

# IICA



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

San Jose, Costa Rica

28 - 30 July 1999

OFFICIAL DOCUMENTS SERIES No. 65

## **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 1998-2002 Medium Term Plan (MTP) provides the strategic framework for orienting IICA's actions during this four-year period.**

**IICA's mission is to provide cooperation services for agriculture and to strengthen and facilitate inter-American dialogue. The first task aims to support its Member States in bringing about sustainable development in agriculture and rural areas; the second situates this development within the context of hemispheric integration.**

**The Institute's cooperation services are grouped into six Strategic Areas that are: Policies and Trade; Science, Technology and Natural Resources; Agricultural Health; Rural Development; Training and Education, and Information and Communications.**

**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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## **TABLE OF CONTENTS**



## TABLE OF CONTENTS

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

	Page
Preparatory Session.....	1
Inaugural Session.....	3
First Plenary Session .....	5
Second Plenary Session.....	8
Third Plenary Session.....	18
Fourth Plenary Session .....	29
Closing Session.....	37

### RESOLUTIONS

#### Financial and Budgetary Items

Resolution No. 312	1998 Financial Statements of the Institute .....43
Resolution No. 313	Fifth Annual Report of the Audit Review Committee (ARC) .....45
Resolution No. 314	Election of Members of the Audit Review Committee .....47
Resolution No. 315	Financing of the Regular Fund and Distribution of Resources for the Years 2000-2001 .....49

#### Institutional Items:

Resolution No. 316	The New Institutional Dimension .....54
Resolution No. 317	Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA) .....57
Resolution No. 318	Provisional Agenda of the Tenth Regular Meeting of the Inter-American Board of Agriculture .....58

Resolution No. 319	The Eleventh Regular Meeting of the Inter-American Board of Agriculture ..	59
Resolution No. 320	Incorporation of the Gender Perspective into Institutional Policies ..	60
<b>Regulatory Items</b>		
Resolution No. 321	1998 Annual Report ..	63
Resolution No. 322	Report on the Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture ..	65
Resolution No. 323	Report on the Status of the Resolutions of the Eighteenth Regular Meeting of the Executive Committee ..	66
Resolution No. 324	Date and Site of the Twentieth Regular Meeting of Executive Committee ..	67
Resolution No. 325	1998-1999 Inter-American Agricultural Medal ..	68
Resolution No 326	1998-1999 Inter-American Agricultural Award for Young Professionals ..	69
Resolution No. 327	1998-1999 Inter-American Award for the Participation of Women in Rural Development.....	70
Resolution No. 328	Review of Regulations and Procedures for the Inter-American Awards in the Rural Sector.....	72
<b>Inter-Institutional Relations</b>		
Resolution No. 329	Amendments to the Contract of the Tropical Agriculture Research and Higher Education Center (CATIE).....	75
Resolution No. 330	Election of members of Board of Directors of the Tropical Agriculture Research and Higher Education Center (CATIE).....	89



Resolution No. 331	Election of Member to the Governing Council of the Tropical Agriculture Research and Higher Education Center (CATIE) .....	91
<b>SIGNING OF THE FINAL REPORT</b> .....		95
<b>REPORT OF THE CREDENTIALS COMMITTEE</b> .....		99
<b>REPORT OF THE AWARDS SELECTION COMMITTEE</b> .....		103
<b>AGENDA</b> .....		111
<b>LIST OF PARTICIPANTS</b> .....		117
<b>MEETING STAFF</b> .....		139
 <b>APPENDICES</b>		
<b>INAUGURAL SESSION</b>		
	Address by the Director General of the Institute .....	149
 <b>CLOSING SESSION</b>		
	Address by Mr. Angel Sartori, Minister of Agriculture of Chile and Chairman of the Ninth Regular Meeting of the Inter-American Board of Agriculture .....	155
	Address by Ms. Denise Boudrias, Delegate of Canada and Acting Chairperson of the Nineteenth Regular Meeting of the Executive Committee .....	156
	Address by Mr. Peter Carbon, Minister of Agriculture and the Environment of Dominica .....	157
	Address by the Director General of the Institute .....	158



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



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

The Nineteenth 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.311(XVIII-0/98) of said Committee.

The 1999 Executive Committee was made up of the following countries: Belize, Brazil, Canada, Chile, Colombia, Dominica, Dominican Republic, Ecuador, El Salvador, Jamaica, Saint Lucia and Venezuela.

**PREPARATORY SESSION**

0.1 The Preparatory Session of the Nineteenth Regular Meeting of the Executive Committee was called to order at 09:25 on July 28, 1999, in the United States/Canada Room at IICA Headquarters, chaired by the Representative of Paraguay.

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 Maria Elisa Teofilo de Luna, Advisor on International Affairs to the Ministry of Agriculture and Supply of Brazil, to chair the meeting.

Roy Rogers Ferret, Advisor to the Minister of Agriculture of Chile, was proposed as Rapporteur, motion which was approved. Thus the officers of the Meeting were:

Chair:	Maria Elisa Teofilo de Luna
Rapporteur:	Roy Rogers Ferret
<u>Ex-officio</u> Secretary:	Carlos E. Aquino Gonzalez

### 0.2.2 Agenda of the Meeting

The Agenda presented in document IICA/CE/Doc.353(99)rev.1 was approved.

The position on the Agenda of the report of the Awards Selection Committee for the Inter-American Awards in the Rural Sector (IICA/CE/Doc.366(99)), as well as discussion of the topic of Title of Personnel Emeritus, was changed.

It was agreed to include under Other Business the review of the activities of the Tropical Agriculture Research and Higher Education Center (CATIE) and the report of the Caribbean Agriculture Research and Development Institute (CARDI).

### 0.2.3 Membership of the Credentials Committee

The Representatives of Canada, El Salvador, Jamaica and Venezuela were appointed to make up this Committee.

### 0.2.4 Membership of the Style Committee

The Representatives of Canada, Brazil, Dominica and the Dominican Republic were appointed to the Style Committee for the French, Portuguese, English Spanish languages, respectively.

### 0.2.5 Working Committees

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

### 0.2.6 Deadline for Submitting Proposals

Thursday, July 29, at 14:00 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, July 30, 1999, at 16:00, in accordance with the proposal of the Technical Secretary.

0.2.8 Method for Electing the Representative of the Inter-American Board of Agriculture (IABA) to the Board of Directors and Governing Council of CATIE

At the request of the Technical Secretary, the Legal Advisor explained the method that could be used for this election; one similar to the one used by the Inter-American Board of Agriculture (IABA) –Article 103- when electing the Director General. He suggested that the names and curricula vitae of the candidates be sent to the IABA, which would conduct the election. He also suggested that the IABA delegate this function to the Executive Committee in those years in which a meeting of the IABA is not held. This topic will be discussed in the First Plenary Session.

0.2.9 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 Brazil, the Member State whose representative was elected to chair the meeting. Thereafter, alphabetical order in Spanish would be followed.

0.2.10 The session was adjourned at 10:00.

## INAUGURAL SESSION

0.3 The Inaugural Session of the Nineteenth Regular Meeting of the Executive Committee was called to order at 10:47 on July 28, 1999, in the United States/Canada Room at IICA Headquarters. The session was chaired by Ms. Maria Elisa Teofilo de Luna, Representative of Brazil.

0.4 The Director General welcomed those present and thanked them for their participation. He then described the stages that the Institute had gone through since its creation in 1942, when it was founded by a group of visionaries headed by Dr. Henry Wallace, Secretary of Agriculture of the United States of America. He mentioned that, during that institutional phase, and under the name of the Inter-American Institute of Agricultural Sciences, its objectives focused on teaching and research.

0.5 He added that, twenty years ago, in 1979, under the leadership of Dr. Jose Emilio Araujo, IICA approved a new Convention that allowed it to adjust to the times and pursue its objective of strengthening the development of the agricultural sectors in member countries and to bring them into line with global changes.

- 0.6 According to the Director General, IICA did much to benefit the countries during those times. As examples, he cited the establishment of the Agricultural Extension Service in the Dominican Republic and the creation of the prestigious Brazilian Institute for Agricultural Research (EMBRAPA) which was created with the support of IICA; the first director of this Institute, Dr. Irineu Cabral, was an IICA official.
- 0.7 He declared that member country delegates sitting on this Executive Committee would have the opportunity to analyze issues and proposals that could lead the Institute towards another significant change, and that those present could be the new visionaries who would contribute to the design of a new role for the governing bodies of IICA, in particular the IABA, which would increase their hemispheric leadership in benefit of agriculture and the rural sector.
- 0.8 He considered that the processes of change could give rise to different concerns and reactions and he, therefore, suggested that the delegates raise any questions they believed necessary. He also asked them to analyze the proposal in detail in order to improve upon it and adapt it, if necessary. He added that his administration would never try to impose it and pointed out that the proposed changes had been conceived within the IICA institutional transformation process.
- 0.9 He then thanked the Executive Committee and, through it, the Inter-American Board of Agriculture, for accompanying and supporting his administration in the process of institutional transformation and modernization, which started in 1994.
- 0.10 In this respect, he stressed the importance of the participatory preparation of the 1994-1998 Medium Term Plan, based on the work of the so-called G33, and also the extensive inter-American consultation carried out with leaders of the sector that allowed the major strategic issues included in the current Medium Term Plan to be identified. This consultation also allowed the organization's Vision and Mission to be identified, together with its thematic areas of work and strategic plans; their implementation will help IICA adapt to the new international environment.
- 0.11 As an example of the changes in progress, he mentioned the creation of the five Regional Centers, whose leaders are seeking to strengthen the objectives of both the Institute and participating national entities; their operation will allow consolidation within IICA of an inter-American framework of operations.



- 0.12 As part of this effort, the Director General highlighted the importance attached to strategic alliances, which are fundamental in order to survive, given the demands arising from the current process of globalization.
- 0.13 He urged the delegates to be constructive and visionary as they analyzed the proposal. He indicated that IICA is being called on to play a strategic role in the efforts to reposition and enhance the value of agriculture in the hemisphere. He added that this is the opportunity to consider a new role for its governing bodies, including new ways of relating to private-sector organizations and other international organizations.
- 0.14 He ended his presentation by congratulating the members of the Peruvian Delegation on their Independence Day.
- 0.15 The Inaugural Session was adjourned at 11.20.

### **FIRST PLENARY SESSION**

1. The First Plenary Session of the Nineteenth Regular Meeting of the Executive Committee was called to order at 11:21 on Wednesday, July 28, 1999 and was chaired by Maria Elisa Teofilo de Luna, the Representative of Brazil.
- 1.1 Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA)
- 1.1.1 The Technical Secretary informed the Executive Committee about the support received from the Government of Brazil in organizing the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA), which will be held in the city of Salvador, Bahia, in October 1999. He added that several joint task forces had been formed with members of IICA's staff and the Brazilian government.
- 1.2 Provisional Agenda for the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA)
- It was decided that discussion of the Provisional Agenda of the Tenth Regular Meeting of the Inter-American Board of Agriculture would be postponed until Friday, July 30.

**1.3 Report on the Third Forum of Ministers at the Tenth IABA**

- 1.3.1** The Manager of the Technical Consortium presented a progress report on the organization of the Third Forum of Ministers, which will be held within the framework of the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA).
- 1.3.2** He went on to state that this Forum would be held on Wednesday, October 27, 1999, entitled "The Positioning of Agriculture and the Rural Milieu in the Era of Globalization." He added that the primary objective of the forum was to promote group reflection on the vision, policies and institutional development needed to make agriculture and the rural milieu a strategic issue in the economic and social development of the Americas. He further stated that the expected result of this event was to achieve consensus on proposals related to the political dimension of agriculture in the twenty-first century and to innovative policies and options for institutional change and development.
- 1.3.3** He then explained that the working methodology of the Forum of Ministers would be divided into two phases: the first would be comprised of three expert presentations that would provide input for the Ministerial Debate. The main topics would be:
- a)** The importance and significance of the upcoming multilateral negotiations on agriculture of the World Trade Organization (WTO).
  - b)** Agribusinesses in the era of globalization and integration: critical factors of competitiveness.
  - c)** Development and rural poverty in the context of globalization: the role of the State, markets and civil society.
- 1.3.4** He concluded his remarks by stating his interest in making the Forum of Ministers a permanent structure that could assist the countries in the process of openness and integration. He pointed out that, in the future, the Forum could be carried out by electronic means.
- 1.3.5** The Technical Secretary thanked the Manager of the Technical Consortium for his report and explained to the Executive Committee that a document would be distributed in order to stimulate feedback within a set time frame.

- 1.4 Report on the Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture (IABA) (IICA/CE/Doc.364(99)) and Report on the Status of the Resolutions of the Eighteenth Regular Meeting of the Executive Committee (IICA/CE/Doc.365(99)).
- 1.4.1 The Technical Secretary presented the two reports and commented on their contents. He pointed out that, in order to comply with the Resolution "Establishment of an Inter-American Mechanism to Prevent and Deal with Natural Disasters in the Rural Sector," a study was being carried out on the possible role for IICA in this matter.
- 1.4.2 There being no questions or comments, the Executive Committee approved these reports.
- 1.5 Appointment of a Representative of the Inter-American Board of Agriculture (IABA) to the Board of Directors and the Governing Council of the Tropical Agriculture Research and Higher Education Center (CATIE)
- 1.5.1 The Technical Secretary informed the meeting that there were already candidatures for the post of representative of the Inter-American Board of Agriculture (IABA) to the Board of Directors and the Governing Council of the Tropical Agriculture Research and Higher Education Center (CATIE), which would be presented for consideration at the next Inter-American Board of Agriculture.
- 1.5.2 He added that consideration was being given to the idea of proposing to the IABA that, in the years when it does not meet, it delegate responsibility for electing said representatives to the Executive Committee.
- 1.5.3 The Chair suggested that, as the corresponding resolution was in the process of being drafted, the meeting move on to the next point on the agenda.
- 1.6 Date and Site of the Twentieth Regular Meeting of the Executive Committee (IICA/CE/Doc.367(99))
- 1.6.1 The Technical Secretary stated that the resolution on the date and site of the Twentieth Regular Meeting of the Executive Committee would be distributed in the afternoon.
- 1.6.2 The Chair suggested that the reading and approval of the resolution on the election of an IABA representative to CATIE and the resolution on the

date and site of the next meeting of the Executive Committee be postponed until the afternoon session.

- 1.7 The Representative from the Dominican Republic reported that his country was taking the necessary steps to be considered as the host country for the Tenth Regular Meeting of the Inter-American Board of Agriculture that will be held in the year 2001.
- 1.8 The Chairperson adjourned the First Plenary Session at 12:00.

## **SECOND PLENARY SESSION**

2. The Second Plenary Session of the Nineteenth Regular Meeting of the Executive Committee was called to order at 14:15 on Wednesday, July 28, 1999, chaired by the Representative of Brazil.
  - 2.1 Presentation and Comments by the Director General on the proposal for a "New Dimension of the Inter-American Board of Agriculture".
    - 2.1.1 The Director General informed participants that, in order to promote an open discussion, a list of ten of the principal characteristics of a leader of organizational change processes had been distributed among those present. He asked those representatives who wished to do so, to rank them in order of importance, as they thought fit. He added that the sheets would be collected and the information processed in order to present the results to the Committee as a whole.
    - 2.1.2 The Technical Secretary explained that Dr. Roberto Serra would provide an introduction to the Director General's presentation on the new dimension of the Inter-American Board of Agriculture and the Executive Committee. He highlighted relevant aspects of the speaker's curriculum vitae and professional activities.
    - 2.1.3 Dr. Serra began his presentation by pointing out that agriculture is a strategic issue and activity in the current context of global change. He explained that he would refer to four fundamental aspects: the context, the institutional framework, positioning and leadership.
    - 2.1.4 He commented that the current context, which was characterized by the processes of globalization, regional integration and the implementation of national reforms, was leading to the creation of a new international institutional framework characterized by new rules of the game.

- 2.1.5 Among the important aspects associated with globalization, he pointed out that marketing channels had been streamlined, clients were more sophisticated and demanding, Internet had contributed to an increase in the information available, technological developments had reached all sectors, and fluctuations in the financial markets tended to have repercussions in different places at the same time.
- 2.1.6 He commented that the new institutional framework was associated with a new vision of the public and private domains, that this new vision entailed a redistribution of roles, and led to new forms of organization and to the need to establish alliances among actors.
- 2.1.7 The speaker emphasized that organizations today must be prepared to change, whereas previously they were designed to last. He warned that greater attention was usually paid to providing mechanisms to put vitality into enterprises that showed little momentum, when what was really needed was to identify and eliminate the factors that were preventing them from moving forward. He explained that these factors could be exogenous, stemming from the new rules of the game, but could also be internal in nature.
- 2.1.8 He added that positioning tends not to be perceived as important. He was of the opinion that the current positioning of agriculture as a primary sector should be rethought and transcended, and that the appraisal of its value measured in terms of its contribution to gross national product (GNP). The main obstacle to the new positioning of agriculture was internal and related to our way of thinking.
- 2.1.9 He believed that there was a consensus within IICA on the need to reposition agriculture, taking into account the entire chain and relinquishing the idea of it being a sector. He then spoke of the need to adopt the concept of agribusinesses and replace the idea of producers with that of agricultural entrepreneurs. A holistic vision should be adopted that encompasses economic, social, environmental and ecological elements, combined with the concept of sustainable development.
- 2.1.10 Dr. Serra highlighted the importance of changing the way of seeing and understanding things and abandoning traditional concepts in favor of a holistic and dynamic perspective, emphasizing the need to break with routine and be continually aware of the milieu. Along these lines, he suggested promoting and adopting new ways of thinking that change the perceptions on agriculture and its milieu that still tend to persist.
- 2.1.11 He then called for reflection on the importance of substituting vertical leadership based on norms and procedures with another different type

based on service, teams, equipment and networks. He stated that the primary characteristics of this new leadership would be vision, positioning, courage, internal and external communication, and the integration of organizations.

- 2.1.12 He then described the progress IICA had made in this area at various levels. He felt that the institutional transformation that had already been achieved, the current Medium Term Plan and the new vision it contained were in keeping with this approach. As regards the actions carried out by the General Directorate, in his opinion, the decentralization of decision-making by transferring part of this responsibility to the regions and countries, efforts to encourage a strategy-based culture, and the creation of networks for reflection and strategic actions, were steps in the right direction.
- 2.1.13 He concluded by emphasizing the importance of the Institute's three principal organs -- the General Directorate, the Executive Committee and the Inter-American Board on Agriculture (IABA) -- sharing the same vision and reaching consensus on the repositioning of agriculture in the Americas.
- 2.2 Presentation by the Director General: "A New Protagonism for Agriculture and the Rural Milieu"
- 2.2.1 The Director General began his presentation by expressing his enthusiasm at being surrounded by a group of visionaries capable of furthering the institutional transformation required by IICA. He stated that his proposal was in response to Resolution 301 of the Eighteenth Regular Meeting of the Executive Committee, dealing with the "Structural Reform of IICA and its Organs."
- 2.2.2 He stressed that such a transformation did not entail modifying the Convention, but only changing certain aspects of the Institute's Rules of Procedure.
- 2.2.3 He pointed out that the basic considerations that had given rise to the proposal were changes in the international setting, the changes that were taking place in the institutional framework, and the little importance attached to agriculture in the Summits of the Americas and in the Inter-American Agenda. He added that repositioning agriculture to reflect its true importance and significance for the development of the member countries called for a forward-looking mindset and outlook, in order to overcome defeatist attitudes and reassess the role of both agriculture and the rural milieu.

- 2.2.4 He said that repositioning agriculture called for functional ties between Ministers of Agriculture and the mechanisms of the Summits of the Americas and the OAS. He suggested that IICA was well equipped to coordinate an “Inter-American Strategy for Agriculture and the Rural Milieu.”
- 2.2.5 He went on to say that the Inter-American Board of Agriculture (IABA) could become the forum for agriculture and the rural milieu within the Inter-American System, focusing, among other matters, on providing input for the Presidential Summits and promoting stronger links between the agricultural sector and other sectors, including health, education and security.
- 2.2.6 The Director General proposed that a genuine, full-scale transformation of IICA –a process that had begun in 1994– should also extend to the Institute’s governing bodies.
- 2.2.7 He was of the opinion that the new dimension proposed for the Inter-American Board of Agriculture (IABA) would make it possible to discuss substantive, strategic issues related to the development of agriculture and the rural milieu. He compared the current IABA with its proposed new dimension. He stressed that the current IABA was a closed, formal, ritualistic body, concerned mainly with operational matters, whereas the proposal viewed the Inter-American Board of Agriculture as a more open body, focusing on strategic aspects of political, technical and financial issues and human resources.
- 2.2.8 He listed the following as the strategic objectives of the transformation: i) to foster a new mindset for the leadership of the Ministers of Agriculture throughout the Americas; ii) to achieve greater articulation with the Organization of American States (OAS); iii) to facilitate the operation of the Inter-American Board of Agriculture as the highest-level mechanism for agriculture and the rural milieu, articulated and harmonized with the private sector and working in greater coordination with other international organizations involved in agricultural development and the rural milieu.
- 2.2.9 He noted that the costs of not transforming the Institute’s governing bodies would include a further decline in the importance of agriculture and the rural milieu and the failure to take advantage of the existing opportunity to become incorporated into the new inter-American institutional framework and make optimum use of IICA’s infrastructure in its 34 member countries.
- 2.2.10 The Director General mentioned some additional costs of not implementing the proposal, among them: the efforts of the numerous

institutions involved in the agricultural and rural sectors would continue to be scattered; lack of articulation with other sectors of the economy; failure to take advantage of the synergy arising from private-sector participation in a more open Inter-American Board of Agriculture; and IICA's institutional transformation process would remain incomplete.

