



REPORT OF THE TWENTY-FIRST
REGULAR MEETING
OF THE EXECUTIVE COMMITTEE

San Jose, Costa Rica

25-27 July 2001

WHAT IS IICA?

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

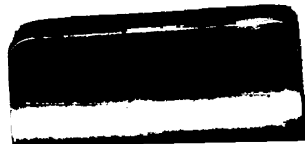
As a hemispheric technical cooperation agency, IICA can be flexible and creative in responding to needs for technical cooperation in the countries through its thirty-four Technical Cooperation Agencies, its five Regional Centers and Headquarters, which coordinate the implementation of strategies tailored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

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

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

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

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





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**MINUTES OF THE TWENTY-FIRST REGULAR MEETING OF THE
EXECUTIVE COMMITTEE**

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

The Twenty-first Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture (IICA) was held in accordance with the provisions contained in the Rules of Procedure of the Executive Committee and Resolution IICA/CE/Res.336(XX-O/00) of said Committee.

The 2001 Executive Committee was made up of the following countries: Antigua and Barbuda, Argentina, Bolivia, Costa Rica, Mexico, Nicaragua, Panama, Peru, St. Kitts and Nevis, St. Vincent and the Grenadines, United States of America, and Uruguay.

PREPARATORY SESSION

- 0.1 The Preparatory Session of the Twenty-first Regular Meeting of the Executive Committee was called to order at 09:45 on July 25, 2001, in the United States/Canada Room at IICA Headquarters, chaired by Mr. Thomas Hamby, Representative of the United States of America, the country which chaired the Twentieth Regular Meeting of the Executive Committee.
- 0.2 During this session, agreement was reached on the following items:
- 0.2.1 Election of the Chair and Rapporteur

The Committee elected Mr. Walter Nuñez Rodriguez, Deputy Minister of Agriculture, Livestock and Fisheries of Bolivia, to chair the meeting. Mr. Sergio Narvaez Sampson, Deputy Minister of Agriculture, Livestock and Forestry of Nicaragua, was elected as Rapporteur.

Thus, the officers of the meeting were:

Chairman:	Walter Núñez Rodríguez
Rapporteur:	Sergio Narvaez Sampson
<i>Ex-officio</i> Secretary:	Carlos E. Aquino González

0.2.2 Agenda of the Meeting

The agenda presented in document IICA/CE/Doc.381(01) was approved, but the order of the items was altered. It was decided that the Program Budget would be addressed on day one, and, if necessary on day two (July 26). Also, the presentations of the candidates for the position of Director General would be delivered on the morning of July 26. The report of the Caribbean Agricultural Research and Development Institute (CARDI) would be presented first thing on Friday, July 27. The item Associate Status, and the discussion on alternative crops in zones planted to illicit crops, were included under "other business."

0.2.3 Working Committees

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

0.2.4 Deadline for Submitting Proposals

July 26, at 16:00, was set as the deadline for submitting proposals.

0.2.5 Duration of the Meeting

The Plenary agreed to hold the Closing Session of the meeting on Friday, July 27, 2001, at 16:00.

0.2.6 Presentations by Candidates for the Position of Director General of IICA

The plenary agreed that the order in which the presentations would be made would be determined by consensus during the break of the Preparatory Session.

0.2.7 Voting Rights of the Countries

The Legal Advisor stated that Article 24 of the Convention on the Institute stipulated that Member States that were in arrears in the payment of their quotas for more than two years did not have the right to vote. He reminded participants that the regulations governing the application of this article were approved at the Ninth Regular Meeting of the IABA, held in Santiago, Chile. He added that, in May, all the countries received a letter from the Director General which included a status report on the payment of quotas. He went on to say that the Director General's recommendation that such countries be allowed to vote on the grounds that they

had undertaken good faith efforts to pay quota arrearages had been accepted on previous occasions.

In response to an inquiry from the Delegate Observer from Jamaica, the Director General stated that a study would be made to determine if any of the countries that had nominated candidates for the position of Director General were in arrears, adding that they would have until the upcoming IABA meeting to rectify the situation.

