for the consideration of the other Delegates. Although this organization is 54 years old, it is now going through a change. We have found in The Bahamas, having had one leadership for 26 years, that it helps to know where you are going and have an agenda of your own in order to determine the capacity and the ability of a people, an institution, or even a family to make the most of its opportunities. If this organization is going to achieve its objectives, then the Member States must have a clearer idea of what they want from it in order to help the organization define its true role. And we think that with what we've learned and seen about Costa Rica, that certainly the institutional capacity is here to make that transition, providing the Member States are able to more clearly articulate what they want and need.

Having said these few words, I will close by saying thank you for welcoming us. We look forward to having many if not all of you at the regional conference next year in June, and we will go home with the view that we will present to our government for consideration that this conference be held in The Bahamas as well, providing we can work it out. Thank you.



**Address by Mr. Ailton Barcelos F.  
Representative of Brazil**

What I have to say is a mixture of feelings and thoughts and then, if I may, I should like to conclude by extending an invitation. Let me begin by welcoming The Bahamas, whose incorporation is a mark of the physical and qualitative growth of this Institute. Secondly, once again I wish to praise, support and ratify the superb performance of Mr. Carlos Aquino in pursuing a process of change over the past year, faithfully and ably fulfilling the commitments to make substantial changes at IICA. Congratulations, Mr. Carlos Aquino!

I should like to reflect on strategic issues and beg the indulgence of all those present because I intend to take up some of your time with this reflection. To my fellow Delegates, after this week of intensive work, I should like to say that our time is valuable and we must ask what we can do to ensure that our meetings make an even bigger contribution. This is a key issue, because it is not only a question of managing our work efficiently; above all, we all have an obligation as delegates to make a major contribution.

I am deeply concerned about the next meeting of the IABA. In theory, this meeting which is drawing to a close should give us an idea about what the next meeting of the IABA will be like, because we do not want that meeting to be merely a repeat of this one, but there is a danger of that happening. Brazil wishes to raise some issues and regrets that it cannot do so in depth. The first is the question of access to global markets. The second, sanitary and phytosanitary conditions and situations. The third, the FTAA and the WTO. And the fourth, general trade issues.

On the first point I would ask the question: why access to markets? This is the big issue that the World Trade Organization is failing to address properly, particularly as far as agriculture is concerned, and this is a home of agribusiness. The second point concerns sanitary and phytosanitary barriers and paving the way for the future. This is much more important than tariff barriers. Businesses in the future will essentially depend on sanitary barriers. The third point is the FTAA which we discussed here today and at the last meeting we discussed IICA and FAO. Perhaps we should discuss in depth what could be termed "IICA-FAO merger," because that is the path to the future and it is extremely important. The FTAA is the new blueprint for the western

hemisphere. What is the role of IICA in regard to trade? This is one of the most important issues and was addressed today by the delegate of Costa Rica. IICA is definitely in a position to make a major contribution in the area of trade. We should take advantage of this possibility.

As a rule the focus has been technical, and I am very demanding in regard to technical aspects. I am very respectful of these aspects but we tend to focus excessively on technical issues. There is another issue that is increasingly important and at times we run the risk of losing sight of the wider picture because of the hypertrophy of technical factors. I would go so far as to suggest that we tend to have a microscopic vision when the great changes taking place worldwide call for a broader range of vision.

Fellow Delegates, Ministers and Vice Ministers, I ask again: how can we ensure that this meeting makes a bigger contribution, beginning with our own roles. In Brazil's opinion, the focus cannot be municipal or local, much less national. It must be hemispheric; this is the only way in which we can ensure that we make a bigger contribution.

I take the view that we should arrange things so that operational issues are no longer brought before IICA meetings. We should create technical groups to deal with technical and operational issues, leaving us the time we need to address key strategic considerations. We should perhaps create these technical groups right now so that at the IABA meeting in Santiago, Chile, we can devote all our energies to considering the most important -i.e., strategic issues.

