

BIBLIOTECA VENEZUELA



REPORT OF THE FOURTEENTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

San Jose, Costa Rica

12-14 September 1994

OFFICIAL DOCUMENTS SERIES No. 56

WHAT IS IICA?

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

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

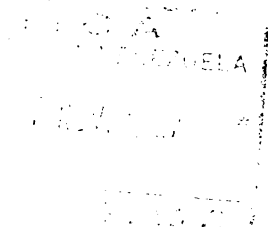
The Member States participate directly in the Inter-American Board of Agriculture (IABA) and the Executive Committee, the Institute's governing bodies, which issue the policy guidelines executed by the General Directorate. Today, IICA has a geographic reach that allows it to respond to needs for technical cooperation in the countries, through its Technical Cooperation Agencies and five Regional Centers, which coordinate the implementation of strategies tailored to the needs of each region.

The participation and support of the Member States and the relations IICA maintains with its Permanent Observers and numerous international organizations provide IICA with channels to direct its human and financial resources in support of agricultural development throughout the Americas.

The 1994-1998 Medium Term Plan (MTP) provides the strategic framework for orienting IICA's actions during this four-year period. Its general objective is to support the efforts of the Member States in achieving sustainable agricultural development, within the framework of hemispheric integration and as a contribution to human development in rural areas. The Institute's work is aimed at making changes in three aspects of agriculture: production, trade and institutions, using an integrated approach to development which is based on sustainability, equity and competitiveness. IICA carries out its technical activities in four Areas of Concentration: Socioeconomic Policies, Trade and Investments; Science and Technology, Natural Resources and Agricultural Production; Agricultural Health; and Sustainable Rural Development. IICA's actions receive support from two Specialized Services: Training, Education and Communications; and Information, Documentation and Informatics.

The Member States of IICA are: Antigua and Barbuda, Argentina, 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, 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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The Inter-American Institute for Cooperation on Agriculture wishes to thank the Government of Canada, the Organization of American States and the Inter-American Development Bank for their continued support of the meetings of the governing bodies of the Institute through the services of their interpreters and translators.

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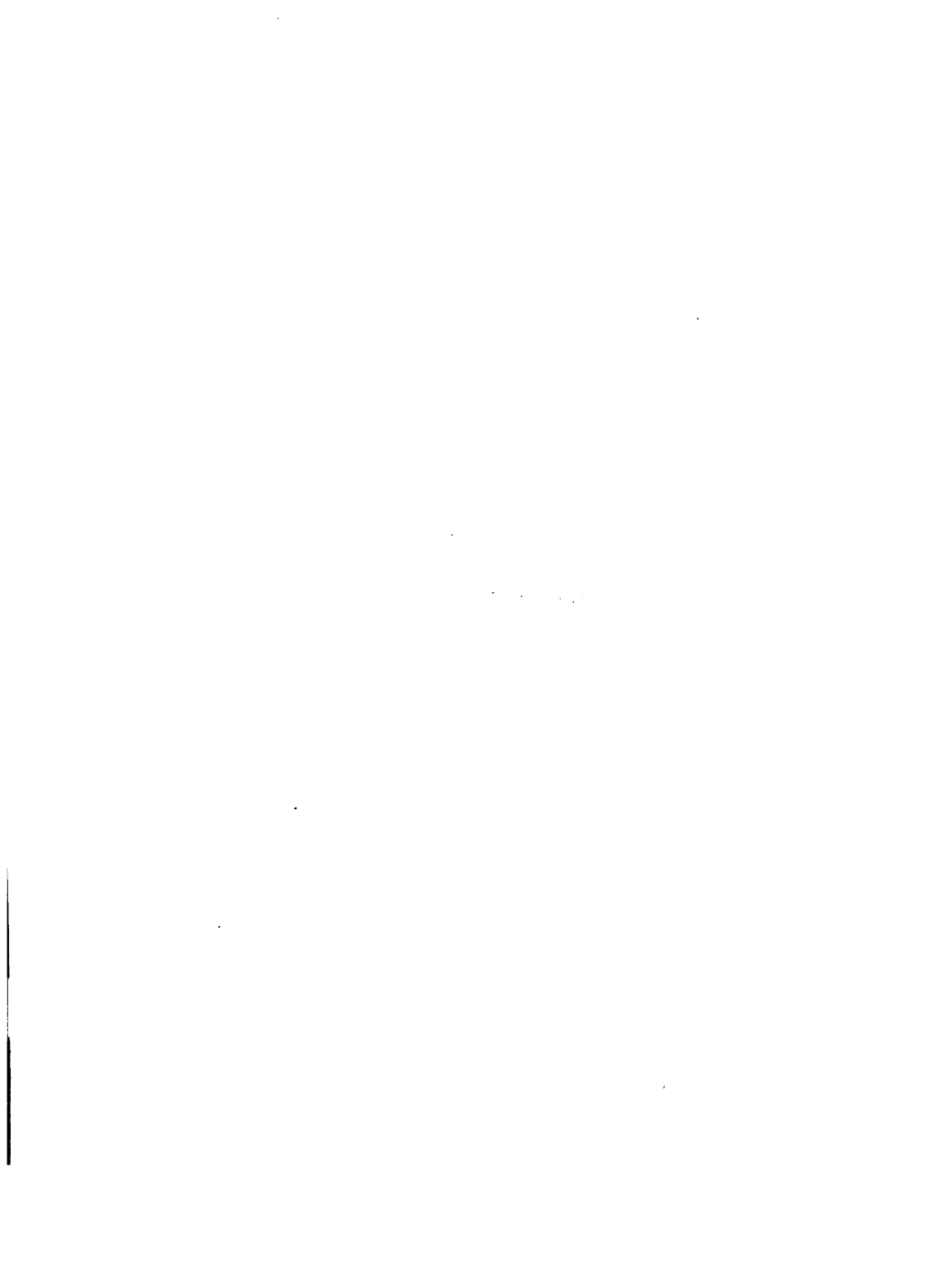


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**MINUTES OF THE FOURTEENTH REGULAR
MEETING OF THE EXECUTIVE COMMITTEE**

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

The Fourteenth Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture (IICA) was held in conformity with the provisions contained in the Rules of Procedure of the Executive Committee and Resolution IICA/CE/Res.213 (XIII-O/93) of said Committee.

The 1994 Executive Committee was comprised of the following countries: Belize, Brazil, Canada, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guyana, Haiti, Mexico, and St. Kitts and Nevis.

PREPARATORY SESSION

- 0.1 The Preparatory Session of the Fourteenth Regular Meeting of the Executive Committee was called to order at 09:00 on September 12, 1994, in the United States/Canada Room at IICA Headquarters, chaired by the Representative of Mexico.
- 0.2 During the session, agreements were reached on the following items:
- 0.2.1 Election of the Chair and the Rapporteur
- The Committee elected Mr. Russel García, Minister of Agriculture of Belize, as Chairman of the meeting. Dr. Mario Carvajal, Minister of Agriculture and Livestock of Costa Rica, was elected Rapporteur. The Officers of the meeting were:

Chairman: Russel García, Belize
Rapporteur: Mario Carvajal, Costa Rica
Ex-officio Secretary: Carlos E. Aquino González

0.2.2 Agenda of the Meeting

The Agenda presented in document IICA/CE/Doc.-262(94) was approved.

0.2.3 Membership of the Credentials Committee

The Representatives of Canada, Brazil, Mexico, and St. Kitts and Nevis were the members of the Credentials Committee.

0.2.4 Membership of the Style Committee

The Representatives of Brazil, Canada, Haiti and Costa Rica were the members of the Style Committee for the Portuguese, English, French and Spanish languages, respectively.

0.2.5 Working Committees

It was agreed to establish working committees as needed, depending on the items to be addressed.

0.2.6 Deadline for submitting proposals

September 13, at 12:00 noon 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 Wednesday, September 14 at 16:00, in accordance with the proposal of the Technical Secretariat.

0.2.8 Order of Precedence of the Member States

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

0.2.9 Procedure for the election of the Audit Review Committee

In accordance with the resolutions of the Seventh Regular Meeting of the Inter-American Board of Agriculture, held in Mexico, the Audit Review Committee (ARC) will be elected for the first time. Mr. William Berenson, Legal Advisor, explained the procedure for the election of this Committee. The ARC has three members. Each one must be elected by a majority of the members of the Executive Committee. In 1994, they will be selected by three consecutive ballots. First, a member will be elected from among the candidates nominated by the six largest contributors to IICA's Regular Fund; a second member, from a list of candidates nominated by the other Member States; and a third member from a list of candidates nominated by all the Member States.

This procedure will be followed in 1994 only. Subsequently, the election of candidates for each position on the ARC will be staggered, in conformity with the ARC Statute, which appears as Appendix B in the Institute's Financial Rules. The voting may be by secret ballot if the Executive Committee so decides. Once the three members are elected, the term that each member will serve will be determined by a drawing of ballots. The member whose name appears on the first ballot will serve until December

31, 1999; the member whose name appears on the second ballot will serve until December 31, 1997; and the member whose name appears on the last ballot will serve until December 31, 1995.

This procedure for the election of the ARC was approved.

0.2.10 The Session was adjourned at 09:25.

INAUGURAL SESSION

0.3 The Inaugural Session of the Fourteenth Regular Meeting of the Executive Committee was called to order at 10:35 on September 12, 1994, in the United States/Canada Room at IICA Headquarters, chaired by Mr. Russel García, Representative of Belize.

0.4 Dr. Mario Carvajal, Representative of Costa Rica, conveyed a message of welcome from his government and its President, José María Figueres, who had been Costa Rica's Minister of Agriculture and Chair of the IABA at a previous meeting. Mr. Carvajal expressed satisfaction at the number and level of the government representatives in attendance at the meeting, which was of great importance because it was the first Executive Committee meeting held under the administration of Mr. Carlos E. Aquino González, and in which the 1994-1998 Medium Term Plan would be discussed and approved. He conveyed the wish of the President of Costa Rica that the next meetings of the IABA and the ICMA, scheduled for October 1995, be held in San Jose, Costa Rica.

- 0.5 The Director General of IICA then welcomed all present, stressing the importance of the meeting, in which very important decisions for his administration would be made; decisions that would enable the Institute to adjust to the demands of modern agriculture and to the institutional structure of the agricultural and forestry sectors on the eve of the twenty-first century. He stated that upon his election at the Seventh Regular Meeting of IABA, held in Mexico, a wide-ranging consultation process was initiated both outside and within IICA. He indicated that outside IICA it had been possible to involve the ministries of agriculture of all the member countries, state institutions linked to the sector, farmers' organizations and the private agribusiness sector. He added that within the institution there had been highly participatory interaction between all levels at Headquarters and the Offices in the countries, and that while this was a longer process, it was also more fruitful.
- 0.6 He also said that, parallel to the process of preparing the 1994-1998 Medium Term Plan, work had proceeded on the approved budget and new initiatives were developed. He also expressed satisfaction with the process used to formulate the Medium Term Plan, whose basic proposals include the need to program work so as to bring about three types of transformations in agriculture -in production, in trade and in institutions-, in order to bring about social and human changes that improve competitiveness, sustainability and equity; to concentrate work in four Areas of Concentration and two Specialized Services; to develop strategic alliances with other public and private, national and international institutions; to promote decentralization through the creation of five Regional Centers;

and to implement a comprehensive participatory management style.

- 0.7 He indicated that 1994 had been designated as the year for formulation of the Medium Term Plan, 1995 as the transition and trial phase, and 1996 and 1997 as the consolidation phase.
- 0.8 He stated that, in order to accomplish such transformations, it would be necessary to promote the ongoing training of human resources, an effective strategy to secure external resources, and the establishment of strategic alliances, in addition to periodic reviews of the Plan as a dynamic operating instrument. He also added that very conservative adjustments to the 1995 budget were being submitted, primarily for reinforcing the new Areas and Services, reducing management costs, initiating the decentralization process, reducing the hiring of consultants by making maximum use of the technical capacity of the Institute's staff, and increasing scholarship resources.
- 0.9 The Director General next referred to some important initiatives in which progress could be reported, especially as regards relations with FAO, closer contact with CATIE, joint actions with USDA, EMBRAPA, INTA, contacts with universities and other institutions of higher education such as the Latin American Association for Advanced Agricultural Education (ALEAS) -to strengthen actions in the field of education-; the organization of a fora with representatives of agribusiness; the revitalization of the IICA Foundation; the creation of the Commission for Analysis, Reform and Institutional Development -through which the staff members may make their contributions-; the use of the contributions,

experience and advice of former Directors General; and the training of Institute personnel in management techniques, to improve the quality of the services they provide.

0.10 He concluded his remarks by reiterating his commitment to work with the countries in redesigning the Institute, so as to build a just and equitable society in the region. He again expressed his appreciation for the participation of the representatives of the member countries, the observers from different organizations, the professionals there to address the meeting, the institutions and agribusinesses making presentations, and all the IICA staff members who had worked to prepare the meeting, from the technical documents to the different services. He called on God to provide guidance throughout the deliberations of the meeting.

0.11 The session was adjourned at 10:00.

FIRST PLENARY SESSION

1. The first plenary session of the Fourteenth Regular Meeting of the Executive Committee was called to order on Monday, September 12 at 10:30, under the chairmanship of Russel García, Minister of Agriculture of Belize.

1.1 1993 Annual Report (IICA/CE/Doc.264(94))

1.1.1 The Director General stated that since everyone had received a copy of the Annual Report in advance of the meeting, it was not necessary to give a detailed report. He indicated that the IICA team was ready to respond to any questions,

comments or suggestions that the delegates might put forward.

- 1.1.2 The Chairman opened the floor for discussion, but there were no questions.
- 1.2 Report on the Status of the Resolutions of the Thirteenth Regular Meeting of the Executive Committee (IICA/CE/Doc.275(94))
 - 1.2.1 The Technical Secretary explained that all of the resolutions from the Thirteenth Regular Meeting of the Executive Committee had been passed along to the Seventh Regular Meeting of the Inter-American Board of Agriculture. He added that the two points that required follow-up (the Medium Term Plan and the amendments to the budget) had a special place on this meeting's agenda.
- 1.3 Report on the Status of the Resolutions of the Seventh Regular Meeting of the Inter-American Board of Agriculture (IICA/CE/Doc.276(94))
 - 1.3.1 The Technical Secretary indicated that the points that required follow-up would be dealt with separately, but that all the other resolutions submitted had been approved and were now being implemented.
- 1.4 Report of the External Auditors and Comments by the Director General on the Report of the External Auditors - 1993 (IICA/CE/Doc.265(94))
 - 1.4.1 After being invited by the Chairman to speak on the topic, the Director General asked the Director of Finance to make the presentation.
 - 1.4.2 The Director of Finance stated that the philosophy underlying the preparation of the Insti-

tute's Financial Statements is to provide increasingly clearer and more concise information on the financial position of the Institute, with each item presented in accordance with generally accepted accounting principles and in comparison with accurate financial data from the preceding year. He explained that each of the statements combines or consolidates all of the funds administered by the Institute, thus making it easy to gain an overall perspective of the Institute's financial position. He added that this principle of combination is entirely consistent with IICA's cash management policy, under which the Institute has elected to consolidate the administration of its cash and marketable securities in order to maximize its return on investment. He said it is also consistent with the policy adopted for the administration of counterpart trust funds, whereby funds which have been advanced to the Institute in trust are considered to be the property of the donor until authorized expenditures have been incurred and charged against these advances.

- 1.4.3 Through IABA Resolution No. 196, adopted in September 1991, the independent accounting firm of Deloitte and Touche was appointed IICA's external auditors for the 1992-93 biennium. In their annual audit, this firm had concluded that the Combined Financial Statements present fairly the financial position of the Inter-American Institute for Cooperation on Agriculture as of December 31, 1993, and the results of its operations and its cash flow, in conformity with generally accepted accounting principles. The Director of Finance noted that this statement by the auditors provided assurance that full reliance could be placed on the integrity of the data contained in the Financial Statements.

1.4.4 The Director of Finance then asked the plenary to refer to the relevant documents and explained how they were organized. The Combined Balance Sheet for 1993 showed that the current ratio of the Institute, which compares current assets to current liabilities, was 1.3 to 1, which remained almost unchanged from a ratio of 1.5 to 1 in 1992. The total assets of the Institute increased in 1993 by US\$14.3 million. Furthermore, the financial liquidity of the Institute increased to 70% of current assets in 1993, up from 53% in 1992. These positive trends are directly attributable to two factors: first, the active support of the Institute by its Member States whereby quota collections in 1993 of US\$24,583,000 amounted to 95.7% of assessed quotas for the year and, second, a significant increase in the volume of trust funds being managed by the Institute. In 1993, the liability to donors increased from US\$11.9 million at the beginning of the year, to US\$24.4 million at the end of the year.

1.4.5 The Director of Finance then referred to the Combined Statement of Revenues and Expenses, pointing out that there was an excess of revenues over expenses of US\$361,000 in 1993. In 1992, a cost overrun had been incurred as a result of higher than anticipated employee termination benefits and the Institute, from the under-expenditure of its quota budget and the excess of other income over expenses, was able to refund approximately this full amount to the Working Subfund in 1993. He noted that the Combined Statement of Changes in Fund Balances reflected an increase in both the Regular Fund and the Fixed Assets Fund totalling US\$635,000 in 1993. He added that institutional liquidity increased by US\$13,926,000 during the year. Direct Technical Cooperation Services amounted

to 80% of the Institute's total expenditures, Management Costs amounted to 15%, and General Costs and Provisions amounted to 5% of total expenditures.

- 1.4.6 The Director of Finance concluded his presentation with an explanation of the supplementary financial material that had been provided: a Balance Sheet, a Statement of Revenues and Expenses and a Consolidated Budget Statement, all prepared as of July 31st; and a Statement of Member States' quota contributions prepared as of August 31st. He noted that as of the end of July, approximately 51% of the assigned quota budget for 1994 had been executed and that many costs are projected to be lower in 1994 than in 1993, reflecting efforts to implement programs as efficiently and effectively as possible. He explained that a temporary cash flow shortfall had recently required the Administration to secure a line of credit with NationsBank in Washington, as provided for in IABA Resolution No. 222 of September 1993. In the month of August, credit was negotiated for US\$2 million at the current prime interest rate of 7.25%. Subsequent receipts of Member States' quota payments enabled repayment of a portion of the amount; however, the Institute would have to continue to draw against this line of credit in order to pay its liabilities as they fell due. The interest paid for the use of this line of credit would be charged to the miscellaneous income account, which primarily comprises interest earned by the Institute during the year.
- 1.4.7 The Chairman thanked the Director of Finance for his presentation and opened the floor to questions.

- 1.4.8 The Representative of Ecuador expressed his concern about the Member States fulfilling their responsibility to pay their quotas. With regard to outstanding quota payments, he also requested clarification of a discrepancy between the amounts that appeared in the Financial Statements and the amounts in the supplementary financial material.
- 1.4.9 The Director of Finance explained that the Financial Statements reflected the situation as of December 31st, 1993, whereas the supplementary document was a statement of the Member States' quotas as of August 31, 1994.
- 1.4.10 The Representative of Canada commended the Administration for a comprehensive and comprehensible report. He asked to know the reasons for the growing arrears in quota monies, what steps had been taken, and what were the contingency plans should the situation persist. He noted that the current financial situation was due to the apparent inability of some Member States to make their quota payments and that this might hinder the implementation of IICA's ambitious new plans. He stated that Canada simply meets its international obligations by paying in full and on time. He pointed out that Canada was foregoing interest by paying on time, yet was contributing to paying interest on loans made necessary because other countries had not paid. He said responses to similar situations in other organizations had included incentives to early payers, interest penalties to late payers, and loss of voting rights. He stressed that the establishment of an Audit Review Committee was a welcome initiative and, in spite of the quality of the financial statements, there was a need for more feedback, such as an audit of the management of funds and an investigation

of the ratio of program delivery to program support. He remarked that the Canadian government was under great pressure to justify contributions to international organizations and expressed his hope that the Audit Review Committee would contribute to the function of evaluation.

- 1.4.11 The Director of Finance pointed out that the year-end balances did not indicate a worsening situation. With respect to collecting outstanding quotas in the current year, he said that the administration was working closely with key Member States and that he was hopeful that they would be in a good position by the end of 1994.
- 1.4.12 The Representative of Mexico supported Canada's position on outstanding quota payments and reiterated a call for compliance by the Member States.
- 1.4.13 The Observer Representative of Jamaica expressed agreement with Canada concerning the responsibility of Member States to make their quota payments, but raised the point that finding sufficient foreign exchange is a difficulty for some countries. She asked whether there was any possibility of making a contribution in local currency which could be used for operational costs in the IICA office in the particular country.
- 1.4.14 The Director of Finance explained that collection of quotas was governed by a resolution which stipulated that quota payments must be paid in United States dollars and that this was binding unless there was a resolution to the contrary. He mentioned that an exception had been made six or seven years ago on a one-time only basis to clear some arrearages and that perhaps this warranted consideration.