- 2.2.11 The Director General stated that the proposed transformation would not require additional funds. Furthermore, current regulations allowed for such a transformation, and the latter would have other beneficial consequences, such as strengthening the IABA's technical and political profile, enabling the countries to play a larger role in the Institute's activities, and making full use of specialized networks to facilitate horizontal cooperation and increase exchanges of experiences among countries.
- 2.2.12 Specifically, the proposal called for the creation of two commissions: the Ministerial Commission on the Sustainable Development of Agriculture and the Rural Milieu, and the Advisory Commission on Management Issues. The Director General explained that the function of the first would be to advise and support the Inter-American Board of Agriculture (IABA) in defining strategic guidelines and priority actions for the Institute. It would allow different public and private organizations to participate, would meet once a year and make use of electronic media, so its operating costs would not be high. For its part, the Advisory Commission on Management Issues would support the Director General in managing the Institute and increasing the efficiency of its operations. At the same time, it would enable the Executive Committee to devote more time to operational matters delegated to it by the IABA.
- 2.2.13 The Director General concluded his presentation of the proposal by inviting the members of the Committee to act as promoters and catalysts of IICA's institutional transformation and that of its governing bodies, so as to enhance the role played by agriculture and the rural milieu and create an institutional framework in keeping with the demands of the new millennium. He emphasized that the Institute could set an example in the Inter-American System, avoiding the duplication of efforts and reading the signs in its surroundings.
- 2.3 The Chair gave the floor to the Representative of Belize who commented on the proposal presented by the Director General. He mentioned two aspects that, in his opinion, needed to be revised: i) the role of the public and private sectors and the areas in which they can work together, including the role of IICA and other, national organizations; and ii) the methodology, in order to establish national and regional priorities and maximize the benefits of the activities designed and implemented.



- 2.3.1 He felt that the topic of policy and program evaluation was important, as was the search for indicators, which were often not transparent but hidden and did not reveal agriculture's true importance. He mentioned that it was necessary to have appropriate information that allowed agriculture to be adequately promoted and he referred to the need to take other actors, such as the Ministers of Finance, into consideration. Lastly, he said that although the Director General's proposal envisaged increased participation by the countries, it was also necessary for IICA to have a greater presence in national programs in order to make a more direct impact on the agricultural sector.
- 2.3.2 The Representative of Santa Lucia congratulated the Director General on his presentation, for the opportunity and energy it offered for the task of repositioning IICA, and for the work carried out by the different actors in the region's agricultural sector. He expressed his concern about the problem of banana exports to the European Union; it was viewed exclusively as a trade issue, but was having serious repercussions on the agricultural sector of the Caribbean countries.
- 2.3.3 He added that it was necessary to encourage debate about agriculture linked to other economic issues and activities, for example, tourism and trade.
- 2.3.4 After congratulating the Director General and his advisor for their presentations, the Representative of Dominica declared that, in general, the small island states felt threatened by globalization. The declining importance of agriculture in these countries was reflected in the fact that young people did not want to follow careers associated with agriculture. Consequently, all the Ministers would be grateful for the efforts being made to reposition agriculture, as these would support their work.
- 2.3.5 The Observer Representative of Haiti said that the role of agriculture was very significant for the Caribbean and that the proposed transformations as regards the institutional framework were important and could provide increased benefits to the national organizations and institutions with which IICA worked.
- 2.3.6 The Representative from Canada complimented the Director General on his presentation and spoke of the need to adapt the conceptual document to the presentation that had been made. She added that this vision needed to be adopted and a strategy designed for sharing it with other sectors, saying that Canada was willing to become a promoter of, and ambassador for, the new IICA vision.

- 2.3.7 The Representative from Jamaica also complimented the Director General and stressed that the problem in the agricultural sector was how to make it more competitive. IICA could play a major role in identifying ways of helping farmers to adopt new technologies and be competitive. He expressed concern over the future of the sector, due to the recent problems that had affected the banana and sugar subsectors, the different ways in which subsidies were granted in developed countries, and technical obstacles in entering these markets.
- 2.3.8 The Observer Representative from the United States complimented the Director General on his presentation and seconded the comments of the Representative from Canada. He said that less time should be devoted to operational matters and more to substantive issues related to agriculture and the development of the rural milieu. He was in agreement with the plan to use the available resources and structure. He added that he felt that transforming an international organization was challenging because of the diversity of the member countries.
- 2.3.8.1 He then referred to the issue of trade in bananas, which he interpreted as a problem stemming from the import licensing system of the European Union (EU). The World Trade Organization (WTO) had already issued a ruling on the matter, which would have to be complied with to avoid further negative consequences. He added that it was important to identify measures to mitigate possible negative impacts on the Caribbean countries.
- 2.3.9 The Representative from Chile complimented the Director General because he felt that his vision was in keeping with the thinking of the countries. He pointed out that the flow of information to the countries was fundamental, because this would permit greater interaction and would also complement and ensure the success of the transformation process.
- 2.3.9.1 He proposed that the institutional framework of the agricultural sector and the multiple functions of agriculture be included on the agenda of the Inter-American Board of Agriculture (IABA) and that, as part of the institutional transformation and decentralization at IICA, greater country participation be fostered through the Institute's regional directorates.
- 2.3.10 The Observer Representative of Mexico congratulated the Director General on his presentation and expressed his satisfaction with the fact that what had been proposed was in line with the Government of Mexico's position on the matter. He agreed with the Director General on the need for member countries, together with IICA, to move on to "The Third Wave."

- 2.3.11 He mentioned that Mexico was conscious of the economic, social and political challenges posed by globalization, but that his country viewed them as opportunities for development. He ended his comments by reiterating the Government of Mexico's commitment to supporting IICA's modernization efforts.
- 2.3.12 The Representative of the Dominican Republic expressed his satisfaction at the way in which the Director General had conveyed his ideas and enthusiasm on the topic of repositioning agriculture on the inter-American agenda. He also felt that it was necessary to define a strategy so that agriculture was treated as an issue of major importance at the Summits of Heads of State of the Americas.
- 2.3.13 The Representative of El Salvador praised the vision presented by the Director General of how agriculture should be repositioned on the agenda of the Governments of the region. He underscored the need for IICA to assume a position of leadership on this matter within the framework of the inter-American system and integration processes such as the Free Trade Area of the Americas (FTAA). He explained that El Salvador had been working to achieve the same ends for several years. He stressed that the tragedy caused by Hurricane Mitch had done much to make the Government and civil society aware of the strategic importance of agriculture for the country's economic and social development.
- 2.3.14 The Director General thanked the Representatives for their comments and observations. He felt that they had been constructive and positive, and stressed that they would be taken into account in order to improve and also simplify the conceptual document.
- 2.3.14.1 He pointed out that the proposal he had presented was in response to a number of proposals made by the Member States, which had been compiled by the Administration since the meeting of the Inter-American Board of Agriculture (IABA) in Mexico in 1993. He added that these contributions all pointed to the need for the IABA to deal with more substantive issues, such as the definition of agricultural policy, and to delegate some of its highly administrative functions to other bodies. He stressed that the new dimension he proposed for the Institute's governing body formed part of a process that should be executed slowly, but steadily, in order to achieve a balance between administrative and strategic elements.
- 2.3.14.2 With regard to the proposal to create the Ministerial Commission on the Sustainable Development of Agriculture and the Rural Milieu and the Advisory Commission on Management Issues, he underlined the success of the Audit Review Committee (CRA) created by the Inter-American

Board of Agriculture (IABA) in 1993, and also the achievements of similar commissions at the Tropical Agriculture Research and Higher Education Center (CATIE). He explained that bodies of this kind were largely effective due to the ongoing interaction among their members and the Institute.

Furthermore, he pointed out that IICA was promoting the establishment of networks linking public and private efforts, citing as examples the agribusiness networks in the Caribbean and the Andean Regions.

2.3.14.3 Lastly, he expressed satisfaction with the fact that there was a broad consensus on the need to reposition agriculture, and also on the new role that would be assigned to the Inter-American Board of Agriculture (IABA). He offered to distribute the conceptual document related to the proposal, incorporating the observations and recommendations of the Representatives, before the end of the Executive Committee meeting.

2.3.15 The Representative of Belize proposed that a draft resolution be approved expressly stating the support of Member States for the proposal presented by the Director General, including the recommendations of the Representatives. He said that IICA's future was extremely important for his Government, in view of the expectations about what the Institute could contribute to the development of Belize.

2.3.16 The Director General reiterated that the observations and recommendations of the Representatives would be incorporated and said that a draft resolution would be drawn up on the matter.

## 2.4 Report of the Credentials Committee

2.4.1 Pursuant to Article 50 of the Rules of Procedure of the Executive Committee, the Chair of the Credentials Committee read out the report prepared by the Committee, which stated that the credentials had been examined and found to be acceptable and that there were no grounds for questioning their authenticity. The report was approved as read.

## 2.5 Draft resolutions

The Chair asked the Rapporteur of the Nineteenth Regular Meeting of the Executive Committee to read out the draft resolutions.

### 2.5.1 Draft resolution "1998 Annual Report"

The Rapporteur read out the draft resolution "1998 Annual Report". The Representative of Canada expressed his satisfaction with the number and

thematic diversity of the technical cooperation activities carried out by IICA. He said that it was necessary to focus efforts on the issue of the fight against hunger, a topic on which the Government of Canada could help. He ended by congratulating the Director General and IICA for responding to his country's request that the format of the report be improved.

2.5.2 There being no further comments, the draft resolution was approved.

2.5.3 **Draft Resolution: "Tenth Regular Meeting of the Inter-American Board of Agriculture"**.

The Technical Secretary read out the Draft Resolution, which was approved as read.

2.5.4 **Draft Resolution: "Election of Members the Board of Directors of the Tropical Agriculture Research and Higher Education Center (CATIE)"**.

The Technical Secretary read out the Draft Resolution and submitted it to the consideration of the Plenary.

2.5.4.1 The Representative of Ecuador asked the Technical Secretary if a country that was not a member of CATIE could form part in its Board of Directors. He also expressed Ecuador's interest in being considered as a candidate for the position.

2.5.4.2 The Technical Secretary pointed out that the Draft Resolution "Appointment of the Representative of the Inter-American Board of Agriculture to the Tropical Agriculture Research and Higher Education Center (CATIE)" would be discussed the next day and invited the Representative of Ecuador to state his country's interest during the discussion on the matter.

There being no further comments, the Draft Resolution was approved.

2.5.5 **Draft Resolution "Report on the Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture (IABA); Draft Resolution "Report on the Status of the Resolutions of the Eighteenth Regular Meeting of the Executive Committee", and Draft Resolution "Date and Site of the Twentieth Regular Meeting of the Executive Committee"**.

2.5.5.1 The Rapporteur read out the Draft Resolutions, which were approved as read.

2.5.6 The Chair adjourned the Second Plenary Session at 17:50.

### **THIRD PLENARY SESSION**

3. The Third Plenary Session of the Nineteenth Regular Meeting of the Executive Committee was called to order at 09:45 on July 29, 1999 and was chaired by the Representative from Brazil.
- 3.1 The Chair gave the floor to Mr. Angel Satori Arellano, Minister of Agriculture and Representative from Chile, the country which chaired the Tenth Inter-American Board on Agriculture (IABA), who underscored Chile's interest in IICA's activities and achievements, and spoke of its willingness to continue supporting the modernization process at the Institute.
- 3.1.1 He then spoke of the problems facing Chilean agriculture and explained the PRORURAL program being promoted by the Ministry of Agriculture and the Office of the President. He added that the program involved the efforts and resources of numerous institutions in implementing activities that go beyond agriculture, and was designed to better living conditions, increase production and avoid rural-urban migration through substantive improvements in infrastructure, health, housing and education for rural communities.
- 3.1.2 He concluded by offering the assistance of his government in organizing the upcoming Inter-American Board of Agriculture (IABA) so that it would be as successful as the one held in Chile in 1997.
- 3.1.3 The Chair thanked the Representative from Chile and gave the floor to the Technical Secretary, who called on the participants to review and approve the minutes of the Preparatory, Inaugural and First and Second Plenary Sessions, which were then approved without modifications.
- 3.2 Draft Resolution 2000-2001 Program Budget (Document IICA/CE/ Doc. 357(99))
- 3.2.1 The Chair gave the floor to the Director of Programming and Evaluation (DIPRE) to present the 2000-2001 Program Budget. The Director of DIPRE explained that the Program Budget defined the cooperation actions on which IICA would concentrate its efforts, allocating the resources of the Regular Fund with a view to helping the Member States

to reposition agriculture and increase competitiveness, in keeping with strategies to reduce rural poverty and achieve the sustainability of natural resources.

- 3.2.2 He pointed out that the basic principles of the 2000-2001 Program Budget were: i) a budget with zero nominal growth; ii) allocation of the resources of the Regular Fund in accordance with the strategic guidelines in the 1998-2002 Medium-Term Plan; iii) cooperation services focused on the six strategic areas already defined; iv) programming of cooperation actions based on biennial priorities; and v) in accordance with the common objective of cooperation actions at IICA, "support the sustainable development of agriculture and the rural milieu."
- 3.2.3 He then presented a proposal for financing the Regular Fund for the 2000-2001 biennium in the amount of US\$30 million, of which US\$27.5 million correspond to Member State quotas, which are based on the quota scale approved by General Assembly of the OAS, and US\$2.5 million to miscellaneous income (interest accrued, earning from exchange rate conversions, lease and sale of fixed assets.)
- 3.2.4 He proposed the following in order to offset losses in the budget's purchasing power: i) decrease the allocation of Regular Fund resources to Headquarters; ii) maintain a balance between the relative distribution of personnel costs and operating costs; iii) cut back on the transfer of resources to other cooperation agencies and mechanisms; and iv) concentrate Regular Fund resources on financing the basic technical-management structure at IICA.
- 3.2.5 Using visual aids, he showed how the Regular Fund was allocated by categories established by the Rules of Procedure currently in force: by chapter; by strategic area for direct cooperation services and by major object of expenditure. He stated that allocation by chapter was similar to that of 1999, with 88.9% being channeled to Direct Cooperation Services, 6.5% to Management Costs and 4.6% to General Costs and Provisions. The Regular Fund resources allocated to the four Thematic Areas of Concentration of the Direct Cooperation Services (Policies and Trade; Science, Technology and Natural Resources; Agricultural Health and Food Safety; and Rural Development) were distributed in a balanced manner (between 18.4% and 21.7%). Between 9.0% and 10.9% of total Regular Fund resources were allocated to the other two Strategic Areas that articulate institutional cooperation (Training and Education, and Information and Communication).
- 3.2.6 He then referred to the need to continue the policy of progressively reducing IICA contributions to other organizations and cooperation

mechanisms as they achieve greater technical and financial stability. This reduction would total, in comparison with last year, 12.9% in 2000 and 7.8% in 2001.

- 3.2.7 In concluding, he presented a summary of the distribution of the Regular Fund resources allocated to the Cooperation Agencies and the Directorates of the Regional Centers; to Headquarters; and other costs that do not correspond to specific IICA units. He underscored that, as a result of the Institute's decentralization measures, the share of resources allocated to Headquarters, among all units, was on the decline.
- 3.3 The Chair thanked the Director of DIPRE for his presentation and gave the floor to the Representatives for comments or questions.
- 3.3.1 The Representative of Ecuador declared that, in view of the elimination of tariffs, the countries should increase their efforts to improve agricultural health and food safety. He added that IICA's support could be very important in these areas and, consequently, suggested that the amount allocated in the 2000-2001 Program Budget for Agricultural Health be increased. He made the same comment with regard to the topic of agricultural training.
- 3.3.2 The Representative of Belize asked for the floor to say that he would be interested to know the criteria and indicators used to allocate resources, since, like the Representative of Ecuador, he was concerned about the amount allocated to Agricultural Health. Furthermore, he was concerned about measures that could be taken to absorb the loss of the purchasing power of the financial resources. Likewise, he was interested in analyzing possible activities for ensuring greater coherence between national and institutional priorities. He concluded by mentioning that one way of administering the scarce available resources was that the Ministers of Agriculture of the member countries should make in-kind contributions to IICA; as an example, he suggested making local infrastructure available and coordinating joint activities between the national agricultural systems and the Institute.
- 3.3.3 The Representative of Brazil said that the proposed 2000-2001 Program Budget reflected the suggestions made by her country at various international meetings. She agreed with earlier statements by her colleagues regarding the importance of the topic of agricultural health, and emphasized that each country must find ways to adapt to globalization. In this regard, she underlined the importance of being innovative and imaginative. She expressed her satisfaction with the excellent presentation on the 2000-2001 Program Budget and concluded by expressing her country's desire for IICA to use its leadership to



strengthen its cooperation linkages with other organizations and further develop the agricultural sector.

- 3.3.4 The Representative of Dominica congratulated IICA on the quality of the presentation on the 2000-2001 Program Budget. He said that, within CARICOM, the globalization process was threatening the system of family farms, and impacting negatively on the economies of its countries. Referring to the reduction in IICA's contributions to other organizations or programs, he declared that they should be carefully analyzed, as some of them, such as CARDI, are particularly important because their activities benefit the family-farm economy. He asked the Director General to analyze the possibility of creating a special fund to ensure the survival of small-scale agricultural production in the Caribbean region.
- 3.3.5 The Observer Representative of Mexico congratulated IICA for the presentation on the 2000-2001 Program Budget. He said that, previously, agricultural health was a necessary and sufficient condition for participating in world trade, but that today the variables of food quality and safety must be incorporated. He concluded by suggesting that IICA consider revising the amount of regular resources assigned to this area.
- 3.3.6 The Representative of Venezuela expressed his interest in learning about the criteria used for the allocation of resources to the different strategic areas. He agreed with the Representatives who had taken the floor previously, with regard to the importance of the topic of agricultural health. He considered that support should be given to education and training, in view of the need for an in-depth cultural change in society in order to make the countries competitive. In this respect, his country was very concerned about the decline of agricultural education; this needed to be supported with resources and activities. He concluded by reiterating that it would be useful to revise the allocation of resources for education and training.
- 3.3.7 The Representative of El Salvador said that IICA cannot be expected to replace national budgets, but rather it should cooperate by supporting the countries in those areas that they consider a priority. He added that he agreed with the proposed Program Budget, but that, as in the case of the other delegations, he would like to know the criteria for allocating resources to each item.
- 3.3.8 The Chair welcomed the Minister of Agriculture and Livestock of Nicaragua, Mr. Mario A. De Franco, who joined the meeting.

- 3.3.9 The Representative of Canada congratulated IICA for the presentation on the Program Budget. She recognized the success of the administration in collecting overdue quotas, and urged the countries to pay their quotas on time. She shared the interest of the other delegations with regard to the topic of food safety and agricultural health, and supported increased funding for training activities. She advised participants that her delegation would make a presentation to the Executive Committee on Friday about a training instrument for trade negotiations, and thanked IICA for supporting this presentation. She concluded by stating that the decentralization process has permitted greater coordination of activities with national and regional bodies.
- 3.3.10 The Representative of Chile referred to his country's agricultural policy, indicating that it focused efforts and resources where there was a demand; this focus provided the basis for the design of a strategy heavily committed to agriculture and the rural sector in general. He added that the major items of the Program Budget would be considered differently based on the circumstances in each country, and that the challenge was to try and adapt it to local needs. In the case of Chile, together with focusing on the topics of trade, health and rural development, he mentioned the allocation of resources to topics such as improved irrigation, agricultural innovation, trade liberalization and market development. As President of the PRORURAL Program of Chile, he concluded by proposing an exchange of opinions and experiences with those responsible for the area of rural development in IICA.
- 3.3.11 The Observer Representative of the United States acknowledged the transparency of the proposed Program Budget, supported the allocation of additional resources to the issues of agricultural health and food safety, and urged the administration to continue reducing the resources allocated to Headquarters. Lastly, he expressed his delegation's interest in learning about the criteria used for allocating resources.
- 3.3.12 The Observer Representative of Haiti thanked IICA for the quality of the presentation and expressed his concern because no resources had been allocated to funding the new vision for the operation of the Inter-American Board of Agriculture (IABA), the cost of which should be taken into consideration. Lastly, he mentioned that more resources should be allocated to training human resources and research.
- 3.3.13 The Director of Programming and Evaluation (DIPRE) stated that he would like to make two comments to clarify the process involved in preparing the Program Budget, as well as the criteria used for allocating resources. He explained that Regular Fund resources are first used to

guarantee the functioning of the minimum operating structure of IICA, in its 34 member countries, five Regional Centers and at Headquarters.

- 3.3.13.1 He added that the Program Budget was based on the priorities and expected results identified for the various strategic thematic areas described in the 1998-2002 Medium-Term Plan. He pointed out that resources are allocated by strategic area through a process of consensus-building at the national, regional and hemispheric levels of IICA's areas of action. He also stated that varying degrees of interaction took place in defining priorities, citing as an example the clear relationship among agricultural health, food safety and trade.
- 3.3.13.2 He pointed out that supplementary donations from Member States to operating units in their field of interest were one way of strengthening IICA's actions. He cited as an example the Government of Mexico's donation in the strategic area of agricultural health and food safety. Contribution of fixed assets and human resources by some Member States had also expanded the Institute's operating capabilities.
- 3.3.13.3 With regard to the strategic area of education and training, he pointed out that the Program Budget only explicitly reflects actions to be carried out at the hemispheric level through bodies such as CECAP and CECADI. However, the other strategic areas also include a number of training efforts. Thus, in absolute terms, the allocation of resources to this area is much larger than indicated.
- 3.3.14 The Director General stated that efforts would be made to incorporate the observations made into the Program Budget. However, he warned that for the last five years IICA had been operating with a zero growth budget that decreases in real terms each year. He added that this situation is the result of policies established by the Member States who make the largest financial contributions to the Institute. He pointed out that this is a reality that must be faced.
- 3.3.14.1 He then spoke of the importance of the discussion on reducing IICA's contributions to other organizations. He reiterated that, in view of the budgetary situation, these organizations would have to understand and cope with the planned reductions.
- 3.3.14.2 With regard to the growing importance of agricultural health and food safety, and their connection with trade, the Director General said that advantage had to be taken of IICA's capabilities for preparing projects, in order to secure additional resources for work in this area. He mentioned the preinvestment line item as a means of supporting this task, and invited the Member States to participate in the preparation of proposals.