Brazil would have liked very much to have devoted more time here to discussing quality, productivity, competitiveness, sustainable development and access to markets, sanitary conditions, the FTAA, the WTO and trade. These are the fundamental strategic issues. Forgive me for harping on this aspect, but if we do not give it the importance that it deserves we run the risk—as someone put it very intelligently today in an observation concerning a correction to a resolution, it was a very appropriate and good-humored remark—we run the risk of reactivating volcanoes instead of strengthening farmers. This is a high-level meeting and we have so little time and time is inflexible. We need to learn how to manage our time properly. We need to manage our time differently, time is used up, it slips through our fingers. It evaporates and the meeting tends to lose its dynamism and perhaps its overall results. We need a structure for managing time with a watch, a German,

Spanish or French watch or whatever, but we definitely need to manage our time for the benefit of everyone. On occasion I have been heard to say that the misuse of time can sometimes be regarded as disrespect for others.

I say all this because Brazil believes --and I believe-- that we can have a new IICA. That is why Mr. Carlos Aquino enjoys our wholehearted and unequivocal support. Brazil is in full agreement with the past and present efforts of Mr. Carlos Aquino to bring about change; we share the same strategic approach. The IICA we envision is the IICA of agribusiness in the Americas, a less bureaucratic IICA, a decentralized, enthusiastic IICA. We must strengthen the triad of government, business and universities on behalf of the workers and society as a whole. We are convinced that IICA can help to redesign agribusiness in the Americas and thus become a powerful instrument for creating wealth and solving the serious problems still facing much of the western hemisphere.

Another issue that cannot be omitted in this transition to the twenty-first century is the decision-making process. Today our lives are still governed by the decisions of yesterday. I believe in the power of change. I also believe that we will be able to make good decisions today because the future will be determined by the decision-making capability of the present. When we learn how to make good decisions the future will belong to all of us who live in the hemisphere.

I should like to conclude by once again congratulating Mr. Carlos Aquino for the excellent job he has done in a complex organization and, lastly, as a token of our support for IICA and our confidence in him, I also want to offer Brazil as the site of the meeting of the IABA in 1999, if there is no prior agreement with another country for that year. We would be delighted to receive you all there in our country and hope that this will be understood symbolically as a sign of Brazil's genuine desire to manifest its support for IICA, for the Americas, for the peoples of the Americas, and the fact that we are all working together. I am utterly convinced that Canada will have the biggest delegation in 1999. Thank you very much and please forgive me for taking up so much of your time.

**Address by Mr. Carlos E. Aquino**  
**Director General of IICA**

First, allow me to say that we feel a deep sense of satisfaction as this week of intense work draws to an end. Throughout the week, the Institute has been the venue for four simultaneous meetings, testing our capacity to provide support in meeting the needs of the Ministers of Agriculture of the region. Those bodies holding meetings were: CATIE's Council of Ministers, convened by the Minister of Agriculture and Chairman of the Council of Ministers; the Central American Council for Agriculture, convened at the request of the Minister of Agriculture of Honduras, who chairs the Council; and the Institutional Transformation Group, called the G-10 or the Special Committee in Support of the Institutional Transformation Process.

The fourth meeting is the one we are concluding today. For me, this meeting of the Executive Committee is historic because it is my last. As you know, this Administration's term in office concludes on January 14, 1998. Therefore, we thought this would be a historic meeting in terms of its content and evolution, because, by involving the Member States of our organization, we have gained a greater appreciation of the strength of an organization such as this: to benefit from the inputs, guidance and constructive comments of all those who have contributed to and participated in an extremely complex institutional transformation process.

This is not the first time I have been involved in an institutional transformation process. Institutional transformation is not simply a theory for me. I have participated in the transformation of organizations in both the private and the non-governmental sectors, and as Minister of Agriculture of the Dominican Republic I promoted reform and decentralization processes in the ministry where I occupied positions ranging from agricultural extension agent to Minister.

We have fostered dialogue and participation and encouraged the exercise of democracy, which is essential in an institution such as this, with a view to bringing together the wills and efforts of those who, as was so aptly put by a distinguished Delegate of Paraguay, are the stockholders of the Institute. And, who are the stockholders of the Institute? The Member States, which, today, more than ever, are being heard. As stated by the Delegation of Honduras, this is one of the first times in the history of the Institute that contributions, criticism and guidance have been actively sought, with a view to

initiating the transformation of an organization as complex as this one, which has diplomatic, political, geographic, human and economic dimensions to consider, and whose geographic scope encompasses all of the Americas.