0.2.8 Other Business

It was announced that a videoconference on globalization and the opportunities and threats it creates for indigenous education in the hemisphere would take place on Thursday, July 26, to which the Delegates are cordially invited.

It was also announced that the presentations of the candidates for the position of Director General would be transmitted via closed circuit to the staff at Headquarters.

0.2.9 Order of Precedence of the Member States

In accordance with Article 41 of the Rules of Procedure of the Executive Committee, the order of precedence was established beginning with Bolivia, the Member State whose representative will chair the meeting. Thereafter, alphabetical order in Spanish would be followed.

0.2.10 The session was adjourned at 10:55.

INAUGURAL SESSION

0.3 The Inaugural Session of the Twenty-first Regular Meeting of the Executive Committee began at 11:40 on 25 July 2001, in the United States/Canada Room at IICA Headquarters. It was chaired by the Representative of Bolivia, Mr. Walter Nuñez Rodriguez.

0.4 Lots were drawn to determine the order of the presentations by candidates for the position of Director General, with the following results: Honduras, Brazil, Uruguay, Barbados and Colombia.

0.5 Presentation by the Director General

- 0.5.1 The Director General welcomed the Representatives and Delegates of the Observer Countries and thanked them for their attendance. He pointed out that it would be the last time he would be attending a meeting of the Executive Committee as Director General of IICA, and that he would not submit an activities report, since he would be doing so at the upcoming meeting of the Inter-American Board of Agriculture (IABA), in the Dominican Republic. Instead, he would present a brief overview of the six most outstanding aspects of his term of office, these being: a) the proposal for institutional transformation; b) the 1994-1997 term: starting the process; c) the 1998-2001 term: consolidating the process; d) limitations; e) satisfactions and achievements; and f) new challenges and opportunities.
- 0.5.2 First he referred to the process of institutional transformation, which, he stated had been the guiding concern of his administration. He noted that he had proposed the process in an earlier document, which had been enhanced with the comments he gathered during his visits to the member countries as a candidate for the position of Director General.
- 0.5.3 He underscored four main aspects of the proposal which had served as a guide for the work of his administration: greater participation of the Member States in defining the focus and management of the Institute; establishment of closer ties between IICA and the private sector through an inter-American agribusiness network; a participatory and inclusive management style, applied both within the General Directorate and in relations with the Member States; and decentralization of the General Directorate, both as regards technical and administrative matters and the management of human, physical and economic resources.
- 0.5.4 He stated that during his first term (1994 to 1997) the countries had been called upon to take part in the what was known as the G-33, the object of which was to prepare the 1994-1998 Medium Term Plan. He added that the Special Committee in Support of the Institutional Transformation Process, whose purpose was to advise the Director General on the implementation of the process, was created at the 1996 Meeting of the Executive Committee.
- 0.5.5 He went on to say that this Medium Term Plan identified two fundamental elements: first, a renewed vision of agriculture, which called for exchanges and cooperation with agricultural leaders at all levels of the Institute, in order to leave behind the limited traditional view of agriculture as merely a primary production sector. The second was a new style of cooperation characterized by greater participation on the part of the Member States in discussions on matters of strategic

importance to agriculture. On that point, he mentioned that meetings of the IABA had provided the backdrop for technical forums that had contributed much in terms of the focus and thematic content of the Institute's cooperation actions.