- 3.3.14.3 In addition, he said that the proposal for the structural reform of IICA's governing bodies was designed to increase its negotiating capabilities, given that high-level political support for the Institute's activities targeted at financial organizations would make it easier to secure additional resources to strengthen its operating capabilities.
- 3.3.14.4 He then thanked the governments of the Member States that had recently made quota payments, stating that he felt this reflected their satisfaction with the Institute's work. He stressed that these quotas are relatively small in comparison with contributions made to other organizations, especially when the return on the investment is taken into account.
- 3.3.14.5 In conclusion, he reiterated that efforts would be continued to adjust the Program Budget that would be presented at the next Inter-American Board of Agriculture (IABA), so that it best reflects the interests of Member States in the areas of agricultural health, food safety and education and training. Nonetheless, he stressed the importance of a holistic vision, so that actions in all the strategic areas make a positive contribution to the common objective of supporting the sustainable development of agriculture and the rural milieu.
- 3.3.15 The Observer Representative of the United States of America stated that he would like to add to the comments and observations made by the Representatives on agricultural health and food safety. He explained that the pests and diseases that threaten agriculture do not recognize national borders and that IICA therefore has a key role to play in this respect.
- 3.3.15.1 He said that he had good news to report in this regard. First, he mentioned that government agencies in his country were working together with several other countries to eradicate some economically important pests. He cited as examples the program to eradicate the screwworm, which was being implemented in Mexico and Panama, and the laboratory established in Guatemala for controlling the Mediterranean fruit fly. He also noted that a parasitoid of the pink mealybug, the *Maconellicoccus hirsutus* (green), had been identified through the Animal Plant and Health Inspection Service (APHIS). He added that promising and satisfactory results had been obtained in combating this pest. He stated that these examples showed how cooperation among countries could make it possible to satisfactorily address the problems facing the region.
- 3.3.16 The Representative of Brazil congratulated the Director of DIPRE and the Director General for their sincere and transparent explanation of the Institute's financial situation. On behalf of the other Representatives, she thanked them for recognizing the strategic importance of the area of

agricultural health and food safety. She underscored the position of the Government of Brazil on the negative effects of transferring IICA resources to other organizations, which reduced its capacity to provide services to the countries. She explained that IICA is not a funding institution, but rather a technical cooperation organization. In closing, she reiterated Brazil's support for the work of the Institute.

3.3.17 The Representative from Nicaragua spoke of the transparency of IICA's allocation of resources in its Program Budget, which, in his opinion, reflected the organizational change being carried out at IICA. He said that he wanted to make two comments. First, he felt that the budget of an institution such as IICA should be flexible enough to reflect the heterogeneous nature of the priorities and objectives of its Member States. Second, he asked the Representatives and IICA officials to reflect on the subject of trade, specifically those aspects related to:

- i) the fall in international prices of major agricultural export products;
- ii) the pessimistic outlook for this situation; and
- iii) the negative effect on the economies of small countries that are more dependent on agricultural exports. In this regard, he requested that IICA play a more proactive role in trade by supporting its Member States in identifying mechanisms for mitigating the negative effects of this situation.

3.3.18 The Representative of Belize suggested that a Resolution be drafted requesting that a document be prepared describing the method used to establish the regional thematic priorities and the budgetary allocation for same. He recommended that a budget should be presented including external resources, to provide any information that might be required during the Plenary.

3.3.18.1 He expressed concern at the reduction in transfers from the Institute to CATIE in the years ahead.

3.3.19 The Director of Programming and Budget informed the meeting that a document describing the methodology for budgetary allocations already existed and copies were available for anyone who wished to consult it. He explained that the budget only presented regular resources because the Executive Committee and the Inter-American Board of Agriculture had requested this. He added that a projection of external resources, based on cooperation agreements that had already been signed, was included in Annex No. 3 of the document "2000-2001 Program Budget". He said that it was a balanced budget to ensure that operating costs could be met, as well as requests for technical cooperation from the countries.

- 3.3.20 The Representative of Belize was delighted that the methodological document already existed and recommended that it be distributed.
- 3.3.21 The Director General mentioned that the methodology for preparing the budget was based on resolutions from previous meetings of the Executive Committee and the Inter-American Board of Agriculture. In the case of the Executive Committee, the budget did not include details of external resources; these were provided to Member States that needed more detailed budgetary information.
- 3.3.21.1 He also explained that the reduction in the transfers to the Tropical Agriculture Research and Higher Education Center (CATIE) reflected the Institute's financial situation, and pointed out that these reductions had already been explained to and discussed with the senior management of CATIE.
- 3.3.21.2 He added that IICA's thematic priorities were in accordance with guidelines issued by the Ninth Inter-American Board of Agriculture held in Santiago, Chile, and subsequent meetings of the Executive Committee.
- 3.3.21.3 Lastly, he said that IICA had a large number of technical cooperation mechanisms at its disposal, many of which were not promoted as well as they could be. To illustrate his point, he described how the Canadian Government had been surprised when it examined a list of the Institute's cooperation mechanisms that had been specially prepared for it.
- 3.4 Financial Statements of the Institute and 1998 Report of the External Auditors (IICA/CE/Doc.358(99))
- 3.4.1 The Chair gave the floor to the Director of Finance and asked him to present his report. The Director of Finance explained that the 1998 Financial Statements had been reviewed by the external auditing firm KPMG Peat Marwick, in accordance with Resolution No. 302 of the Ninth Inter-American Board of Agriculture in Santiago, Chile.
- 3.4.2 He added that the Peat Marwick report stated that the Financial Statements of IICA Headquarters and the 34 Cooperation Agencies had been prepared in accordance with generally accepted accounting principles, except for the recognition of obligations assumed during the year for the acquisition of goods and services that had not been received at the end of the fiscal year. He explained that this accounting practice was in keeping with the Rules of Procedure of the General Directorate and the Institute's Financial Rules, and that, in his opinion, the Financial Statements gave a reasonable portrait of IICA's financial situation.

- 3.4.3 He informed the meeting that IICA's financial situation in 1998 had been a healthy one; this was reflected in its liquidity capital ratio of 1.31 and in the increase in its net worth of US\$3.1 million between 1997 and 1998. He said that the balance of quota arrearages had declined by 50%, falling from US\$12.9 million in 1997 to US\$6.4 million in 1998.
- 3.4.4 He explained that as a result of the growth in the administration of external resources, the General Directorate had acquired a new information system that would make it possible to streamline and automate the flows of accounting, financial and budgetary information in the Cooperation Agencies and at Headquarters, thereby improving internal control. He noted that this system was being implemented in the Technical Cooperation Agency in Brazil and in the coming months would be installed at Headquarters.
- 3.4.5 He said that it had already been confirmed that Bank of America and other local banks that manage the Institute's accounts had taken the necessary steps to deal with the Y2K problem with regard to their computer systems, and thanked the member countries for having kept up to date with their regular quota contributions despite the difficulties in some capital and money markets in the hemisphere.
- 3.5 **Draft Resolution "1998 Financial Statements of the Institute"**
- 3.5.1 The draft resolution was read out and approved as read.
- 3.6 **The Fifth Annual Report of the Audit Review Committee (IICA/CE/-Doc.359(99))**
- 3.6.1 The Chair asked Mr. James Ebbitt, member of the Audit Review Committee, to present his report. Mr. Ebbitt proceeded to give a summary of the Committee's activities during the year. He said that visits had been made to the Cooperation Agencies in Guatemala, Mexico and Jamaica and to the Northern Regional Center. He thanked the personnel at these offices and the Director of Finance for the assistance they had provided.
- 3.6.2 He added that, in accordance with the Statute of the Audit Review Committee, his responsibility was to inform the Executive Committee and the Inter-American Board of Agriculture of any violations of the rules governing the operations of the General Directorate.
- 3.6.3 He mentioned that he had been informed about the efforts of the Technical Cooperation Agency in Guatemala to reconcile the accounting

differences highlighted by the auditors in Note 11 of the 1997 financial statements. He also said that during a visit to Mexico, the Committee had examined the manual of internal operations used by the Technical Cooperation Agency in that country and recommended that the Institute study the possibility of utilizing it in other TCAs.

- 3.6.4 He recommended that IICA adopt the Generally Accepted Accounting Principles for its closing obligations and various accruals, and supported the position of the Internal Audit Committee which, at its meeting in July 1999, had recommended that a proposal be sent to the Executive Committee to reduce the period for carrying over a closing obligation from two years to one.
- 3.6.5 He then commented on the observations and recommendations made in the report on the withholding of taxes, the differences between the accounting records of the TCA in Brazil and at Headquarters, expenditures financed out of the Working Subfund, different decision-making processes for different sources of the funds, financial policy on cash management and the new information management system.
- 3.6.6 The Chair thanked the Chairman of the Audit Review Committee for his presentation and opened the floor for comments.
- 3.6.7 The Representative of the United States of America thanked the members of the Audit Review Committee for the work they had done and expressed his satisfaction and confidence after listening to such a detailed and eloquent report.
- 3.7 Draft Resolution "The Fifth Annual Report of the Audit Review Committee"
- 3.7.1 The draft resolution was approved as read.
- 3.8 Draft Resolution "Election of a Member of the Audit Review Committee"
- 3.8.1 The Rapporteur read out the draft resolution and submitted it to the Plenary for approval.
- 3.8.2 The Legal Advisor explained that there was only one candidate, Luis Correa Sanchez, of Mexico, and therefore suggested that he be elected by acclamation, which was entirely in keeping with the rules. The Plenary accepted the Legal Advisor's proposal.



- 3.8.3 The Chair presented the candidacy of Mr. Luis Correa Sanchez, who was duly elected by the Executive Committee.
- 3.8.4 The Observer Representative from Mexico thanked the Plenary for the honor bestowed on his country by electing Mr. Correa Sanchez to the Audit Review Committee.
- 3.9 Draft Resolution "Eleventh Regular Meeting of the Inter-American Board of Agriculture (IABA)"
- 3.9.1 The draft resolution was approved as read.
- 3.10 Draft Resolution "Election of the Representative from the Inter-American Board of Agriculture (IABA) to the Governing Council of the Tropical Agriculture Research and Higher Education Center (CATIE)"
- 3.10.1 The draft resolution was approved as read.
- 3.11 The Chair adjourned the Third Plenary Session at 12:55.

#### **FOURTH PLENARY SESSION**

4. The Fourth Plenary Session of the Nineteenth Regular Meeting of the Executive Committee began at 14:35 on July 29, 1999.
- 4.1 Amendments to the Contract on the Establishment of the Tropical Agriculture Research and Higher Education Center (CATIE)
- 4.1.1 The Chair gave the floor to the Technical Secretary, who called upon the Minister of Agriculture and Livestock of Costa Rica, Mr. Esteban Brenes, to give a presentation in his capacity as Chairman of the Governing Council of CATIE. The Minister referred to the reasons why it was necessary to revise the Contract on CATIE, among them a report by the Office of the Attorney General of Costa Rica – binding for his Government – which established the need to adapt the Contract in order to bring it into line with current regulations.
- 4.1.2 He stated that an IICA-Costa Rica Ministry of Agriculture and Livestock Bipartite Commission had submitted a proposal to amend the Contract, and this had been approved unanimously. The proposal contained the amendments approved by the Inter-American Board of Agriculture (IABA), the suggestions of the member countries and those made by the

Government of Costa Rica. This was the Proposed draft Contract on the Establishment of CATIE that was being submitted to the consideration of the Executive Committee.

4.1.3 He noted that it was necessary for the IABA to approve the amendments prior to submitting them to Costa Rica's Legislative Assembly.

4.1.4 The Legal Advisor pointed out that the Executive Committee had been authorized to approve amendments to the Contract on CATIE under Resolution 323 of the IABA. The Chair asked if the Executive Committee was willing to take this decision. The Representative of Ecuador, seconded by the Representative of Belize, proposed that the decision be taken in order to enable the IABA to address other important issues. The amendments to the Contract on CATIE were approved without further comments.

#### 4.2 Comments on the Rules of Procedure of the General Directorate and the Financial and Staff Rules

4.2.1 The Chair gave the floor to the Manager of the Consortium for Corporate Services of IICA, who commented on the Rules of Procedure of the General Directorate and the Financial and Staff Rules.

4.2.2 The Manager made reference to the modernization efforts that the Institute had been carrying out in recent years and to the need for the countries to support the Institute in adapting some of the existing rules. He felt that one way of doing so would be through the Advisory Commission on Management Issues proposed by the Director General as part of the process of transforming the institutional framework of IICA.

4.2.3 He stated that a many changes needed to be made to the rules; there were proposals to amend eight articles of the Financial Rules, and no less than fifteen of the Staff Rules. He noted that the proposed amendments would have to be approved by the Inter-American Board of Agriculture (IABA), and stressed that it was important for the countries to support the Institute in the process of preparing and submitting said amendments to the IABA.

#### 4.3 PRESENTATION ON INFOAGRO

4.3.1 The Chair of the Executive Committee gave the floor to the IICA Representative in Costa Rica, who proceeded to present a report on INFOAGRO.

- 4.3.2 He explained that the objective of the Agricultural Information System (INFOAGRO) was to meet the information needs of small- and medium-scale farmers and other rural dwellers. This system provided information on prices and markets, and he expected it to be available to other countries in a matter of months.
- 4.3.3 He pointed out that INFOAGRO was designed to be simple, inexpensive to run, and will take maximum advantage of the human and technological resources existing in the countries. The system comprise 81 Rural Information Centers connected to eight regional servers, which in turn are linked to a national server.
- 4.3.4 A colleague complemented the presentation, explaining that the system included data on matters such as prices, production, marketing, health, international trade, projects, financing and meteorology.
- 4.4 Draft Resolution "Incorporation of the Gender Perspective into Institutional Policies"
- 4.4.1 The Chair gave the floor to the Executive Secretary of the Inter-American Commission of Women (IACW), who expressed thanks for the opportunity to address the Executive Committee of IICA on the topic of women in agriculture in the Americas. She said that her organization, created in 1928, was the specialized agency for women's affairs of the Inter-American System, and was incorporated into the OAS in 1948.
- 4.4.2 She highlighted the fact that 60 million women live and work in rural areas in the Americas and have a decisive impact on the sustainable development of the countries of the region. She observed, however, that discrimination against women continued to exist and that there were enormous gaps as regards their levels of development.
- 4.4.3 She said that, like IICA, the IACW was undergoing a process of institutional modernization, characterized by the need to establish strategic alliances with other international organizations, including IICA.
- 4.4.4 She acknowledged IICA's efforts to reassess the role of women in agriculture and the rural sector, and listed some of the actions and events that IICA had promoted recently in this field. These included the approval by the IABA of the Business Development Program for Rural Women (PADEMUR) in 1997, the signing of a reciprocal cooperation agreement between IICA and IACW, and the explicit acknowledgement of the role of women in agriculture in the 1994-1998 Medium Term Plan.

- 4.4.5 She concluded by urging the representatives not to overlook the gender approach when establishing the Institute's policies. She reiterated the commitment to support the reciprocal cooperation program between the two institutions, and emphasized that women were the ideal resource for the competitive development of agriculture in the third millenium.
- 4.5 The Representatives of Dominica, El Salvador, Jamaica and Saint Lucia, and the Observer Representative of Nicaragua, expressed their support and acknowledgement for the words of the Executive Secretary of the IACW and agreed that it was necessary to mount greater efforts to ensure gender equality in the countries of the region. They said that they would support a draft resolution along these lines.
- 4.6 The Chair asked the Representative of Canada to read out the draft resolution "Incorporation of the Gender Perspective into Institutional Policies."
- 4.6.1 The Observer Representative of the United States of America expressed his support for the draft resolution presented by Canada and moved that it be approved as read.
- 4.6.2 The Technical Secretary pointed out that the wording of the two operative paragraphs of the draft resolution would have to be amended as the Executive Committee did not have the authority to implement the actions proposed, responsibility for which rested exclusively with the IABA. He suggested that the phrase "To recommend to the Inter-American Board of Agriculture (IABA) " be added to the beginning of each of the two operative paragraphs.
- 4.6.3 The Representatives of Saint Lucia, the Dominican Republic and Dominica, and the Observer Representative of Mexico, expressed their support for the draft resolution.
- 4.6.4 The draft resolution was approved with the amendments suggested by the Technical Secretary.
- 4.7 The Technical Secretary informed the representatives that the Ministers for Women's Affairs of the Governments of the Americas were meeting in Costa Rica and would be attending the Closing Session of the Executive Committee.
- 4.8 Draft Resolution "The New Institutional Dimension."
- 4.8.1 The Deputy Director General explained that an effort had been made in the draft resolution to synthesize the thinking of a large number of people,

as well as of the presentations on the subject made during the session on the previous day.

- 4.8.2 The Observer Representative of the United States of America felt that the draft resolution in question was the most important submitted to the Executive Committee, and it would therefore be advisable to have more time to analyze it and, if necessary, to consult with the respective governments. She suggested that it be submitted for approval again during the Closing Session.
- 4.8.3 The Representative of Dominica pointed out that the draft resolution included changes in IICA that were not the sole competence of the Ministry of Agriculture, but also concerned the Ministry of Foreign Affairs. He therefore recommended that discussion of the resolution be postponed until the next meeting of the IABA.
- 4.8.4 The Observer Representative of Honduras expressed concern over operative paragraph 2 of the resolution, and particularly over the proposed relationship between IICA and CIDI/OAS, since in his opinion the proposal might weaken IICA's position as the specialized agency for agriculture of the Inter-American System.
- 4.8.5 The Representative of Saint Lucia was concerned that the creation of too many commissions was being proposed. He suggested that the draft resolution be submitted for approval again during the Closing Session, since that would provide more time for analysis and reflection, and for consultations with the governments represented. He expressed concern at the prospect of a year's work being lost if the draft resolution was not adopted.
- 4.8.6 The Chair suggested that, in view of the opinions expressed, the draft resolution be withdrawn and submitted for approval again during the Closing Session; the proposal was accepted by the representatives.
- 4.9 Draft Resolution "Financing of the Regular Fund and Distribution of Resources for the Years 2000 and 2001".
- 4.9.1 At the request of the Representative of Saint Lucia, the Chair asked the Rapporteur to read out the text of the draft resolution.
- 4.9.2 The Representative of Brazil mentioned that the wording of paragraph 1.3 of the draft resolution did not reflect the budgetary situation of IICA, which was one of zero growth.

- 4.9.3 The Representative of Saint Lucia asked whether IICA was assuming financial commitments for the 2000-2001 biennium in the resolution on the "Incorporation of the Gender Perspective into Institutional Policies."
- 4.9.4 The Representative of Canada explained that the resolution did not entail any financial commitments, but was aimed at adopting policy guidelines for the Institute's actions.
- 4.9.5 The Representative of Dominica pointed out that section "c" of paragraph 1.1, regarding family agriculture, was a means of supporting women by acknowledging their leading role in households. In regard to paragraph 1.3, he said that CARDI was a key player in the agricultural development of the Caribbean nations, and therefore asked the Director General not to reduce IICA's contribution to the organization.
- 4.9.6 The Observer Representative of Honduras suggested that the wording of section "c" of paragraph 1.3 be changed, since, in his opinion, the current version was somewhat weak. He suggested that other areas of cooperation for family agriculture be included, in addition to the technological component.
- 4.9.7 The Observer Representative of the United States of America supported Brazil's position regarding paragraph 1.3 of the draft resolution. She explained that the budgetary restriction of zero growth should be assimilated by the agencies that currently benefited from IICA's contributions.
- 4.9.8 The Technical Secretary proposed an alternative text for section "c" of paragraph 1.1 and for paragraphs 1.2 and 1.3 of the draft resolution, so as to incorporate the observations and suggestions made by the representatives.
- 4.9.9 The changes suggested were as follows: section "c" of paragraph 1.1 should read "Support for family agriculture, especially as regards technology and other programs." Paragraph 1.2 should read "Redistribute, as far as possible, the allocation of resources of the Regular Fund to the items indicated in point 1.1 above." Paragraph 1.3 should read: "Allocate, as far as possible, resources to CARDI and CATIE within the framework of the Institute's real budgetary situation, which is of zero growth."
- 4.9.10 The draft resolution was approved with the suggested changes.

- 4.10 **Draft Resolution “Provisional Agenda for the Tenth Regular Meeting of the Inter-American Board of Agriculture ” (IICA/CE/Doc.355(99))**
- 4.10.1 The Chair submitted the Provisional Agenda for the Tenth Regular Meeting of the Inter-American Board of Agriculture to the consideration of the Executive Committee, which approved it without comments or changes.
- 4.11 **Report of the Selection Committee for the Inter-American Awards in the Rural Sector (IICA/CE/Doc.366(99))**
- 4.11.1 The Chair invited a member of the Awards Committee to present the report.
- 4.11.2 The Representative of Belize reported that the members of the Committee had selected Mr. Jose Domingo Molina as the candidate for the 1998-1999 Inter-American Agricultural Medal. He added that the 1998-1999 Inter-American Agricultural Award for Young Professionals had been declared void, since none of the candidates had met the requirements. He said that Ms. Roberta Marie Davidson Williams of Antigua and Barbuda had been chosen as the candidate for the 1998-1999 Inter-American Award for the Participation of Women in Rural Development.
- 4.11.3 He proposed that the Executive Committee create a new award for farmers in the region, and concluded by recommending that the regulations governing nominations be reviewed to better reflect the present situation.
- 4.11.4 The Chair thanked the Representative of Belize for presenting the report of the Awards Committee.
- 4.11.5 The Technical Secretary added that the Inter-American Agricultural Medal consisted of a certificate and a gold medal, the Award for Young Professionals of a US\$10,000 scholarship, and the Award for the Participation of Women in Rural Development of a certificate and a gold medal.
- 4.12 **Draft Resolution “1998-1999 Inter-American Agricultural Medal.”**
- 4.12.1 The Chair read out the Draft Resolution in which it was recommended that the Inter-American Board of Agriculture (IABA) confer the award on Mr. Jose Domingo Molina, presented by the Government of Mexico. The resolution was approved as read.
- 4.12.2 On behalf of Mr. Jose Domingo Molina, the Observer Representative of Mexico thanked the meeting for selecting him for the award.