1.5 Annual Study on CATIs (IICA/CE/Doc.267(94))

- 1.5.1 The Director of Finance explained that, in compliance with Resolution No. 200 of the Executive Committee, adopted at its Thirteenth Regular Meeting in June of 1993, the terms of reference for a study on CATIs have been discussed with a number of firms of management consultants with experience in establishing overhead rates. The Administration is currently studying proposals that have been submitted by these firms. The underlying premise for the study is that overhead rates should be set at a level that ensures that project execution is not subsidized by IICA's quota income, while ensuring the competitive position of the Institute with respect to its capacity to attract externally-funded projects. The Director of Finance summarized the methodology proposed for the conduct of the study. The firm of Arthur Andersen and Company, the external auditors appointed by the Board for the 1994-95 biennium, had been instructed in writing and had acknowledged their responsibility to examine the study and the resulting rates on a continuing basis.
- 1.5.2 The Representative of Mexico expressed his concern over the amount charged by the Institute for CATIs and requested that a study be conducted for establishing differentiated criteria for countries such as his, depending on the origin of the funds (government monies or another funding source).
- 1.5.3 The Director of Finance stated that the matter had been taken up with several consulting firms, which had been asked to study more acceptable CATI rates.

- 1.5.4 The Director General said that a study was being made of the countries that generate the highest income from CATIs, with a view to finding more useful alternatives. With regard to quotas, it was felt that alternative forms of payment could be considered, but in United States dollars.
- 1.5.5 The Representative of Chile pointed out that in other agencies, the Director General had greater flexibility to negotiate the percentage charged for CATIs. The Director General replied that under an earlier resolution he was not authorized to charge less than 8 percent.
- 1.6 Use of Miscellaneous Income (IICA/CE/Doc.266(94))
- 1.6.1 The Director of Finance stated that, in compliance with IABA Resolution No. 230, adopted at its Seventh Regular Meeting in September 1993, all miscellaneous income to be derived from the use of quota and CATI resources for the 1994 and 1995 fiscal years had been estimated and applied to finance the 1994-1995 Program Budget. He added that the Financial Rules of the Institute had been amended to reflect that mandate and, therefore, the resolution had been fully complied with. Based on a review of past years' activity with respect to the proceeds from sales of fixed assets and the interest earned on Institute investments, a fair estimate of miscellaneous income had been deemed to be equal to approximately 1% of the annual quota budget. The amount that had been estimated for 1994 was US\$267,000, of which US\$212,000 had been budgeted to finance inter-Program projects and US\$55,000 to finance Management Costs. The amount estimated to be received in 1995 was US\$275,000, of which US\$55,000 had been added to the budget for inter-Program projects and US\$220,000 to finance Management Costs.

- 1.6.2 There was no discussion on this subject.
- 1.7 Report of the Credentials Committee
- 1.7.1 The Technical Secretary announced that the Report would be available in the afternoon.
- 1.8 The meeting was adjourned at 12:00.

PRESENTATION ON "THE COMPETITIVENESS OF NATIONS"

The Chairman introduced Dr. Eduardo Doryan, Minister of Education of Costa Rica, who gave an address on "The Competitiveness of Nations." The Director General offered a synopsis of the professional life of Dr. Doryan, who gave a very interesting speech on the topic.

SECOND PLENARY SESSION

- 2. The Second Plenary Session began at 14:45 on September 12, 1994, and was chaired by the Representative of Belize.
- 2.1 Report of the Credentials Committee

The Chairman gave the floor to the Representative of St. Kitts and Nevis, Chairman of the Credentials Committee, who stated that the credentials of the Representatives had been examined and that all had been satisfactory.

- 2.2 1994-1998 Medium Term Plan (IICA/CE/Doc.269(94)) and Amendments to the 1994-1995 Program Budget (IICA/CE/Doc.270(94))
- 2.2.1 The Chairman gave the floor to the Director General, who invited the representatives to share their opinions on the proposed 1994-1998 Medium Term Plan (MTP), which would be analyzed and incorporated into the document by the technical team in charge of preparing the Plan.
- 2.2.2 The Representative of Canada congratulated the Director General on the process leading up to the preparation of the MTP. The present proposal was a substantial improvement over earlier drafts of the document, he said, and clearly revealed the broad consultations undertaken during its preparation. It offered a serious analysis of the situation in the countries of LAC as their economies began restructuring, a process which in some cases had been drastic and difficult. He expressed his country's satisfaction that some of Canada's earlier recommendations had been accepted. He stressed certain areas such as international trade, international sanitary and phytosanitary norms, pest and disease management, and agricultural, social and economic information, as well as measures to help displaced farmers and the rural poor integrate into the mainstream economy.
- 2.2.3 He voiced his approval of the philosophy underlying the 1994-1998 MTP, which was also supported by ECLAC and was in keeping with the guidelines of the Tenth Inter-American Conference of Ministers of Agriculture, according to which an integrated approach to development should be based on sustainability, equity and competitiveness. He also expressed satisfaction with its hemispheric approach, with Canada and the United

States becoming equal partners, not merely donors, adding that the Canadian government had introduced tight budgetary restrictions over the past few years and further reductions were expected.

2.2.4 He noted that Canada had a number of specific interests and objectives for establishing a viable agricultural sector in the member countries, including:

- modernization of agriculture and rural development in LAC
- an equitable and guaranteed food supply in LAC
- greater development of technology and agribusiness
- conservation of natural resources and the environment
- sound management of IICA and greater representation of Canadians within IICA

2.2.5 He added that in order to achieve these objectives, Canada was prepared to work as a full partner with IICA in finding ways to:

- provide useful information for working with industry on market readiness training
- prepare a framework for market information exchanges
- facilitate exchanges among scientists
- participate in seminars and conferences

- harmonize sanitary and phytosanitary standards to safeguard agricultural production and facilitate trade
- exchange information on the development of agri-environmental indicators
- exchange information on agri-food policies

2.2.6 The Representative of Canada added that, while providing direction and general guidelines, the MTP was not specific in terms of policy priorities, goals and measurable indicators of success, and that it would therefore wait for the reports the Director General would be presenting at the next meeting of the Executive Committee to know how much progress had been made in its implementation. He also pointed out that it would be preferable to describe the proposed areas of concentration as "priorities for sustainable agriculture and rural development," leaving the first three, but eliminating the fourth, since the topics of sustainability and rural development would be covered in the first three. He suggested that, in order to ensure that the topics of sustainability and rural development are effectively addressed, the Director General could appoint an advisor to ensure they are included in all of IICA's programs and activities. He concluded by saying that Canada would like to know what the priorities for the proposed programs were, and asked that a clearer distinction be made between the vision of the MTP and implementation, and to modify the list of areas of concentration. With these clarifications, he joined with the other delegations in approving the Plan.

2.2.7 The Representative of Brazil expressed his satisfaction with the MTP, especially because it

embraced concepts such as decentralization, regionalization, flexibility, competitiveness and equity. He also pointed out that cooperation with IICA, and now with CATIE, were a high priority for the Government of Brazil. He expressed agreement with the other delegations that were concerned about new challenges facing LAC and the subregions. The Government of Brazil, he added, would particularly like to forge closer ties of cooperation with the countries of the Caribbean and Central America.

2.2.8 Of all the Areas of Concentration, he particularly stressed science and technology, which merited the highest priority attention because of its impact on production systems. He noted that IICA should become a catalyst for scientific and technological advances among the countries of the region. On the whole, he stated, he was satisfied with the 1994-1998 MTP, and added several specific comments:

- IICA's strategic planning should be in the hands of a team of specialists assigned to provide continuous guidance to the IABA and the Executive Committee. The COARDI could be the nucleus of this team of specialists.
- He felt that the organizational structure proposed in the MTP should be very flexible and include the possibility of interaction at decision-making levels. Strategic planning should be closely related to the Director General, because it should represent his hierarchical level.
- The number of formal directorates should be reduced, in order to keep the Institute's administration more dynamic.

- He pointed out that there was no realistic budget for the changes being proposed, and therefore a careful cost analysis was needed.
- Finally, he suggested that IICA coordinate the issue of genetic resources in the region, and for this purpose, thought could be given to creating a center of excellence for genetic resources.

2.2.9 The Representative of Mexico expressed pleasure with the 1994-1998 MTP as presented. The Government of Mexico, he said, particularly agreed with features of this MTP such as decentralization, flexibility of action, emphasis on connecting the public and private sectors, development of strategic alliances, and the recognition of the specific characteristics of the different Member States. He added that the Areas of Concentration accurately reflected national priorities and that the specialized services of training, education and communication, as well as documentation and informatics were key features that would enhance the development of human resources and the processes of testing and transferring technology.

2.2.10 With regard to the proposal to establish national and international strategic alliances, he pointed out that each individual country needed to coordinate a dynamic system of international cooperation. He drew attention to Mexico's fruitful experience with IICA, adding that his country should play a more prominent role in the Institute. Mexico had encouraged the establishment of Technical Advisory Councils on Animal Health and Plant Protection, which were now proposed in the MTP. The Representative of Mexico then went on to discuss specific ideas

for the Areas of Concentration. For Agricultural Health, he proposed that section B.1. on page 32 include a subparagraph on operating a system of international consultation on agricultural health regulations, methodologies, standards and information. He suggested that two subparagraphs be added to section B.2 on page 33. One would urge the "development of programs for the control and eradication of animal diseases," and the other would state the importance of developing "programs for the detection and control of chemical, hormonal and antibiotic residues in products of animal origin," an issue that would be gaining importance in coming years in international livestock trade. With respect to pest and disease management, he suggested expanding subparagraph B.2.f) as follows: "Cooperation among agricultural quarantine and emergency services of the hemisphere for training, consultation and information, animal and plant health activities for eliminating pests, and provenance testing." On page 32, paragraph 1.b), he suggested that the term in Spanish, "diagnóstico de riesgos," be replaced with the more accurate term "análisis de riesgos."

2.2.11 On page 32, USDA/APHIS was mentioned in the paragraph on international or regional organizations. He suggested that it be listed elsewhere, as it was a national entity, but that this list also include the OIE (International Office of Epizootics), NAPPO and the Tripartite Animal Health Commission of the United States, Canada and Mexico.

2.2.12 He added that the term "Technical Cooperation Agencies" (pg. 40, B.2.) should be clarified. In his view, the correct term should be the same one used before (Representation), in accordance with the basic agreements signed by IICA and the

governments. The MTP itself used the term "Representative" on page 47. He agreed that the Regional Centers should have a degree of autonomy, as this would facilitate IICA's ability to provide the countries with technical cooperation. He drew attention to the need to decentralize the services of CEPPI. Finally, he stressed how important it was to support the reduction of the international professional staff, replacing them with local professionals.

2.2.13 The Representative of Ecuador congratulated the Director General and his staff on the MTP. He expressed his agreement with the Representative of Mexico concerning agricultural health. He then made other specific comments:

- Page 30, paragraph 1.c). He felt that the text on science and technology should read, "Organize" or "Strengthen," as this would not be a new system.
- For paragraph 1.d), he noted that IICA had already begun this work in the 1960s, when it supported the creation and operation of a number of Latin American scientific associations. In this case, IICA's task would be to "strengthen and support," instead of promote, the formation of new scientific and technological associations for agriculture.
- Moving on to paragraph 1.f), he felt that IICA would not be developing information systems on technology innovation, as the Institute was not engaged in either research or technology transfer. It could promote the testing and use of existing or new farming, livestock and forestry systems. He made similar observations on paragraphs 1.h) and 1.i).

- He thought it was important to clarify the definition of the word "sustainability" in the various dimensions in which it is used: biological, environmental, economic and social. As there were no methods available for measuring sustainability, IICA could develop techniques for this purpose.
- On page 44, paragraph c., he suggested use of the word "education" instead of "training," as it would be more all-encompassing. Along these same lines, he felt it was important for IICA to reassert its leadership in the field of higher education for agriculture.
- On page 31, paragraph 3.a), he asked for clarification of the term "transformation." He also asked whether this topic could be moved to the policy area.
- Finally, he stressed the importance of creating mechanisms to support small- and medium-scale production systems.

2.2.14 The Representative of Chile joined previous speakers in congratulating the Director General and IICA's technical staff. He noted that the preparation of the MTP had been a highly participatory process, and that the G-33 had provided a useful framework for participating and making comments. He expressed his appreciation that his country's initiative for including rural development as an Area of Concentration had been accepted.

2.2.15 He pointed out three key tools for implementing the MTP: the Regional Centers, the Areas of Concentration and the Directorate of Strategic Thinking. The first two were the polestar that IICA had been seeking for a considerable time,

while the third was a new challenge. He referred back to the ideas expressed by the Minister of Education of Costa Rica and stressed that success would result from a process of conceptual and strategic development. Similarly, he observed that these units would be successful to the degree that the Institute carefully selected its human resources. He told the Director General that Chile would back him in seeking excellence for the positions of trust. Finally, he recalled how important it was to make optimum use of facilities already existing in the countries and to strengthen horizontal cooperation among them.

- 2.2.16 The Representative of St. Kitts and Nevis noted that it was very important to clarify how the Institute would deal with smaller nations, especially those in the Caribbean. He added that it was necessary to include discussion of small-scale producers and gender issues. He also mentioned that it would have been easier for the Representatives to understand some of the details of institutional reorganization if they had been provided with an organizational chart.
- 2.2.17 The Representative of Haiti expressed his agreement with the observations of the Representatives who had commented on the 1994-1998 Medium Term Plan, and congratulated the Director General and his team on a job well done. He said that Haiti would approve the Plan in its entirety, but would submit two documents to the Technical Secretariat on details he considered important to his country. He felt that the concept of regional technical cooperation was vital to Haiti, especially in view of the structural and economic crisis that the country had been facing since the 1991 coup. The Government

of Haiti identified the following priorities as core elements of agricultural policy: legal security in land ownership; food security in both urban and rural areas through steady increases in income; increased traditional and non-traditional exports through an effective promotion of agricultural production; and the creation of the support mechanisms necessary to attain these objectives. At the same time, he said, attention should be paid to macro- and microeconomic sectoral measures to ensure that they facilitated the use of local manpower, the existence of revolving funds, and the assistance of organizations such as IICA in implementing the short-term strategies that form part of Haiti's Emergency Plan.

- 2.2.18 The Representative of the Dominican Republic then congratulated the Director General and the IICA team on the 1994-1998 MTP. He felt that it was a very useful working document for the countries of LAC. He stressed that IICA should be clear about its role as a facilitator, promotor or channeler of the agricultural development process, rather than an active participant in the process or an executor of specific activities, which is the role that the Member States are called upon to play. He was concerned that the MTP was an ambitious document which contrasted sharply with the limited resources available. Therefore, he said, it would be necessary to reconcile the two and endeavor to harness the existing capacity of the countries to implement the actions identified, for the benefit of all concerned. He also pointed out that there was some ambiguity regarding the decentralization process being promoted, and that this idea needed to be clarified so as to encourage the participation of local experts

with technical cooperation agencies and greater coordination between the different countries.

- 2.2.19 The Representative of Costa Rica seconded the comments of the Representative of Canada with regard to the need to restructure IICA. He pointed out that for IICA to continue to work properly in the countries, it must maintain its image as an institution relevant to their needs. The 1994-1998 MTP is a document which, possibly because it was drawn up in consultation with countries, endeavors to accommodate and satisfy the different needs of all of IICA's clientele, through a work program with too many activities that could undermine the Institute's achievements. An effort should be made to synthesize and set priorities in order to arrive at specific, useful products within the decentralization process.
- 2.2.20 The Representative of Belize stated that, in general, he was in agreement with the content of the 1994-1998 MTP and congratulated the Director General on it. He stressed that it was extremely important to ensure the full participation of the different geographical areas in the Institute's work to achieve the goals set. He noted that the issues of rural and urban poverty were not new as far as the Institute was concerned, and should be addressed clearly with appropriate strategies. He also felt that there were few proposals in the field of agricultural education, and that a greater effort was needed in this area to attain the goals of agricultural development.
- 2.2.21 The Observer Representative of Venezuela pointed out that, in general terms, the 1994-1998 MTP was similar to the package of agricultural policies that Venezuelan President Caldera had

approved in his Five-Year Work Program. He was of the opinion that the document had a great strategic value in the area of macroeconomic policy and in terms of the world economy. He shared the views of the Representative of Mexico in regard to agricultural health, where it is important that agricultural policy formulation be closely linked to economic policy. As a result of the signing of the GATT agreement, agricultural policy management in Venezuela was to be unified, as would agroindustrial policies. The Observer Representative of Venezuela then expressed doubts and concerns about the concept of the Regional Centers, the opportunity costs associated with creating them, and their impact on the Institute's decentralization process. He felt that the status of Headquarters and the decision-making processes in general would become unclear. Finally, he felt that the concept of Areas of Concentration and its relation to the former technical Programs was unclear, as was that of the Technical Cooperation Agencies, the proposed term for the IICA Offices in the countries. He asked for further clarification on these points.

- 2.2.22 The Observer Representative from Jamaica felt that the 1994-1998 MTP was a conceptually sound plan and relevant to current agricultural conditions. She suggested that a schedule of actions be drawn up, as this had not been included in the document; it would be especially necessary for clarifying how the decentralization process and the coordination of the different Areas of Coordination would be achieved. She remarked that, as far as her own country was concerned, relevant topics were research, science and technology, and machinery and equipment, particularly in view of Jamaica's topographical conditions and type of agriculture. She suggested

that more attention be paid to the contradictions between the problems of rural poverty and the promotion of sustainable agriculture, as set forth in the document.

- 2.2.23 The Chairman gave the floor to the Observer Representative from Grenada who made his comments on the MTP as Observer Representative of his country and also as the current Chairman of CARICOM. He expressed support for the MTP as a comprehensive and analytically sound document, and pointed out that planning is a process and the test of a plan is in its management. In implementing the MTP, the Observer Representative from Grenada mentioned two important macro-economic issues that IICA needs to consider: 1) the continuing deterioration in the trade situation for agriculture, specifically the deteriorating terms of trade for a number of important commodities including coffee and cocoa; and 2) the evolving trade liberalization regime, with its inevitable winners and losers among IICA Member States.
- 2.2.24 On the positive side, he mentioned four favorable developments for Inter-American integration: 1) the Association of Caribbean States, which has become the fourth largest trade and economic grouping in the world; 2) the CARICOM-Colombia Trade Agreement, to begin in 1995; 3) the CARICOM-Venezuela Trade Agreement, already in force; and 4) the formation of the CARIFORUM group. With respect to the latter, he expressed appreciation to the Director General for his active support of that effort. He referred to the 21 strategic areas of cooperation listed on p. 19 of the MTP, pointing out five of these as clear priority areas for the Caribbean region: 1) adding value to production (rural agro-industry); 2) international trade; 3) regional inte-

gration; 4) pest and disease management; and 5) human resource development.

- 2.2.25 He concurred with the remarks of the Observer Representative from Jamaica as concerns a special agricultural strategy for the Caribbean and pointed out the specific themes within the Areas of Concentration of most importance to the Caribbean region, specifically: 1) Domestic and International Trade (Area I); 2) paragraphs (a) and (b) on p. 30 (Science and Technology, Area II); 3) paragraphs (a), (b) and (c) on p. 31 (Agricultural Production, Area II); 4) paragraphs (a), (b), (c) and (d) on pp. 32-33 (Pest and Disease Management, Area III).
- 2.2.26 The Observer Representative from Grenada questioned whether there might be a cost-saving opportunity in administrative services and overhead. He concluded by saying that IICA needs to move forward with the MTP, quantify resources, determine where these resources will be obtained, and begin the implementation of the Plan's goals and activities.
- 2.2.27 The Chairman then turned the floor over to the Observer Representative from the United States who began his remarks by commending the Director General and his staff for their excellent work on the MTP, particularly the concentration of IICA's efforts in specific areas, which would be necessary for making maximum use of IICA's limited resources.
- 2.2.28 The Observer Representative from the United States manifested strong support for the first three Areas of Concentration in the MTP, expressing total agreement with their objectives and content. Under Area I, he mentioned the need to give special attention to marketing

grades and standards, and with respect to Area II, suggested an additional focus on genetic preservation. In addition, the United States would like to see more emphasis placed on the development and marketing of non-traditional economic crops both for agricultural diversification and preservation of genetic material. He agreed that Area III was of great importance for farmers and the countries.