- 0.5.6 Within the Institute, he explained, the process of institutional transformation had begun with three strategic actions: the establishment of five Regional Centers; the creation of three specialized centers; and the launching of a training program for change and team work.
- 0.5.7 He then made reference to the second term of his administration (1998-2001), which had focused on consolidating the process of institutional transformation by seeking to harmonize mission, vision and corporate strategy. Workshops were held for that purpose in the different units of the General Directorate, and visits were made to the Member States to provide information and answer questions, emphasizing the need to articulate efforts in order to arrive at a shared vision of the Institute.
- 0.5.8 He went on to note that innovations stemming from the process of dialogue and consultation with the Member States had been incorporated into the Medium Term Plan, as had the contributions of the Special Committee in Support of the Institutional Transformation Process, leading to a clearer definition of the Institute's focus: *Toward the sustainable development of agriculture and the rural milieu within the context of the integration of the Americas.*
- 0.5.9 He also reported that organizational adjustments had been made in order to implement the concept of "consortia," which had made it possible for units with different functions to work together for a common purpose without losing their identity. The same concept, he pointed out, had served to promote the strengthening of strategic alliances on a win-win basis. He referred to the IICA-CATIE consortium as an example and said that a document on the consortium would be distributed for comments.
- 0.5.10 He added that two specialized centers had been created for the purpose of strengthening strategic alliances, those being the Inter-American Center for Rural Development (CIDER), and the Distance Training Center (CECADI).
- 0.5.11 He then made mention of the positioning achieved by IICA in the Summits of the Americas process, stating that the backing of the Member States had played a determining role in ensuring that the topic of agriculture and rural life were included in that process; moreover, the role of agriculture, as a strategic sector, and that played by Ministers of Agriculture, as leaders of the community of agriculture

and rural-life, had been recognized by the Heads of State and of Government of the Americas. He also noted that IICA had become one of the partner institutions in the Summits process.

- 0.5.12 Next, he listed some of the constraints that had arisen during the process of institutional transformation, among them the freezing of the quota contributions from Member States for eight consecutive years; the rotation of the delegates from the Member States to the meetings of the Institute's governing bodies, meaning that funds had to be allocated to keeping them informed; the low priority given to agriculture on national agendas and by financial agencies; and the growing, increasingly complex, demand for cooperation by Member States, creating competition among actions already under way and new demands.
- 0.5.13 Among his achievements, the Director General stressed that more was being done with less. He pointed out that, while quota funds had diminished systematically, the cooperation provided by IICA had continued to grow in both coverage and impact.
- 0.5.14 He noted that, as part of the support provided to the Member States so that they can comply with the mandates of the Summits of the Americas, the Ministers had been asked to help prepare a joint declaration and a hemispheric action plan for the development of agriculture.
- 0.5.15 In conclusion, the Director General commented on the new challenges and opportunities facing the Institute. First, he mentioned the consolidation of the new role of the Inter-American Board of Agriculture as the most important ministerial-level forum in the Americas on matters related to agriculture and rural life. Second, he referred to the importance of working together at the national, regional and inter-American levels. Third, he underscored the need to become actively involved in discussions on and actions related to emerging topics such as technological advances, the situation regarding natural resources, the demand for food, and agriculture's multidimensional role in society, all of which call for keeping abreast of opportunities and threats, and for strategic thinking.
- 0.5.16 He ended by expressing his gratitude for the support he had received throughout his administration, and to his country, the Dominican Republic, in particular, for the vote of confidence it had given him on being appointed Director General. He stated that this support and teamwork had led to a successful term in office.
- 0.5.17 The Inaugural Session was adjourned at 12:30.