- 4.13 **Draft Resolution “1998-1999 Inter-American Agricultural Award for Young Professionals**
- 4.13.1 The Chair read out the draft resolution and submitted it to the Plenary for consideration and subsequent approval.
- 4.13.2 The Representative of Saint Lucia asked whether, by declaring the Inter-American Award for Young Professionals void, the Committee would be eliminating the award for the 1998-1999 biennium entirely, or there would be a call for new candidates.
- 4.13.3 The Technical Secretary explained that the Selection Committee was authorized to select candidates or declare the award void, but not to change the regulations.
- 4.13.4 The Representative of Canada regretted that there were no young people on whom the award could be conferred in this biennium and proposed that the money involved be set aside, and that four awards be granted for the next biennium, instead of two.
- 4.13.5 There being no further comments, the Chair declared the draft resolution approved.
- 4.14 **Draft Resolution “1998-1999 Inter-American Award for the Participation of Women in Rural Development.”**
- 4.14.1 The draft resolution was approved as read.
- 4.14.2 The Representative of Saint Lucia proposed that the winners of the Inter-American Agricultural Medal and the Inter-American Award for the Participation of Women in Rural Development receive at least US\$1,000 in cash, in addition to the award and the medal.
- 4.14.3 The Representative of Dominica said that the significance of the awards lay in the recognition they afforded and not their cash value. The Representative of the United States of America seconded this opinion.
- 4.14.4 The Representative of Honduras mentioned that the mechanisms for promoting the awards should be improved and the deadline for nominations should be announced sufficiently in advance. The Representatives of Belize and Jamaica seconded these proposals.
- 4.14.5 The Legal Advisor recommended that a working group be set up to write up these proposals in the form of a draft resolution, which could be revised and approved during the Closing Session.



- 4.15 The Technical Secretary reminded the meeting that the document on the Third Ministerial Forum had been distributed, and he looked forward to receiving the comments and observations of the participants. He pointed out that the reports of the CATIE and CARDI had also been distributed.
- 4.16 The Chair adjourned the Fourth Plenary Session at 18.30.

### **CLOSING SESSION**

5. The Closing Session of the Nineteenth Regular Meeting of the Executive Committee was called to order at 16:30 on July 30, under the chairmanship of the Representative of Canada.
- 5.1 **Reading of Draft Resolutions**
- 5.1.2 The Rapporteur read out the Draft Resolution "The New Institutional Dimension."
- 5.1.3 The Representative of Belize proposed that numerals 1 and 4 in the operative part of the Resolution be changed to read: "policies and strategic priorities for sustainable development" and "policy issues and strategic priorities important to sustainable development ...," respectively. The Draft Resolution was approved as amended.
- 5.1.4 The Rapporteur introduced the Draft Resolution "Review of Regulations and Procedures for the Inter-American Awards in the Rural Sector," which was approved as read
- 5.2 **Approval of the Minutes**
- 5.2.1 The Chair submitted to the consideration of the Representative the minutes of the Third and Fourth Plenary Sessions, which were approved as presented.
- 5.3 **Remarks by the Representative of Dominica on behalf of the Participants in the Executive Committee**
- 5.3.1 The Representative of Dominica took the floor on behalf of the participating delegations. He thanked the Director General and the IICA staff for what he called a marvelous meeting and underscored the importance of same in light of the changes that must take place in agriculture.

- 5.3.2 He expressed satisfaction with relevance of the topics addressed in the Technical Forum, all of which, he felt, would contribute to bringing about the required structural change.
- 5.3.3 He called attention to the clear and detailed presentation of the Program Budget and other topics, including Rural Development and Women.
- 5.3.4 Next, he offered his best wishes for the success of the upcoming meeting of the Inter-American Board of Agriculture, to be held in Brazil, and concluded by saying that IICA's work encourages the joint efforts required to promote agriculture and development in the countries.
- 5.4 Remarks by the Chair of the Nineteenth Regular Meeting of the Executive Committee
- 5.4.1 The Chair thanked the members of the Committee for placing their trust in her, and stated how pleased she was to have chaired part of this meeting of the Executive Committee.
- 5.4.2 She reminded those present how the Director General had shared his vision of and his hopes for the Institute, and then praised the consensus reached by the members of the Executive Committee regarding very important issues such as investment, food safety, education and rural development.
- 5.4.3 She underscored the new role assigned to the Inter-American Board of Agriculture in addressing priority topics, and called attention to the importance of joint efforts between officials of the member countries and IICA. Lastly, she stated that activities such as this contribute to the well-being of our countries and will help us to leave fertile land and a healthy food supply and environment to future generations.
- 5.5 Address by the Chair of the Ninth Inter-American Board of Agriculture
- 5.5.1 The Minister of Agriculture of Chile, the country which currently chairs the Inter-American Board of Agriculture, expressed his gratitude for the opportunity to participate in the Nineteenth Regular Meeting of the Executive Committee. He noted that the meeting had provided him with an opportunity to interact with ministers, vice ministers and delegates, who, in his opinion, play a key role in driving the modernization of agriculture and the rural milieu. He added that IICA, which he views as a strategic ally, had much to contribute to this process.

- 5.5.2 He commented on the heterogeneous nature of the participants constituted a great strength and opportunity because it made it possible to view and understand problems and solutions from different points of view,. He stated that this was the right path to follow since dialogue, learning and collaboration were the best way to overcome common obstacles.
- 5.5.3 He emphasized that IICA must work even closer with the member countries, adding that they should prioritize and clearly identify their needs on the basis of the priorities established in their national budgets.
- 5.5.4 He then referred to emerging issues such as biotechnology and food safety and quality, which should become part of public policy in order to prepare farmers and develop the institutional framework necessary for contributing to creating a profitable and competitive agriculture that improves the quality of life in rural areas and overcomes poverty.
- 5.5.5 He concluded by thanking the Director General, the IICA team and the countries of Central America for their hospitality.

## 5.6 Closing Remarks by the Director General

- 5.6.1 The General Director expressed satisfaction with what, for him, had been a great Executive Committee meeting. He underscored the vision of the Representatives, who, through their decisions and contributions, were helping to build the IICA of the future.
- 5.6.2 He noted that the result of the work of this Committee would be a new institutional structure for IICA, one that would enable the Executive Committee and the Inter-American Board of Agriculture to devote more time to defining strategic policy guidelines for the development of agriculture and the rural milieu.
- 5.6.3 He thanked the delegates for their support of the General Directorate, for their approval of and contributions to the proposal on institutional transformation, and for their approval of the amendments to the CATIE contract, the goal of which was to put both institutions in a better position to meet the challenges of the future.
- 5.6.4 Next, he reiterated his commitment to consolidating the institutional transformation process of IICA in order to ensure that its technical, administrative and management capabilities were brought into line with the new institutional framework. He added that he wanted to contribute to establishing the Advisory Committees, mentioning that two already in

operation had enabled the United States and Canada to become more involved, which ensured a more inter-American vision of agriculture.

- 5.6.5 Then he called attention to his vision of a more proactive Institute, one capable of doing more to position agriculture and the rural milieu in the Americas. He noted that in its 57 years of existence IICA had made an impact, and that the implementation of the new vision would enable the Institute to continue making an impact. This would make it possible to face the future with an optimism founded on a common cause and joint efforts.
- 5.6.6 He went on to state that he wanted to establish stronger ties with other organizations such as the IDB and ECLAC, and to join forces with FAO, to provide an example of cooperation and more effectively carry out joint activities.
- 5.6.7 He then stated his intention to continue the process of institutional transformation and to carry decentralization even further, without abandoning the corporate approach to the Institute's work; in this regard, he asked the Representatives of the Member States to continue their support for this initiative of the General Directorate.
- 5.6.8 Referring to the upcoming election of the new Director General, he expressed his hope that the process not take too long and that it evolve in an atmosphere of democracy and respect.
- 5.6.9 He thanked all the Delegates, the Chair of the Inter-American Board of Agriculture, the Chair of the Executive Committee, which was shared by the Representatives of Canada and Brazil, and the Rapporteur, a member of the Chilean Delegation, for their many contributions to the success of the meeting.
- 5.6.10 The Director General concluded his remarks by thanking the Technical Secretariat of the Committee, especially the Chief of the Official Documents and Conferences Unit; also, he thanked the Legal Advisor and all those whose efforts made the meeting a success.
- 5.7 The Chair thanked the Director General, all the participants and the Technical Secretary for their support, and adjourned the meeting at 17:25.

## **RESOLUTIONS**



IICA/CE/Res.312(XIX-0/99)

30 July 1999

Original: Spanish

**RESOLUTION No. 312**

**1998 FINANCIAL STATEMENTS OF THE INSTITUTE**

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

**HAVING SEEN:**

Document IICA/CE/Doc.358(99) "Financial Statements of the Institute and 1998 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 statements of the Institute, rendering the corresponding report to the Inter-American Board of Agriculture;

That the External Auditors attest to the sound management of the financial resources, pursuant to the regulations of the Institute;

That, in the opinion of the External Auditors, the financial statements "present fairly, in all material respects, the financial situation of IICA as of December 31, 1998 and December 31, 1997, the results of its activities, the changes in its net assets and its cash flows for the years ending on those dates...";

That, in its Fifth Annual Report, the Audit Review Committee states that it has reviewed the report of the External Auditors and found the work performed to be thorough and in accordance with the rules of procedure of IICA and Generally Accepted Auditing Standards;

**RESOLVES:**

1. To accept Document IICA/CE/Doc.358(99), "Financial Statements of the Institute and 1998 Report of the External Auditors."
2. To recommend that the Inter-American Board of Agriculture approve Document IICA/CE/Doc.358(99), "Financial Statements of the Institute and 1998 Report of the External Auditors", and its Addendum, at its Tenth Regular Meeting.
3. To congratulate the firm KPMG Peat Marwick for its report.
4. To congratulate the Director General and the staff of the Institute for their efforts to collect quota arrearages, which helped to improve the financial situation of the Institute and enabled it to carry out the cooperation activities entrusted to it.
5. To thank the Member States that have responded to the Director General's request concerning the payment of quotas, and to urge the others to follow their example.



IICA/CE/Res.313(XIX-O/99)

30 July 1999

Original: English

**RESOLUTION No. 313**

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

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.359(99) "Fifth Annual Report of the Audit Review Committee" (the "Report"),

CONSIDERING:

That Article 3(k) of the Rules of Procedures 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 in its Report, the Audit Review Committee states that "we have found no instances nor do we have any indication of violations of the rules of procedures." The Committee also states that "we find the work performed by the External Auditors to be thorough and in accordance with the rules of procedures of IICA and Generally Accepted Auditing Standards";

That the Report of the Audit Review Committee Report notes that "The internal Audit Unit continues to make good progress in its duties and the Committee on Internal Coordination (CICA) continues to provide strong leadership,"

**RESOLVES:**

1. **To approve the Fifth 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, and to thank outgoing member Mr. Oscar Ghersi for his 6 years of valuable service on the Audit Review Committee.**
3. **To commend the Director General for his continued positive response to the recommendations of the Audit Review Committee.**

IICA/CE/Res.314(XIX-O/99)  
30 July 1999  
Original: Spanish

**RESOLUTION No. 314**

**ELECTION OF MEMBERS OF THE AUDIT REVIEW COMMITTEE**

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

**HAVING SEEN:**

Document IICA/CE/Doc.360(99), "Election of a Member of the Audit Review Committee,"

**CONSIDERING:**

That, in accordance with Article 3(j) of the Rules of Procedure of the Executive Committee and Article III of the Statute of the Audit Review Committee ("Statute of the ARC"), which appears as Appendix B to the Financial Rules, it is the function of the Executive Committee to elect the members of the Audit Review Committee (ARC);

That the Statute of the ARC states that at least one of the three members of the ARC shall be elected from among those candidates presented by the six Member States that are the largest contributors to IICA, and another from among the candidates presented by the other Member States;

That the mandate of the candidate elected from among all the Member States expires on December 31, 1999;

That, in compliance with the Statute of the ARC, the Director General asked those Member States to nominate candidates for the election to be held at this Regular Meeting of the Executive Committee for the purpose of filling the position occupied by the member of the ARC whose mandate expires this year, with only one nomination, from Mexico, having been received;

That, whereas the Internal Comptrollership of the Secretariat of Agriculture, Livestock and Rural Development of the Government of Mexico nominated Mr. Luis B. Correa Sanchez, Deputy Comptroller for Auditing, to be a member of the Audit Review Committee, the Committee elected him to the position on the ARC that will be vacated at the end of this year,

**RESOLVES:**

To declare Mr. Luis B. Correa Sanchez, Deputy Comptroller for Auditing of the Secretariat of Agriculture, Livestock and Rural Development of the Government of Mexico elected as the member of the ARC nominated by all the Member States, for a period of six years beginning on January 1, 2000 and ending on December 31, 2005.

IICA/CE/Res.315(XIX-O/99)  
30 July 1999  
Original: Spanish

**RESOLUTION N° 315**

**FINANCING OF THE REGULAR FUND AND DISTRIBUTION OF  
RESOURCES FOR THE YEARS 2000 AND 2001**

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.357(99), "2000-2001 Program Budget,"

CONSIDERING:

That the Convention on the Inter-American Institute for Cooperation on Agriculture (IICA) states:

- In Article 8.b that the Inter-American Board of Agriculture shall have as one of its functions "to approve the biennial Program Budget and to determine the annual quotas of the Member States,..."
- In Article 23 that "the Member States shall contribute to the maintenance of the Institute through annual quotas established by the Board, in accordance with the system for calculating quotas of the Organization of American States;"
- In Article 14.b that the Executive Committee shall have as one of its functions "to examine the proposed biennial Program Budget that the Director General submits to the Board and to make such observations and recommendations as it deems appropriate,"

**RESOLVES:**

1. To instruct the Director General to consider the following guidelines in the allocation of Regular Fund resources in the version of the 2000-2001 Program-Budget to be submitted to the Tenth Regular Meeting of IABA:
  - 1.1 Allocate a larger proportion of preinvestment resources, with the aim of obtaining external resources for projects and other cooperation actions, to the following priority topics:
    - a. Agricultural health and food safety;
    - b. Training and education; and
    - c. Support for family agriculture, especially as regards technology.
  - 1.2 Strengthen, as far as possible, the allocation of resources to the items indicated in point 1.1 above.
  - 1.3 Strengthen the allocation of resources to CARDI and CATIE, taking into account the budgetary situation the Institute.
2. To recommend that the Inter-American Board of Agriculture, at its Tenth Regular Meeting:
  - 2.1 Approve the 2000-2001 Program Budget, in the amount of US\$30,000,000 annually for the Regular Fund, in accordance with the allocations for each one of the Chapters and items detailed in Document IICA/CE/Doc.357(99) "2000-2001 Program Budget" a summary of which, by Chapter, is attached to this Resolution as "Appendix A;" with any modifications made necessary as a result of point 1 above.
  - 2.2 Establish that for 2000 and 2001, to finance the Regular Fund, the Member States as a whole shall contribute quota funds in the amount of US\$27,508,680 in each year, as per the amounts indicated on the Quota Scale attached to this Resolution as "Appendix B," and the US\$2,491,320 in miscellaneous income

which the Institute expects to receive in each year of the biennium;

- 2.3 Authorize the Director General to make transfers between the Chapters of the Program Budget, provided total transfers neither increase nor reduce the amount allocated to the affected Chapters by more than 10% and do not substantially affect the strategic areas approved;
- 2.4 Authorize the Director General to make the necessary adjustments in the distribution of resources recommended in this Resolution should income from each of the years fall below programmed levels. The Director General shall inform the Executive Committee and the IABA of this situation;
- 2.5 Instruct the Director General that any contribution of resources from the Regular Fund received that exceeds the total amount approved for the biennium and the balance of uncommitted, unspent appropriations shall be deposited in the Working Subfund of the Regular Fund.

## APPENDIX A

**2000-2001 PROGRAM BUDGET  
SUMMARY OF THE REGULAR FUND, BY CHAPTER  
(US\$ x 000)**

CHAPTER	2000			2001		
	QUOTA \$	MISCEL .	TOTAL	QUOTA \$	MISCEL .	TOTAL
<b>I: DIRECT COOPERATION SERVICES</b>	<b>24,304.5</b>	<b>2,367.7</b>	<b>26,672.2</b>	<b>24,308.5</b>	<b>2,365.8</b>	<b>26,674.3</b>
<i>Strategic Areas:</i>						
Policies and Trade	5,362.6	366.1	5,728.7	5,452.6	347.3	5,799.9
Science, Technology and Natural Resources	5,292.6	472.2	5,764.8	5,085.0	471.6	5,556.6
Agricultural Health and Food Safety	4,516.5	426.7	4,943.2	4,619.4	408.0	5,027.4
Rural Development	4,113.8	802.7	4,916.5	4,133.9	824.9	4,958.8
Training and Education	2,691.9	192.0	2,883.9	2,695.3	199.9	2,895.2
Information and Communication	2,327.1	108.0	2,435.1	2,322.3	114.1	2,436.4
<b>II: MANAGEMENT COSTS</b>	<b>1,829.8</b>	<b>123.6</b>	<b>1,953.4</b>	<b>1,825.8</b>	<b>125.5</b>	<b>1,951.3</b>
Senior Management	770.0		770.0	770.0		770.0
Management Unit for Planning and Coordination	215.1		215.1	215.6		215.6
Management Unit for Corporate Services	844.7	123.6	968.3	840.2	125.5	965.7
<b>III: GENERAL COSTS AND PROVISIONS</b>	<b>1,374.4</b>	<b>0.0</b>	<b>1,374.4</b>	<b>1,374.4</b>	<b>0.0</b>	<b>1,374.4</b>
Working Subfund <sup>1</sup>	341.1	0.0	341.1	341.1	0.0	341.1
Governing Bodies	400.0	0.0	400.0	400.0	0.0	400.0
Insurance	205.0	0.0	205.0	205.0	0.0	205.0
Pensions	301.3	0.0	301.3	301.3	0.0	301.3
OAS Administrative Tribunal	27.0	0.0	27.0	27.0	0.0	27.0
External Audit	100.0	0.0	100.0	100.0	0.0	100.0
<b>TOTAL</b>	<b>27,508.7</b>	<b>2,491.3</b>	<b>30,000.0</b>	<b>27,508.7</b>	<b>2,491.3</b>	<b>30,000.0</b>

1/ Refers to the Cuban quota.



## APPENDIX B

**QUOTA SCALE**  
**2000-2001**  
**(US\$)**

MEMBER STATES*	% OAS		% IICA		AMOUNT IICA	
	2000	2001	2000	2001	2000	2001
Antigua and Barbuda	0.02	0.02	0.02	0.02	5,502	5,502
Argentina	4.90	4.90	4.90	4.90	1,347,925	1,347,925
Bahamas	0.07	0.07	0.07	0.07	19,443	19,443
Barbados	0.08	0.08	0.08	0.08	22,007	22,007
Belize	0.03	0.03	0.03	0.03	8,253	8,253
Bolivia	0.07	0.07	0.07	0.07	19,256	19,256
Brazil	8.55	8.55	8.55	8.55	2,351,992	2,351,992
Canada	12.36	12.36	12.36	12.36	3,399,881	3,399,881
Chile	0.54	0.54	0.54	0.54	148,547	148,547
Colombia	0.94	0.94	0.94	0.94	258,582	258,582
Costa Rica	0.13	0.13	0.13	0.13	35,761	35,761
Dominica	0.02	0.02	0.02	0.02	5,502	5,502
Ecuador	0.18	0.18	0.18	0.18	49,516	49,516
El Salvador	0.07	0.07	0.07	0.07	19,256	19,256
United States of America	59.47	59.47	59.47	59.47	16,359,412	16,359,412
Grenada	0.03	0.03	0.03	0.03	8,253	8,253
Guatemala	0.13	0.13	0.13	0.13	35,761	35,761
Guyana	0.02	0.02	0.02	0.02	5,502	5,502
Haiti	0.07	0.07	0.07	0.07	19,256	19,256
Honduras	0.07	0.07	0.07	0.07	19,256	19,256
Jamaica	0.18	0.18	0.18	0.18	49,516	49,516
Mexico	6.08	6.08	6.08	6.08	1,672,528	1,672,528
Nicaragua	0.07	0.07	0.07	0.07	19,256	19,256
Panama	0.13	0.13	0.13	0.13	35,761	35,761
Paraguay	0.18	0.18	0.18	0.18	49,516	49,516
Peru	0.41	0.41	0.41	0.41	112,786	112,786
Dominican Republic	0.18	0.18	0.18	0.18	49,516	49,516
Saint Kitts and Nevis	0.02	0.02	0.02	0.02	5,502	5,502
St. Vincent & the Grenadines	0.02	0.02	0.02	0.02	5,502	5,502
St. Lucia	0.03	0.03	0.03	0.03	8,253	8,253
Suriname	0.07	0.07	0.07	0.07	19,256	19,256
Trinidad and Tobago	0.18	0.18	0.18	0.18	49,516	49,516
Uruguay	0.26	0.26	0.26	0.26	71,523	71,523
Venezuela	3.20	3.20	3.20	3.20	880,278	880,278
<b>SUB TOTAL</b>	<b>98.76</b>	<b>98.76</b>	<b>98.76</b>	<b>98.76</b>	<b>27,167,572</b>	<b>27,167,572</b>
Cuba <sup>1</sup>	1.24	1.24	1.24	1.24	341,108	341,108
<b>TOTAL QUOTAS</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>27,508,680</b>	<b>27,508,680</b>
<b>MISCELLANEOUS INCOME</b>					<b>2,491,320</b>	<b>2,491,320</b>
<b>TOTAL REGULAR FUND</b>					<b>30,000,000</b>	<b>30,000,000</b>

\* In Spanish alphabetical order.

<sup>1</sup> Included only for purposes of the distribution of quotas.