2.2.29 He mentioned that the latest version of the MTP contained a surprise for the United States, that is, the inclusion of Sustainable Rural Development as the fourth Area of Concentration, which had not been included in the April 6 version of the Plan. He pointed out that during the G-33 meeting in May, the United States made a strong point that sustainable rural development is the cross-cutting reason behind all of IICA's programs and projects, and the underlying goal and objective of all of IICA's efforts in the three other Areas of Concentration. Therefore, he expressed serious concern about treating this theme as a separate Area of Concentration, since it could seriously dilute other efforts, or compete with the other areas of action. He pointed out that the proposed fourth Area of Concentration, Sustainable Rural Development, would be allocated some \$2.7 million in the 1995 budget.

2.2.30 The Observer Representative emphasized that the United States is very supportive of IICA's efforts to help small farmers, but that IICA does not have the financial or human resources to undertake broader rural development issues independently, and must rely on coordinated activities with multilateral funding institutions. He pointed out that what is stated on page 5 of the MTP Executive Summary about that

Area goes beyond IICA's objectives for that Area.

- 2.2.31 Regarding budget adjustments to implement the MTP, the Observer Representative from the United States expressed support for increased funding for program activity. At the same time, he pointed out deviations from the budget in the auditor's 1993 report and emphasized the need to pay close attention to "budget performance," particularly regarding personnel and administrative costs. He concluded by concurring with Canada on its suggestion to limit the Areas of Concentration to three, with Sustainable Rural Development as a cross-cutting concern of all of IICA's activities. He suggested that some of the proposed Area IV activities could be assumed by Area I and the Specialized Service for Training, Education and Communication.
- 2.2.32 The Chairman next recognized the Observer Representative from Honduras, who pointed out his close association with the MTP process as a member of the G-6 and later the G-33. He made two suggestions to facilitate the implementation of the MTP: 1) to constitute an expert Editing/-Style Committee for incorporating the necessary revisions suggested by the Executive Committee into the final MTP; and 2) to constitute a MTP Monitoring Committee that would address the widely expressed concerns of Representatives regarding the effectiveness of the implementation of the MTP in the coming months and years. The Committee could provide progress reports to the Executive Committee on a regular basis, and necessary modifications to the MTP could be approved at the following IABA meeting.
- 2.2.33 The Chairman recognized the Observer Representative from Argentina, who addressed the strategic

orientations in Chapter 1 of the MTP, adding specifically his support for a strong focus on increasing agricultural production among poor farmers in Latin America. In this regard, he expressed support, along with many other countries, for the fourth Area of Concentration (Sustainable Rural Development). He underscored the importance of IICA helping member countries overcome the problem of rural poverty.

- 2.2.34 The Observer Representative from Argentina pointed out the importance of Animal Health for competing in foreign markets, but at the same time emphasized that this Area and all activities by IICA should be concerned with meeting the needs of poor farmers/ranchers. He expressed Argentina's support for earlier remarks by the Representative of Mexico on the role of CEPPI, and also for remarks by the Representative of Brazil regarding strategic planning. He concluded by promising that Argentina will fully support the MTP and its decentralization process by meeting its quota obligations and supporting regional and national projects.
- 2.2.35 The Observer Representative from Trinidad and Tobago expressed full support for the specific objectives of the MTP. At the same time, he argued that the MTP should be placed in a longer-term context, about 15 years, with short-term, medium-term and long-term goals. The Observer Representative from Trinidad and Tobago agreed with his colleague from Grenada, that IICA must prioritize its activities in order to be effective. He suggested that priority attention be given to institutional strengthening as a means to "empowering" human and institutional resources. Regarding the issue of rural poverty, he argued that firm support for the rural youth and women in agriculture projects would

have a strong impact on reducing rural poverty. Finally, he concluded that IICA can assure successful implementation of the MTP if it succeeds in aligning expectations with achievable goals, and concentrates on those goals that can have an immediate impact on the Member States.

- 2.2.36 The Observer Representative from Panama pointed out that the MTP is more than a medium-term plan, since its strategic changes will establish the future priorities and structure of IICA for the longer run. She expressed agreement with these changes and support for the proposed four Areas of Concentration. In particular, Panama supports IICA's efforts towards decentralization and the establishment of Regional Centers, which will make IICA more flexible and responsive. On this point, however, the Observer Representative from Panama asked for clarification of how the newly organized country Offices will be structured, and how this restructuring will affect their activities. She also asked for clarification on how IICA plans to ensure an integration of activities among the four Areas of Concentration.
- 2.2.37 The Representative from the Dominican Republic took the floor, to make two points. He first said that the Dominican Republic was not in agreement with the suggestion made by the Observer Representative from Honduras regarding the creation of an MTP Monitoring Committee. He argued that the responsibility for monitoring the successful implementation of the MTP was that of the Director General. Second, he proposed setting up a temporary committee, made up of Representatives from the United States of America, Canada, Honduras, Argentina and Chile, to discuss and resolve differences with respect

to the proposed four Areas of Concentration. He invited comments from the Representatives regarding this suggestion.

- 2.2.38 The Representative from Chile said that he did not agree with the suggestion of the Dominican Republic because it was not appropriate to reopen a subject that had been fully discussed during the G-33 meeting. He argued that there was practically a consensus on this issue by the Executive Committee in support of the current MTP and warned against entering further discussion that could be very time consuming.
- 2.2.39 The Observer Representative from Argentina expressed support for the opinion just given by the Representative of Chile, saying that the 12 members of the Executive Committee had reached a consensus in support of the MTP. He said that IICA cannot ignore the important issues of rural development and poverty that are the focus of Area of Concentration IV, and argued that attention to these issues would not unduly divert resources.
- 2.2.40 The floor was given to the Representative of Canada who reiterated his position that environmental concerns and rural development are cross-cutting issues for IICA and must be an integral part of all of its activities. Therefore, he argued, it may not be necessary to have the proposed fourth Area of Concentration (Sustainable Rural Development). Canada would be willing to participate on a committee to work on proposed changes to the MTP, perhaps just word changes, that would be agreeable to all parties.
- 2.2.41 The Representative of Mexico expressed support for the opinions of Chile and Argentina concerning Area of Concentration IV. He also supported

the position of the Representative of the Dominican Republic against forming an MTP Monitoring Committee, expressing confidence in the Director General to carry out that task.

- 2.2.42 After the Chairman ascertained that there were no further comments from the representatives on the MTP, he gave the floor to the Director General, who expressed great appreciation to all present for their constructive comments and suggestions, and satisfaction with the extraordinary discussion. He assured them that their comments had been carefully listened to and noted. He promised a summary of the day's proceedings for the next day at 10:00, which would serve for further discussion and approval by the Executive Committee.
- 2.3 Reading of Draft Resolutions from the First Plenary Session
- 2.3.1 The Rapporteur read the Draft Resolution "1993 Annual Report," which was approved as read.
- 2.3.2 The Rapporteur read the Draft Resolution "Financial Report of the Institute - 1993," and submitted it to the Plenary for discussion.
- 2.3.3 The Representative of Chile said that he approved of the text of the first three operative paragraphs, but not the fourth; he found that it contradicted the third and appeared to be an invitation not to pay quotas, and therefore he proposed that it be eliminated.
- 2.3.4 The Director General replied that the fourth operative paragraph was nearly identical to the text proposed in 1987, which authorized the Director General to begin negotiating the payment of quota arrearages.

- 2.3.5 The Observer Representative of Jamaica pointed out that the countries must pay their quotas. Therefore, the idea of the fourth paragraph was to find a way to negotiate overdue payments. These funds were crucial for implementing the 1994-1998 Medium Term Plan.
- 2.3.6 The Representative of Ecuador stressed that the Executive Committee had rules and regulations, and that the fourth operative paragraph was contradictory and therefore should be eliminated.
- 2.3.7 The Director General responded that the arrearage in quota payments was a source of constant concern, and the idea was to find ways to reach agreement on means of payment.
- 2.3.8 The Representative of Canada indicated that he understood the Chilean position, but added that the delay by some countries in paying their quotas justified mechanisms for recovering these monies. He also wondered why the resulting study with recommendations needed to be presented to the Inter-American Board of Agriculture, at its Eighth Regular Meeting, instead of to the Executive Committee.
- 2.3.9 The Director General replied that the rules were inflexible, and that only the IABA was empowered to approve such adjustments.
- 2.3.10 The Observer Representative of Honduras proposed that the Draft Resolution be approved through paragraph 3, and that paragraph 4 be eliminated.
- 2.3.11 The Director General suggested that the countries carefully ponder the implications of quota arrearages for the Institute, and added that

IICA's rules and regulations needed to be more expeditious.

- 2.3.12 The Representative of Ecuador proposed that the General Directorate perform a case-by-case analysis to find other alternatives, but he did not consider it necessary to approve the fourth operative paragraph.
- 2.3.13 The Director General suggested that the fourth paragraph be eliminated, and Draft Resolution No. 2 was approved as amended.
- 2.4 The Rapporteur read the Draft Resolution "Use of Miscellaneous Income," the Draft Resolution "Study on CATIs," the Draft Resolution "Report on the Status of the Resolutions of the Thirteenth Regular Meeting of the Executive Committee," and the Draft Resolution "Report on the Status of the Resolutions of the Seventh Regular Meeting of the Inter-American Board of Agriculture." All four were approved as read.
- 2.5 The Second Plenary Session was adjourned at 18:50.

THIRD PLENARY SESSION

3. The third plenary session, under the Chairmanship of the Representative of Belize, was called to order at 08:25 on September 13, 1994.
- 3.1 Election of the Members of the Audit Review Committee (IICA/CE/Doc.268(94))
- 3.1.1 The Chairman announced that the election would take place and invited the Legal Advisor to take the floor.

- 3.1.2 The Legal Advisor explained the procedures for the election, which had been approved during the preparatory session. The first round of voting was to elect a citizen of one of IICA's six major contributing countries to serve on the Audit Review Committee. He named the candidates from Argentina, Brazil and the United States who would stand for election.
- 3.1.3 The Representative of Brazil requested that his government's candidate be withdrawn from the list.
- 3.1.4 The Legal Advisor announced that there would thus be only two candidates for this position: Dr. Oscar Gheresi of Argentina and Mr. John C. Payne of the United States. The Representatives of Chile and of St. Kitts and Nevis agreed to serve as tellers.
- 3.1.5 The Chairman announced that Mr. Payne, of the United States, had been elected with nine votes; there were two votes for Dr. Gheresi.
- 3.1.6 The Observer Representative of the United States thanked the delegates for their support. She stated that in times of increasing austerity it was important that international institutions make the most efficient use of their resources.
- 3.1.7 The Committee then proceeded to vote for the position for which all the IICA Member States, other than the six largest contributors, were eligible to nominate candidates. The Legal Advisor announced that Barbados, El Salvador, Guyana, Jamaica and St. Lucia had nominated candidates for that position.

- 3.1.8 The Representative of Ecuador asked whether that meant that the candidate from Argentina, Dr. Gheresi, was to be excluded.
- 3.1.9 The Legal Advisor clarified that Dr. Gheresi would be considered in the election for the third position on the Committee. He repeated that all Member States could nominate candidates for that position.
- 3.1.10 Because none of the candidates for the second position achieved the required majority of seven votes on the first ballot, a second ballot was taken with the two candidates who had received the first and second highest number of votes, respectively, on the first ballot: Adrian Patrick Strachan of Jamaica and Ashni Kumar Singh of Guyana. On the second ballot, Mr. Strachan, of Jamaica, prevailed. The vote was seven to four.
- 3.1.11 The Observer Representative of Jamaica thanked the delegates for the confidence shown in their candidate.
- 3.1.12 The Committee then proceeded to the election of the third position. Argentina, Barbados, El Salvador, Guyana and St. Lucia presented candidates.
- 3.1.13 The Chairman announced that the candidate from Argentina, Dr. Oscar Gheresi, had been elected with a majority of nine votes and that the candidates from Barbados, Mr. David Griffith, and Guyana, Mr. Ashni Kumar Singh, had each received one vote.
- 3.1.14 The Observer Representative of Argentina thanked the delegates for supporting the candidate from

Argentina whom he said would do his best to meet the obligations of maximizing use of resources.

3.1.15 In accordance with the procedures adopted, the Chairman then drew lots to determine the respective terms of the newly elected Members. Accordingly, Dr. Oscar Gherzi of Argentina will serve a term to expire on December 31st, 1999; Adrian Patrick Strachan of Jamaica will serve until December 31st, 1997, and John C. Payne of the United States will serve a term to expire on December 31st, 1995.

3.2 Project Review Mechanisms (IICA/CE/Doc.273(94))

3.2.1 The Chairman invited the Deputy Director General to introduce the topic "Project Review Mechanisms."

3.2.2 The Deputy Director General stated that although the project would continue to be the basic unit of technical cooperation, a series of corrective measures would be employed, with special emphasis on the project identification stage. He added that teamwork would be the key in the project formulation stage, involving experts from the Institute as well as from the countries and other organizations. He said that project monitoring during execution would stress flexibility in order to adapt to changing circumstances in the countries. He related that quality would be emphasized over quantity, keeping the objectives of the Medium Term Plan in mind. He explained that hemispheric, regional and national projects would be linked so that products of one would serve as inputs for another, thereby maximizing the use of resources.

3.2.3 No comments were offered on this subject.

3.3 Scholarships (IICA/CE/Doc.272(94))

3.3.1 The Chairman gave the floor to the Deputy Director General.

3.3.2 The Deputy Director General stated that the program for 1994 includes training through IICA's projects, the Junior Professional Program for the Caribbean and the Scholarship Fund; however, given its importance, the program will be expanded and strengthened in 1995 and all its aspects will be integrated during the period of the Medium Term Plan. He stressed that this was an extremely important area for IICA, as development of human resources is basic to sustainable development.

3.3.3 The Representative of Chile pointed out the challenge facing the agricultural sector for modernizing human resource. He said that budget limitations in many countries had strongly affected human resource training and that travel costs can absorb an inordinate proportion of the training budget. He acknowledged that IICA's resource limitations preclude providing training for all the countries, but suggested that IICA send an important signal to the countries regarding the importance of upgrading human resources. He mentioned the possibility of a contest for a limited number of professionals to be trained through IICA and that perhaps external resources could be sought for that purpose. He said that it was important for the countries to be involved in the selection of national candidates, particularly for higher level training, and concluded that countries must look after training their own personnel or they would face serious limitations in the future.

- 3.3.4 The Representative of St. Kitts and Nevis recognized IICA's ongoing contribution to Spanish-language training of personnel from the English-speaking Caribbean. He noted the importance of developing a cadre of trained technical people who can interact with their Spanish-speaking colleagues. He stated his agreement with the establishment of data banks to help consolidate and identify training opportunities. He mentioned the ongoing program of short-term training provided through the Continuing Education Program for Agricultural Technology (CEPAT) based at the University of the West Indies in Trinidad and Tobago and said that a synergism should be developed to spread the benefits from such linkages.
- 3.3.5 The Representative of Ecuador added his support to the establishment of data banks. He said that it was important for the ministries of agriculture to sponsor scholarship holders for training abroad, but that it was also important to know the persons sent to their countries for training.
- 3.3.6 The Deputy Director General thanked the representatives for their valuable comments and suggestions, which would merit further consideration. He noted that the Institute would be reviewing the scholarship program on an ongoing basis and that it should complement other activities of the Medium Term Plan.
- 3.4 Nominations for Granting the Title of Personnel Emeritus (IICA/CE/Doc.274 (94))
- 3.4.1 The Chairman gave the floor to the Director of Human Resources, who provided information concerning the resolutions that support these nominations, which may be submitted by the member

countries or by the Director General. He then referred to the background of the two candidates nominated by the Director General: Dr. Ignacio Ansorena-Porta and Mr. Guillermo Guerra Espinal.

3.4.2 There was no discussion from the floor, and the nominations were approved.

3.5 Eighth Regular Meeting of the IABA

3.5.1 The Chairman gave the floor to the Technical Secretary, who referred to the remarks of Dr. Mario Carvajal, Minister of Agriculture and Livestock of Costa Rica, who, on behalf of his government and President José María Figueres, had offered Costa Rica as the host country for the Eighth Regular Meeting of the IABA.

3.5.2 The offer of the Government of Costa Rica was accepted.

3.6 Topic of the Eleventh Inter-American Conference of Ministers of Agriculture

3.6.1 The Technical Secretary requested the representatives to submit suggestions on topics of interest to the countries which could be discussed at the Eleventh Inter-American Conference of Ministers of Agriculture (ICMA).

3.6.2 The Observer Representative of Honduras suggested the following subjects: "International Technical and Financial Cooperation in Agriculture," and "Trade in the Field of Agriculture." The suggestion concerning the latter was seconded by the Observer Representative of Panama.

3.6.3 The Representative of Ecuador proposed the subject "The Modernization of Agricultural Services."

- 3.6.4 The Observer Representative of the United States of America asked whether it was the responsibility of the Executive Committee to define the topics of the forthcoming ICMA.
- 3.6.5 The Director General indicated that time was needed for preparing pertinent technical documents and that, in view of the fact that there will be only three months between the next Executive Committee and the ICMA, it was important to resolve this item earlier than was usually the case.
- 3.6.6 The Observer Representative of the United States stated that the subject of agriculture would possibly be included on the agenda for the Summit of the Americas scheduled for December 1994; he suggested that this should be taken into account in planning the next ICMA.
- 3.6.7 The Director General agreed, saying that at other ICMA meetings more than one subject had been discussed. He proposed the topic "Modernizing and Transforming Human Resources for Agribusiness."
- 3.6.8 The Technical Secretary proposed "Agricultural Modernization in Harmony with Sustainable Development" as the overall theme, and the other subjects so far proposed by the representatives as subtopics.
- 3.6.9 The Observer Representative of Panama remarked that, while that subject did encompass the proposals made, topics leading to specific, concrete decisions should be addressed.
- 3.6.10 The Observer Representative of Jamaica proposed "The Competitiveness of the Agricultural Sector in the Economy of the Modern World" as a central

theme. The Representative of Canada seconded this proposal.

3.6.11 The Representative of Ecuador requested the addition of the topic "Aspects of Agricultural Health, New Sanitary Barriers and Marketing."

3.6.12 The Director General proposed that a summary containing the different suggestions made by the representatives be prepared, to be submitted to the plenary.

3.7 Approval of the Minutes of the Preparatory, Inaugural and First Plenary Sessions

3.7.1 The Chairman announced that the minutes of the Preparatory, Inaugural and First Plenary Sessions had been distributed among the representatives for their review and comments, which he urged them to submit.

3.7.2 The Observer Representative of Panama indicated that she would submit a correction of style for the verbatim record concerning her country's participation.

3.7.3 The Technical Secretary requested the Observer Representative of Panama to submit her comments to the Secretariat.

3.8 Coordination of FAO-IICA Activities (IICA/CE/-Doc.271(94))

3.8.1 The Deputy Director General of IICA and the FAO Representative, Mr. Tomás López, explained briefly the origins of the new agreement signed by IICA and FAO, which is based on mandates given to the Directors General of both institutions. The result was the signing of a Basic Plan for the June 1994-December 1995 period.

- 3.8.2 The Chairman gave the floor to the Observer Representative of Honduras, who expressed his satisfaction at the efforts made by both institutions to coordinate activities; his opinion was shared by the Representatives of Canada, Mexico, St. Kitts and Nevis, Ecuador, and the Observer Representatives of Panama and Jamaica.
- 3.8.3 The Observer Representative of the United States gave full support to the approach and the timetable proposed by IICA and FAO in working document IICA/CE/Doc.271(94) for the initiation of joint project activities in the hemisphere, especially in the area of plant and animal health. He also endorsed the objective of establishing a close working relationship with FAO in IICA's member countries to conserve genetic diversity, especially in connection with the management of animal genetic resources. He concluded by commending the efforts made in this short period.
- 3.8.4 The Representative of Mexico suggested expanding coordination with other organizations such as NAPPO, COSAVE and PAHO, whose activities are related to agricultural matters.
- 3.8.5 The Observer Representative of Panama recommended that the topic of animal health, as it relates to increased production and the prevention of disease, as well as the establishment of laboratories for pesticide analysis, be included on the agenda of the Basic Plan.
- 3.8.6 The Representative of St. Kitts reiterated his support for and satisfaction with such coordination efforts, for this will improve the effectiveness of funds channeled to the region for the prevention and eradication of diseases.