Since I cannot name all the people who make up this Institute, which, as we said yesterday, stretches from Canada, to Chile, to the islands of the Caribbean, I wish to thank all of you sincerely. That is the great strength of an organization such as this one, and that is where we can act. One of the actions undertaken by this Administration has been to ask the leaders of the Americas to underscore the importance, the value of agriculture, at a time when producers, bureaucrats and technicians often feel as if the last embers of the illusion of such an important issue are dying out. Alvin Toffler said that the nation that does not feed and educate its people will never enter the twenty-first century.

I would like to share with you, my dear friends, these reflections and also express my profound gratitude to all of you who have accompanied me in this very complex process. This brings to mind the efforts on the part of Pope John Paul XXIII to reform the Catholic Church. He convened the Second Vatican Council in the belief that the time had come for the Church to begin a process of reform and opening which continues today in the person of John Paul II.

I often reflect on these complex processes and the many misunderstandings that arise in organizations such as this one. However, there is one thing of which we can be certain: today, as yesterday, and even more so tomorrow, organizations that do not reform, do not change and do not shed the rigid, bureaucratic processes that are choking them, will end up, as Toffler says, in the trash heap of history.

Consequently, the management of this organization has very great responsibilities and represents the forces of renewal of its Member States.

It is the vision of having an inter-American, inter-governmental organization for agriculture; of having an organization that continues in that union, that solidarity, that cooperation, and as President Eduardo Frei says, in that search for cooperation and integration. We have realized that, in this age of information, knowledge is the fundamental asset; and I would dare to add that men and women are the center of that knowledge, which is truly what

must be promoted by the transforming economic forces of this new civilization.

Allow me to digress slightly to refer to special circumstances. Thomas Payne once said, and I paraphrase him: "I respect your right to differ with me, but I will defend to the death my right to defend myself." I am not going to offer a defense of this Administration. Rather, I will express a few thoughts that I feel are necessary out of respect for all the delegations, the Delegation that made the presentation, the distinguished and honorable Delegation of Peru, and the important proposals of the distinguished Delegation of Uruguay on the activities of this organization, in terms of its technical, normative, administrative and financial aspects, and its general policies. We do so in the interest of erasing any possible doubts, and, since we are accustomed to seeing an opportunity in every problem, we want to take this opportunity to clear up some things that have been said here. Of course, all this will be presented in greater detail in the management report this Administration will present at the conclusion of its four-year term.

It was said that we should be very concerned over the loss of technical capability within the Institute. I believe this is extremely important for all of us, but it is not a process begun under this Administration. In 1984, the Institute had 285 International Professionals. Today, there are approximately 120, and estimates are that the number will fall below 100. Times have changed and we cannot expect to have the same number of professionals as ten or fifteen years ago, especially given the fact that the Institute has had to operate with fewer and fewer resources. It was also said that we have not developed indicators for measuring the quality of technical cooperation. We reiterate that this is a long-term process and is one of the areas we must improve and analyze.

It was also pointed out that the way in which programming is carried out within the Institute is very dispersed and has an impact on the way resources are used. Regarding that, I only want to say the following: in 1979, this Institute, which was called the Inter-American Institute of Agricultural Sciences, dedicated to teaching and research, which is what CATIE does today, became the Inter-American Institute for Cooperation on Agriculture, which gave it greater leeway in the area of cooperation in agriculture, but at the same time increased its membership, making it necessary to meet the needs of countries as varied as Haiti, the Dominican Republic and Brazil.

I would also like to refer to the statement that this administration has been hiring consultants in violation of the rules of the Institute. In that regard, I would like to say that when we arrived at this institution after our election, I was accompanied by three people. One of them did not belong to the Institute; another was an official of the Institute at the time, and the other had been an official previously. The one that did not belong to the Institute was a proven professional, an illustrious citizen of the Dominican Republic, and a renowned university president. He is the only person that arrived with me; the rest were here, or came on board later.