FIRST PLENARY SESSION

- 1.1 The First Plenary Session of the Twenty-first Regular Meeting of the Executive Committee was called to order at 12:31 on Wednesday, July 25, 2001. It was chaired by Mr. Walter Nuñez Rodriguez, Vice-minister of Agriculture, Livestock and Fisheries of Bolivia.
- 1.2 Status of the Resolutions of the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA) (IICA/CE/Doc.395(01)) and Status of the Resolutions of the Twentieth Regular Meeting of the Executive Committee (IICA/CE/Doc.-396(01))
- 1.2.1 The Technical Secretary presented the two status reports and referred to their contents. There being no questions or comments, the Executive Committee approved the reports.
- 1.3 Report of the Selection Committee for Conferring the Inter-American Awards in the Rural Sector (IICA/CE/Doc.397(01))
- 1.3.1 The Technical Secretary explained that, pursuant to Article 9 of the Regulations of the Inter-American Awards in the Rural Sector, candidates are selected by a committee made up of five representatives of the countries that are members of the Executive Committee in the years when the IABA holds its Regular Meeting. As a result, the Awards Selection Committee for the 2000-2001 biennium is composed of representatives of Antigua and Barbuda, Argentina, Bolivia, Costa Rica and the United States.
- 1.3.2 The Chair invited the delegate from Antigua and Barbuda, Mr. Vere C. Bird Jr., Chairman of the Awards Committee, to present the respective report.
- 1.3.3 The delegate from Antigua and Barbuda stated that, after studying the nominations, the Committee recommended that: a) the deadline for nominating candidates be extended to October 31, 2001; b) the Institute be asked to consider the possibility of implementing a process whereby these awards would be conferred at the national, regional and hemispheric levels; c) the Director General be asked to adjust, revise and update the regulations, with a view to establishing a broader, more participatory process; and d) if the draft resolution was approved, the Director General be asked to convene a meeting of the Awards Selection Committee prior to the next meeting of the IABA.

- 1.4 Date and Site of the Twenty-second Regular Meeting of the Executive Committee (IICA/CE/Doc.398(01))
- 1.4.1 The Technical Secretary pointed out that, pursuant to articles 19, 20 and 21 of the Rules of Procedure of the Executive Committee, regular meetings of the Committee are normally held at IICA Headquarters.
- 1.4.2 Since no Member State had offered to host the Twenty-second Regular Meeting of the Executive Committee, it would be held at IICA Headquarters in San Jose, Costa Rica, in June 2002.
- 1.5 Financial Statements of the Institute and 2000 Report of the External Auditors (IICA/CE/Doc.388(01))
- 1.5.1. The Director of Finance explained that, pursuant to Resolution 339, adopted at the Tenth Regular Meeting of the Inter-American Board of Agriculture, held in Salvador, Bahía, Brazil, in October 1999, the Institute's financial statements for 2000, and a comparison with the 1999 financial statements, were audited by the independent auditing firm of Deloitte and Touche.
- 1.5.2. He indicated that the audit was conducted in accordance with international auditing standards and that the reports were prepared in keeping with generally accepted accounting principles, except for the recording of obligations related to the acquisition of goods and services not received at the end of 2000. He added that, aside from this exception, the auditors considered the financial statements to be a fair presentation of the Institute's financial situation as of 31 December 2000.
- 1.5.3. He noted that the quotas receivable from Member States had increased by US\$5.4 million. He explained that this situation was due to administrative changes in some countries and to economic constraints in others. He added that this had made it necessary for the Institute to transfer expenses and to apply for short-term loan of US\$2.5 million from the Bank of America, against the credit line negotiated with that financial institution.
- 1.5.4. He also indicated that during 2000, IICA's administration instructed the Units to strictly observe the rules governing purchases. The response was positive and purchases made during 2000 totalled US\$1.2 million, which is 54% less than the US\$2.8 million recorded in 1999.

- 1.5.5. He explained that the slowdown in the execution of external resources, which shows a reduction of US\$7.5 million, produced a contraction of US\$500,000 in the CATIs generated. At the same time, he mentioned that operational, investment and financing activities, as a whole, reached levels of US\$45 million both for the year 2000 and in 1999.
- 1.6 Seventh Annual Report of the Audit Review Committee (ARC) (IICA/CE/Doc.-389(01))
- 1.6.1 The Chairman invited Mr. James Ebbitt, Chairman of the Audit Review Committee, to present the report.
- 1.6.2 Mr. Ebbitt offered a summary of the activities undertaken by the Committee. He reported that its members had visited Brazil to review the execution of the new information management system known as BAAN, and had also visited Panama, accompanied by the Director of Finance, where they held meetings with the staff of the IICA Cooperation Agency and with the Minister of Agricultural Development.
- 1.6.3 He recalled that under its Statute, the Audit Review Committee is required to report any matter that might constitute a violation of the regulations governing the actions of the General Directorate. He said the Committee had found no instances or indications of such violations of the Regulations.
- 1.6.4 He added that the Committee had examined the Report of the External Auditors on the Comparative Financial Statements for 1999 and 2000. He expressed satisfaction with the meticulous work carried out by the external auditors, in accordance with IICA's regulations and international auditing standards.
- 1.6.5 With regard to the purchase commitments and closing obligations, he acknowledged the progress achieved and recommended that these efforts be continued, so that IICA might receive an unqualified (unreserved) opinion on its financial statements and obtain a higher level of security in its financial procedures.
- 1.6.6 Similarly, he praised the high quality of the work performed by the Institute's Internal Audit Unit, and recommended that it be strengthened in two ways: by ensuring that the decentralized Cooperation Agencies are audited sufficiently, and by ensuring a proper audit of the automated and information technology systems used by IICA.
- 1.6.7 He went on to thank the Director General of IICA, the Director of Finance and the Regional Directors, for all their support, as well as the staff of the Cooperation