- 3.8.7 The Representative of Ecuador requested that information on the Basic Plan, once approved, be circulated in other regions such as Europe, so that the countries there can learn more about this new coordination of activities.
- 3.8.8 The Observer Representative of Jamaica requested that the issue of gender be included in the Basic Plan, since both organizations carry out activities related to this topic.
- 3.8.9 The Deputy Director General explained that more time will be needed for integrating the activities of these two organizations, but he stressed that the agenda is open for adding any subject that the countries may deem important. This opinion was shared by both the Director General of IICA and the FAO Representative.
- 3.9 Video on "Agricultural Commodity Exchanges"
- The Director of Program IV offered a brief explanation of the content of the video, and extended an invitation to attend the upcoming meeting on agricultural commodity exchanges to be held in Argentina in October. During that meeting, the Latin American Association of Agricultural Commodity Exchanges, which will follow up on IICA's activities in this field, will be established.
- 3.10 The session was adjourned at 12:10.

FOURTH PLENARY SESSION

- 4 The Fourth Plenary Session, presided over by the Representative of Belize, was called to order at 14:10 on September 13, 1994.

4.1 The Chairman explained that due to travel delays, the expected speaker, Dr. Lucio Reca, would not arrive until later that afternoon, so the agenda was moved forward to Other Business.

4.2 Other Business

4.2.1 Coordination of Activities between CATIE and IICA

The Chairman said that the Director Generals of IICA and CATIE would speak on the subject of coordination of activities between the two institutions. He gave the floor to the Director General of IICA, who asked the Director General of CATIE, Ruben Guevara, to make a formal presentation on behalf of both institutions concerning the progress of their working relations.

Mr. Guevara spoke about the history of coordination between IICA and CATIE. He noted that the two institutions have a common origin. They were founded in 1942, under a triangular model of teaching, research and extension activities. This system worked very well for 30 years, until 1973, when CATIE became independent of IICA, continuing with its research and teaching functions while IICA specialized in technical cooperation. Today, IICA continues to support CATIE financially and provides legal support in the different countries where CATIE has research and extension projects.

Mr. Guevara went on to explain that during the 1980s CATIE developed strong expertise in agroforestry and continued its focus on natural resource management, while IICA undertook important work in regional integration, trade and training. During the 1990s, there has been renewed interest in strengthening cooperation

between the two institutions. Mr. Guevara gave as examples the 1992 UNCED in Rio de Janeiro, Brazil, to which IICA and CATIE sent one delegate representing both institutions. In 1993, IICA and CATIE decided to have a single, joint Representative in the Dominican Republic.

Since Carlos E. Aquino González became Director General of IICA in January of this year, there have been strong efforts to bring the two institutions closer together, a decision anticipated during the IABA meetings in Spain and Mexico. He highlighted some results of this closer cooperation: 1) placing single IICA-CATIE Representatives in the member countries of CATIE. Thus far, this has been accomplished in Honduras, Nicaragua, Guatemala and the Dominican Republic; 2) establishing a joint training program in agricultural sciences and natural resource management; 3) joint participation in technology transfer activities through networks, including PROMECAFE, REMERFI and PROCITROPICOS; 4) the pooling of financial and human resources to bid on World Bank and IDB projects in member countries; 5) sending joint missions to member countries to identify agricultural needs and development projects; 6) undertaking joint efforts to genetically improve cocoa, with activities in Brazil and the Caribbean; and 7) fostering close working relation in the publication of scientific papers, organization of workshops, and use of electronic communications.

Regarding training activities at CATIE, Mr. Guevara mentioned the six Master's degree programs offered at CATIE in various areas of agricultural sciences and natural resource management, and the increasing contribution of IICA experts to these programs. He concluded by stating that the close coordination between IICA

and CATIE would strengthen and complement their activities, even as they maintained separate identities and legal status.

The Chairman asked for comments and questions on the presentation and gave the floor to the Observer Representative of Honduras, who congratulated the Directors General of IICA and CATIE for achieving greater coordination. He expressed the belief that this coordination would have strong benefits for the Member States.

The Chairman gave the floor to IICA's Director General, who reported that many meetings had been held between CATIE and IICA as part of a major effort to establish close working relations since he took office. Aquino referred to the March meeting of IICA Representatives as an extremely positive experience that led to greater cooperation between the member countries and CATIE. He also cited the involvement of CEPPI in training at CATIE as an example of new areas of cooperation.

4.2.2 Coordination of activities between CARDI and IICA

The Chairman then gave the floor to Dr. Reginald Pierre, who spoke on the coordination of activities between the Caribbean Agriculture Research and Development Institute (CARDI) and IICA. Dr. Pierre, IICA Representative in Barbados and Director of Caribbean Area Operations, spoke for the Director of CARDI, who could not be present at the meeting. He gave a brief history of CARDI, which was established in 1975. He stated that, since its founding, CARDI has suffered from financial constraints that have impeded the effectiveness of its work. As a consequence, in 1989 IICA and CARDI entered into an agreement

under which IICA pledged to support CARDI with 10% of the quota contributions of the Member States, up to US\$300,000. An ad-hoc Donor Support Group, chaired by the Deputy Director General of IICA, was also established to raise funds for CARDI.

Dr. Pierre then referred to IABA Resolution No. 245, which calls on the Board to continue IICA's support to the CARDI budget, but also to make the level of support, as well as the allocation and reporting of these funds, more transparent and accountable. Resolution No. 245 also requires that IICA funds allocated to CARDI be utilized for activities that fall within the scope of IICA's differentiated strategy and programs for the Caribbean.

Dr. Pierre added that CARDI and IICA have worked together closely on many technology transfer projects. IICA and CARDI are both members of an inter-agency advisory group for CARICOM. He concluded by stating that CARDI is presently working on its strategic plan, while IICA is approving its MTP, which includes a differentiated strategy for the Caribbean, and he expected that both institutions would continue to work closely together in the future.

The Chairman asked for any comments, and gave the floor to the Observer Representative from the United States, who asked Dr. Pierre whether there would be any changes in the funding mechanism under the new CARDI-IICA agreement.

Dr. Pierre responded by saying that he did not expect any changes in the funding mechanism, but that if there were changes, these would have to be approved by the IABA.

The Representative of St. Kitts and Nevis thanked the Director General of IICA for developing and consolidating the relationship with CARDI. He pointed out that this relationship was particularly meaningful for the Organization of Eastern Caribbean States (OECS) in several areas of technical cooperation. In particular, he looked forward to excellent cooperation between IICA, CATIE and CARDI in the area of agroforestry.

The Director General of IICA then informed all present of his travels to several countries, including Brazil, Argentina, Chile, Mexico, Colombia and the United States of America, in pursuit of closer working relationships and stronger inter-American horizontal cooperation through IICA. He mentioned agreements signed with EMBRAPA of Brazil, the Ministry of External Affairs of Chile, and INTA of Argentina, and expressed the need to sign similar agreements in Central America and the Caribbean. The purpose of these visits and agreements was to exchange ideas and identify concrete areas for technical cooperation. Finally, the Director General agreed with Dr. Pierre in supporting the MTP's differentiated strategy for the Caribbean, as a mechanism that ensures that IICA responds adequately to that region's particular agricultural situation.

4.2.3 Coordination of activities between the Central American Bank for Economic Integration (CABEI) and IICA

The Chairman gave the floor to the Technical Secretary, who informed all present that the Representative from CABEI had not yet arrived because of travel problems. Therefore, the discussion on coordination of activities between

CABEI and IICA would be postponed until his arrival later in the day or the next day.

4.3 Date and Site of the Fifteenth Regular Meeting of the Executive Committee (IICA/CE/Doc.278(94))

The Technical Secretary then addressed the topic of the date and site of the Fifteenth Regular Meeting of the Executive Committee, referring the representatives to Document 278. He mentioned that, according to Articles 19, 20 and 21 of the Rules of Procedure of the Executive Committee, the regular annual meetings of the Committee would generally take place at Institute Headquarters. He also mentioned the need to maintain a certain time period between the IABA and Executive Committee meetings to allow for distribution of documents. Therefore, he proposed a resolution that the Fifteenth Regular Meeting of the Executive Committee take place at IICA Headquarters in San Jose, Costa Rica in June of 1995. The exact dates of the meeting would depend on the meeting FAO was scheduling for Canada, where it would be celebrating its 50th anniversary. The proposal was approved.

**PRESENTATION BY DR. LUCIO RECA, OFFICER OF THE IDB,
ON "FUNDING AGRICULTURAL RESEARCH IN THE
INTER-AMERICAN REGION"**

Discussion on the presentation:

The Observer Representative from Honduras asked how the funding mechanism proposed by Dr. Reca would affect national research institutions. He pointed out the experience of the private Honduran Foundation for Agricultural Research (FHIA) in establishing a US\$20 million endowment fund to support its core of high-level scientific re-

searchers. This financial strategy is a response to the modernization process in Honduras, which is giving a greater role to the private sector in conducting agricultural research, under the general guidance of the government. Unless such financing can be obtained, he said, it would be very difficult for the public or private sectors to attract and maintain quality scientists.

The Representative of Ecuador expressed two concerns regarding the presentation by Dr. Reca. First, he disagreed that agriculture is no longer "in vogue," stating that there had been long-standing underinvestment in agriculture because of high interest rates and other unfavorable conditions. Under the new trade liberalization regimes, the countries of the region would need to work hard to compete in research and be part of that effort. However, he expressed that such research must respond to the concrete production needs of farmers, calling for their participation in defining research needs and in setting research priorities. He warned against doing "research for research's sake." Secondly, regarding a funding mechanism for agricultural research, he said it was important to study the capabilities and limitations for carrying out research in each country. This would provide a basis for achieving greater effectiveness in the allocation of financial and human resources.

The Representative from Brazil stated that it would be important to study the model, experiences and recent changes in the CGIAR system when planning the proposed IDB fund for agricultural research. He noted that Brazil would be very interested in entering into in-depth discussions with the Director General of IICA and IDB on the proposed funding mechanism.

The Observer Representative of Jamaica asked Dr. Reca to clarify the condition for establishing the proposed fund. Specifically: would its focus be regional or national?

Mr. Geraldo Calegar of CEPPI asked Dr. Reca to expand on the reasons for the decline in support for agricultural research from 21% to 14% of available resources. He argued that this goes against the overall objective of reducing poverty, since poverty in Latin America is concentrated in rural areas. Furthermore, Calegar stated that numerous studies have shown that economic returns from investments in agricultural research were extremely high. So, he asked, why the cutback of 33% over the last five years?

The Chairman turned the floor over to Dr. Lucio Reca so that he could respond to the various comments and questions.

Dr. Reca began by explaining that his idea for a new agricultural research fund would be a regional mechanism for using available resources more effectively, but it would not be directed toward national funding needs. In response to the question posed by Dr. Calegar, he explained that the cutbacks in funding for agricultural research and technical assistance from 21% to 14% represented the combined resources of all international development institutions worldwide, including FAO, UNDP, CGIAR and others, which shows that the international community of donors has indeed given lower priority to agriculture.

Regarding the relationship between the proposed agricultural research fund and the 1994-1998 MTP, Dr. Reca expressed his hope that there would be consistency in plans and activities for agricultural research at the regional level, since the same parties and authorities would be involved in approving them.

The Representative of St. Kitts and Nevis stated that it was time to recognize that efforts to secure funding for agricultural development through international agencies had failed. Attention had been called to the need for new and better-designed structural models for applying for

funds from the various agencies; however, such models were not developed. The idea of allocating funds in the aggregate, mentioned by Dr. Reza, was of great importance. Nevertheless, each country would have to decide in advance how it would strike a balance between investment in basic research and applied research. Authorities should keep the beneficiaries in mind at all times, since it is they who will evaluate the merits of such systems. Given the change in IICA's direction under the new administration, especially because there is greater clarity regarding the regional situation, there is an excellent opportunity for the countries, through the Institute, to establish better channels of communication with the directors of other international agencies, which will make it possible to maximize the use of investments in research.

The Observer Representative of Panama believed that the idea of pooling all contributions from donor agencies in the region was a good one in the sense that it would facilitate distribution to the different research activities to be carried out. He agreed with the Representative of Ecuador that many international agencies were paying less attention to and showing less interest in promoting agriculture, and stated that one of the tasks of technical cooperation agencies should be to ensure that this important activity does not decline in importance. He pointed out that Panama had taken an important turn in its agricultural research policies by involving the potential beneficiaries of the products generated in the formulation of proposals. In that regard, he considered that a concentration of resources would tend to cause problems such as underuse of local human resources and inappropriate application of research findings in areas in which they were not directly applicable, as concerns both technology management and technology transfer. In addition, he considered the topic of intellectual property rights to be of the utmost importance and believed that it had not been addressed sufficiently, given current circumstances. He pointed out that the countries needed to develop their own research agendas and plans in accordance with their

particular requirements, and that IICA should promote this as a center for information and validation of experiences, rather than as an executor of actions.

The Observer Representative of Honduras considered that the idea of aggregating resources for research was appropriate provided that the national systems were functioning efficiently, since it is they that, in one way or another, would carry out much of the research. He pointed out that since there was still much to be done for national systems, and that these systems suffer from serious shortcomings, efforts to secure regional funds were unadvisable. He mentioned the PROCIs, which were functioning satisfactorily in the Southern and Andean Regions, and that a similar model would be implemented in the near future in the Central region. If a similar system were to be established in the Caribbean Area, he considered the creation of a regional research fund to be more viable.

Dr. Lucio Reca clarified certain points concerning the concept of a "better research agenda," the importance of agricultural activities to funding agencies and key aspects of intellectual property rights law. He noted that one of the advantages of creating a regional mechanism for the allocation of research funds was that this would eliminate the uncertainty that arose every year during the period in which funds are allocated to the requesting countries.

The Director General thanked Dr. Reca for his presentation and the delegates for sharing their comments and concerns. He stated that IICA was facing an important challenge and that the Medium Term Plan envisaged the establishment of an Inter-American System for the Management of Agricultural Technology, and that the PROCIs were an excellent springboard for future efforts, given their notable success.

4.4 1994-1998 Medium Term Plan and Amendments to the
1994-1995 Program Budget (continuation)

4.4.1 The Chairman gave the floor to the Director General, who explained that the coordinating group for the Medium Term Plan had assumed responsibility for taking the different ideas, recommendations and concerns expressed by the delegations, preparing a document summarizing them, and making the necessary amendments in the original document. The document was then distributed to the representatives.

4.4.2 The Director General said that three basic ideas should be borne in mind: a) the wide range of actions and activities set forth in the MTP reflected the Institute's mission; b) IICA was subject to the demands and requests for support from the countries, each with its own priorities, which, in general, differed considerably; c) the countries themselves were responsible for identifying priority actions within the Areas of Concentration that would enable the Institute to provide more effective support. He thanked the delegates for their comments and ideas and gave the floor to the Coordinator of the above-mentioned group.

4.4.3 The Coordinator, Mr. Rafael Marte, explained that the document entitled "Summary of Suggested Adjustments to the 1994-1998 MTP" was made up of four sections: Thematic/Conceptual Aspects; Organization and Structure of the Institute; Financial Considerations, and Implementation of the MTP. He then read the document, beginning with amendments to Area of Concentration II, mainly as regards genetic resources and actions to be implemented. With regards to Area of Concentration III, he referred to Appendix 1 of the document, in which specific changes were made,

based on the recommendations of the delegations of Mexico, Ecuador, Argentina and others. He then gave a detailed reading of the adjustments to Area of Concentration IV. Regarding the review of the contents of the Executive Summary (Annex 2) -objectives and strategic guidelines- two basic components are: 1) Organization of Producers for the Management of Agribusiness, and 2) Modernization of Rural Areas and Institutional Development. He concluded with that Area of Concentration and specified the recommended changes.

- 4.4.4 Subsequently, he pointed out the amendments in the section on Organization and Structure, mainly: 1) decentralization of CEPPI; 2) Regional Centers; 3) Technical Cooperation Agencies; and 4) strategic thinking. He clarified certain important points in the chapter on financial matters, considerations on the purchasing power of regular resources, the need to increase the flow of external resources, management of CATIs and alternative sources of funding.
- 4.4.5 Finally, he gave an explanation of the section on the implementation of the MTP, referring to preparatory activities, progress reports, evaluation and adjustment of the MTP, and changes in the document "Guidelines for Evaluating IICA's Action and Principal Contributions Being Proposed," which would be included as part of the strategic guidelines.
- 4.4.6 The Chairman gave the floor to the Director General who pointed out that, in addition to the proposed adjustments, there was a committee to oversee the implementation and development of the Medium Term Plan. He also noted that, while the Plan was indeed ambitious, it would be pos-

sible to execute it with the support of the countries, which he referred to as the "IICA System." The Director General added that the Institute had been executing the budget approved by the IABA in Mexico, to which a number of unscheduled actions had been added in response to specific requests from the countries, and that the adjustments to the 1995 budget had been made bearing in mind the need for austerity and moderation. He stated that he regarded IICA as an important inter-American cooperation agency in the field of agriculture, and noted that the designation of the Offices as Technical Cooperation Agencies is a change in name that in no way alters the duties of the Representatives. The Regional Centers are seen as a system for coordination, the basic purpose of which is to ensure greater communication among the countries. For a long time, the operating aspects of the institution had been based at Headquarters; therefore, regionalization also meant that there would be greater contact with the countries. The Director General added that discussions had taken place with a number of countries, including Brazil, Colombia, Mexico and Chile, on the creation of centers for sustainable development, phyto-genetic materials and agribusiness training. Lastly, he said that at the next meeting of the Executive Committee he would present a progress report on the implementation of the MTP.

- 4.4.7 The Representative of Ecuador endorsed the adjustments that had been made and reiterated that the most important aspect of the Plan was its implementation. He pledged his support in achieving this objective.

- 4.4.8 The Representative of Brazil also agreed with the proposed adjustments, all of which he regarded as satisfactory.
- 4.4.9 The Representative of Mexico reiterated his country's confidence in the Director General and endorsed the adjustments made to the MTP.
- 4.4.10 The Representative of Chile agreed with Ecuador's comments and, in turn, expressed his satisfaction with the adjustments made by the working group. He then expressed admiration for the Director General's ability to achieve a consensus among the countries. He also reiterated that, at a time when open economies were the order of the day and farmers were faced with difficult conditions, IICA and the Director General were called upon to respond to these challenges. Under these circumstances, he pledged his wholehearted support of IICA.
- 4.4.11 The Representative of Canada stated that his and several other delegations had emphasized the importance of implementation, noting that these comments had not been well reflected and adding that he would submit some minor changes in wording that might help. He also noted with pleasure the Director General's comments on implementation, and was confident that by the next Executive Committee meeting, substantial progress would be reported. He continued to question the logic of maintaining a separate Area of Concentration for sustainable rural development, but, respecting the views of his colleagues, was prepared to concede this point. Finally, he commented on the process of consultation that has been undertaken to prepare the MTP, and joined in approving the Plan, wishing the Director General every success in its implementation.

- 4.4.12 The Observer Representative of Argentina endorsed the creation of the fourth Area of Concentration, which he regarded as vitally important; it would become a reality under the leadership of the Director General.
- 4.4.13 The Observer Representative of the United States agreed with the comments made by Canada and was disappointed to see that the fourth Area of Concentration was being retained. Nevertheless, he endorsed the adjustments and suggested to the Director General that IICA not try to take on too much, but rather focus on the organization required for attaining of the goals set out in the MTP.
- 4.4.14 The Observer Representative of Venezuela agreed with the adjustments that had been made and pledged his support for the implementation and monitoring of the Plan.

4.5 Other Business

4.5.1 Coordination of CABEI-IICA Activities.

The Chairman gave the floor to the Technical Secretary, who introduced Mr. Ronald Martinez Saborio, an official with the Central American Bank for Economic Integration (CABEI). Mr. Martinez gave a detailed account of three CABEI projects in Nicaragua in which IICA is involved; 1) support for the revitalization of the coffee industry, for which some US\$13.3 million have been allocated and US\$12.9 million have already been disbursed; 90% of the beneficiaries are farmers growing coffee on less than 50 manzanas of land; 2) livestock, forestry, pasture project, worth a total of US\$22 million, of which US\$8.9 million have already been disbursed; and 3) staple grains project, approved only recent-

ly, and worth US\$4 million, for which no funds have yet been disbursed.

He then described the modus operandi of the coffee project. He pointed out that IICA is responsible for the technical supervision of the projects, which is being financed with 1% of the total amount allocated. He also explained the objectives of the project and gave details of the activities. He concluded his presentation by stressing the importance the Bank attaches to the establishment of strategic alliances with organizations such as IICA. The Chairman thanked Mr. Martinez for his presentation.