IICA/CE/Res.316(XIX-O/99)

30 July 1999

Original: Spanish

## **RESOLUTION No.316**

### **THE NEW INSTITUTIONAL DIMENSION**

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

**HAVING SEEN:**

Concept Paper "The Need for Structural Reform of IICA and its Organs in Light of Structural Changes in the Inter-American System"

**CONSIDERING:**

That the transformation of IICA, in accordance with the 1979 Convention on the Inter-American Institution for Cooperation on Agriculture, from an institution with basically technical functions to a broader vehicle for cooperation on development, capable of promoting dialogue on hemispheric issues related to the agricultural sector through the IABA, has eliminated the need for the Inter-American Conference of Ministers of Agriculture (ICMA);

That Chapter V of the 1998-2002 Medium-Term Plan of IICA proposes "Revising the rules and regulations of the governing bodies... to take on a new role in response to the challenges and responsibilities arising from the Inter-American Agenda and the need to reposition agriculture in this context";

That the members of the Executive Committee have recognized that IICA, through the IABA and as part of the process of transforming the Institute, must play a key role in ensuring that agriculture be given the importance it deserves in the deliberations of the Presidential Summits, in the Strategic Plan for Partnership for Development of the OAS and in national development policies;

That the Executive Committee, at its Eighteenth Regular Meeting, studied the Concept Paper "The Need for Structural Reform of IICA and its Organs in Light of Structural Changes in the Inter-American System" and requested the Director General to continue preparing the proposals referred to in that document;

That the Director General, in his presentation to this Nineteenth Regular Meeting of the Executive Committee, put forward a more specific proposal for reforming the Governing Bodies of the Institute (Executive Committee and IABA), which complements the Institute's process to transform the General Directorate;

That the proposal of the Director General recommends that the IABA be formally constituted as the ministerial forum of the inter-American system responsible for analysis and consensus-seeking in regard to policies for the sustainable development of agriculture and the rural milieu; proposes the establishment of mechanisms to facilitate that aim; recommends the transfer of delegable administrative functions of the IABA to the Executive Committee; and promotes closer, more institutionalized coordination with the Inter-American Council for Integral Development of the OAS (CIDI) and the process of the Summits of the Americas,

#### RESOLVES:

1. To welcome and support the recommendations of the Director General of IICA to formally constitute the IABA as the ministerial forum for analysis and consensus-seeking in regard to policies and strategic priorities for the sustainable development of agriculture and the rural milieu in the hemisphere, and for the analysis of other substantive issues of critical interest to the Member States.
2. To recommend that the IABA propose to the OAS General Assembly a draft resolution by means of which the Inter-American Conference of Ministers of Agriculture (ICMA) is eliminated and its functions are transferred to the IABA, and asking the Institute to develop cooperation and exchange mechanisms with other OAS organs to ensure coordinated efforts for the sustainable development of agriculture and the rural milieu within the Strategic Plan for Partnership for Development promoted by OAS and the Summits of the Americas process.
3. To recommend the transfer of the delegable administrative functions of the IABA to the Executive Committee, and to entrust the Director General

with the preparation of the necessary draft amendments on the corresponding regulations for consideration by the IABA, at its Tenth Regular Meeting.

4. To recommend that the IABA, within the framework of Article 3(f) of its Rules of Procedure, task the Executive Committee with:
  - i. Analyzing policy issues and strategic priorities important to the sustainable development of agriculture and the rural milieu and submitting the corresponding recommendations to the IABA.
  - ii. Gathering and transmitting to the IABA the interests, concerns and proposals of other governmental and international institutions, and of other public and private organizations and entities;
5. To recommend that the IABA, within the framework of Article 51 of its Rules of Procedure, establish the special Advisory Commission on Management Issues which will enable the Director General to meet more frequently with the Member States in order to reach agreement on important administrative and financial initiatives and issues, which will facilitate their approval by the Executive Committee or the IABA when required.

This special commission will have a duration of two years. The Executive Committee, with support from the Director General, will present a report on its performance to the IABA, at its Eleventh Regular Meeting, which will reach a decision regarding its continued operation.

6. To entrust the Director General with preparing the corresponding draft statutes for the operation of the special Advisory Commission, and with submitting them for approval at the Tenth Regular Meeting of the IABA.

IICA/CE/Res.317(XIX-O/99)

30 July 1999

Original: Spanish

**RESOLUTION No.317**

**TENTH REGULAR MEETING OF THE INTER-AMERICAN BOARD OF  
AGRICULTURE**

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

**CONSIDERING:**

That in Resolution IICA/JIA/Res.318(IX-O/97), the Inter-American Board of Agriculture thanked the Government of Brazil and accepted its offer to serve as the site of the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA);

That at the Eighteenth Regular Meeting of the Executive Committee, the Brazilian delegation announced its Government's decision to hold the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA) in Salvador, Bahia;

That the Director General has informed this meeting of the Executive Committee of the establishment of an organizing commission, comprising officials from the Ministries of External Relations and Agriculture of Brazil, from the Government of Bahia and from the Institute, who have made significant process in preparing for the meeting of the IABA,

**RESOLVES:**

1. To thank the Government of Brazil and the Government of Bahia once again for their generous offer.
2. To request that the Director General convene the Member States of the Institute and special guests to the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA), to be held in Salvador, Bahia, on October 26-29.
3. To encourage the Ministers of Agriculture of the Member States of the Institute to participate in this important meeting of the Institute's governing body, which will include a Technical Forum.

IICA/CE/Res.318(XIX-O/99)  
30 July 1999  
Original: Spanish

**RESOLUTION N° 318**

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

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

**HAVING SEEN:**

Document IICA/CE/Doc.355(99) "Provisional Agenda for the Tenth 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 Nineteenth Regular Meeting, analyzed said agenda,

**RESOLVES:**

To accept the Provisional Agenda for the Tenth Regular Meeting of the Inter-American Board of Agriculture, as presented in Document IICA/CE/ Doc.355(99), taking into consideration the topics proposed by the Canadian Delegation during this meeting, which are recorded in the minutes.

IICA/CE/Res.319(XIX-0/99)

30 July 1999

Original: Spanish

**RESOLUTION N° 319**

**THE ELEVENTH REGULAR MEETING OF THE INTER-AMERICAN BOARD  
OF AGRICULTURE**

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

**CONSIDERING:**

That the Representative of the Dominican Republic proposed that country as the venue for the Eleventh Regular Meeting of the Inter-American Board of Agriculture (IABA),

**RESOLVES:**

1. To thank the Government of the Dominican Republic for its generous offer.
2. To submit the offer to the IABA, at its Tenth Regular Meeting, for approval.

IICA/CE/Res.320(XIX-0/99)  
30 July 1999  
Original: Spanish

**RESOLUTION No. 320**

**INCORPORATION OF THE GENDER PERSPECTIVE INTO INSTITUTIONAL  
POLICIES**

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

CONSIDERING:

That in the last two decades there has been a sequence of international agreements to make visible, promote the participation of, provide for access to and control of funds by, promote decision making by, and promote the enforcement of human rights in relation to women, a process culminating with the approval of the Platform for Action approved at the fourth World Conference of Women held in Beijing, China in 1995;

That the Beijing Platform of Action clearly establishes, within special spheres F, G and H, and in its strategic objectives, the need for governments and institutions to adopt institutional measures to guarantee equal rights for men and women;

That the Declaration of Santiago, Chile, signed by the Heads of State and Government at the Second Summit of the Americas in April, 1998 clearly establishes in its Plan of Action, as a central unifying principle, the preservation and strengthening of democracy, justice and human rights, and within this context the eradication of poverty and discrimination as well as the promotion of legal equality and of the opportunities between women and men focused on gender equity;

That the Eighth Conference of Wives of Heads of State and Government of the Americas, in item 10 of its Declaration, states "We reaffirm our support for strengthening the rights of women to participate in all areas of social, political, economic and cultural endeavors involving our peoples. We greatly value and support the initiatives taken to include rural women in this process."



That IICA has been promoting the gender perspective and rural women in its work plans since 1978 and that, according to the mandates of the IV World Conference of Women, has maintained a policy and plans of action in favor of rural women;

That on May 15, 1979, the Executive Committee, at its Fifteenth Regular Meeting, through Resolution 107 (18/79), later revised and confirmed by the Inter-American Board of Agriculture, in its agreement number 5, created the Inter-American Award for the "Participation of Women in Rural Development;"

That in its institutional efforts to establish a gender policy, IICA produced in 1990 the document "Strengthening the Participation of Rural Women in the Agricultural Reactivation and Development Process in Latin America and the Caribbean: Guidelines for IICA General Strategy, Programs and Projects;"

That in 1992, in the framework of the Program for the Analysis of Agricultural Policies vis-a-vis Women Food Producers in Latin America and the Caribbean, implemented by IICA and financed by the Inter-American Development Bank (IDB), research was carried out on the role of rural women in food production;

That the Inter-American Board of Agriculture, in 1997 in Resolution 330, approved the implementation of the Program to Strengthen the Integration of Rural Women into the Agricultural Production Chains. Economic and Social Democratization (PADEMUR), at the request of the Conference of Wives of Heads of State and Government of the Americas;

The Central American Agricultural Council (CAC), in its 8 Resolution of April 25, 1998, requested IICA's Sustainable Rural Development Directorate to continue its efforts to promote rural women and the gender perspective;

That the agreement signed with the Swedish International Development Authority (SIDA) and IICA for the execution of the project "Gender in Sustainable Rural Development" states as part of its general objective that it seeks to establish the gender-based approach at the institutional level in IICA's policies, programs and projects;

That IICA's 1998-2002 Medium Term Plan in section 3.1.4 on rural development, states that "transformation of production and marketing processes are part of a conception that aims to promote the participation of family agriculture and micro- and small producers, including rural women and young people in production/marketing chains;"

That since 1978 IICA has strengthened its relationship of cooperation and support with the Inter-American Commission of Women (IACW). In this context, IICA has

assumed the commitment of carrying out progressive actions to improve the condition of women within the framework of the Institute as well as in its actions in support of rural women

That it is important for IICA to adopt the gender perspective as an institutional policy that nourishes and enriches the Institute's work;

**RESOLVES:**

1. To recommend to the Board that the gender perspective be incorporated into IICA's institutional system. The Director General is therefore requested to make the legal, regulatory and operational changes needed to comply with this mandate;
2. Once this proposal has been approved, to ask the Director General of IICA to ensure that the Institute's gender policy is also expressed in the institution's action and instruments for technical cooperation.

IICA/CE/Res.321(XIX-O/99)  
30 July 1999  
Original: Spanish

**RESOLUTION No. 321**

**1998 ANNUAL REPORT**

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

**HAVING SEEN:**

Document IICA/CE/Doc.356(99), "1998 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 General Directorate, in compliance with the recommendations of the Sixteenth Regular Meeting of the Inter-American Board of Agriculture, prepared and published a summarized report for 1998 to be used as an instrument for dissemination and a smaller number of the complete report for the information of the Member States;

That the 1998 Annual Report was restructured in compliance with Resolution 307 of the Eighteenth Regular Meeting of the Executive Committee, focusing same on substantive technical, programming and financial issues, strengthening analytical and evaluative aspects, and does not include detailed information on projects and extra-quota agreements and contracts, which is available on the Institute's website on Internet,

**RESOLVES:**

1. To accept Document IICA/CE/Doc.356(99) "1998 Annual Report," presented by the Director General.

2. To congratulate the Director General on the contents and presentation of the Annual Report.
3. To submit the report to the next meeting of the Inter-American Board of Agriculture (IABA), for its approval.

IICA/CE/Res.322(XIX-O/99)  
30 July 1999  
Original: Spanish

**RESOLUTION No. 322**

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

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.364(99), "Report on the Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture (IABA),"

CONSIDERING:

That the Executive Committee, at its Nineteenth Regular Meeting, examined Document IICA/CE/Doc.364(99), "Report on the Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture (IABA),"

RESOLVES:

To accept with satisfaction Document IICA/CE/Doc.364(99), "Report on the Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture (IABA)," inasmuch as the General Directorate of the Institute has complied with the recommendations of the IABA.

IICA/CE/Res.323(XIX-O/99)

30 July 1999

Original: Spanish

**RESOLUTION No. 323**

**REPORT ON THE STATUS OF THE RESOLUTIONS OF THE EIGHTEENTH  
REGULAR MEETING OF THE EXECUTIVE COMMITTEE**

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.365(99), "Report on the Status of the Resolutions of the Eighteenth Regular Meeting of the Executive Committee,"

CONSIDERING:

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

RESOLVES:

To accept Document IICA/CE/Doc.365(99), "Report on the Status of the Resolutions of the Eighteenth Regular Meeting of the Executive Committee."

IICA/CE/Res.324(XIX-O/99)  
30 July 1999  
Original: Spanish

**RESOLUTION No. 324**

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

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

**HAVING SEEN:**

Document IICA/CE/Doc.367(99), "Date and Site of the Twentieth Regular Meeting of the Executive Committee,"

**CONSIDERING:**

That it is necessary to set the date and site of the Twentieth 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 Twentieth Regular Meeting of the Executive Committee at IICA Headquarters in San Jose, Costa Rica, during the second half of 2000.
2. To request that the Director General issue the call to meeting and invite the Member States and other participants, in compliance with the rules in effect.

IICA/CE/Res.325(XIX-O/99)

30 July 1999

Original: Spanish

**RESOLUTION No. 325**

**1998-1999 INTER-AMERICAN AGRICULTURAL MEDAL**

The EXECUTIVE COMMITTEE, at its Nineteenth 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 conferral of the corresponding awards for the 1998-1999 period,

CONSIDERING:

That, as evidenced in the aforementioned report, the Selection 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 (IABA) at its Fifth Regular Meeting;

That these regulations stipulate that the Inter-American Agricultural Medal shall be awarded to only one person;

That Mr. Jose Domingo Molina was nominated by the Government of Mexico as a candidate for the 1998-1999 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 Tenth Regular Meeting, that the 1998-1999 Inter-American Agricultural Medal be awarded to Mr. Jose Domingo Molina, in public international recognition of his outstanding contributions to research on plant breeding methods for both corn and wheat.



IICA/CE/Res.326(XIX-O/99)

30 July 1999

Original: Spanish

**RESOLUTION No. 326**

**1998-1999 INTER-AMERICAN AGRICULTURAL AWARD FOR YOUNG PROFESSIONALS**

The EXECUTIVE COMMITTEE, at its Nineteenth 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 conferral of the corresponding awards for the 1998-1999 period,

**CONSIDERING:**

That, as evidenced in the aforementioned report, the Selection 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, in accordance with Article 4 of the Regulations for Conferring for the Inter-American Award in the Rural Sector, it decided to declare void the Inter-American Agricultural Award for Young Professionals, since neither of the candidates met the established requirements.

**RESOLVES:**

To declare void the 1998-1999 Inter-American Agricultural Award for Young Professionals.

IICA/CE/Res.327(XIX-O/99)

30 July 1999

Original: Spanish

**RESOLUTION No. 327**

**1998-1999 INTER-AMERICAN AWARD FOR THE PARTICIPATION OF  
WOMEN IN RURAL DEVELOPMENT**

The EXECUTIVE COMMITTEE, at its Nineteenth 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 conferral of the corresponding awards for the 1998-1999 period,

**CONSIDERING:**

That, as evidenced in the aforementioned report, the Selection 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 shall be awarded on a biennial basis to only one person;

That Ms. Roberta Marie Davidson Williams of Antigua and Barbuda was nominated by her Government as a candidate for the 1998-1999 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 Tenth Regular Meeting, that the 1998-1999 Inter-American Award for the Participation of Women in Rural Development be awarded to Ms. Roberta Marie Davidson Williams, as public international recognition of her outstanding contributions to improving rural life.**

IICA/CE/Res.328(XIX-O/99)

30 July 1999

Original: Spanish

**RESOLUTION No. 328**

**REVIEW OF REGULATIONS AND PROCEDURES FOR THE INTER-AMERICAN AWARDS IN THE RURAL SECTOR**

THE EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

HAVING SEEN:

The report submitted by the Selection Committee for the Inter-American Awards in the Rural Sector for the 1998-99 period and its recommendations,

CONSIDERING:

That the Selection Committee Report recommends the establishment of a task force composed of IICA's International Professional Staff Members for the purpose of revising and modifying the Regulations of the Inter-American Awards in the Rural Sector, adopted by the Inter-American Board of Agriculture ("IABA") in Resolution IICA/JIA/Res.174(V-O/89), and as amended by the Board in IICA/JIA/Res.315(IX-O/97);

That specifically, the Selection Committee has asked the task force to undertake the following tasks: (a) the modification of the award selection criteria to correspond with current requirements and realities; (b) inclusion of provisions for the granting of an Inter-American Award for Farmers; (c) improvement of the procedures for recruiting, nominating, and selecting candidates for the awards; (d) modification of Article 16 of the current Regulations so as to require that the \$10,000 scholarship granted with that award be applicable in the recipient's country of origin, or alternatively in another country agreed to by IICA, and so as to provide that the scholarship will expire within one year of the recipient's receipt of notification of the award; (d) analysis of the feasibility of including with the Inter-American Award for Farmers the opportunity for the recipient, at IICA's expense, to participate in a one-week exchange program in a neighboring country; and (e)

the creation, if feasible, of a point system for ranking candidates for the awards so as to facilitate the work of the Selection Committee.

That in the discussion of the Selection Committee's Report, several delegations suggested that the Institute, through its Cooperation Agencies, more actively publicize the awards to assure that there is a reasonable number of qualified candidates that apply for each award in a timely fashion during the selection process of each biennium;

That several delegations have suggested that IICA analyze the possibility of including cash prizes with the Inter-American Agricultural Medal and the Inter-American Award for Participation of Women in Rural Development;

That several delegations have suggested that the Regulations include provisions for permitting the Institute to grant two awards in a particular biennium for any award category for which no award was granted for lack of a qualified candidate in the immediately preceding biennium;

#### RESOLVES:

1. To instruct the Director General:
  - a) to constitute the General Directorate Task Force recommended by the Selection Committee in its Report;
  - b) to direct the Task Force: i) to complete the tasks requested by the Selection Committee; ii) to analyze the feasibility of adding a cash award to the Inter-American Agricultural Medal and the Inter-American Award for Participation of Women in Rural Development; and iii) to analyze the feasibility of including provisions in the Regulations for permitting the Institute to grant two awards in a particular biennium for any award category for which no award was granted for lack of a qualified candidate in the immediately preceding biennium; and
  - c) to submit for the Executive Committee's consideration a report on the Task Force's activities, together with its conclusions, recommendations, and the draft modified Regulations requested by the Selection Committee.

2. **To request the Director General to implement measures, with the support of the Technical Cooperation Agencies and organizations with which IICA has cooperative relations, to assure that due publicity is given to the Inter-American Awards for assuring a sufficient pool of qualified candidates for consideration in each biennium.**

IICA/CE/Res.329(XIX-O/99)  
30 July 1999  
Original: English/Spanish

**RESOLUTION No.329**

**AMENDMENTS TO THE CONTRACT OF THE TROPICAL AGRICULTURE  
RESEARCH AND HIGHER EDUCATION CENTER (CATIE)**

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc. 361(99) "Amendments to the Contract of the Tropical Agriculture Research and Higher Education Center (CATIE),"

CONSIDERING:

That the Government of Costa Rica and the Inter-American Institute for Cooperation on Agriculture ("IICA") signed a contract on January 12, 1973, to establish CATIE, and that a new contract reorganizing CATIE was signed by the Government of Costa Rica and entered into force in 1983 ("the Contract");

That the Attorney General of the Republic of Costa Rica has issued an opinion stating that amendments to the Contract involving its essential aspects require ratification by Costa Rica's Legislative Assembly ("the Legislative Assembly");

That by Resolution IICA/JIA/Res.323(IX-O/97), the Inter-American Board of Agriculture delegated to IICA's Executive Committee authority to approve amendments to the Contract proposed by CATIE "until the next Regular Meeting of the IABA";

That in cooperation with the Ministry of Agriculture of the Government of Costa Rica, CATIE has proposed additional amendments to the Contract for the purpose of institutionalizing necessary structural changes in CATIE and facilitating the Legislative Assembly's ratification of those changes;

**RESOLVES:**

1. To approve the amendments to the Contract proposed in Document IICA/CE/Doc.361(99) and attached to this Resolution;
2. To instruct IICA's Director General to execute the corresponding instrument for amending the Contract and to submit it to the Government of Costa Rica for execution and ratification by the appropriate authorities.



## DRAFT CONTRACT ON THE ESTABLISHMENT OF CATIE

### CHAPTER I PURPOSE, NAME AND LOCATION

**ONE:** The objective of the present Contract is to establish a scientific and educational civil association, with full legal standing, whose purposes shall be research in the agricultural sciences and on natural resources and related subjects, for the tropical regions of the Americas, especially in Mesoamerica and the Caribbean, and post-graduate training and other courses of study in the agricultural sciences and on renewable natural resources and related subjects, offered for the benefit of the Member States of the Inter-American Institute for Cooperation on Agriculture (IICA), under the agreements and programs established for these purposes.

**TWO:** This association shall be called the Tropical Agriculture Research and Higher Education Center, whose acronym shall be CATIE.

**THREE:** The Center shall be located in the city of Turrialba, in the province of Cartago, Costa Rica, and is authorized to establish special offices within or outside the country for specific activities.

### CHAPTER II MEMBERSHIP AND ADMISSION

**FOUR:** Members of CATIE shall be classified as Regular or Supporting.

**FIVE:** The Regular Members of CATIE shall be IICA, the Government of Costa Rica and the governments of the other Member States of IICA, *per se* or through the governmental agency duly authorized in accordance with the legal requirements of each country, which join CATIE through subsequent acceptance of the Contract.

**SIX:** The Supporting Members of CATIE shall be, upon approval by the Governing Council, as proposed by the Board of Directors, the governments of countries that are not Member States of IICA, international governmental and non-governmental agencies, international centers and private organizations whose academic or scientific objectives are compatible with those of CATIE.

**SEVEN:** The Regular Members that join CATIE, either in this act or by means of the procedure described in clause five, with all the rights and obligations this entails, shall do so

by simply manifesting their acceptance of the Contract and paying the corresponding annual dues. Supporting Members shall be admitted by decision of the Governing Council of CATIE, which shall determine, in each case, the corresponding rights and obligations.

### **CHAPTER III GOVERNING BODIES**

**EIGHT:** CATIE shall have the following governing bodies:

- a. The Inter-American Board of Agriculture
- b. The Governing Council
- c. The Board of Directors
- d. The General Directorate
- e. The Executive and Finance Committee
- f. The Scientific-Academic Committee
- g. The Administrative Committee

**NINE:** The Inter-American Board of Agriculture (hereinafter the IABA) shall be CATIE's highest governing body. The IABA shall hold the Constituent Act of CATIE in a session especially convened for that purpose. The IABA shall receive biennial reports on CATIE's activities, which shall include technical, formulate financial and administrative matters, and shall formulate any observations and comments it deems pertinent, ratify the institution's policies and biennial programming, and decide on the dissolution of the civil association.