When the distinguished professional Jose Nagel left for Chile, we asked Jaime Vinas-Roman, who is here with us today, to serve, in addition to his duties as advisor, as acting director for Training, Education and Communications, which has meant tremendous savings for the Institute.

I would like to offer two additional thoughts. If you are on an airplane that runs into turbulence, causing the plane to shake, I am certain that when you land, if asked your opinion of the flight, you will say it was horrible. The same is true in the case of processes of change or transformation. There is a study available to all that says that in this process some of our officials have doubts and fears. This happens in all organizations undergoing transformation because such fears are natural. Another strong element that accompanies change is, to use a term from the distinguished Delegation of Brazil, "corporativism"; and it is this corporativism that resists change. It has been proven, by analysts who study processes of change and their stages and know what it means to be innovative, that there are people who adapt more quickly, and there are those called "alligators," who never join in the process of change.

The other comment I would like to make refers to a document prepared by a consultant in the United States on how we can improve our relations with the Inter-American Development Bank (IDB). It is important to point out that neither the General Directorate nor anyone in this organization has yet received the report in question. We do not know where this information came from. Anyway, this consultant appears to be talking about the good old days of the Institute, when it could assign so many of its professionals to meeting the needs of the Inter-American Development Bank or other organizations. Once again, I must remind you that times have changed.

I want to conclude with these reflections, which are deeply rooted in the words of Benito Juarez: "peace is to be found in respecting the rights of others." I want you to know that it is difficult for us to accept, with all due respect, that anyone can think that we have not made significant progress and overcome major problems. This occurs when an organization is in the midst of a process of change and reorientation and asks its people to contribute their best in effecting the transformation of the organization.

I will conclude my presentation with this analogy: When Rome was set afire, a group of prisoners accused of the offense was taken to the Coliseum. One prisoner said to Caesar, "Those who say that I set fire to Rome are lying. But, if my crime is being a Christian, you are right to kill me for it is true. I believe in Jesus. To prove that I believe, rather than hate you, I forgive you, and in dying for my faith, I die happily." Establishing a parallel with this, if the crime of this Administration is to want to take a leap forward, toward the new millenium, to carry out the transformations, to wherever the government sector of the Ministers of Agriculture is, wherever the agribusiness sector of the Americas is, wherever we can break the chains that continue to bind us, I will also gladly be crucified. It does not bother me that you want to crucify me. Rather I accept any contributions you make, and you can be certain that you will receive the full report on the actions taken by this organization from Canada to the southern reaches of the hemisphere.

Above all, I want to place the organization in that new context, in that vision I hope we can all share, that of having an organization that is more flexible, more dynamic, more decentralized, more harmonious, more united with the inter-American family, with the two arms working together in a concerted effort to bring about the transformation that our societies need to meet the great challenges imposed by the new millenium.

I kindly ask for your respect, the same respect we have shown here to every official, messenger, whoever, and to understand that the lofty purpose of these organizations is to work together, overcoming difficulties and joining our wills to build a better society. I express to the distinguished delegation of Peru my appreciation, our affection, our respect, as well as our respect to Dr. Pomareda, a distinguished professional and colleague we have invited here and to other meetings. We have also extended this invitation to the other candidate, because we believe the democratic process serves to strengthen organizations. For all of you, friends, we are in a family to join the wills of the



processes of transformation and reform and we must share that visionary dream, that transforming vision.

To you, Mrs. Ambassador of the Dominican Republic, and to you Mr. Delegate, Advisor to the President of the Republic, convey my profound gratitude to the President of the Dominican Republic for all his support, for the consideration he has shown me, and tell him that at IICA there is a Dominican that is very proud of our region and is doing everything possible to make our nation, our region proud, joining efforts and wills to build a better world. Thank you very much.

**Address by Mr. Roberto Rodriguez Pioli  
Chairman of the Seventeenth Regular  
Meeting of the Executive Committee**

It is difficult to sum up the meeting in this message because so many areas have been touched upon that are worthy of mention. During these sessions there has been talk of miracles, of humility, that many of us appreciate, many feelings have been invoked, but if we take up the comments of the previous speakers we are bound to mention the fact that we are Catholics. When we attend mass, the first thing we must do as believers is to take a moment to reflect and acknowledge our sins in the silence that precedes the service. We regard this as the essence not only of the religion we profess but of life in general. We would therefore ask forgiveness for any sins that we may have committed in leading these deliberations.