Mr. Reynaldo Perez, Director of Central Area Operations at IICA, commented on the Institute's participation in those projects, pointing out that IICA's support for the CABEI is a step toward involving the Bank in the funding of the agricultural sector, a new area of work for it. He also noted that these projects had made it possible to increase the flow of credit to the agricultural sector in the countries of the sub-region. The Bank hoped to expand this line of cooperation, of which there are already specific examples in Nicaragua.

4.6 The Representative of St. Kitts and Nevis asked for the floor to express, on behalf of his Government and other CARICOM Member States, his support for the MTP, something he had not had the opportunity to do in the session during which the matter had been discussed.

4.7 Reading of Draft Resolutions

4.7.1 The Chairman asked the Rapporteur to read out pending draft resolutions. The Rapporteur said

that he would read only the operative paragraphs.

- 4.7.2 Draft Resolution "Election of the Audit Review Committee" was approved as read.
- 4.7.3 Draft Resolution "Medium Term Plan" was approved with the following changes requested by Canada: in the Appendix "Summary of Suggested Adjustments to the 1994-1998 MTP", modify the first line of subsection 4.1, adding after the last word "of priorities, targets and performance indicators." It was also recommended that the last sentence of subsection 4.3 be modified so as to read: "These adjustments should include agreement on, and the prioritization of, topics, with a view to making better use of the resources available, and include timetables for the attainment of objectives." The draft resolution was approved as amended.
- 4.7.4 Draft Resolution "Amendments to the 1994-1995 Program Budget." The Observer Representative of Honduras pointed out that the resources allocated to CATIE should not be included in the Central Area, inasmuch as CATIE's work is hemispheric in scope. The Chairman asked the technical group to clarify this point, and Mr. Fernando del Risco explained that in this case the guidelines approved by the IABA in Mexico had been followed. The draft resolution was approved as read.
- 4.7.5 Draft Resolution "Coordination of FAO-IICA Activities" was approved as read.
- 4.7.6 Draft Resolution "Scholarships." After the Chairman asked for the delegations' views on the matter, the draft resolution was approved as read.

- 4.7.7 Draft Resolution "Project Review Mechanisms" was approved as read.
- 4.7.8 The Draft Resolutions "Title of Personnel Emeritus for Mr. Guillermo Guerra" and "Title of Personnel Emeritus for Dr. Ignacio Ansorena" were approved as read.
- 4.7.9 Draft Resolution "Topic for the Eleventh Inter-American Conference of Ministers of Agriculture" was approved as read.
- 4.7.10 Draft Resolution "Date and Site of the Eighth Regular Meeting of the Inter-American Board of Agriculture and of the Eleventh ICMA" was approved as read.
- 4.7.11 Draft Resolution "Date and Site of the Fifteenth Regular Meeting of the Executive Committee" was approved as read.
- 4.7.12 The Representative of Belize, in his capacity as delegate, expressed his satisfaction with the new style of participatory management implemented by the Director General. He stated that the countries had had the opportunity to take part in the preparation of the MTP, which would guide the actions of the Institute during the 1994-1998 period. He added that the austerity measures implemented by this administration would strengthen cooperation with the member countries. For those reasons, he took the liberty of reading the Draft Resolution "Modernization of the Institute." The Representative of Chile seconded the proposal of Belize and the Draft Resolution was approved as read.
- 4.8 The Director General thanked the delegates for their collaboration, and the Governments of Mexico and Chile for their recent quota payments.
- 4.9 The session was adjourned at 18:45.

FIFTH PLENARY SESSION

5 The Fifth Plenary Session, presided over by the Representative of Belize, was called to order at 16:05 on September 14, 1994.

5.1 Presentation on "A New Management Style for Agricultural Policies"

The Chairman gave the floor to the Technical Secretary, who introduced Mr. Luis Arturo del Valle, Minister of Agriculture of Guatemala, who spoke on "A New Management Style for Agricultural Policies."

5.2 Presentation on the Hemispheric Meeting on Agribusiness

The Chairman gave the floor to the Deputy Director General of IICA, who introduced Dr. Roger Sattler, President of CLA/A, who informed participants about the upcoming Hemispheric Meeting on Agribusiness.

5.3 Signing of the Agreement with the Getulio Vargas Foundation

5.3.1 The Chairman invited Mr. Mauro de Rezende Lopes, Coordinator of International Projects of the Getulio Vargas Foundation, to come to the head table and sign the agreement between IICA and his foundation.

5.3.2 The Chairman gave the floor to Mr. Rezende Lopes, who thanked IICA for inviting the Foundation to participate in the agreement. The Getulio Vargas Foundation has been training professionals for more than 50 years. Mr. Rezende Lopes stated that the ideas in the MTP were very clear and called for structural re-

forms that would make it possible to establish strategic alliances between the public and private sectors in the countries.

- 5.3.3 The Chairman gave the floor to Mr. Luiz Jorge Rangel de Castro, Brazilian Ambassador to Costa Rica, who thanked IICA for inviting him to witness the signing of the agreement between IICA and the Getulio Vargas Foundation. He congratulated both institutions for taking the first steps in establishing a network for agribusiness research.

5.4 Signing of the Letter of Understanding with the Caribbean Food Crops Society

The Chairman invited Mr. Jerry Dupuy to come to the head table and sign the Letter of Understanding between IICA and the Caribbean Food Crops Society.

CLOSING SESSION

- 6 The Closing Session, presided over by the Representative of Belize, was called to order at 17:10 on September 14, 1994.

6.1 Signing of the Report of the Fourteenth Regular Meeting of the Executive Committee

The Chairman explained the procedure to be followed in reviewing the Provisional Report of this meeting of the Executive Committee and the Verbatim Record. Subsequently, the Chairman and the Director General signed the Report of the meeting.

6.2 Address by the Representative of Ecuador

The Representative of Ecuador addressed the plenary on behalf of the Member States sitting on the Executive Committee. He began by expressing satisfaction with the fact that all the items on the agenda had been covered. He added that all the participants would be returning to their countries filled with faith and confident that they would be able to make a contribution to the tasks that lie ahead. He pointed out the important role played by technical cooperation agencies and universities in the development of the Americas. He thanked the meeting staff for their support and said that he was proud to be a member of a working team that had successfully fulfilled its mission.

6.3 Address by the Director General

6.3.1 The Director General expressed satisfaction with the work achieved during the three days of the Executive Committee meeting and stated that IICA had been strengthened with a new forward-looking vision. He thanked the delegates for their contributions and referred to certain facts that had made it possible to introduce innovations.

6.3.2 He thanked Dr. Mario Carvajal, Minister of Agriculture of Costa Rica, for his words of welcome and for representing the host country that made it possible to convert the idea of creating IICA, proposed by Mr. Henry Wallace, former Vice President of the United States of America, into a reality. He noted the importance of the presentations made by Dr. Eduardo Doryan, Mr. Luis Arturo del Valle and Dr. Roger Sattler.

He also underscored the significance of the agreements signed with Getulio Vargas Foundation and the Caribbean Food Crops Society.

- 6.3.3 He thanked FAO, CATIE and CABEI for their contributions, the Government of Canada for providing the services of French translators and interpreters, and the OAS and the IDB for providing the services of Portuguese translators. He thanked the Governments of Mexico, Chile and Trinidad and Tobago for their quota payments. He also thanked Dr. Rafael Marte and the team he coordinated for their efforts to draw up the MTP in a participatory manner. He thanked the G-33 for its contributions and constructive criticism and congratulated the IICA staff who, with dedication, effort and hope, had prepared this meeting.
- 6.3.4 He gave special thanks to the Chairman of the Executive Committee for his leadership and the expeditious manner in which he conducted the meeting, and, in recognition, presented him with the gavel he had used during the meeting.
- 6.3.5 The Closing Session of the Fourteenth Regular Meeting of the Executive Committee was adjourned at 17:52 on September 14, 1994.

RESOLUTIONS



IICA/CE/Res.214 (XIV-O/94)
12 September 1994
Original: Spanish

RESOLUTION No. 214

1993 ANNUAL REPORT

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

The 1993 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 1993 Annual Report reflects the activities carried out by the Institute during the year;

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

RESOLVES:

To recommend that the Inter-American Board of Agriculture, at its Eighth Regular Meeting, approve the 1993 Annual Report.

IICA/CE/Res.215 (XIV-0/94)
12 September 1994
Original: English

RESOLUTION No. 215

FINANCIAL REPORT OF THE INSTITUTE - 1993

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.265(94) "Report of the External Auditors and Comments by the Director General on the Report of the External Auditors - 1993,"

CONSIDERING:

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

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

That in the opinion of the external auditors, the financial reports accurately represent the financial status of the Institute as of December 31, 1993 and the results achieved that year, and that the Institute's accounting principles are completely consistent with generally accepted accounting practices,

RESOLVES:

1. To accept Document IICA/CE/Doc.265(94) "Report of the External Auditors and Comments by the Director General on the Report of the External Auditors - 1993."
2. To recommend to the IABA, at its Eighth Regular Meeting, that it approve Document IICA/CE/Doc.-265(94) "Report of the External Auditors and Comments by the Director General on the Report of the External Auditors - 1993."
3. To urge the member countries that have not paid their quotas, in accordance with the obligations set forth in the financial regulations of the Institute and pertinent resolutions, to take the measures necessary to make those payments as soon as possible.

IICA/CE/Res.216 (XIV-O/94)
12 September 1994
Original: Spanish

RESOLUTION No. 216

1994-1998 MEDIUM TERM PLAN

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.269 (94) "1994-1998 Medium Term Plan,"

CONSIDERING:

That the Inter-American Board of Agriculture (IABA), at its Seventh Regular Meeting, in Resolution IICA/JIA/Res.-233 (VII-0/93), requested that the Director General prepare the 1994-1998 Medium Term Plan (MTP);

That in that same resolution, the IABA also authorized the Executive Committee to approve the 1994-1998 MTP during its Fourteenth Regular Meeting;

That, in preparing the 1994-1998 MTP, the Director General initiated and conducted a broad-ranging participatory process involving institutions of the public and private sectors of the Member States, as well as all Institute personnel;

That the 1994-1998 MTP (Document IICA/CE/Doc.269 (94)) includes the issues that the Member States have defined as priorities for the Institute's action during the 1994-1998 period, and takes into account the suggestions of the

Group of Experts (G-6) which evaluated the 1987-1993 MTP, as well as contributions from the Institute's staff;

That the Executive Committee, after analyzing the proposal of the Director General, expressed its support of the principles upon which the 1994-1998 MTP is based,

RESOLVES:

1. To approve document IICA/CE/Doc.269 (94) "1994-1998 Medium Term Plan" and recognize it as a frame of reference for the actions of the Institute.
2. To authorize the Director General, before publishing the corresponding Official Document, to introduce the changes and modifications set forth in the attached document.
3. To request that the Director General inform the Executive Committee, at its Fifteenth Regular Meeting, of the administrative, financial and programmatic measures taken to execute the Plan.
4. To congratulate the Director General for promoting a broad participation of the Member States in the preparation of the 1994-1998 MTP.

SUMMARY OF SUGGESTED ADJUSTMENTS TO THE 1994-1998 MTP

Following the deliberations of the delegates during the Second Plenary Session regarding the 1994-1998 MTP and the adjustments to the 1994-1995 Program Budget, the Technical Support Group has grouped its suggestions as follows:

1. THEMATIC/CONCEPTUAL**1.1 Area of Concentration II: Genetic Resources**

On page 31 in section b) of the component on Natural Resources, the "Conservation, multiplication, distribution and use of genetic resources..." is identified as one of the basic activities of this Area of Concentration.

In addition, the Institute plans to support the countries in the exchange of genetic material through several projects, including "Support for the Diversification and Reconversion of Production," "Technological Exchanges between the Caribbean and Latin America for Agricultural Development," "Technological Development for the Sustainable Use of Natural Resources and Agricultural Production" and "Support for the Development of Tropical Fruit Crops in the Caribbean (Phase II)."

The creation of a Center of Excellence for Genetic Resources would be of the utmost importance for agricultural development in the hemisphere. However, its founding would be subject to the availability of additional resources and the establishment of strategic alliances. To this end, a feasibility study would have to be conducted.

1.2 Area of Concentration III: Specific changes in Appendix 1.**1.3 Area of Concentration IV: Review of contents of Executive Summary (Appendix 2), review of content**

of strategic guidelines (Appendix 3) and specific changes to Appendix 4.

2. ORGANIZATION

2.1 Decentralization of CEPPI

The 1994-1998 MTP calls for a gradual decentralization of CEPPI's functions, through the creation or strengthening of project units in the Regional Centers.

In the first stage of this process, the Project Unit for the Caribbean, headquartered in Barbados, will be strengthened, a specialist will be posted to the Central Regional Center and a post will be created in the Southern Center. Subsequently, a similar unit will be created in the Andean Center.

2.2 Regional Centers

As part of preparations for implementing the 1994-1998 MTP, the Institute is preparing a base document which addresses, among other issues, the delegation of authority, project management, coordination among IICA's country-region-Headquarters components, and mechanisms for supervision and follow-up.

2.3 Technical Cooperation Agencies

The concern expressed by several delegates regarding the legal and institutional implications in the host country of adopting a new name will be studied by the Institute's legal advisors.

2.4 Strategic Thinking

The Directorate of Strategic Thinking will answer directly to the Director General. It will be set up to

interact with IICA's different technical and support units.

Also, strategic alliances will be established with centers of excellence in the member countries and around the world.

3. FINANCIAL CONSIDERATIONS

Estimates of financial resources for the 1994-1998 MTP are based on:

- the need to maintain the purchasing power of regular resources;
- an annual growth of approximately 10% in external funds;
- management of CATI resources so as not to subsidize indirect costs with quota funds and to ensure full coverage of indirect costs; and
- identification of alternative sources of funding.

4. IMPLEMENTATION OF THE MTP

4.1 Preparatory Activities

In order to implement the 1994-1998 MTP, the Institute has begun the process to prepare instructions and guidelines, set priorities, targets and performance indicators with the participation of all technical personnel. The following actions stand out in that process:

- Participatory technical cooperation and teamwork, project systems, the cycle of technical cooperation mechanisms, differentiated strategies by regions, guidelines for action at the country level, evaluation and amendment of the MTP and guidelines for

the Areas of Concentration and Specialized Services.

- The recruitment, training and ongoing evaluation of the Institute's staff.

4.2 Progress Report

Through the work of the technical audit system proposed in the 1994-1998 MTP, the Institute will prepare progress reports to be submitted on a regular basis for the consideration of the Executive Committee.

4.3 Evaluation and Amendment of the MTP

Based on a monitoring of the evolution of agriculture at the country, regional and inter-American levels, as well as of the impact of technical cooperation actions *vis-a-vis* the specific objectives of the MTP, periodic evaluations will be conducted that will serve as inputs for amending the MTP. Such changes should include concentration and prioritization of topics, with a view to making better use of available resources and timetables for the achievement of objectives.

4.4 Change in the Structure of the Document

Part D of the document, "Guidelines for Evaluating...", will become the last chapter of Part B "Strategic Guidelines." The document will now consist of three parts.

**ANNEX 1
SPECIFIC OBSERVATIONS AND SUGGESTIONS**

Page	Paragraph	READS	SHOULD READ
30	B.Content	In this Area of Concentration, IICA's technical cooperation actions in support of the public and private sectors of the Member States will be grouped under three components:	In this Area of Concentration, IICA's technical cooperation actions, which will be aimed at supporting and promoting the efforts of the public and private sectors of the Member States, will be grouped under three components:
31 Area II	c)	Creation of an inter-American system of technology generation and transfer institutions associated...	The organization of an inter-American system of technology generation and transfer institutions associated...
	d)	Promotion of scientific and technological agricultural societies in the hemisphere, with a view to...	The strengthening of scientific and technological agricultural societies in the hemisphere, with a view to...
	e)	Participation of universities and schools of agriculture in finding solutions to the problems of sustainable agricultural development, through their professional training programs, scientific and technological research programs and agricultural extension services.	Participation of universities and schools of agriculture in finding solutions to the problems of sustainable agricultural development, through their professional training programs, short refresher courses for professors, scientific and technological research and agricultural extension activities.
32	Final	IICA will join forces with other institutions working in the field of animal and plant health, including USDA/APHIS, FAO, OIRSA, and PAHO, among others. This coordination will contribute to improving efficiency and economizing human and financial resources.	IICA will join forces with other institutions working in the field of animal and plant health, including OIE, NAPPO, FAO, OIRSA, PAHO, and the Canada-Mexico-USA Tripartite Commission on Animal Health, among others. This coordination will contribute to improving efficiency and economizing human and financial resources.

Page	Paragraph	READS	SHOULD READ
33	b)	Adoption and use of risk assessment methodologies and risk reduction strategies.	Adoption and use of risk analysis methodologies and risk reduction strategies.
33	1.d)	Information on the prevalence, incidence and distribution of pests and diseases, on legislation and sanitary regulations related to international agricultural trade, and on residue levels and restrictions on the use of pesticides and veterinary products.	Information on the prevalence, incidence and distribution of pests and diseases, on legislation and sanitary regulations related to international agricultural trade, including regulations on residue levels and restrictions on the use of pesticides (deletion)
33	2.c)	Development of integrated agricultural pest and disease management programs...	Development of integrated agricultural plant pest and disease management programs...
33	2.d)	In strengthening their animal health and plant protection services.	In strengthening their animal health and plant protection services, promoting and fostering the participation of the private sector.
33	A. Objective	In designing agricultural protection strategies that ensure agricultural trade, increased agricultural production and environmental sustainability.	In designing agricultural protection strategies that will make it possible to control pests and diseases, prevent the introduction of exotic diseases and ensure agricultural trade, increased agricultural production and environmental sustainability.
32	2 a)	Development of animal health and plant protection laboratory networks for...	Development of animal health and plant protection laboratory networks, with the participation of public and private institutions, for...

Page	Paragraph	READS	SHOULD READ
33	2 f)	Cooperation among agricultural quarantine and emergency services of the hemisphere	Cooperation among the agricultural quarantine and emergency services in the hemisphere, in matters related to training, consultation and information, as well as in actions to exclude pests, verify origin, etc.
33	2 g)	Does not exist	The establishment of an International Consultation System on regulations, methodologies, patterns and information regarding agricultural health.
	2 h)	Does not exist	Development of programs for the control and eradication of animal diseases and pests, and development of programs for the detection and control of chemical, hormonal and antibiotic residues in animal products.
	2 i)	Does not exist	Development of mechanisms of exchange and reciprocal cooperation through laboratory networks with a view to facilitating the exchange of information, the mobilization of technical capabilities, joint activities, the supply of antigens and reagents for biological tests, etc.
58	Second	This mechanism will be expected to coordinate IICA's actions with the private sector in such a way as to ensure that they are in agreement with the public sector.	This mechanism will be used to coordinate IICA's actions, in order to provide broader and more aggressive support for strengthening links between the private and public sectors.

APPENDIX 2

AMENDMENT TO THE EXECUTIVE SUMMARY

REPLACES PAGE 5 OF THE EXECUTIVE SUMMARY OF
THE 1994-1998 MTP

Sustainable Rural Development

This Area of Concentration will focus its methodological and operational efforts on ensuring the design of national strategies, policies, programs and projects for sustainable rural development that effectively incorporate the different aspects of the rural development process, linking it with the economic and social policies of each country.

To this end, efforts will be made to develop and document a series of successful experiences, with a view to formulating alternative models that include an agricultural and socio-economic characterization of each case and the design of methodologies for promoting sustainable agricultural development and rural well-being. This Area of Concentration articulates IICA's action with the processes of institutional development and modernization including decentralization, as well as rural development programs, poverty eradication and rural agroindustrial development programs that add value to the output of small farms and boost incomes in rural areas.

APPENDIX 3

AMENDMENT TO THE TEXT ON STRATEGIC GUIDELINES
REPLACES BOTTOM HALF OF PAGE 33, PAGE 34 AND THE
TOP HALF OF PAGE 35 OF THE 1994-1998 MTP

IV. Sustainable Rural Development

The primary focus of the methodological and operating efforts of this Area of Concentration will be to support the design of national strategies, policies, programs and projects for sustainable agricultural rural development, linking it effectively with economic and social policy. To this end, efforts will be made to strengthen the microregional focus and the geographically referenced data bases that the Institute is already promoting. In this context, it is of vital importance to strengthen the processes to modernize production and to organize small farmers and peasant farmers for agribusiness management and for participating in the processes of transformation (production, trade and institutional). Therefore, the linkages between primary production and agroindustry must be strengthened and special emphasis must be placed on rural women and young people as key actors in the development process.