**TEN:** The Governing Council (hereinafter, the Council) shall consist of one Minister appointed by each of the Member Countries of CATIE, linked to the agricultural and/or natural resources sector; the Director General of IICA; and one representative of the Inter-American Board of Agriculture, appointed for this purpose. In the absence of the regular holder of the office, his/her replacement shall be of the highest possible level. It shall be chaired by the Minister of Agriculture and Livestock of Costa Rica, and the Director General of IICA shall serve as the Vice-Chair. In the case of a tie, the Chair shall have the casting vote.

**ELEVEN:** The Council shall:

- a. Appoint the Director General, based on the candidates proposed by the Board of Directors of CATIE.
- b. Define the policies and programs of the institution in accordance with the development strategies of the member countries.

- c. Approve the institution's proposed biennial programming.
- d. Study and approve the Annual Report, the annual budget and other important reports of the Association and, in particular, external and internal evaluations of the institution.
- e. Examine the evaluations of policies and their impact on the member countries.
- f. Resolve important matters regarding the development of research, post-graduate education and training programs as well as external projection and financial sustainability of the institution referred to it by the Board of Directors.
- g. Approve, upon recommendation of the Board of Directors, the regular or special contributions of the members.
- h. On the recommendation of the Board of Directors, approve the institution's Internal Rules and Regulations, namely: the Rules of Procedure for the Election of Members of the Board of Directors; the Rules of Procedure for the Election of the Director General of the institution; the Rules of Procedure of CATIE's Principal Professional Personnel; and the Financial Rules and General Regulations of CATIE.
- i. Establish the committees or working groups it considers necessary for performing its functions.
- j. Appoint the members of the Board of Directors of CATIE.

**TWELVE:** The Council shall hold one regular meeting per year, on the date it establishes. Its Chair may also convene special sessions. One half plus one of the voting members of the Council shall constitute a quorum.

**THIRTEEN:** The Director General of CATIE or his/her representative shall be ex-officio secretary of the Council. The Council may invite representatives of the countries, of CATIE's administration, and cooperating or other organizations to attend open sessions as non-voting observers.

**FOURTEEN:** The decisions of the Council shall be by majority vote, except in those cases in which this Contract or the CATIE Rules of Procedure state otherwise.

**FIFTEEN:** The Board of Directors (hereinafter, the Board) shall be the Management Body and have the following functions, notwithstanding any others specifically defined in this Contract and all those expressly delegated by the Governing Council:

- a. Approve the annual program budget and monitor the integrity of financial and accounting practices.
- b. Raise recommendations to the Governing Council regarding policies and strategies of action in the areas of research, education, technology transfer and financial self-sustainability.

- c. Submit for ratification by the Governing Council the Annual Report, the budget and other important CATIE reports, particularly external and internal evaluations of the institution.
- d. Supervise directly and through its Committees the performance of the Institution's executives in achieving its objectives.
- e. Review and propose policies and strategies of action in the areas of research, education, technology transfer, financial self-sustainability and personnel policies of the institution.
- f. Submit to the consideration of the Governing Council a list of three to five candidates for the post of Director General.
- g. Establish working committees other than those established in this Contract to perform specific tasks, as needed.
- h. Propose, for approval by the Governing Council, the regular or special contributions of its member countries.
- i. Examine any matter submitted to it by the Governing Council or by any of its members.
- j. Perform the preparatory work of the agenda of the Governing Council.
- k. Propose, for approval by the Governing Council, CATIE's Internal Regulations, as defined in subsection h) of Clause Eleven above.
- l. Select and propose to the Governing Council lists of candidates to the Board of Directors, pursuant to the corresponding regulations.

**SIXTEEN:** The Board shall be comprised of thirteen members, who will perform their duties *ad honorem*. The members shall elect a Chair and a Vice-Chair, who shall hold their posts for two years and may be re-elected once.

The Board of Directors shall be constituted as follows:

- a. The Minister of Agriculture and Livestock of Costa Rica, or his/her representative.
- b. The Director General of IICA, or his/her representative.
- c. One member of the Governing Council, or his/her representative, appointed by the Council on a rotating basis. The Council shall decide how this representative is to be elected.
- d. One member, selected and appointed by the Inter-American Board of Agriculture (IABA), or by the Executive Committee of IICA, at the express request of the IABA.
- e. Four members, selected and appointed by the Governing Council, pursuant to subsection l) of the previous clause, from the member countries, who shall all be of different nationalities of each other and with respect to the representatives of categories a, c and d.

- f. Five members, selected and appointed by the Governing Council, pursuant to subsection l) of the previous clause, from the international community.

The members in categories a and b shall serve on the Board of Directors for as long as they hold the posts of Minister of Agriculture and Livestock of Costa Rica and Director General of IICA, respectively. The members in categories c and d shall not be representatives from the same country. The members in categories c, d, e and f shall be elected for a period of three years and may be reelected once. However, a member who is elected to replace another who has been unable to complete his/her tenure shall be elected for the remaining term of the member who leaves the Board.

The selection of the members in categories e and f shall be based on individual aptitudes and each member shall act as an individual, not as a representative of the official position of any government or organization. Every effort should be made to ensure that the membership of the Board is balanced with a view, to providing the Board with the technical, administrative and financial competence it needs to guide and supervise the Institution. The Board of Directors shall endeavor to incorporate representatives of the private and production sectors as members. The Governing Council shall determine the process for nominating candidates to the Board of Directors, as well as the criteria for selection. The failure to attend two consecutive or three alternate meetings shall be cause for separation from the Board, as a result of which the Board may then proceed to communicate this decision and initiate the process to designate a substitute.

CATIE's Director General shall be the ex-officio secretary of the Board, and shall attend meetings as a non-voting member.

The Board may invite representatives of the countries and cooperating or other organizations to attend open sessions as observers.

**SEVENTEEN:** The Chair shall issue calls to regular and special meetings of the Board; shall preside over its sessions, and shall lead its deliberations. He/She shall sign, as representative of CATIE, those documents which the Board of Directors has granted him/her the power to sign.

The Vice-Chair shall replace the Chair whenever necessary.

**EIGHTEEN:** The Board of Directors shall meet at least once a year. One-half plus one of the voting members of the Board of Directors shall constitute a quorum. Its decisions shall be by majority vote, except in those cases in which this Contract or CATIE's Rules of Procedure state otherwise. The Chair of the Board of Directors shall convene regular

meetings on the date established by him/her. Special meetings shall be convened by the Governing Council or by the Chair of the Board of Directors, on their own initiative or at the request of at least three of their members. The approval of all budget decisions shall require the affirmative vote of two-thirds of the voting members.

At the close of each session, the Board shall prepare a report of its decisions and conclusions, which shall be distributed to each member country and each cooperating organization.

**NINETEEN:** The Executive and Finance Committee is an advisory body to the Board of Directors and shall perform the functions entrusted to it by the latter. It shall be responsible for tasks carried out in preparation for the meetings of the Board and shall analyze and examine all documentation and matters related to the finances of the Center that must be studied and/or approved by the Board of Directors:

The Executive and Finance Committee shall consist of at least four members of the Board of Directors, including: its Chair or his/her representative, the Director General IICA or his/her representative, and two members selected by the Board. Their duties and term shall be specified in the regulations. The Director General of CATIE shall be ex-officio Secretary and a non-voting member.

**TWENTY:** The Scientific-Academic Committee is an advisory body to the Board of Directors. It shall perform duties entrusted to it by the latter; analyze compliance with the policies and strategies set by the Board in the fields of research, teaching and technology transfer, and submit its recommendations to the Board of Directors. Its duties and term shall be specified by regulation.

The Scientific-Academic Committee shall be composed of at least five members of the Board of Directors, which the Board itself shall select and appoint. The other members of the Board of Directors and representatives of entities invited by the Board of Directors, at the request of the Scientific-Academic Committee, may attend the sessions of the Committee as non-voting observers. The Director General of CATIE shall be ex-officio Secretary and a non-voting member.

**TWENTY-ONE:** The General Directorate of CATIE shall be the responsibility of the Director General, who shall be elected from among the candidates proposed by the Board of Directors to the Governing Council, pursuant to Clauses Eleven and Fifteen, subsection f). A two-thirds majority shall be required. The Board of Directors shall set standards for the submission of nominations and the process of selection. The term of office of the Director General shall be four years and he/she may be reelected only once for one additional term of

office. There shall be a Deputy Director who shall be appointed and removed at the discretion of the Director General and who shall be responsible for the matters delegated to him/her by the Director and represent him/her in his/her absence.

**TWENTY-TWO:** The Director General shall be responsible for the management and administration of CATIE, under the guidelines set by the Board of Directors and under its supervision.

In particular, and in strict accordance with the standards approved by the Board of Directors and the relevant contractual, regulatory and budgetary provisions, the Director General shall:

- a. Prepare the meetings of the Governing Council, the Board of Directors and the Committees of said governing body, including the preparation and distribution of tentative agendas or other documents.
- b. Appoint, supervise and remove members of the CATIE staff, and set their remuneration according to the policies approved by the Board of Directors.
- c. Formulate, for approval by the Board of Directors, and execute the annual program budget of the Center and administer its financial resources.
- d. Seek and receive contributions from its members and other sources of financing.
- e. Administer the assets of the institution.
- f. Ensure proper accounting and financial management at the Center.
- g. Represent CATIE in its relations with its member countries, organizations and cooperating countries.
- h. Present to the corresponding organs the information and reports required.

**TWENTY-THREE:** The Director General of CATIE shall be the judicial and extra-judicial representative of the Association, with general power of attorney for sums up to US\$500,000.00, or the equivalent in other currencies, per year. For contracts valued at more than US\$500,000.00, or the equivalent in other currencies, per year. he/she must have prior authorization from the Board of Directors of CATIE.

The Director General of CATIE shall report on his/her performance at each meeting of the Board of Directors, including information on financial status, programs, cash flow and budgetary execution.

**TWENTY-FOUR:** The Administrative Committee is an internal body responsible for providing the General Directorate of CATIE with technical, administrative and financial advice.

It shall be made up of the Program Directors, the Director of Administration and Finance, and three CATIE officials appointed by the Board of Directors from lists of three candidates for each position submitted by the Director General of CATIE. They shall hold this office for two years and may be re-elected.

The Committee shall meet at least once a month and shall be presided over by the Director General of CATIE. Its duties shall be specified by regulation.

#### **CHAPTER IV IICA-CATIE RELATIONS**

**TWENTY-FIVE:** IICA and CATIE shall collaborate with and support each other in order to maximize their respective resources and make special efforts to secure external financial and other resources, for the fundamental purpose of supporting the member countries. All such cooperation actions shall be implemented through specific agreements and joint projects among countries or regions.

**TWENTY-SIX:** IICA shall grant the status of Associate Personnel to members of CATIE's professional staff, and shall provide the Center and its personnel with the legal and institutional protection needed, similar to that it provides to its own personnel, for carrying out activities outside of Costa Rica, as specified in a bilateral agreement between IICA and the respective country. To this end, an agreement will be signed by IICA and CATIE, specifying the conditions, costs and financing of the services that the two institutions provide each other.

#### **CHAPTER V ASSETS AND FINANCIAL RESOURCES**

**TWENTY-SEVEN:** In order to achieve its objectives and in accordance with legislation currently in effect and Clause Twenty-three above, CATIE may purchase, sell, mortgage, pledge, rent or in any other way or by any other means acquire, possess and dispose freely of all types of real estate, property and livestock, real personal rights, including securities of any kind, may receive all kinds of goods in guarantee, deposit, trust, grant, inheritance or legacy, may secure credit and, in general, is empowered to take actions, sign contracts and execute operations with any natural or juridical national, foreign or international person.



**TWENTY-EIGHT:** CATIE's capital consists of:

- a. usufruct, throughout the effective life of this Contract, of the assets consisting of the farms, buildings, equipment and other property and real estate contributed by IICA as such to the CATIE Association established in the contract signed on January 12, 1973, plus any improvements made to said assets;
- b. goods acquired by the aforementioned CATIE Association; and
- c. goods acquired by the CATIE Association established in this Contract.

A notarized inventory of the goods referred to in points a. and b. above shall be prepared.

**TWENTY-NINE:** IICA agrees to include in its biennial Program Budget a request from the Board of Directors of CATIE for financial resources to support the core budget of the Center. The amount requested shall not exceed five percent of IICA's quota budget. IICA and CATIE agree to allocate financial or other resources each year for the implementation of programs, projects or joint cooperation actions in the member countries of the two institutions.

Regular and Supporting Member Countries of CATIE shall contribute a minimum annual quota of US\$50,000. Adjustments shall be made periodically by the Governing Council. Such contributions shall be used to cover the basic maintenance and operating expenses of CATIE and shall not be considered as contributions of capital. Likewise, contributions made by Supporting Members shall not be considered contributions of capital.

CATIE may receive contributions from non-member countries, which may be used to provide services in said countries. These contributions shall not be considered contributions of capital.

## **CHAPTER VI MANAGEMENT AND FINANCIAL CONTROL**

**THIRTY:** The Board of Directors, within six months of the date on which this Contract enters into force, shall submit to the Governing Council for its approval the rules and regulations specified in subsection h. of Clause Eleven of this Contract. The financial and staff rules shall be based on the rules and procedures currently in effect at IICA. Until such time, the rules and procedures currently in force shall apply.

**THIRTY-ONE:** CATIE shall establish its own internal audit. To this end, it shall create an audit unit staffed by high-level professionals selected through a competitive hiring process

and appointed by the Board of Directors. Approval of its regulations shall be governed by subsection k. of Clause Fifteen. A copy of the reports submitted to the Director General shall be sent to the Board of Directors.

The External Auditors of IICA shall be the External Auditors of CATIE.

## **CHAPTER VII RIGHT AND PRIVILEGES**

**THIRTY-TWO:** The Government of Costa Rica shall grant to CATIE and to the non-Costa Rican professional personnel who provide services at the Center, all the rights granted to IICA in Contract Law No. 29, of December 19, 1942, in the agreement approved by Legislative Decree No. 3367, of August 6, 1964 and in the Agreement approved in Executive Decree No. 51, of November 26, 1968, as well as any other benefits that may arise from subsequent contracts or agreements.

## **CHAPTER VIII EFFECTIVE LIFE AND AMENDMENT OF THE CONTRACT**

**THIRTY-THREE:** The effective life of the present Contract is 20 years, beginning on the date on which the proposed amendments enter into force. The life of this Contract may be extended for consecutive periods of equal length. It shall be considered renewed if, two years prior to expiration of same, the following conditions exist: a) the Government of Costa Rica, through the Ministry of Agriculture and Livestock, has not communicated its decision to terminate this Contract; b) the General Directorate of IICA, in compliance with an agreement of the Inter-American Board of Agriculture, does not notify the Governing Council of the decision to terminate this Contract and dissolve the Association. Should any of the governments of the remaining Regular Member States of CATIE decide to withdraw from same, they must notify the Association at least one year in advance.

**THIRTY-FOUR:** Amendments to the present Contract may be effected at the initiative of any of the Regular Members and shall require the approval of the Governing Council of CATIE and of the Inter-American Board of Agriculture, in both cases by a two-thirds majority. They must subsequently be ratified by the Legislative Assembly of the Republic of Costa Rica.

## **CHAPTER IX DISPOSITION OF ASSETS**

**THIRTY-FIVE:** When this Contract has expired, all the property given in usufruct, as set out in Clause Twenty-eight of this Contract, together with any improvements, shall revert to IICA. Any remaining property shall be distributed among IICA, the Government of Costa Rica and the other active Regular Members at the time of termination, in proportion to their total contributions.

## **CHAPTER X GENERAL PROVISIONS**

**THIRTY-SIX:** Technical personnel appointed by IICA and currently working at CATIE shall continue to work for the Association, under the conditions that govern their respective appointments, and shall be paid for from the contribution called for in Clause Twenty-nine of the present Contract.

IICA shall cover expenses incurred in repatriating, in accordance with the respective rules, those personnel in the aforementioned group whose appointment is not renewed and who will not come under the direct responsibility of the Association. Professional personnel appointed by the Association in accordance with its norms shall be granted, in terms of social benefits, the same rights as personnel of the same standing at IICA.

**THIRTY-SEVEN:** The Orton Memorial Library shall not be considered part of IICA's contribution to the capital of the Association, but shall continue to be located at CATIE, administered jointly by IICA and CATIE.

**THIRTY-EIGHT:** The Association may dispose freely of its foreign exchange for operations in or from Costa Rica.

**THIRTY-NINE:** The Association shall be governed by the Law on Associations of Costa Rica and by the terms of this contract.

**FORTY:** This Contract of Association shall be duly recorded in the appropriate registry, along with all commitments for contributions indicated in Clause Twenty-nine. This registration shall be exempt from the payment of any registry fees, stamps, or other rights or taxes normally required.

**FORTY-ONE:** This contract shall be deposited at the General Directorate of IICA, which will certify copies of same and incorporate any changes or additions thereto.

**FORTY-TWO:** For this Contract to be officially valid, it must be approved by the Legislative Assembly of Costa Rica, and shall enter into force once such legislative approval has been obtained.

## **CHAPTER XI TRANSITORY PROVISIONS**

**FIRST TRANSITORY PROVISION:** CATIE shall assume all the rights and obligations of the Civil Association bearing that name and established between IICA and the Government of Costa Rica through the contracts signed and ratified by Law 5201 in 1973 and in 1983 by Law 6873.

**SECOND TRANSITORY PROVISION:** The present Board of Directors shall remain in office. It is expanded immediately to include the Minister of Agriculture of Costa Rica and the representative of the Governing Council of CATIE. As the terms of office of its members expire, they shall be replaced through the procedures established in this Contract, until the thirteen posts have been filled.

IICA/CE/Res.330(XIX-O/99)

30 July 1999

Original: English

**RESOLUTION No.330**

**ELECTION OF MEMBERS OF BOARD OF DIRECTORS OF THE TROPICAL AGRICULTURE RESEARCH AND HIGHER EDUCATION CENTER (CATIE)**

THE EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.361(99), "Amendments to the Contract of the Tropical Agriculture Research and Higher Education Center (CATIE)" and the nominations for the position on CATIE's Board of Directors to be filled by a candidate selected by the Inter-American Board of Agriculture,

CONSIDERING:

That the draft amendments to the Contract of the Tropical Agriculture Research and Higher Education Center ("the Contract") provide that a member of CATIE's Board of Directors shall be "selected and appointed by the Inter-American Board of Agriculture ("IABA") or by the Executive Committee of IICA, at the express request of the IABA";

That because those amendments provide that the term of the CATIE Board member appointed by the IABA is for three years, the IABA will not be able to elect its member on that Board in those years in which it does not have a regular meeting scheduled unless: a) it delegates the appointment power to the Executive Committee for those years, b) convokes an extraordinary meeting for that purpose, or c) makes the selection under the voting by correspondence provisions set out in Chapter X of its Rules

That in its capacity as the Preparatory Committee for the IABA, the Executive Committee is authorized to make observations and recommendations regarding matters to be included on the agenda of the IABA's meetings;

**RESOLVES:**

1. **To instruct the Director General to transmit to the consideration of the next regular meeting of the IABA the nominations received for the IABA's position on CATIE's Board of Directors;**
2. **To recommend that the IABA adopt for the election of its member on CATIE's Board of Directors the same procedure used for electing IICA's Director General, set out in Article 103 of the IABA's Rules of Procedure.**
3. **To recommend that the IABA permanently delegate to the Executive Committee the authority to elect the IABA's member of CATIE's Board of Directors in those years in which there is no regular meeting of the IABA scheduled to make the election.**

IICA/CE/Res.331(XIX-O/99)  
30 July 1999  
Original: Spanish

**RESOLUTION NO. 331**

**ELECTION OF MEMBER TO THE GOVERNING COUNCIL OF THE  
TROPICAL AGRICULTURE RESEARCH AND HIGHER EDUCATION  
CENTER (CATIE)**

The EXECUTIVE COMMITTEE, at its Nineteenth Regular Meeting,

**HAVING SEEN:**

Document IICA/CE/Doc.361(99), "Amendments to the Charter of the Tropical Agriculture Research and Higher Education Center (CATIE)" and the nominations for a position on the Governing Council of CATIE, which should be occupied by a candidate designated by the Inter-American Board of Agriculture,

**CONSIDERING:**

That the draft modifications to the Charter of the Tropical Agriculture Research and Higher Education Center (the "Charter") provide that one of the members of the Governing Council of CATIE shall be "designated" by the Inter-American Board of Agriculture (IABA);

That the Delegation of Ecuador has presented its country as a candidate for the position referred to above;

That in its capacity as the Preparatory Committee for the IABA, the Executive Committee is authorized to make observations and recommendations on matters to be included in the agenda of meetings of the IABA;

**RESOLVES:**

1. To instruct the Director General to submit to the consideration of the next regular meeting of the IABA, the candidature of Ecuador and other candidatures received for the position of IABA representative to the Governing Council of CATIE.
2. To recommend that the IABA adopt the same procedure used to elect the Director General of IICA, set forth in Article 103 of the Rules of Procedure of the IABA, to elect its representative to the Governing Council of CATIE.



## **SIGNING OF THE FINAL REPORT**



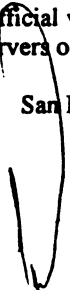
**SIGNING OF THE REPORT OF THE NINETEENTH REGULAR  
MEETING OF THE EXECUTIVE COMMITTEE**

In compliance with the provisions of Article 91 of the Rules of Procedure of the Executive Committee, the Report of the Nineteenth Regular Meeting of the Executive Committee, in English, French, Portuguese, and Spanish, the official languages of that meeting, is hereby signed at 16:00 hours of the thirtieth day of July of the year nineteen hundred ninety-nine, 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.