We would like to express our sincere gratitude to those who have helped ensure that this meeting has produced such positive results, from the Director General to all the officials who have collaborated with us, and especially the Delegates. IICA has a very special and unusual way of managing things so that agreement and consensus is achieved. Those of us who are delegates would like to make something very clear to those who did not take part in our sessions: it is very distressing when it is not possible to reach consensus on some point. What we do is to pause, take a break, converse, sometimes just over a cup of coffee, in order to get us all back on the same track.

The height at which all the flags are raised is somehow symbolic of how we all feel. Let us be realistic, exercising the chairmanship of the meeting is not only a great honor but it also allows us to see this organization from the inside.

Some states logically have a greater participation and influence than others, which they exercise quite legitimately. Let us give a specific example: the United States. The other states, also quite legitimately, try to make their contribution in order for us to pull together and move things along. We are very appreciative of these efforts because we see that the states definitely share the same approach and the same desire. At times it is somewhat difficult to reconcile the legitimate possibilities of the different countries, but harmony is achieved.

An aspect that seems to me to be fundamental and important in achieving consensus is friendship, a friendship that develops in these joint meetings thanks to the atmosphere generated within IICA. Some will probably say that friendship cannot achieve so much, but we would emphasize the importance of this aspect because if we talk about the humility of the United States we also have the right --with a certain degree of romanticism, a romanticism directly linked to the best of feelings-- to invoke friendship. In one of our working sessions, President Sanguinetti stated that, thanks to the friendship that exists between two Presidents, a telephone conversation can often lead to much more progress than numerous meetings of inspired people. Friendly communications lead to harmonious and positive progress for the countries.

In this stage at IICA, another of the conclusions we have arrived at, and which we are certain is correct, is that absolutely every country wants to see the ongoing renewal of the institution. We think that everyone is totally and absolutely agreed on the need for an ongoing process of change. There may be different visions, but they all enrich the overall approach. It must be borne in mind that international organizations have emerged throughout history, such as the League of Nations after the First World War and the United Nations after the Second, and even FAO, to repair the devastation caused by wars.

International organizations are now faced with the challenge of building and progressing towards the future, taking into account on predictions of likely developments in this changing and dynamic world. This task is much more difficult than the previous one, for it is much easier to rebuild what has been destroyed and much more difficult to come up with a formula for assistance and progress for the future.

We also feel that IICA faces another challenge, also exciting but very difficult. The author of the Green Revolution said that there can be no peace with empty stomachs.

That statement remains true, but neither can there be peace with underdeveloped minds that have not received sufficient training. It is for this reason that institutions such as IICA face an even greater challenge. It is no longer a question of having enough food in the pot; the mind must be transformed and thinking and training enriched. As Mr. Aquino said, the range

of action is expanding and calls for greater effort on our part and the visualization of the action that we must undertake, action which --and this is another challenge-- is limited because the resources available do not increase in direct proportion to growing needs and requirements.

Therefore, we have another area we need to address: making more efficient use of the same resources, managing them better in order to obtain better results. I think we all share that vision.

We take the view that the election of a new General Directorate is merely a requirement that the Institute must comply with. But we are convinced that the issues at stake are larger than the question of who should exercise the leadership of the Institute. There may be different personal approaches, but we feel that what is at stake for the institution goes beyond what may occur in that office. This is another conclusion that we have arrived at and understood at this Executive Committee.

To conclude, we wish to reiterate our special gratitude for the distinction that was conferred on us, a distinction that we accepted as an honor for our country. It was Uruguay that was honored, not ourselves personally. We have made every effort to ensure that things were done in the best way possible.

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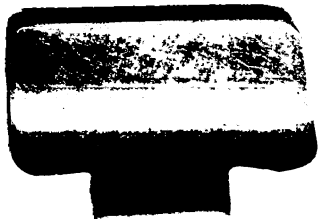
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