In addition, this Area of Concentration will use and document successful experiences in order to formulate alternative models that include agricultural and socio-economic characterizations and the design of methodologies and working instruments to promote sustainable agricultural rural development. These experiences will serve as references for training purposes and for adaptation in other countries. IICA's action will be articulated with the institutional development and modernization processes, including decentralization. It will also provide the countries with support in their efforts to articulate agricultural and rural development programs with poverty eradication and rural agroindustry development programs.

A. Objective

To strengthen the public and private institutional systems for rural and agricultural development in their efforts to overcome the problems related to production and create greater opportunities for the rural population to enhance its skills and abilities, and make the sustainable management of renewable natural resources possible.

B. Content

This Area of Concentration is divided into two components: a) Organization of Farmers for the Management of Agribusiness; and b) Modernization of Rural Areas and Institutional Development.

1. Organization of Farmers for the Management of Agribusiness

This component will:

- a) support farmers' organizations and the institutions responsible for sustainable rural development, providing in-service training for their technical teams in the preparation and execution of policy instruments, programs and specialized projects;
- b) collaborate with national institutions and NGOs in training farmers, as regards organizational, technical and management issues;
- c) support public and private organizations in providing training for their human resources, so that they can train the members of beneficiary organizations of rural development programs and projects in the management of same and in providing services for production and funding their operations;

- d) support the corresponding national institutions (public institutions, NGOs and the private sector) in connection with agricultural production programs and projects; and
- e) promote the strengthening and integration of specialized networks, reinforcing horizontal technical cooperation to address rural development and rural women and youths.

2. Modernization of Rural Areas and Institutional Development

This component will:

- a) support the development of methodologies for planning and managing institutions, microregions (municipalities), programs, businesses and projects for sustainable rural development;
- b) support the formulation of case studies to examine modernization and the transfer of institutions from the public to the private sector; support the dissemination and adaptation of successful experiences that can be used to formulate models for sustainable rural development. These models can address the entire issue or parts of it (e.g., credit, technology transfer, marketing, management, etc.);
- c) support the development of methodologies for diagnoses, strategies, technical support, management, investment and funding for rural agroindustry, and the promotion of national and regional networks on rural agroindustry, as part of rural development programs;
- d) support the design of national strategies, policies, programs and projects for achieving a better position for youths, and for supporting

the broad participation of women in these rural development and production processes. Promotion and upgrading of regional (PROCEDER and PRODAR) as well as inter-American networks for the exchange of experiences and information; and the establishment of strategic alliances with other international organizations interested in this topic.

APPENDIX 4

SPECIFIC COMMENTS ON THE THEMATIC AREA OF
SUSTAINABLE RURAL DEVELOPMENT

1. Page 3, paragraph 1, line 6: Delete "based on the organization of society".
2. Page 3, paragraph 4, lines 4, 5: Delete "combatting rural poverty and strengthening social participation" and replace with "for the purpose of combatting rural poverty".
3. Page 17, paragraph 2, line 5: Delete "and civic participation".
4. Page 17, paragraph 5, line 2: Delete "to distribute and grant title to land more effectively" and replace with "for the consolidation of the land titling process".
5. Page 18: Eliminate lines 4-7 of paragraph 3.
6. Page 17, paragraph 6, line 2: Delete "and social inequality". Paragraph 7, delete the last sentence, "These policies cannot be applied...."
7. Page 23: Delete the third indent: "strengthen the political system..."

IICA/CE/Res.217 (XIV-O/94)
13 September 1994
Original: Spanish

RESOLUTION No. 217

AMENDMENTS TO THE 1994-1995 PROGRAM BUDGET

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.270(94) "Amendments to the 1994-1995 Program Budget,"

CONSIDERING:

That Article 8.b of the Convention on the Inter-American Institute for Cooperation on Agriculture (IICA) states that one of the functions of the Inter-American Board of Agriculture (IABA) is "to approve the biennial Program Budget and to determine the annual quotas of the Member States by the affirmative vote of two thirds of its members";

That the income from the quota payments of the Member States will total US\$27,508,700 in 1995;

That the IABA, at its Seventh Regular Meeting, in Resolution IICA/JIA/Res.221(VII-O/93), approved the 1994-1995 Program Budget;

That the IABA resolved, in operative paragraph 7 of the aforementioned resolution: "To authorize the Executive Committee, at its Fourteenth Regular Meeting, to introduce

changes into the 1994-1995 Program Budget, should this be necessary to comply with the 1994-1998 Medium Term Plan (MTP) " ;

That the 1994-1998 MTP envisages substantial changes in the organization and the proposed actions of the Institute, which makes it necessary to introduce changes for 1995 in the approved Program Budget;

That, given IICA's new organizational structure as set forth in the 1994-1998 MTP, the Director General has proposed amendments to the Program Budget for 1995, for a total of US\$27,508,700, which corresponds to the income from the quota payments of the Member States;

That the proposed amendments to the Program Budget presented by the Director General include the budget items of Direct Technical Cooperation Services, Management Costs and General Costs and Provisions, funded with the quota resources from the Member States,

RESOLVES:

1. To approve the amendments to IICA's biennial Program Budget, funded with quotas of the Member States, for the period between January 1 and December 31, 1995, in the amount of US\$27,508,700, to be distributed as per the attached table.
2. To authorize the Director General to make transfers between Chapters, except for entries 6 of Chapter I and 1 of Chapter III, provided total transfers neither increase nor reduce the affected Chapters by more than 10 percent.
3. To leave unchanged operative points 3 to 6 of Resolution IICA/JIA/Res.221(VII-O/93).

**AMENDMENTS TO THE 1995 PROGRAM BUDGET
BY CATEGORY OF ACTIVITY**

CATEGORY OF ACTIVITY	US\$ x 000
CHAPTER I - DIRECT TECHNICAL COOPERATION SERVICES	23,301.0
1. Areas of Concentration and Specialized Services	12,938.6
1.1 Area I: Socioeconomic Policies, Trade and Investments	3,560.2
1.2 Area II: Science and Technology, Natural Resources and Agricultural Production	3,090.7
1.3 Area III: Agricultural Health	1,975.8
1.4 Area IV: Sustainable Rural Development	2,497.7
1.5 Service I: Training, Education and Communications	920.1
1.6 Service II: Information, Documentation and Informatics	894.1
2. Directorate of Strategic Thinking	257.4
3. DIPRAT-CEPPI*	650.7
4. Headquarters of the Regional Centers	971.7
5. Operating Structure of IICA's Technical Cooperation Agencies	6,320.9
6. Contributions to Research Centers	1,661.7
6.1 CATIE	1,361.7
6.2 CARDI	300.0
7. Short-term Technical Cooperation and Preinvestment	500.0
CHAPTER II - MANAGEMENT COSTS	2,944.4
1. Office of the Director General	719.1
2. Management Support Units**	2,225.3

* Refers only to the costs of CEPPI.

** This item includes the costs of DIPRAT minus the aforementioned costs of CEPPI.

Continuation...

CATEGORY OF ACTIVITY	US\$ x 000
CHAPTER III - GENERAL COSTS AND PROVISIONS	1,263.3
1. Working Subfund of the Regular Fund	341.4
2. OAS Administrative Tribunal	17.0
3. Meeting of the Executive Committee	153.5
4. Meeting of the Inter-American Board of Agriculture	300.0
5. Insurance on IICA Assets	50.0
6. Pensions, former IICA Directors General and former IICA employees	156.4
7. External Audit	47.0
8. Inter-American Conference of Ministers of Agriculture	120.0
9. Insurance, former employees of IICA	45.0
10. Life Insurance, local personnel	33.0
TOTAL	27,508.7

IICA/CE/Res.218 (XIV-O/94)
13 September 1994
Original: Spanish

RESOLUTION No. 218

MODERNIZATION OF THE INSTITUTE

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

CONSIDERING:

That the Director General, Mr. Carlos E. Aquino González, has begun a participatory management style in which the Member States and Institute staff share in making important institutional decisions;

That, working in a framework of austerity and efficiency, the new administration has initiated actions whereby larger amounts of resources can be channeled toward strengthening the Institute's technical cooperation programs in the Member States,

RESOLVES:

To congratulate the Director General for this new initiative and ask him to continue the task of modernizing the Institute, pursuing the changes this will entail.

IICA/CE/Res.219 (XIV-O/94)
12 September 1994
Original: English

RESOLUTION No. 219

STUDY ON CATIs

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.267(94) "Annual Study on CATIs",

CONSIDERING:

That overhead costs (CATIs) charged to externally funded and related projects should accurately reflect the actual overhead costs borne by the Institute for such projects, and that IICA's quota contributions should not be used to subsidize those costs;

That Rule 3.5.2 of the Institute's Financial Rules requires the General Directorate to conduct an annual study "to ensure that the Institute's CATI rates are commensurate with the actual costs of administering external resources," and further requires that the external auditors review the study;

That the General Directorate is currently reviewing proposals solicited from management consulting firms for the purpose of conducting the 1994 annual CATI study and providing the corresponding recommendations for 1995,

RESOLVES:

To instruct the Director General, taking into account the observations of the Member States, to complete the 1994 annual CATI study with sufficient time so that it may be reviewed by the external auditors and so that the results may be used for establishing the appropriate CATI rates for externally funded projects negotiated in 1995.

IICA/CE/Res.220 (XIV-O/94)
12 September 1994
Original: Spanish

RESOLUTION No. 220

USE OF MISCELLANEOUS INCOME

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.266(94) "Use of Miscellaneous Income, "

Rules 2.6.3 and 3.6.2 of the Financial Rules, approved by the Inter-American Board of Agriculture (IABA), at its Seventh Regular Meeting (1993),

CONSIDERING:

That Rule 2.6.3 of the Financial Rules states that to facilitate the study of the Program Budget by the IABA and the Executive Committee, the Director General shall present a report "...on all income from reimbursements of overhead costs (CATIs), and all miscellaneous income for the previous two years, together with estimates for the next biennium";

That according to Rule 3.6.2 of the Financial Rules, except in the case stipulated in Rule 3.16 of the Rules, "...all miscellaneous income will be aggregated to be used as a source of additional income for the Regular Fund budget...";

That in compliance therewith, all miscellaneous income deriving from the use of quota and CATI resources for the 1994 and 1995 fiscal years has been estimated and allocated to fund the budget of the 1994-1995 Regular Fund,

RESOLVES:

To accept document IICA/CE/Doc.266(94) "Use of Miscellaneous Income."

IICA/CE/Res.221 (XIV-O/94)
13 September 1994
Original: English

RESOLUTION N° 221

ELECTION OF THE AUDIT REVIEW COMMITTEE

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Resolution IICA/JIA/Res.231(VII-O/93), "Establishment of the Audit Review Committee"; the Statute of the Audit Review Committee, Appendix B of the Financial Rules; "Procedures for Election of Audit Review Committee"; the nomination papers and corresponding curricula vitae of the candidates for positions on the Audit Review Committee,

CONSIDERING:

That the Inter-American Board of Agriculture (IABA), in its Seventh Regular Meeting, adopted Resolution IICA/JIA/Res.231(VII-O/93), establishing the Audit Review Committee (ARC) and approving its Statute;

Article 7.1 of the ARC Statute provides that "the first members of the ARC shall be elected at the Fourteenth Regular Meeting of the Executive Committee in 1994 for periods to be decided by lot: one to expire on December 31, 1995; another on December 31, 1997; and the last on December 31, 1999";

That in accordance with Articles II and III of the ARC Statute, the Member States have nominated qualified candidates for each of the positions on the ARC;

That the Director General has proposed and the Executive Committee has adopted "Procedures for Election of Audit Review Committee" ("Procedures") in order to provide an orderly process for electing the ARC members, consistent with the Rules of Procedure of the Executive Committee;

That in accordance with those Procedures and the requirements of the ARC Statute, the Executive Committee has concluded the election of the ARC's three members,

RESOLVES:

1. To confirm the adoption of the "Procedures for Election of Audit Review Committee."
2. To appoint Mr. Oscar H. Ghersi, of Argentina, to the ARC for the term to expire on December 31, 1999.
3. To appoint Mr. Adrian Patrick Strachan, of Jamaica, to the ARC for the term to expire on December 31, 1997.
4. To appoint Mr. John C. Payne, of the United States of America, to the ARC for the term to expire on December 31, 1995.

PROCEDURES FOR ELECTION OF AUDIT REVIEW COMMITTEE

1. In accordance with the requirements of Article 74 of the Rules of Procedure of the Executive Committee, each member of the Audit Review Committee ("ARC") must be elected by a *majority of the Committee Members*. The required majority is seven votes.

2. The ARC has three members. In 1994, they will be chosen in three separate consecutive elections as follows: First, a member is to be elected from candidates presented by the six Member States that are the largest contributors to IICA's Regular Fund. The Executive Committee will proceed first to the election of that member. Once that member has been selected, the Executive Committee shall elect a second member from a pool of candidates proposed by the other Member States. Once that candidate has been selected, the Executive Committee shall elect the third ARC member from a pool of candidates proposed by all the Member States. The candidates who are not elected to a position on the ARC in the first two elections, unless they are withdrawn by their sponsors, shall be considered in the pool of candidates for the third. The procedure set out in this Paragraph 2 of these Rules is applicable only for the 1994 election of ARC members because after that year, the election of candidates for each position on the ARC will be staggered in accordance with the ARC's Statute set out in Appendix B of the Institute's Financial Rules.

3. Before proceeding to the voting for each position, the Chairperson will read the name and nationality of each candidate. Any discussion of those candidates shall precede the voting, and once the voting for the position has commenced, no further discus-

sion of the candidates for that position shall be permitted.

4. The voting may be taken by secret ballot, if the Executive Committee so decides, in accordance with Articles 77-79 of the Executive Committee's Rules of Procedure. Pursuant to those Articles, the Chairperson must appoint two representatives as tellers from those Member States that have "no direct interest" in the election (i.e., that have not nominated a candidate for the position under consideration). In the event the Committee decides to proceed by secret ballot, the Institute's Director of Finance and its Comptroller will assist the meeting's Technical Secretary in providing the necessary secretariat services.
5. If after the first ballot for a position on the ARC there is no candidate with the required majority, there will be a second ballot for that position in which only the candidates who received the first and second highest number of votes will be considered; however, in the case of a tie for first place, the candidates involved in the tie will be the only candidates considered on the second ballot. If after the second ballot, no candidate has achieved the required majority and there are more than two candidates because of ties for the first or second highest number of votes, then the balloting shall continue until a candidate is elected by the required majority. In each such subsequent balloting, only those candidates with the first and second highest number of votes on the immediately preceding ballot will be considered; however, in the event two or more candidates are tied for first place in the immediately preceding ballot, only those candidates who are so tied may be considered.

6. The Chairperson will announce the number of votes received by each candidate immediately after each balloting.

7. Once all the members have been selected, the Technical Secretary shall place three ballots in an urn, each with the name of one of the members so elected. The member whose name is on the first ballot drawn from the urn by the Chairperson of the meeting shall serve a term to expire on December 31, 1999; the member whose name is on the second ballot drawn from the urn will serve a term to expire on December 31, 1997, and the member whose name is on the final ballot drawn from the urn will serve a term to expire on December 31, 1995. This procedure applies only to the 1994 election due to the aforementioned requirement for staggered terms.

IICA/CE/Res.222 (XIV-O/94)
12 September 1994
Original: Spanish

RESOLUTION No. 222

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

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.275(94) "Report on the Status of the Resolutions of the Thirteenth Regular Meeting of the Executive Committee,"

CONSIDERING:

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

RESOLVES:

To accept Document IICA/CE/Doc.275(94) "Report on the Status of the Resolutions of the Thirteenth Regular Meeting of the Executive Committee."

IICA/CE/Res.223 (XIV-O/94)
12 September 1994
Original: Spanish

RESOLUTION No. 223

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

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.276(94) "Report on the Status of the Resolutions of the Seventh Regular Meeting of the Inter-American Board of Agriculture (IABA),"

CONSIDERING:

That the Fourteenth Regular Meeting of the Executive Committee studied Document IICA/CE/Doc.276(94) "Report on the Status of the Resolutions of the Seventh Regular Meeting of the Inter-American Board of Agriculture (IABA)";

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

RESOLVES:

To accept Document IICA/CE/Doc.276(94) "Report on the Status of the Resolutions of the Seventh Regular Meeting of the Inter-American Board of Agriculture (IABA)" and forward it to the IABA for its information.

IICA/CE/Res.224 (XIV-O/94)
13 September 1994
Original: Spanish

RESOLUTION No.224

PROJECT REVIEW MECHANISMS

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.273(94) "Project Review Mechanisms,"

CONSIDERING:

That the Executive Committee, at its Thirteenth Regular Meeting, approved Resolution IICA/CE/Res.203 (XIII-O/93), asking the Director General to present a report to the Fourteenth Regular Meeting of the Executive Committee on ways to review and establish the merits of all projects in which the Institute is involved, whether funded with quotas, CATIs or external resources;

That projects carried out by IICA should respond to the needs of all the Member States, in accordance with policies set forth in the Medium Term Plan (MTP);

That a mechanism must be institutionalized to guarantee that Institute projects are consistent with the objectives of the MTP and to provide the Member States with a better understanding of these projects;

That the Executive Committee, at its Fourteenth Regular Meeting, examined Document IICA/CE/Doc.273(94) "Project Review Mechanisms,"

RESOLVES:

1. To accept Document IICA/CE/Doc.273(94) "Project Review Mechanisms."
2. To ask the Director General to take the necessary measures for implementing a project review system, based on the guidelines, concepts and conclusions presented in said document, and to inform the Executive Committee accordingly at its Fifteenth Regular Meeting.

IICA/CE/Res.225 (XIV-0/94)

13 September 1994

Original: Spanish

RESOLUTION No. 225

SCHOLARSHIPS

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.272 (94) "Scholarships,"

CONSIDERING:

That the Inter-American Board of Agriculture (IABA) at its Seventh Regular Meeting, in Resolution IICA/JIA/Res.-229(VII-O/93), instructed the Director General to take measures to augment the Scholarship Fund and apply it more efficiently;

That the Director General has presented the Executive Committee, at its Fourteenth Regular Meeting, with Document IICA/CE/Doc.272(94), reporting on actions taken to carry out the instructions of the IABA;

That some of the delegations suggested that IICA study the possibility of offering a scholarship program for university studies in the member countries,

RESOLVES:

1. To accept Document IICA/CE/Doc.272(94) "Scholarships."
2. To request that the Director General explore the possibility of including in the Institute's scholarship policy some scholarships for long-term studies for Master's and Ph.D. degrees in fields of technical specialization pertinent to the Institutes's thematic mandate.

IICA/CE/Res.226 (XIV-O/94)

13 September 1994

Original: Spanish

RESOLUTION No. 226COORDINATION OF FAO-IICA ACTIVITIES

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.271(94) "Coordination of FAO-IICA Activities,"

CONSIDERING:

That the Inter-American Board of Agriculture (IABA), at its Seventh Regular Meeting, in Resolution IICA/JIA/Res.-240(VII-0/93), recommended that the Director General conduct a study on the steps to be taken to move forward in coordinating activities with the United Nations Food and Agriculture Organization (FAO) toward integrating their operations in the region, if feasible;

That during a meeting held in January 1994 at FAO headquarters, procedures were discussed for implementing the aforementioned Resolution IICA/JIA/Res.240, and the recommendation contained in paragraph 237 of the Report of the twenty-seventh session of the FAO Conference, concerning the coordination of IICA/FAO activities;

That, based on notes exchanged between the Director General of the Inter-American Institute for Cooperation on Agriculture (IICA) and the Director General of FAO, formal

relations were established through the signing of a "Letter of Understanding on the approach to be followed to strengthen cooperation between the two organizations";

That FAO's Twenty-third Regional Conference for Latin America and the Caribbean, held in San Salvador, El Salvador from August 29 to September 2, 1994, agreed to request FAO to continue working to execute agreements and joint actions with IICA and other regional and subregional organizations; it also highlighted the progress being made in coordinating and complementing activities between FAO and IICA,

RESOLVES:

1. To accept with satisfaction Document IICA/CE/Doc.-271(94) "Coordination of FAO-IICA Activities."
2. To urge the Director General to continue efforts to coordinate activities with FAO.