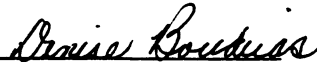
The Secretary shall file the original texts in the archives of the Inter-American Institute for Cooperation on Agriculture, and the General Directorate shall send copies of the official version of this report to the Governments of the Member States, the Permanent Observers of the Institute and other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

San Isidro de Coronado, San Jose, Costa Rica



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Carlos E. Aquino G.  
Director General and  
Ex officio Secretary

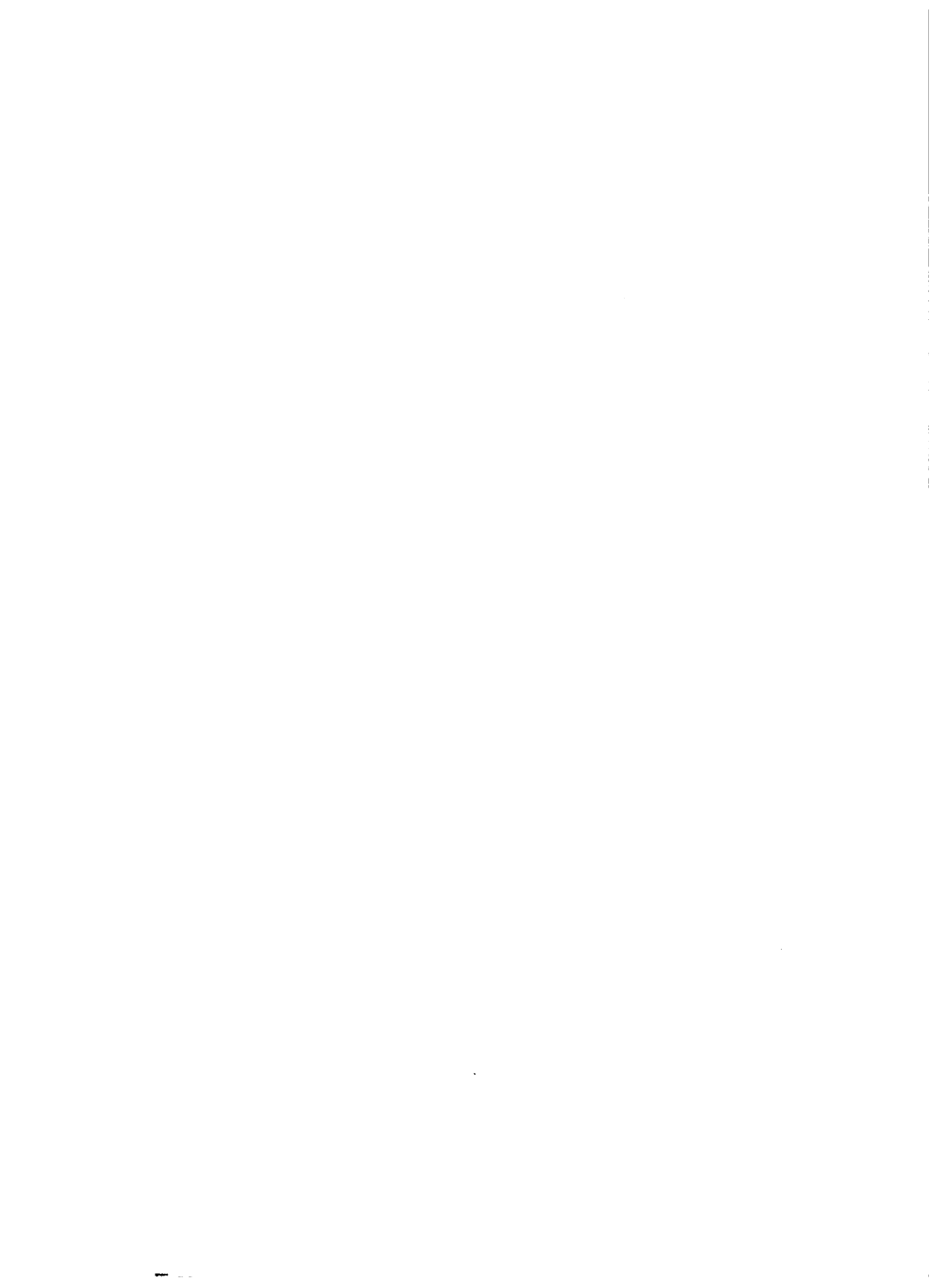


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Maria Eliza Teofilo de Luna  
Chairwoman



## **REPORT OF THE CREDENTIALS COMMITTEE**



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

Pursuant to Article 50 of the Rules of Procedure of the Executive Committee, the Preparatory Session of the Nineteenth Regular Meeting of the Executive Committee designated a Credentials Committee composed of representatives from Canada, El Salvador, Jamaica and Venezuela.

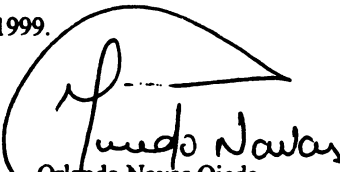
Meeting on the morning of Wednesday, July 28, 1999, the Credentials Committee elected its officers as follows: Chairman, Mr. Eduardo Huidobro Macaya, Representative of El Salvador; Vice-Chair, Mr. Orlando Navas Ojeda, Representative of Venezuela; and Rapporteur, Mr. Bill Doering, Representative of Canada. It then proceeded to examine the credentials of the representatives to the Executive Committee.

After verifying the authenticity of the credentials, the Credentials Committee, with the approval of the Office of the Legal Counsel of IICA, concluded that the credentials were in order and that there was no reason to question their authenticity. Nonetheless, emphasis was placed on the need to send a communication to the Member Countries of the Committee prior to the meeting of the Executive Committee specifying the requirements for the presentation of credentials and reminding them that the original documents are to be presented before the meeting of the Executive Committee.


San Isidro de Coronado, Costa Rica, July 28, 1999.



Eduardo Huidobro Macaya  
Representative of El Salvador  
Chair




Orlando Navas Ojeda  
Representative of Venezuela  
Vice-Chair



Bill Doering  
Representative of Canada  
Rapporteur



Aaron Parke  
Representative of Jamaica



Giovanna Badilla Rojas  
Office of the Legal Counsel





**REPORT OF THE AWARDS SELECTION COMMITTEE**



**MINUTES OF THE SELECTION COMMITTEE  
OF THE 1998-1999 INTER-AMERICAN AWARDS  
IN THE RURAL SECTOR**

On July 28, 1999, 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.

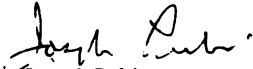
The Committee was made up of Maria Elisa Teofilo de Luna (Brazil), Rollande Leduc (Canada), Joseph Peltier (Dominica), Jose Castellanos (Belize) and Miriam Consuelo Ramirez (Colombia).

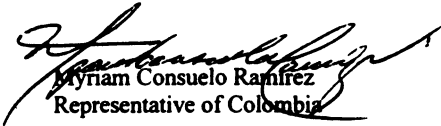
The meeting, which was called to order at 12:00 p.m., was also attended by Mr. Ariel Rivera Irias, Secretary of the Awards Committee, and Ms. Giovanna Badilla Rojas, Coordinator of the International Legal Advisor of the Institute.


The following agreements were reached:

1. To elect Mr. Joseph Peltier, delegate of Dominica, as Chairperson, and Ms. Rollande Leduc, delegate of Canada, as Rapporteur.
2. 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. To grant the Inter-American Award for the Participation of Women in Rural Development to Ms. Roberta Marie Davidson Williams of Antigua and Barbuda. The Awards Committee also decided to recommend that the Executive Committee present Ms. Elba Vasquez of the Dominican Republic with an honorable mention for her hard work and efforts, for over 20 years, to combat rural poverty as a small-farmers' leader.
4. To award the 1998-1999 Inter-American Agricultural Medal to Mr. Jose Domingo Molina, in public international recognition of his outstanding contribution to research on methodologies for genetic improvement in corn and wheat.
5. To approve the amendment to Article 16 of the Awards Regulations.
6. To approve the creation of the Inter-American Award for Farmers.
7. To ask the Institute to appoint a task force to update the awards regulations and review the process of nominating and selecting candidates.
8. To draft a report to the Executive Committee of IICA setting forth the reasons for these decisions.

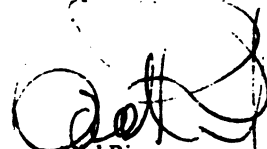
Maria Elisa Teofilo de Luna  
Representative of Brazil

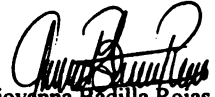
  
Joseph Peltier  
Representative of Dominica

  
Myriam Consuelo Ramirez  
Representative of Colombia

  
Rollande Leduc  
Representative of Canada

  
Marcelino Avila  
Representative of Belize

  
Arnel Rivera  
Secretary of the Committee

  
Giovanna Badilla Rojas  
Legal Advisor

## **REPORT OF THE 1998-1999 AWARDS SELECTION, SUBMITTED TO THE NINETEENTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE**

The 1998-1999 Awards Selection Committee, made up of representatives from Belize, Brazil, Canada, Colombia and Dominica, met at IICA Headquarters in San Jose, Costa Rica, on July 28, 1999, 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. Joseph Peltier, the representative of Dominica, was elected to chair the Committee. The Committee then proceeded to elect the Rapporteur. Rollande Leduc, the delegate of Canada, was elected to perform this function

Having complied with this requirement of the Regulations, the Committee proceeded to conduct a careful analysis of the background documentation on 19 candidates nominated by the following Member States of IICA: Guatemala, Honduras, Jamaica, Mexico, the Dominican Republic, Venezuela, Antigua and Barbuda, Brazil, Costa Rica, Saint Lucia and Suriname.

Nominations were submitted as follows:

- **Inter-American Agricultural Medal**  
7 candidates
- **Inter-American Agricultural Award for Young Professionals**  
2 candidates
- **Inter-American Award for the Participation of Women in Rural Development**  
10 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 1998-1999 period be granted as follows:

### **1. Inter-American Agricultural Medal for Jose Domingo Molina of Mexico**

The Awards Committee conducted an exhaustive analysis of the professional merits of Mr. Jose Domingo Molina and came to the conclusion that he was worthy of the distinction, for this outstanding contribution to research on methodologies for genetic improvements in both corn and wheat in the tropical lowlands of Mexico.

2. Inter-American Agricultural Award for Young Professionals

The Awards Committee decided to declare void the Inter-American Agricultural Award for Young Professionals, since neither of the two 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 Roberta Marie Davidson Williams, of Antigua and Barbuda.

She has been selected for her hard work and efforts in promoting the participation of rural women, through her participation in non-governmental organizations in the field of rural development.

4. The Awards Committee agreed to ask the Institute set up a task force to update the Awards Regulations, since the requirements for selecting the different awards need to be modernized to make them more applicable and better reflect the true situation. This task force should also include in the new Awards Regulations, the chapter on the Inter-American Award of Farmers, and review and improve the process of nominating and selecting candidates.

5. The Committee felt it appropriate to submit some suggestions to the task force designated by the Institute for this process of reviewing the Awards Regulations:

- a. To approve the text of the Amendment to Article 16 of the Awards Regulations:

The person granted the Inter-American Agricultural Award for Young Professionals is awarded a certificate and a scholarship of US\$10,000, which may be used in the country of origin of the recipient of the award, or in another country mutually agreed with IICA, to complement his/her professional training or to conduct research. The scholarship shall expire one year after the professional in question has been notified in writing of the Resolution of the Inter-American Board of Agriculture (IABA) in which it was stated that he/she had been granted the Award.

- b. To approve the creation of the Inter-American Award for Farmers. It is also suggested that the following elements should be taken into consideration when defining what the award should consist of:

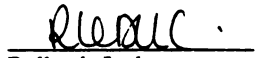
In the draft proposal for the creation of the Inter-American Award for Farmers, it is suggested that the recipients of the award should receive a prize of US\$5,000; however, we do not feel that this is the most feasible alternative in view of the budgetary situation of the Institute. Accordingly, it could consist of a gold medal and a certificate, as in the case of the other awards.


Another suggestion as to how to reward the recipient is that the recipient of the Inter-American Award for Farmers be offered a one-week exchange program in one of the neighboring countries that are members of the Institute, where he/she may share his/her experience and obtain feedback.

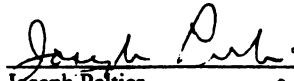
- c. The Awards Committee also suggests the creation of a points system for weighting the qualifications of the candidates for the different awards, in order to simplify the Committee's discussions.

San Jose, July 28, 1999

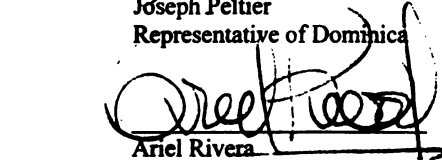
  
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## **AGENDA**



IICA/CE/Doc.353(99)rev.1

## **AGENDA**

- |   |                     |
|---|---------------------|
| <b>1. Provisional Schedule</b>  | IICA/CE/Doc.354(99) |
| 2. Provisional Agenda of the Tenth Regular Meeting of the Inter-American Board of Agriculture   | IICA/CE/Doc.355(99) |
| <b>3. Reports of the Director General</b>   |                     |
| 3.1 1998 Annual Report  | IICA/CE/Doc.356(99) |
| 3.2 Upcoming Tenth Regular Meeting of the Inter-American Board of Agriculture   | (no document)       |
| <b>4. Institutional Policies</b>  |                     |
| 4.1 Comments and Presentation by the Director General on the New Dimension of the Inter-American Board of Agriculture and the Executive Committee. An Invitation to Open Dialogue | (no document)       |
| <b>5. Budgetary and Programming Issues</b>  |                     |
| 5.1 2000-2001 Program Budget  | IICA/CE/Doc.357(99) |
| <b>6. Financial Issues</b>  |                     |
| 6.1 Financial Statements of the Institute and 1998 Report of the External Auditors  | IICA/CE/Doc.358(99) |

- |     |  |                     |
|-----|--|---------------------|
| 6.2 | Fifth Report of the Audit Review Committee (ARC)   | IICA/CE/Doc.359(99) |
| 6.3 | Election of a Member of the Audit Review Committee | IICA/CE/Doc.360(99) |

## **7. Inter-Institutional Relations**

- |     |   |                     |
|-----|---|---------------------|
| 7.1 | Amendments to the Charter of the Tropical Agriculture Research and Higher Education Center (CATIE)  | IICA/CE/Doc.361(99) |
| 7.2 | Appointment of the Representative of the Inter-American Board of Agriculture to the Tropical Agriculture Research and Higher Education Center (CATIE) | IICA/CE/Doc.362(99) |

## **8. Other Institutional Issues**

- |     |   |                     |
|-----|---|---------------------|
| 8.1 | Comments on the Rules of Procedure of the General Directorate, and the Financial and Staff Rules                        | (no document)       |
| 8.2 | Report on the Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture (IABA). | IICA/CE/Doc.364(99) |
| 8.3 | Report on the Status of the Resolutions of the Eighteenth Regular Meeting of the Executive Committee                    | IICA/CE/Doc.365(99) |
| 8.4 | Inter-American Awards in the Rural Sector   | IICA/CE/Doc.366(99) |
- Selection of Candidates for the Awards
  - Proposal to Create the "Inter-American Award for Farmers"

8.5 Date and Site of the Twentieth  
Regular Meeting of the Executive  
Committee

IICA/CE/Doc.367(99)

**9. Other Business**

**Report on the Activities of the:**

- Tropical Agriculture Research and Higher Education Center (CATIE)
- Caribbean Agriculture Research and Development Institute (CARDI)



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## **APPENDICES**



**INAUGURAL SESSION**





## ADDRESS BY DR. CARLOS E. AQUINO, DIRECTOR GENERAL OF THE INSTITUTE

Madam Chair, for us it is a singular pleasure to welcome you to this, the House of Agriculture of the Americas, for this important meeting of the Executive Committee.

I would like to take you back for a moment to the year 1942, to the Eighth American Scientific Congress. During that Conference, which was held at the Pan American Union, a group of men and women led by the Secretary of Agriculture of the United States, Henry Wallace, called for the creation of an organization they named the Inter-American Institute of Agricultural Sciences (IICA). Fifty-seven years ago, these visionaries, who understood the need for a research and training center in the Americas, saw their vision become a reality when IICA was born on October 7, 1942, in Turrialba, Costa Rica, where today the Tropical Agriculture and Higher Education Center (CATIE) continues its tradition of excellence. Since then that institution, created from the dreams of those men and women, has been promoting the development of agriculture and the rural milieu throughout the Americas.

I can state from first-hand experience that IICA has had a great impact on my country, the Dominican Republic. It was in 1962, if I'm not mistaken, that IICA began to promote the idea of organizing an extension service in the Dominican Republic. As a matter of fact, I still remember the names of some of the dedicated professionals who, with great dedication and devotion, worked on the initiative. I offer this as one example of IICA's participation in the countries of the Americas.

I am also aware, from conversations with former Directors General, of IICA's many contributions to the establishment of one of the world's outstanding research institutes, Brazil's EMBRAPA, whose first Director General was Irineo Cabral. I could tell you any number of stories about what IICA has done for 57 years to promote agriculture and rural development, research, teaching and training. If I bring up these accomplishments before the group of people meeting here today, it is with the intention of "introducing" the visionaries of yesterday to the visionaries of today.

In 1979, IICA underwent its first major reform. This reform, promoted by the Director General at that time, the distinguished Brazilian Jose Emilio Araujo, and supported enthusiastically by the Member States, called for an expansion of the scope of the Institute's action. Twenty years ago, the Inter-American Institute of Agricultural Sciences became the Inter-American Institute for Cooperation on Agriculture, keeping its same acronym of IICA.

This meeting is one more step in the fruitful efforts of visionaries, because, by pure coincidence, we will also be addressing the development of the Tropical Agriculture Research and Higher Education Center (CATIE), IICA's place of origin in Turrialba.

One of the items on the agenda is what we have called "A new dimension of the Inter-American Board of Agriculture," whose strategic purpose is to assign a more dynamic role and greater value to agriculture and the rural milieu. As we discuss this point on the agenda, you will be the visionaries of today. The agenda also calls for discussion of the work by the Council of Ministers and the Board of Directors of CATIE to enrich and consolidate CATIE's reputation as a center of excellence, and the changes that have been made in its activities and structure that are related to the new dimension of the Inter-American Board of Agriculture. I mention this in order to underscore the importance of sequence, visions and dreams.

I know that institutional transformation and reform processes give rise to different types of concerns. I also know that change cause reactions. However, I am certain that organizations today must be prepared to change and reform; to the contrary, they will perish. This opinion is shared the leading experts in the field of management today.

Therefore, I want to express our profound gratitude to both the Executive Committee and the Inter-American Board of Agriculture for their support of the institutional transformation process we launched in 1994, the primary goal of which is decentralization. As part of this process, five Regional Directorates or five Regional Centers were created to support the development of agriculture and the rural milieu in the subregions of the Americas, and to give the Institute's operations an inter-American framework of the Institute with the inclusion of the Northern Regional Center, comprising Canada, United States of America and Mexico.

We believe this has been a very important step. The Regional Centers and the Cooperation Agencies that comprise each are closer to what is going on in the countries and more capable of interpreting their needs. In a highly centralized vision built around a Headquarters, it is difficult to address an activity as complex as agriculture. As a matter of fact, the Regional Directors are here with us today. Another outcome of the process was the creation of the Areas of Thematic Concentration, whose Directors are also here with us today. Lastly, we placed these Areas under what are known as Consortia. We must work together as partners to develop and improve our rural areas. Also, we must act as partners and form alliances in order to make maximum use of our always scarce human, economic and institutional resources.

This process of modernization must be complemented with another process, one we have called "Training for Change" and carried out at all levels within the Institute. It is also necessary to engage in an ongoing consultation process involving the entire staff. What does all this mean? For the first four years, this Administration operated under the 1994-1998 Medium Term Plan (MTP), which was drawn up by the G-33, a group comprising delegates from the public and private sectors of 33 countries who came together to develop the Plan.

Since some of you are accompanying us for the first time, I am providing a little context by reviewing how this process has unfolded. At every meeting of the Executive Committee and the IABA we see new faces, so it is important to provide new participants with a little background.

As new, important issues arise, they should be the subject of consultation within the Institute. Certain elements of great significance were incorporated into the 1998-2002 MTP, the second such of my Administration. In this Plan, emphasis is placed on strategic issues, on beginning to examine the way we view our Institute, and on defining its mission and its strategic purposes in the face of a constantly changing context. This changing scenario requires a new institutional framework and that we effect the transformations and reforms that will enable us to keep pace, albeit late, with the changes taking place in society and in the international economic context.

And so we come to this important meeting, in which strategic planning must be a basic element, the definition of an institutional framework for both the public and private sectors is absolutely necessary, and strategic alliances are fundamental. Without strategic alliances, I fear, it will be extremely difficult to survive in this era of globalization. Therefore, we must not lose sight of the strategic, visionary role of the leaders of today in building an Institute capable of entering the next millenium, which is only a few months away.

What do I mean by this? The future belongs to those who anticipate developments, try to be creative and innovative, and combine the past with the present while keeping an eye on the future. I also want to say that any comments or observations you may wish to offer on the subjects we will be addressing at this meeting are welcome, and that such an opportunity should not be wasted. Thus, if we are really to focus on these very important topics, your comments are of key interest to us. But please don't think that these proposals are being imposed on you by this Administration; we believe that all of you, in the deliberations of this meeting, will contribute much to the institutional transformation process.

Therefore, please do not hesitate to ask questions and request clarification of any point raised in the meeting; our aim is to become the leading institution in the Americas in supporting efforts aimed at comprehensive transformation. I say supporting because that is what we do. We help institutions in our Member States achieve their objectives in transforming agriculture and the rural milieu. And here, I would like to share this thought with you: in certain quarters, there has been a tendency to downplay the importance of agriculture and the rural milieu. As a result, we must pull together to demonstrate the true importance of something that can be defined.

I am firmly convinced that this is a strategic issue. My education, my upbringing as the son of farmers and my experience tell me that all issues related to agriculture and the

rural milieu are of strategic importance. However, there is a tendency to evaluate agriculture on the basis of traditional indicators and to say that such indicators are no longer relevant because they are not related to GDP; this, I think, is a mistake. It is up to us to urge the leaders of the Americas to work together, reassessing the value of agriculture and the rural milieu and convincing others of the important role both play in development.