IICA/CE/Res.227 (XIV-O/94)

12 September 1994

Original: Spanish

RESOLUTION No. 227

EMERITUS STATUS FOR DR. IGNACIO ANSORENA

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.274(94) "Nominations for Granting Title of Personnel Emeritus,"

CONSIDERING:

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

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

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

RESOLVES:

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

IICA/CE/Res.228 (XIV-O/94)
12 September 1994
Original: Spanish

RESOLUTION No. 228

EMERITUS STATUS FOR MR. GUILLERMO GUERRA

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.274(94) "Nominations for Granting Title of Personnel Emeritus,"

CONSIDERING:

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

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

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

RESOLVES:

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

IICA/CE/Res.229 (XIV-O/94)
13 September 1994
Original: Spanish

RESOLUTION No. 229

TOPIC OF THE ELEVENTH INTER-AMERICAN
CONFERENCE OF MINISTERS OF AGRICULTURE

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.277(94) "Eleventh Inter-American Conference of Ministers of Agriculture,"

CONSIDERING:

That the Inter-American Board of Agriculture (IABA), at its Seventh Regular Meeting, by Resolution No. 232, authorized the Director General to take the measures necessary for holding the Eleventh Inter-American Conference of Ministers of Agriculture (ICMA), concurrently with the Eighth Regular Meeting of the Inter-American Board of Agriculture (IABA);

That the aforementioned Resolution No. 232 authorized the Executive Committee, during its Fourteenth Regular Meeting, to make the decisions necessary for convening the Eleventh ICMA,

RESOLVES:

To tentatively accept as the general topic of the Eleventh Inter-American Conference of Ministers of Agriculture (ICMA): "Agriculture in the Americas: Competitiveness in the Modern World Economy," which will be developed through a series of documents which will address, among others, the following specific topics:

1. Risks and Opportunities for International Trade
2. The Role of the Public Sector and Coordination with the Private Sector
3. The New Human Resource Profile for Successful Performance in a Changing World

IICA/CE/Res.230 (XIV-O/94)

13 September 1994

Original: Spanish

RESOLUTION No. 230

DATE AND SITE OF THE EIGHTH REGULAR MEETING OF THE
INTER-AMERICAN BOARD OF AGRICULTURE AND OF THE ELEVENTH
INTER-AMERICAN CONFERENCE OF MINISTERS OF AGRICULTURE

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

CONSIDERING:

That, in accordance with Article 16 of the Rules of Procedure of the Inter-American Board of Agriculture (IABA), the regular meetings of this body shall be held every two years, preferably during the second half of the second year of the Institute's biennium, and that the Board is to indicate in each meeting the provisional date and site of the following regular meeting, in accordance with the written offers submitted by the governments of the Member States to the Director General;

That the Government of Bolivia has requested the Director General to postpone its offer to host the Eighth Regular Meeting of the Inter-American Board of Agriculture;

That the Government of the Republic Costa Rica has submitted to the Director General a written offer for the city of San Jose, Costa Rica to serve as the site of the Eighth Regular Meeting of the Inter-American Board of Agriculture,

That Article 4 of the Rules of Procedure of the Executive Committee authorizes the Committee: "To decide on the place of the regular meeting of the Board, in the event an offer of a site is received subsequent to the preceding regular meeting, "

RESOLVES:

1. To accept and thank the Government of Costa Rica for its generous offer for the city of San Jose, Costa Rica to serve as the site of the Eighth Regular Meeting of the Inter-American Board of Agriculture (IABA).
2. To hold the Eighth Regular Meeting of the IABA during the month of October 1995, concurrently with the Eleventh Inter-American Conference of Ministers of Agriculture (ICMA).

IICA/CE/Res.231 (XIV-O/94)

13 September 1994

Original: Spanish

RESOLUTION No. 231

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

The EXECUTIVE COMMITTEE, at its Fourteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.278(94) "Date and Site of the Fifteenth Regular Meeting of the Executive Committee,"

CONSIDERING:

That it is necessary to set the date and site of the Fifteenth 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 Fifteenth Regular Meeting of the Executive Committee at IICA Headquarters in San Jose, Costa Rica during June 1995.
2. To request the Director General to issue the call to the meeting and to invite the Member States and other participants, in accordance with the rules in effect.

SIGNING OF THE REPORT

**SIGNING OF THE REPORT OF THE FOURTEENTH
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 Fourteenth Regular Meeting of the Executive Committee, in Spanish, English, French and Portuguese, the official languages of that meeting, is hereby signed at 16:00 on the fourteenth day of September of the year nineteen hundred and ninety-four, 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



Carlos E. Aquino González
Director General and
Secretary ex-officio



Russel García
Chairman

REPORT OF THE CREDENTIALS COMMITTEE

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

Pursuant to Article 50 of the Rules of Procedure of the Executive Committee, the Fourteenth Regular Meeting of the Executive Committee designated a Credentials Committee composed of representatives from Brazil, Canada, Mexico, and Saint Kitts and Nevis.

Meeting on the morning of September 12, 1994, the Credentials Committee elected its officers and proceeded to review the credentials of the representatives to the Executive Committee.

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

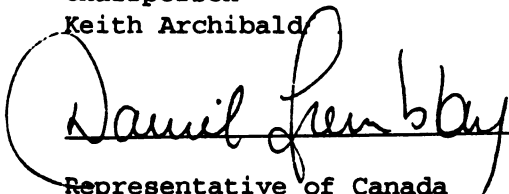
San Jose, Costa Rica, September 12, 1994



Representative of Saint
Kitts and Nevis
Chairperson
Keith Archibald



Representative of Mexico
Vice-Chairperson
Evangelina Beltrán P.



Representative of Canada
Rapporteur
Daniel Tremblay



Representative of Brazil
Marianne Bravo Leite

AGENDA

AGENDA

Document IICA/CE/Doc.262 (94)

1. Provisional Schedule IICA/CE/Doc.263 (94) rev.
2. 1993 Annual Report IICA/CE/Doc.264 (94)
3. Financial Issues
 - 3.1 Report of the External Auditors and Comments by the Director General on the 1993 Report of the External Auditors IICA/CE/Doc.265 (94)
 - 3.2 Use of Miscellaneous Income IICA/CE/Doc.266 (94)
 - 3.3 Annual Study on CATIs IICA/CE/Doc.267 (94)
 - 3.4 Election of the Members of the Audit Review Committee IICA/CE/Doc.268 (94)
4. 1994-1998 Medium Term Plan IICA/CE/Doc.269 (94)
5. Amendments to the 1994-1995 Program Budget IICA/CE/Doc.270 (94)

6. Special Reports

- 6.1 Coordination of
FAO-IICA Activi-
ties IICA/CE/Doc.271 (94)
- 6.2 Scholarships IICA/CE/Doc.272 (94)
- 6.3 Project Review
Mechanisms IICA/CE/Doc.273 (94)
- 6.4 Nominations for
Granting Title of
Personnel Emeritus IICA/CE/Doc.274 (94)

7. Reports of the Meetings of IICA's Governing Bodies

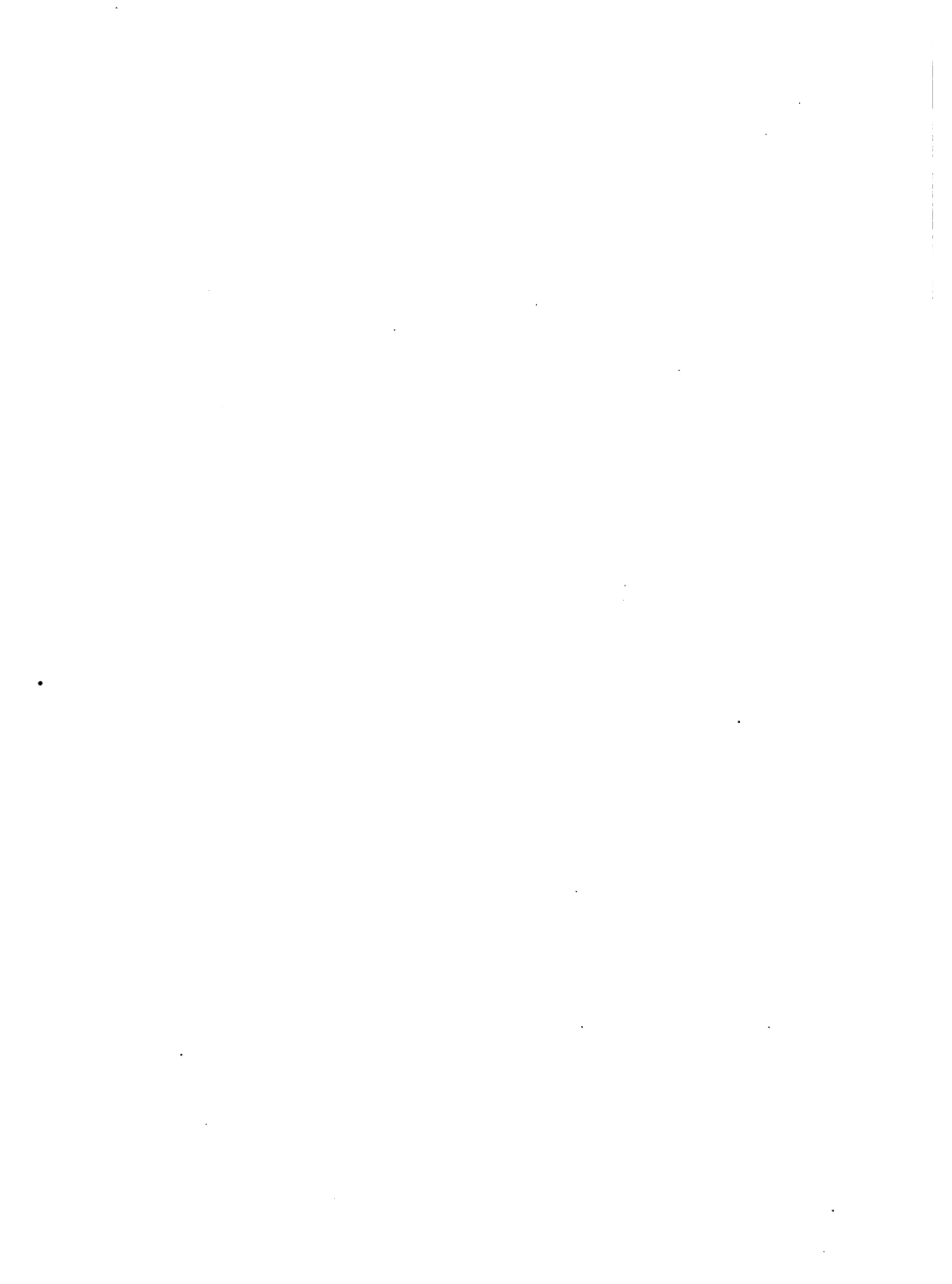
- 7.1 Report on the Sta-
tus of the Resolu-
tions of the Thir-
teenth Regular
Meeting of the
Executive Commit-
tee IICA/CE/Doc.275 (94)
- 7.2 Report on the Sta-
tus of the Resolu-
tions of the Sev-
enth Regular Meet-
ing of the Inter-
American Board of
Agriculture (IABA) IICA/CE/Doc.276 (94)
- 7.3 Eleventh Inter-
American Confer-
ence of Ministers
of Agriculture IICA/CE/Doc.277 (94)

7.4 Eighth Regular Meeting of the Inter-American Board of Agriculture
(No document)

7.5 Date and Site of the Fifteenth Regular Meeting of the Executive Committee

IICA/CE/Doc.278(94)

8. Other Business



LIST OF PARTICIPANTS

MEMBER STATES OF IICA ON THE EXECUTIVE COMMITTEEBELIZE

Russel García
Minister of Agriculture
Ministry of Agriculture
Belmopan

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Sain Parque Rural Final W3/Norte
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Primera Secretaria
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Brasilia

Mário Alves Seixas
Asesor del Presidente
EMBRAPA
Sain Parque Rural Final W3/Norte
Brasilia

CANADA**Regular:**

C. William Ross
Director General
International Markets Bureau
Agriculture and Agri-Food Canada

Alternates:

David Sherwood
Senior Advisor
International Organizations
International Markets Bureau
Agriculture and Agri-Food Canada

John Ausman
Deputy Director Multilateral Affairs
International Markets Bureau
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Embajador de Canadá en Costa Rica
Embajada de Canadá
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Viceministro de Desarrollo Rural
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Ministro de Agricultura y Ganadería
Ministerio de Agricultura y Ganadería
San José

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Asesor del Ministro
Ministerio de Agricultura y Ganadería
San José

ECUADOR

Galo Izurieta Macías
Subsecretario de la Sierra
y la Amazonía
Ministerio de Agricultura
Quito

HAITI

Guy Alexandre
Embajador de Haití
Embajada de Haití en República Dominicana
Santo Domingo, República Dominicana

MEXICO**Regular:**

Marco A. Carrión
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Secretaría de Agricultura y
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Pedro Rijo Castillo
Subsecretario de Planificación
Sectorial Agropecuaria
Avenida Jiménez Moya
Centro de los Héroes

ST. KITTS AND NEVIS

Keith Archibald
Director of Agriculture
Ministry of Agriculture
Basseterre

MEMBER STATES OF IICA NOT SITTING
ON THE EXECUTIVE COMMITTEE

ARGENTINA

Jesús Leguiza
Subsecretario de Economía Agropecuaria
Secretaría de Agricultura
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Ministry of Agriculture, Trade,
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Santafé de Bogotá, Colombia

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David W. Joslyn	Deputy Director General
Jaime Acosta Area Operations	Acting Director of Andean
Enrique Alarcón	Acting Director of Program II: Technology Generation and Transfer
Geraldo Calegar	Coordinator of the Direc- torate of the Center for Programs and Investment Projects (CEPPI)
Margarita Castillo	Internal Auditor
Fernando Del Risco	Chief, Programming Division
Lizardo de las Casas	Acting Director of Program I: Agricultural Policy Analysis and Planning
Francisco Enciso	President, IICA Staff Asso- ciation (APIICA)
Gordon J. Mair	Director of Finance
Rafael Marte	Advisor to the Director General
Rodolfo Martínez Ferraté	Advisor to the Director General for Special Affairs

Héctor Morales	Coordinator of the Plan of Action in Costa Rica
José Nagel	Director for Information, Communication, Training and Institutional Affairs
Manuel Otero	Director of Programming and Evaluation
Gilberto Páez	Acting Director of the Directorates of Area Operations
Reynaldo Pérez	Acting Director of Central and Southern Area Operations
Rodolfo Quirós G.	Director of Program IV: Trade and Integration
Eduardo Salvadó	Acting Director of External Relations
Sergio Sepúlveda	Acting Director of Program III: Organization and Management for Rural Development
James Schlotfeldt	Director of Human Resources
Clara Solís de Araya	Advisor to the Director General
Fernando Suárez de Castro	Legal Advisor
Jaime Viñas-Román	Advisor to the Director General

David Wilson

Director of Program V:
Agricultural Health

CATIE STAFF

Rubén Guevara

Director General

Rómulo Olivo

Deputy Director General

MEETING STAFF

MEETING STAFF

Director General	Carlos E. Aquino González
Deputy Director General	David W. Joslyn
Technical Secretariat	Eduardo Salvadó
Assistant to the Technical Secretary	Roxana Montero
Delegates' Secretariat	Elisa Barrantes Irma Pacheco
Legal Advisors	William M. Berenson Fernando Suárez de Castro
Coordinators, Precis writers	Susana Lalli
Precis writers	Theresa Bernardo Juan Calivá Silvia Delgado María del Pilar Fernández Grettel MacVane Robin Marsh Miguel Rojas
Press and Television	
Coordinators	Sonia de la Cruz Patricia León
Journalists	Danilo Jiménez Mishelle Mitchel
Assistant	Rafael Cartín

Protocol**Coordinator**

Xinia López
Arturo Hernández
María Ileana Mora

Yorleny Barrantes
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IICA/CE/Doc.264 (94)	1993 Annual Report
IICA/CE/Doc.265 (94)	Report of the External Auditors and Comments by the Director General on the 1993 Report of the External Auditors
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- IICA/CE/Doc.275 (94) Report on the Status of
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- IICA/CE/Doc.276 (94) Report on the Status of
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Seventh Regular Meeting
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- IICA/CE/Doc.277 (94) Eleventh Inter-American
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- IICA/CE/Doc.278 (94) Date and Site of the Fif-
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- INFO No.1: Report on the Hiring of National and Interna-
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- INFO No.2: Coordination of FAO-IICA activities
- INFO No.3: Curriculum Vitae - Ashni Kumar Singh
- INFO No.4: Unaudited Financial Report for 1994
- INFO No.5: Statement of Member Countries' Quotas as of
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- INFO No.6: Current status of projects for agricultural
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al commodity exchanges

APPENDIXES

**ADDRESS BY DR. MARIO CARVAJAL, MINISTER OF AGRICULTURE
AND LIVESTOCK OF COSTA RICA, AT THE INAUGURAL SESSION**

Thank you very much, Mr. Chairman, and good morning to all of you. On behalf of the Government of Costa Rica and our President, Jose Maria Figueres, who served as Minister of Agriculture in a previous administration, I would like to welcome you to this meeting and thank you for joining us.

We want to thank IICA for the opportunity to serve as the host country, with IICA as the host institution, of course, for this Fourteenth Regular Meeting. We are pleased to see the number and the caliber of the delegates that the governments have sent to this meeting, which is of special importance, because Mr. Carlos Aquino is beginning his term as IICA's Director General. In addition, due to the importance of IICA's Medium Term Plan, ten ministers of agriculture are in attendance, heading up the delegations of their respective countries. I also wish to pass on an invitation from the President of Costa Rica, Jose Maria Figueres, who asks that you consider the possibility of holding the Eighth Regular Meeting of the Inter-American Board of Agriculture (IABA) and the Eleventh Inter-American Conference of Ministers of Agriculture (ICMA), both scheduled for October 1995, in Costa Rica.

President Figueres chaired the meetings of those bodies some six years ago and would now like to have the opportunity, in his capacity as both our President and as a former Minister of Agriculture (on his identity card, his stated profession is "farmer"), to attend those important meetings. I wish you every success in your deliberations over the next few days, and for us it is a great pleasure to have you here in Costa Rica.

In addition to the important issues that we will be addressing during the formal part of the meeting, we will

have an opportunity to talk and exchange opinions informally during the breaks.

Thank you. And, once again, welcome.

**ADDRESS BY MR. CARLOS E. AQUINO GONZÁLEZ,
DIRECTOR GENERAL OF IICA, AT THE INAUGURAL SESSION**

A very warm and cordial welcome to all of you.

This is indeed a special occasion. We are gathered at the House of Agriculture of the Americas to chart the course our Institute will follow, to set out the challenges we will face, and to establish the priorities that will orient our actions over the next four years.

The Fourteenth Regular Meeting of the Executive Committee is honored by the presence of so many ministers of agriculture and delegates from our Member States. We see this as a clear and positive indication of your interest in the endeavors that will affect the destiny of our Institute.

From the moment we assumed the responsibility and the honor of directing this prestigious institution for four years, we have been working with all of you to promote a process of institutional modernization and change which, based on the foundation of IICA's 52 years of productive existence, will enable the Institute to adapt to new realities and to contribute to the major efforts made necessary by the rapid changes taking place throughout the Americas and worldwide, changes which are placing new demands on those institutions working in agriculture and forestry on the eve of the twenty-first century.

Therefore, it was with enthusiasm and, above all, our deep belief that we would have the solid support of all the member countries, that we undertook a process of analysis and reflection aimed at identifying the path our Institute should be taking to enable it to respond to the challenges of today and, at the same time, to formulate appropriate proposals for the future.

Regarding these basic changes, allow me to share with you several paragraphs from the book "What Businesses Should do to Bring about a Total Transformation":

"The world in which we live and will live in, and the environment in which organizations will operate, have no known precedent. Even though the elements are the same, the speed with which changes in lifestyles and values are taking place, as well as the complexity of same, are also unprecedented. Changes in the political scene and new relations between the first and the third worlds are once more redefining the market, the means of production, and the allocation of human, financial and technological resources.

"The explosion in communications technology and informatics has created one world where transactions take but a microsecond, and news travels as fast as it occurs. The changes that have taken place worldwide in terms of social values, such as the concern for the environment, the role of women in society, and the role of the organizations that produce wealth, are defining the environment in which organizations function.

"This environment imposes unprecedented obligations upon organizational leaders, who have the duty and responsibility of determining both how their organizations will operate and what direction they will take in the future. This situation forces the leaders to examine the very essence of their organizations: their basic purposes, their identity and their relations with customers, competitors and suppliers."

The process of change is normally slow and often difficult; however, in the medium and long terms, it becomes a highly valuable, productive and challenging experience. Any process that involves organizational

change and changes in personal attitudes is characterized by phases of denial, reluctance, commitment and exploration.

All of these phases are being experienced in our Institute to different degrees.

On the basis of the recommendations put forth by the Group of Experts (G-6) who evaluated IICA, and by the ministers of agriculture and other heads of delegation at the Seventh Regular Meeting of the Inter-American Board of Agriculture, held in Mexico, we began a wide-ranging process of consultation both within and outside the Institute.

Outside of IICA, we were able to involve the ministries of agriculture of all our member countries, state institutions linked to the agricultural sector, producers' organizations, and the private agribusiness sector.

As you are aware, we also established the group known as the G-33, made up of representatives of the ministers of agriculture of the 33 Member States of IICA.

We not only organized and held a meeting with them here at Headquarters, but also have been in constant contact with them to receive feedback on the 1994-1998 Medium Term Plan (MTP) and the process involved in preparing it. Additionally, several technical events were held with representatives of the private sector.

Within IICA, there was a rewardingly participatory interaction between the units at Headquarters and the Offices in the countries.

This event provided us with an opportunity to identify our greatest potential strengths, but also our institutional weaknesses, which we must overcome if we are to increase the quality and excellence of the services demanded by agricultural sector actors in the Member States.

We have chosen a longer road, perhaps a more difficult one, because it will help unify our wills, and enable us to combine theory and method into joint action.

We did so in the firm belief that if the services offered by IICA are to be upgraded, we will have to begin by taking into account the opinions of our governing bodies, our directors and all Institute personnel.

To this end, we proposed to establish a working environment characterized by prudence and austerity, yet which would be based on respect for each and every member of the IICA staff and on an ongoing search for an *esprit de corps*, a strong sense of responsibility, teamwork and of "belonging" to the Institute.

We believe that the support we received in this regard was not only timely, but also of great value for the most vital interests of our Institute. We must not lose sight of the fact that, during the period between January 1994 and today, the Institute continued to work with the budget approved for this year by the previous administration, while at the same time carrying out new initiatives.

All of us who make up the Office of the Director General come to this meeting of the Executive Committee with a profound sense of satisfaction and enthusiasm for the open dialogue we have initiated, both within and outside of IICA. This democratic spirit pervades all levels of Institute personnel, and has allowed us to implement a modern system of participatory administration in tune with today's progressive thinking on management.

We are convinced that we can be effective only to the extent that we promote and provide for a broad, committed and open relationship among our Member States, the public and private institutions linked to the agricultural sector, IICA's beneficiaries, and the Institute's administrative and technical staff.

The active and dedicated participation of our governing bodies in defining the Institute's orientation, and their understanding of what IICA does and how it does it, will ensure our continued effectiveness and high technical quality, as well as the necessary financial support for the Institute.

It is within the context of this Executive Committee meeting that we now embark on the last stage of the process to formulate the 1994-1998 MTP: to discuss the final version that was previously sent to you and begin, after you have given your approval, to implement it. Thus, we will refer to 1994 as the MTP-formulation phase, to 1995 as the transition phase, and to 1996-1997 as the consolidation phase.

The institutional view point put forth in the 1994-1998 MTP is based on agricultural development, with an emphasis on human development in rural areas. This provides the context for and the structure of all Institute actions.

This approach will emphasize participatory technical support for the countries in generating and promoting sustainable agricultural and rural development proposals that are clear and pragmatic for the medium and long term.

Among its key proposals, the 1994-1998 MTP identifies three needs:

1. To program work so as to bring about three types of transformation in agriculture: in production, trade, and institutions; these will lead to social and human changes resulting from competitiveness, sustainability and equity.
2. To concentrate work on a smaller number of strategic topics implemented through four Areas of Concentration:

- . Socioeconomic Policies, Trade and Investments
- . Science and Technology, Natural Resources and Agricultural Production
- . Agricultural Health
- . Sustainable Rural Development

and two Specialized Services:

- . Training, Education and Communications
- . Documentation, Information and Informatics

3. To promote a new institutional structure characterized by the development of strategic alliances with other international and regional agencies, public sector institutions in the countries, and private sector organizations.

Within IICA, an approach based on participation, decentralization, flexibility and concentration will be sought, characterized by:

- . a new style of participatory management
- . the creation of five Regional Centers for technical cooperation (cooperation and coordination centers) and the conversion of the existing Offices in the countries into Technical Cooperation Agencies in order to strengthen the technical capabilities of the Institute's units in the countries
- . the ability to rapidly adapt actions to changes and new demands
- . the need to offer excellence in technical cooperation, and have a significant impact.

In order to accomplish these goals, it will be necessary to gradually bring about important attitudinal changes in the human resources of the Institute, with a

view to developing excellence and total quality in the services offered by IICA.

This will require the implementation of a new human resource policy based, fundamentally, on ongoing, progressive training, as well as organizational development resulting in gradual, constructive, yet fundamental changes.

Likewise, it will be necessary to develop an effective strategy for securing the funds that will enable us to expand our technical and managerial cooperation actions in the Member States.

Today, the search for new sources of funding is an essential ingredient for achieving institutional stability and making IICA's actions less vulnerable to unforeseen situations. We must be able to count on the firm support of our Member States in these efforts. We must also identify new types of membership in IICA, new roles for the Institute's Permanent Observers, and redoubling our efforts to find new donor countries outside the Americas.

The development of strategic alliances will expand the possibilities for meeting the demands and challenges of sustainable agricultural and rural development.

We believe that the 1994-1998 Medium Term Plan is a good starting point from which to begin a logical, rational and orderly evolution and adaptation of our Institute to today's needs. We also want to underscore the fact that the 1994-1998 MTP should be seen as a dynamic and flexible instrument, subject to adjustments and modifications as required by circumstances. IICA has in place the institutional mechanisms to carry out periodic reviews of the MTP throughout this four-year period.

In order to implement the Plan, we have proposed minor adjustments in the budget for 1995, in which the amount originally allocated, US\$27,508,680.00, is maintained. We have decided not to modify the amount

previously allocated for 1994, which we are administering prudently.

The changes presented in the Amendments to the Program Budget are internal in nature and are aimed primarily at:

- . strengthening the work of the new Areas of Concentration and Specialized Services, as well as that of the Technical Cooperation Agencies in the Member States, by increasing monies for technical cooperation
- . reducing management costs gradually, by streamlining the bureaucratic structure
- . initiating a gradual process of decentralization by creating the Regional Centers and decentralizing multinational projects
- . increasing the use of the technical capacity of Institute staff, and reducing the use of consultants
- . promoting horizontal cooperation among the countries
- . increasing the resources earmarked for scholarships
- . strengthening the development of human resources

It is in this spirit that we submit for your consideration the 1994-1998 Medium Term Plan.

We are certain that, in the following stages, including implementation, each one of the member countries will continue to make contributions that will enable us to adjust, update and enrich the document.

We will find especially timely those suggestions that assist us in modernizing the institutional culture to bring about total quality and excellence in our technical cooperation services.

Parallel to the preparation of the MTP and the implementation of the activities called for in the 1994 budget, we have begun implementation of other initiatives that we consider important for the future of our Institute.

This include the process of establishing strategic alliances, one of the most important of which is our promising relationship with the United Nations Food and Agriculture Organization (FAO), with which we are coordinating and executing joint efforts at different levels, and which will result in better and more efficient services for the member countries of both institutions.

Likewise, relations with CATIE have been expanded and strengthened. We have made considerable progress in working more closely together and in carrying out joint efforts. Today, we are pleased to inform you that we are sharing offices in several countries and combining our capacities, to offer better services to the countries. We have also strengthened ties with the USDA, EMBRAPA, INTA and related agencies.

We have made progress in developing a strategy for working more closely with educational institutions, including universities in the United States, Canada, Latin America and the Caribbean, and the Latin American Association for Higher Agricultural Education (ALEAS).

This strategy has been expanded to include schools of higher education such as the EARTH, Zamorano and others. These efforts are an essential part of the 1994-1998 MTP which calls for a strengthening of actions in the field of education. It will also be of considerable

utility in the training of human resources to implement sustainable agriculture in our countries.

In order to establish relations with the private sector, and with a view to promoting closer relations between the public and private sectors of the countries, we can report progress in the establishment of a network of agribusinesses. Within this context, and in conjunction with Caribbean/Latin American Action, we are coordinating an agribusiness meeting in Miami, Florida to be held immediately after the Summit Meeting of Presidents.

In order to generate support mechanisms for securing and administering new financial resources, which will make it possible to support a greater number of actions in the smallest, poorest countries, we have worked to revitalize the idea of the "IICA Foundation for Sustainable Development," an effort initiated in the past by the Institute, and which will now be strengthened and consolidated.

There are presently ten working groups for analyzing a number of areas of importance to institutional development.

Given the need to create mechanisms for involving all IICA staff members in the strengthening of the Institute, the Commission for Analysis, Reforms and Institutional Development (COARDI) was created. The COARDI has turned out to be an excellent instrument for democratizing the Institute; it permits and facilitates a process of internal feedback, providing an important means for Institute staff to make valuable contributions and suggestions, based on the experiences of their daily work.

Aware of the fact that the Institute has consistently made important contributions throughout its existence, and that many of those who have helped to develop and upgrade IICA's efforts have retired but are still interested in and can continue to contribute to the Institute, we have established groups of former IICA staff members in

several countries. They are offering valuable ideas for institutional change and future actions of IICA. Similarly, efforts have been made to maintain close relations with the former Directors General of the Institute, learning from their experience and seeking their wise counsel.

In the dynamic atmosphere of institutional development, open to change and with a commitment to providing excellence and quality in its services, the personnel of the Institute, at all levels, have been receiving training. Recently, we initiated a training process with the Central American Institute of Business Administration (INCAE), which is affiliated with Harvard University.

It is hoped that, in the short term, all IICA Representatives and Directors will have received a course for top-level managers that will complement their technical skills with managerial ones. We hope that this effort will have a positive impact on relations with the countries and on the quality of the services we offer.

Distinguished delegates, friends, I want to reaffirm my commitment to work with you in redesigning this Institute, to enable it to respond to the most important interests of the Member States.

I am very optimistic. I think we have made progress over the last eight months—perhaps not as much as we would have liked—but I am sure we will continue to do so. We can never forget that the task is an arduous one, given the multicultural nature of our dynamic Institute, but it is only together that we can achieve the expected success.

The Inter-American Institute for Cooperation on Agriculture, our Institute, is deeply committed to agricultural development and rural well-being in the Americas, and today, more than ever before, we are called upon to redefine the role of agriculture in creating a more just and equitable society. If we work together, we will achieve our goal.

I thank you again for being here, and want to express my appreciation to the observers and the representatives of the international agencies that have joined us today.

I fully agree with the authors of the book "Total Transformation," Richard Beckhard and Wendy Pritchard, who state, "In order for change to carry an organization into the future, the process must derive from an understanding of the external forces that necessitate decisions for change in the organization."

This is why we have such a need for understanding and for moral, economic, political and technical support from all of you and your countries, and from our entire staff. Only this will equip our Institute to act vigorously as it optimizes its many strengths, crosses hurdles and overcomes shortcomings with creativity and insight.

This will also allow IICA to recognize, identify and make use of other economic, human and institutional resources available in the member countries and from the Permanent Observers. By combining efforts and forging strategic alliances, we can respond together to the new and continuing needs of the agri-food chain in our hemisphere.

Before I close, I would like to express my deepest and most sincere gratitude to the professionals who will be presenting the very important items to be discussed during the course of this meeting, and to the institutions and agribusinesses that have set up exhibits for us to enjoy. I also offer a special "thank you" to the many members of the Institute staff who have given so much of their time and displayed the greatest of dedication and good will in preparing everything from the technical documents to the pleasant environment in which we will carry out our deliberations.

We hope the quest for excellence and total quality will be ever present in IICA, so that the principles of sustainability, competitiveness and equity will become the cornerstones of the progress and social and human growth so needed throughout the Americas.

Saint Theresa said, "Humility is truth." With humility, I will leave you with this thought: IICA needs these changes, and we encourage you to be visionary leaders of them.

At this time, and respecting the different beliefs of all present, I would like to call on the Almighty to be present among us and guide us through our deliberations with wisdom.

Thank you very much.

**ADDRESS BY MR. GALO IZURIETA, DELEGATE OF ECUADOR,
DURING THE CLOSING SESSION**

Thank you, Mr. Chairman. Mr. Director General, the members of the Executive Committee have asked me to say a few words to you, to the Ministers and Deputy Ministers of Agriculture, to the Ambassadors, to the representatives of the Observer Countries, to the representatives of the agencies of the inter-American system and to the other guests present at this meeting.

I believe the Fourteenth Regular Meeting of the Executive Committee met its agenda. All the documents were analyzed, discussed and approved. We trust and hope that the Medium Term Plan will live up to the expectations of each and every country and region. This is a difficult undertaking for those who make up IICA, but I am certain that each of us will do what we can to ensure its success, and that, under this Medium Term Plan, we cannot continue to be the same. As the world changes, institutions must adapt. We are witnessing the beginning of a Third World War, which is not a war in the traditional sense. It is a war of technology, business skill, defense and opportunities. The private sector, as well as the universities, research centers and cooperation agencies, play an important role in this world war. The interesting presentation by the Minister of Agriculture of Guatemala has shown us how all these institutions must participate in the modernization of the agricultural production system.

I am confident that, in coordination with other institutions and agencies, IICA will play an important role in the future of the Americas.

Mr. Director General, I would like to thank the Deputy Director General, the Technical Secretary, the technical committees, the translators, the interpreters, the précis writers, the protocol staff, the word processors and all the IICA staff who, in one way or another, contributed to this meeting of the Executive Committee.

The work carried out and the expeditious and professional way in which IICA conducts these meetings makes us proud to part of this Institute. Thank you very much.

**ADDRESS BY MR. CARLOS E. AQUINO GONZALEZ,
DIRECTOR GENERAL OF IICA, DURING THE CLOSING SESSION**

Thank you Mr. Chairman. Distinguished delegates, observers, IICA officials, special guests, ladies and gentlemen. After three days of intense, productive, invigorating, innovative, challenging and forward-looking efforts, we have come to the closing session, in which we feel that the leadership of all the delegates who have accompanied us has added to our view of institutional changes within IICA.

We are very grateful to the delegates and the observers. We believe that this meeting of the Executive Committee is a landmark in the history of our Institute, because each of you, with your statements, contributions, comments and constructive criticism, have helped to build a new vision, a vision which looks to the future and to the changes we must make. You have reaffirmed the belief that the future belongs to those who anticipate events, to those who do not let events pass them by. The changes our countries need demand visionary leaders such as you, who, with enthusiasm and commitment, have worked with us for the last three days.

Distinguished delegates, speaking on behalf of myself and all IICA's staff members, this Institute is indebted to each and every one of you. I would like to refer briefly to certain invigorating, innovative, encouraging and challenging events that occurred during this meeting.

We want to sincerely thank the Minister of Agriculture of Costa Rica, Mario Carvajal, for his words of welcome and for the support his country has always given to IICA, which, as we heard today, was founded in the city of Turrialba. It was fifty-two years ago, in Turrialba, that the brilliant idea of a visionary of those times, the then Secretary of Agriculture and later Vice President of the United States, Henry Wallace germinated. It was then that

visionary leaders recognized the need for a mechanism that would link and strengthen cooperation and exchanges among the agricultural sectors of the Americas. This led to the creation of the Inter-American Institute of Agricultural Sciences, whose history we are still writing today.

Earlier today we had the opportunity to share some very pleasant moments at CATIE. That Center and our Institute grew out of a single cell which later divided into two. We can relate this to the trilogy of the Father, the Son and the Holy Spirit, which, together, constitute, the one true God. We have the IABA, which is the maximum authority that governs and regulates IICA and CATIE. Then you, who govern this institution, are those leaders of the change proposed in the vision and dream of Henry Wallace. Now that it is a reality, we are all responsible for strengthening it.

The presentation by Dr. Eduardo Doryan shed much light on the competitiveness of nations, and the tremendous challenge each one of us must internalize to achieve such competitiveness. The ensuing discussion on the topic, touched on the idea of the Fund of the Americas and the dream of those of us who at the present time direct this Institute: to establish an inter-American system of agricultural technology institutions and a hemisphere-wide agribusiness network.

We then moved on to the presentation by the Minister of Agriculture of Guatemala, Luis Arturo del Valle, who gave us a specific example of innovative policies characterized by participation, democracy and the knowledge that changes in society require the inputs of all. We agree with the line of thinking of the Minister of Agriculture of Guatemala, because we are trying to put it into practice in this institution, with the same difficulties, the same hopes and the same challenges. We know we will succeed, because we have faith in human beings and in their capacity to respond to change.

This was followed by a presentation by Dr. Roger Sattler on relations between the public and private sectors, followed by the signing of the agreements with the Getulio Vargas Foundation and the Caribbean Food Crops Society. These agreements illustrate the great wisdom of strategic alliances, which will help to reshape our institution with a view to the future.

I thank all the other speakers too, those from the CABEI, FAO and CATIE. I also want to express our sincere thanks to the Government of Canada for providing the French translators and interpreters, and the Organization of American States, and the Inter-American Development Bank for providing Portuguese translators. We also thank Mexico, Chile and Trinidad and Tobago, for the payments of their quotas. For us, these are important signs of their support.

I also wish to express my profound gratitude to the interpreters, who have done an extraordinary job; to the Coordinator of the MTP, Rafael Marte, who spent many sleepless nights working with his team, dedicating many long hours, leaving his wife alone, all to complete this great task of using a participatory method to prepare the plan, which, as you know, was a gigantic, extraordinary task, especially as we decided to involve the 33 countries, through the G-33, and whose contributions we appreciate greatly. Many thanks to all IICA staff, at all levels, who with enthusiasm, hope, dedication and great effort organized this meeting and convinced that their contributions would bring about a better institution; an Institute that will continue to grow in terms of excellence and quality.

I consider that the Coordinator of the Plan, with the help of his team, made a great contribution, as did the technical group that prepared the synthesis that enabled us to harmonize differences and strengthen the democratic and consensus-building process of our organization. For all of this, thank you. I am encouraged by and

grateful for all your support. Very especially, Mr. Chairman, I thank you for your leadership and skill in conducting this meeting, all of which made the meeting expeditious and cordial. Thank you, Mr. Chairman.

Thanks to all of you, friends. We are really growing and developing. You can be sure that this Administration will always welcome your comments, your constructive suggestions, because each of us can contribute to making this Institute a better one. When the objectives of the Director General differ from those of his council of directors, we will have problems. We must have common objectives, because a strategic vision requires the joint efforts of all. Our Institute, with its strategic alliances, will climb to the heavens of the Americas.

Following an IICA tradition, on behalf of all the delegates and personally, we want to present you, as a token of our appreciation and affection, with the gavel you used during this meeting.

Thank you very much, Mr. Chairman. Thank all of you for filling us with enthusiasm, dreams and hope. .

**ADDRESS BY MR. RUSSEL GARCIA, CHAIRPERSON OF THE
FOURTEENTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE**

I am very happy to have performed my duties with a sense of justice and with the help of God. We return to our countries with a sense of unity, to build justice. Thank you, and I am certain it is gone.

OFFICIAL DOCUMENTS SERIES

**Doc.
No.**

- 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,
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(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,
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(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.,
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(1977 – English and Spanish)
- 13* Sixteenth Annual Meeting of the Board of Directors – Santo Domingo, Dominican
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(English and Spanish)
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(English and Spanish)
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- 16 Seventeenth Annual Meeting of the Board of Directors – Asuncion, Paraguay,
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- 17* Eighteenth Annual Meeting of the Board of Directors – La Paz, Bolivia,
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(English and Spanish)
- 18 Nineteenth Annual Meeting of the Board of Directors – Mexico, D.F.,
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(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
(English and Spanish)

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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**
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(1990 – English, Spanish, French and Portuguese)**
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- 51 **Tenth Inter-American Conference of Ministers of Agriculture – Madrid, Spain, September 23-27, 1991
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- 52 **Sixth Regular Meeting of the Inter-American Board of Agriculture – Madrid, Spain, September 23-27, 1991
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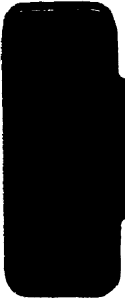
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- 53 Twelfth Regular Meeting of the Executive Committee — San Jose, Costa Rica, June 22-24, 1992
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- 54 Thirteenth Regular Meeting of the Executive Committee — San Jose, Costa Rica, June 21-23, 1993
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