As you know, there has been a tendency to leave agriculture off the agendas of the Presidential Summits and sectoral forums of the system. Those of us who are involved in agriculture and the rural milieu must promote alliances, identify those who can provide leadership and increase awareness on the part of the public and private sectors, in order to move beyond the sectoral view of agriculture.

The other day I thought to myself: If someone were to announce in the Dominican Republic that 17 gold mines had been discovered, it would be front-page story in all the newspapers and people would rush off to the sites of the find, completely overlooking the fact that there are 17 springs in those same mountains that are the source of water, essential to life in the Dominican Republic. We take for granted that water will always exist and, therefore, do not treasure it. However, water is a greater treasure than gold or any precious stone. And most sources of water are located in rural areas, but we do not consider them part of the rural milieu. I want to leave these thoughts with you because this meeting if of the greatest importance to us, it is a historic moment, I believe we can build and continue building upon the new dimension.

I invite you to continue to reaffirm our alliances, to work constructively and to be visionaries, like Henry Wallace who gathered people together in the United State to build this great Institute, and Jose Emilio Araujo, who was instrumental in the stage of reforming IICA's Convention, and to help us in our timid efforts to make our contribution because, frankly, the work that went into establishing the Convention on the Institute was so well and richly done that, in our view, very little needs to be done to adapt it to current circumstances, as the highest-ranking hemispheric mechanism promoting agricultural and rural development.

I invite all of you to share with us your enthusiasm and interest through the observations you deem pertinent.

Finally, I also want to take this opportunity to congratulate Peru, which is celebrating its independence today. This occasion should fill us all with satisfaction: we have an America united by agriculture, and a place to discuss strategic issues for agricultural and rural development.

Thank you very much.

## **CLOSING SESSION**



**ADDRESS BY MR. ANGEL SARTORI, MINISTER OF AGRICULTURE OF CHILE AND CHAIRMAN OF THE NINTH REGULAR MEETING OF THE INTER-AMERICAN BOARD OF AGRICULTURE**

Thank you Madam Chair. In my capacity as Chairman of the Inter-American Board of Agriculture, I want, first of all, to say thank you for the opportunity to participate in this, the Nineteenth Regular Meeting of the Executive Committee. This visit to Costa Rica has allowed me to see IICA Headquarters and, above all, to meet and exchange experiences with ministers, vice ministers and delegates, who, in my judgement, are the key to and driving force behind the changes that must take place to modernize agriculture and the rural milieu. To do this, we need a strategic ally such as IICA. In this meeting, we have again seen what many may view as a problem: our heterogeneity. However, in my opinion, this heterogeneity, the different ways we view and interpret the problems that affect us, is our greatest strength. Our very diversity enables us to put forth proposals aimed at finding permanent solutions for each and every one of the obstacles we face. I believe we are on the right path. I believe that dialogue and cooperation are the only ways to overcome these obstacles.

IICA should work more closely with our countries, and that is our job, too. We must be clear about what we need; we must focus and set our priorities. The Institute cannot become a duplicate of our governments; we must request support in those areas whose priority is reflected in the allocation of our national budgets. As we saw this morning, biotechnology and food safety and quality are topics emerging today, but that are here to stay. Consequently, we must adopt the necessary public policies and prepare farmers and public institutions to meet those challenges. We must work to ensure that our agricultural sectors are profitable and competitive, and that our rural areas are a place where our farmers can earn a decent living and where poverty no longer exists.

In conclusion, I want you to know that I am returning to my country filled with confidence, with thanks to the Director General, his staff and Costa Rica for their hospitality. Thank you.

**ADDRESS BY MS. DENISE BOUDRIAS, DELEGATE OF CANADA AND  
ACTING CHAIRPERSON OF THE NINETEENTH REGULAR MEETING  
OF THE EXECUTIVE COMMITTEE**

Honorable ministers, Monsieur le Directeur Général, mesdames et messieurs les délégués, chers collègues:

C'est avec beaucoup de fierté que j'ai accepté d'assumer les fonctions de Présidente pour terminer le programme du Comité exécutif de cette Dix-neuvième réunion et je veux vous remercier de la confiance que vous m'avez témoignée

Yesterday the Director General shared with us his vision and expectations and encouraged us to commit to institutional change. There seems to be a consensus among the honorable members of the Executive Committee; several times we heard mention the issues of the agricultural health and food safety, rural development, training and education: We also talked about the role that we wish have about to play, such as reducing the administrative burden and providing more time for the ministers to discuss difficult issues that are considered of priority by the member of this assembly. We really want to re-emphasise our desire to work in partnership with IICA's member countries and personnel in order to contribute to the development of the Americas. Finalmente, quiero compartir con todos ustedes mis sentimientos de identificación personal con este Comité Ejecutivo y les aseguro que, con actividades como éstas, haremos nuestra contribución al bienestar de nuestros países, en asociación con todos ustedes para que podamos dejar a nuestros hijos y nietos una tierra fértil, alimentos sanos y un ambiente seguro, con una división de recursos más equitativa. Mil gracias.

Thank you. Merci beaucoup.



**ADDRESS BY MR. PETER CARBON, MINISTER OF AGRICULTURE  
AND THE ENVIRONMENT OF DOMINICA,**

On behalf of the members of the Executive Committee, I wish to thank the Director General and his staff for a very wonderful meeting.

I think this meeting is a turning point for the changes required for agriculture in our region. The technical forum presented very important information and we hope this will lead to some structural changes in the way we approach agriculture. We are also pleased that the budget was presented in a very user-friendly manner and a lot of details. We are very happy that we were able to approve it, with its stronger focus on rural development and the development of women in the agricultural sector.

Let me say that we look forward to a very important meeting in Brazil in October, where all the decisions we took at this meeting will be forwarded to our fellow ministers for approval.

As we know, IICA's work serves as an impetus for the rest of us at home, as we work together as one region because we need to support each other in our endeavours and continue to work to promote agriculture, because agriculture is the only real way to bring development to our people.

Thank you very much, Madam Chair.

**ADDRESS BY DR. CARLOS E. AQUINO, DIRECTOR GENERAL  
OF THE INSTITUTE**

Madam Chair. I can honestly say that this, the fifth Executive Committee meeting of my Administration, was a great success. I hope you concur. In my remarks during the Inaugural Session, I referred to the visionaries of 1942 and 1979, and called on this body to be the visionaries of 1999. I do not know if my vision was 20/20, but I can say that the deliberations and discussions of this meeting, the many contributions by the participants, and the intense level of interaction I witnessed, have filled me with a great sense of satisfaction. Also, I believe this Executive Committee meeting has done much to help us achieve our goals by approving a new dimension of the institutional framework. The creation of the Advisory Commission on Management Issues, which will oversee many of the routine aspects of the operation of the Institute, will permit both the Executive Committee and the Inter-American Board of Agriculture to devote more time to reflection, dialogue, the exchange of experiences and the formulation of guidelines on policies for the development of agriculture and the rural milieu in the Americas.

I want to thank all of you for your support of my Administration. I believe the improvements you made in the original proposal, and the subsequent approval of same, as well as your ratification of the modifications to the contract among IICA, CATIE and the Government of Costa Rica, are significant steps forward in our efforts to ensure that both institutions are prepared to enter the new millenium.

I stand before you and pledge that, with your help, I will continue the transformation and modernization process currently under way, with a view to enhancing the technical, administrative and management capabilities of the Institute; the new institutional dimension approved will contribute much to this effort. In the 29 months that are left of my Administration, I hope IICA will be a proactive Institute and capable of contributing to efforts to position, others would say reposition or rethink, agriculture and the rural milieu in the Americas.

During the Inaugural Session, I also said that for 57 years the Institute has been making its presence felt throughout the Americas. I believe its founders would be proud to know that we have built a solid reputation, which we will carry into the new millenium with our new vision. We also hope to equip the Institute with the modern agricultural information, communications and training and education systems and mechanisms needed to help the countries enhance their capabilities, especially in substantive areas such as those discussed during this Committee.

We also look forward to contributing to conceptual and technical repositioning efforts. As you see, we can view the Institute not only vis-à-vis its internal operations, but also as a system. IICA is truly fortunate because of the so many distinguished and capable

professionals in its Member States who, in our meetings, can provide us with speakers of the caliber of Dr. Mackenzie and the others who participated in the Technical Dialogue, thus enhancing the technical and political dimensions of the Institute.

I have always said that this is your Institute, our Institute, because all of us who work here share your commitment to repositioning the sector and creating the new dimension. I truly hope we can reach agreement on and create the Advisory Commissions. We have two already in operation in North America, which have produced good results. John Miranda can share with you the experience gained at the meetings and with creating the Council, which has enabled us to enhance the inter-American nature of the Institute by better involving Canada and the United States, not only as the principal contributors of economic resources, but also in all the Institute's activities. Before I arrived at IICA, both countries told me that they did not want to be viewed solely as donors, but also as true partners, interested in sharing experiences and knowledge related to agriculture in the Americas.

Without a doubt, your approval of the resolution on the new dimension will enable the Institute to facilitate creative thinking and action in the forums mentioned at this meeting, the regional forums, which we hope to build into a network of forums that will make it possible to exchange experiences and join forces and wills to formulate appropriate guidelines for activities in agriculture and the rural milieu. I also hope that the process of transformation, decentralization and downsizing will continue at Headquarters, without losing sight of the concept of a corporate organization, and that institutional alignment will permeate the strategic, programmatic, technical, thematic and operating activities of the Institute. I hope we can all feel that this is our Institute and that it will be able to make the changes needed to meet the demands of the future and, in this way, unify our sector and carry it beyond a strictly sectoral vision.

We also hope that our for Agribusiness Development Meetings and Convention Center for the Americas will become a reality before year's end. This Center, along with the Distance Training Center (CECADI), possible thanks to the support provided by Mexico, will enable us to delve further into important topics such as agricultural health, food safety, technology innovation and trade through training and information services. We also hope to work more closely with other organizations, and with inter-agency groups like the IICA/IDB/ECLAC group on rural development. I look forward to continuing our work with FAO and other organizations, showing how, by joining forces and combining limited resources, we can be more effective.

I also hope that we can find innovative and creative ways to ensure that the valuable human resources of our Institute are given the recognition they deserve.

As I mentioned, I have exactly 29 months left at the helm of IICA. I hope, with your help, to leave behind an IICA that is stronger, and whose personnel, with devotion,

enthusiasm, dedication and passion, can continue to build and define this great Institute. I also hope that in the coming months, as the electoral process gets under way, the member countries will help ensure that the process of transformation, modernization and consolidation moves forward. I also hope the election process will be democratic and participatory and be carried out in a climate of mutual respect, so that we can all be proud of it. I pledge to do all I can in this regard.

The Advisory Commission on Management Issues is of the utmost importance to us. I believe it has an important job and that the Executive Committee and the Inter-American Board of Agriculture will benefit greatly from its existence. The new dimension we have proposed will enable us to work more closely with the Organization of American States and other organizations in adopting common positions for the Presidential Summits, and executing initiatives throughout the Hemisphere.

I now want to thank you, the delegates; the Chairman of the Inter-American Board of Agriculture, who went out of his way to be here with us; and the two Chairs of this meeting, first, the distinguished Delegate from Brazil and now, the distinguished Delegate from Canada, whose leadership is reflected in the positive results obtained. I would also like to express my profound gratitude to the entire Technical Secretariat, that team of people who work tirelessly behind the scenes to ensure that the meeting runs smoothly; to our efficient Technical Secretary; to the interpreters; to the meeting room attendants, who have tended to our needs; to all those who prepared the documents; to the drivers; to the guards; to our Deputy Director General; to our Rapporteur; to the Managers; to our special guests; and to those who made presentations, sharing with us their talents and knowledge and inspiring us to tackle the great challenges that lie ahead, knowing that we have to face great challenges and must become more familiar with all these new things that are becoming new realities, new challenges, new opportunities. I would also like to thank the IICA Wives Association, the wives of our international personnel, for decorating the premises.

I thank APIICA and ASEIICA, to all of who worked together to create this organization. There is one person I refer to as IICA's institutional memory when it comes to the meetings of the Executive Committee and IABA, and who is totally committed to ensuring these meetings are dynamic, efficient and productive: Roxana Montero. In addition, to all those who helped to prepare the proposal on the new dimension of the Institute, on behalf of our entire team, thank you. Thanks also to our legal counsel. I hope we continue to work together, overcoming difficulties and obstacles and viewing the future with optimism, despite the great challenges and problems that lie ahead. Working together we will succeed. So, thank you very much. I am profoundly grateful.

## OFFICIAL DOCUMENTS SERIES

**Doc.  
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- 1    **General Plan of IICA**  
(1970 – English and Spanish)
- 2\*   **Advisory Committee**  
(1970 – English and Spanish)
- 3\*   **CIES Resolutions on Rural Development**  
(1971 – Spanish)
- 4    **Eleventh Annual Meeting of the Board of Directors – San Salvador, El Salvador,**  
**May 5 to 9, 1972**  
(English and Spanish)
- 5    **Sixth Inter-American Conference on Agriculture – Lima, Peru,**  
**May 27 to June 2, 1971**  
(Spanish)
- 6\*   **Twelfth Annual Meeting of the Board of Directors – Santiago, Chile,**  
**May 10 to 13, 1973**  
(English and Spanish)
- 7    **Principal Resolutions of the Board of Directors – Washington, D.C.,**  
**1962 to 1972**  
(English and Spanish)
- 8    **Thirteenth Annual Meeting of the Board of Directors – Caracas, Venezuela,**  
**May 16 to 18, 1974**  
(English and Spanish)
- 9\*   **Fourteenth Annual Meeting of the Board of Directors – Ottawa, Canada,**  
**May 6 to 9, 1975**  
(English and Spanish)
- 10\* **Implementation of IICA's General Plan (Elements for Analysis)**  
(1976 – English and Spanish)

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- 11 **Fifteenth Annual Meeting of the Board of Directors — Washington, D.C.,  
May 6 to 12, 1976  
(English and Spanish)**
  - 12\* **Simon Bolivar Fund — Rules and Regulations  
(1977 — English and Spanish)**
  - 13\* **Sixteenth Annual Meeting of the Board of Directors — Santo Domingo, Dominican  
Republic, May 11 to 19, 1977  
(English and Spanish)**
  - 14\* **Seventh Inter-American Conference on Agriculture — Tegucigalpa, Honduras,  
September 5 to 10, 1977  
(English and Spanish)**
  - 15\* **Medium-Term Indicative Plan. IICA: The Next Five Years  
(1977 — English and Spanish)**
  - 16 **Seventeenth Annual Meeting of the Board of Directors — Asuncion, Paraguay,  
May 22 to 24, 1978  
(English and Spanish)**
  - 17\* **Eighteenth Annual Meeting of the Board of Directors — La Paz, Bolivia,  
May 14 to 16, 1979  
(English and Spanish)**
  - 18 **Nineteenth Annual Meeting of the Board of Directors — Mexico, D.F.,  
September 22 to 26, 1980  
(English and Spanish)**
  - 19 **Principal Resolutions of the Board of Directors, Washington, D.C., 1973-1980  
(English and Spanish)**
  - 20 **First Special Meeting of the Inter-American Board of Agriculture — San Jose, Costa  
Rica, February 17 to 19, 1981  
(English and Spanish)**
  - 21 **Eighth Inter-American Conference on Agriculture — Santiago, Chile,  
April 6 to 11, 1981  
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- 22 **Base Documents: Convention on the Inter-American Institute for Cooperation on Agriculture; Rules of Procedure of the Inter-American Board of Agriculture, the Executive Committee and the General Directorate**  
(Third Edition, 1990 – English, Spanish, French and Portuguese)
- 23 **Resolutions Adopted by the Board of Directors of the Inter-American Institute of Agricultural Sciences and Still in Force**  
(1984 – English, Spanish, French and Portuguese)
- 24 **First Regular Meeting of the Executive Committee and the Inter-American Board of Agriculture – San Jose, Costa Rica, June 9 to 12, 1981 and Buenos Aires, Argentina, August 7 to 13, 1981**  
(English and Spanish)
- 25 **Second Regular Meeting of the Executive Committee – San Jose, Costa Rica, September 12 to 17 and October 25 to 26, 1982**  
(English, Spanish, French and Portuguese)
- 26 **Second Special Meeting of the Inter-American Board of Agriculture. San Jose, Costa Rica, October 27 to 29, 1982**  
(English, Spanish, French and Portuguese)
- 27 **General Policies of IICA**  
(1982 – English, Spanish, French and Portuguese)
- 28 **Medium-Term Plan 1983-1987**  
(1982 – English, Spanish, French and Portuguese)
- 29 **Second Regular Meeting of the Inter-American Board of Agriculture – Kingston, Jamaica, October 24 to 28, 1983**  
(English, Spanish, French and Portuguese)
- 30 **Fourth Regular Meeting of the Executive Committee – San Jose, Costa Rica, December 2 to 7, 1984**  
(English, Spanish, French and Portuguese)
- 31 **Fifth Regular Meeting of the Executive Committee – San Jose, Costa Rica, July 29 to August 2, 1985**  
(English, Spanish, French and Portuguese)

- Doc.  
No.**
- 32 **Third Regular Meeting of the Inter-American Board of Agriculture – Montevideo, Uruguay, October 21 to 25, 1985  
(English, Spanish, French and Portuguese)**
  - 33 **Sixth Regular Meeting of the Executive Committee – San Jose, Costa Rica, July 13-17, 1986  
(English, Spanish, French and Portuguese)**
  - 34 **Third Special Meeting of the Inter-American Board of Agriculture – Mexico, D.F., Mexico, October 27-30, 1986  
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(1986 – English, Spanish, French and Portuguese)**
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- Doc.  
No.**
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(English, Spanish, French and Portuguese)**
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  - 52 **Sixth Regular Meeting of the Inter-American Board of Agriculture — Madrid, Spain, September 23-27, 1991  
(English, Spanish, French and Portuguese)**

- Doc.  
No.**
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(English, Spanish, French and Portuguese)
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(English, Spanish, French and Portuguese)
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(English, Spanish, French and Portuguese)
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(English, Spanish, French and Portuguese)

- 64 Medium Term Plan 1998-2002  
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July 28-30, 1999  
(English, Spanish, French and Portuguese)

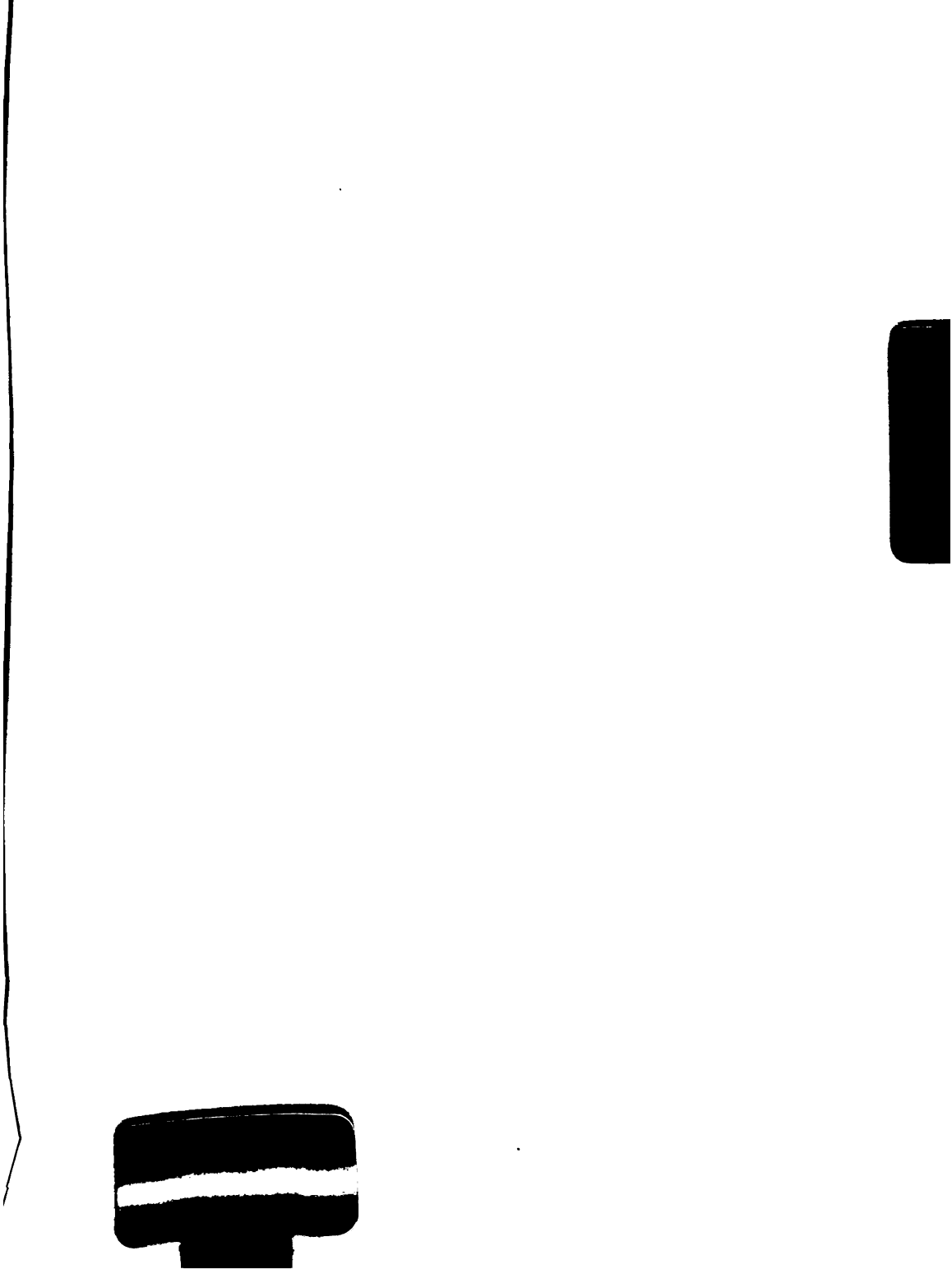
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