Agencies in the countries visited. He also thanked the Cooperation Agencies that participated in the installation of the BAAN system.

- 1.6.8 The Representative of the United States of America praised the excellent work carried out by the Audit Review Committee, under the leadership of Mr. James Ebbitt, and thanked the members of the Committee for their efforts and services.
- 1.6.9 The Representative of Peru asked for clarification concerning a recovery plan in the event of technological disasters that might affect the Institute, to which Mr. Ebbitt replied that IICA needs a plan to ensure that it can continue working when a major problem arises in its computer system.
- 1.6.10 The Director General remarked that the subject of security in the institution's financial affairs had been addressed by the Special Advisory Commission on Management Issues.
- 1.6.11 The Observer Representatives of Canada and Honduras agreed that it is important for the Institute to take steps to ensure that the growth in the extra-quota budget does not affect the auditing tasks.
- 1.6.12 The Director General explained that in the management of external resources, funds are set aside for the purpose of evaluation.
- 1.6.13 The Director of Finance explained that the funds of the regular budget and external resources are managed separately, and that there is no difficulty in auditing them and monitoring execution of the funds. He added that the projects include a budget item for that purpose, and mentioned that in the case of Brazil this included an evaluation commission. He thanked the Observer Representatives of Canada and Honduras for their comments and said their observations would be taken into account.
- 1.7 Election of a Member of the Audit Review Committee (IICA/CE/Doc.390 (01))
- 1.7.1 The Chairman gave the floor to the Director of Finance, who recalled that in accordance with Article 3.k of the Rules of Procedure of the Executive Committee, this body is required to elect members of the Audit Review Committee. He explained that in line with the Procedures for the Election of Members of the ARC, the vacancy left by Mr. Ebbitt would be occupied by a candidate proposed by the six member countries that are the major contributors.

- 1.7.2 He noted that the only candidate was Mr. Robert W. Young, nominated by the United States of America, who was elected as a Member of the ARC.
- 1.8 Extension of the Contract of the External Auditors for the 2002-2003 Biennium (IICA/Doc.391(01))
- 1.8.1 The Director of Finance announced that at the Tenth Regular Meeting of the Inter-American Board of Agriculture, held in October 1999, Resolution 339 appointed the firm Deloitte and Touche as the External Auditors of IICA and of the Tropical Agriculture Research and Higher Education Center (CATIE) for the 2000-2001 biennium. He added that the Director General had extended the contract with the firm Deloitte and Touche for the period 2002-2003, pursuant to Article 5.9.2 of the Financial Rules and Article 6.a of the Rules of Procedure of the General Directorate.
- 1.8.2 The Chairman adjourned the First Plenary Session at 13.22.

SECOND PLENARY SESSION

- 2.1 Proposed 2002-2003 Program Budget (IICA/CE/Doc.387(01))
- 2.1.1 The Chairman opened the second plenary session at 15:20 and gave the floor to the Director General to introduce the presentation on the proposed Program Budget.
- 2.1.2 The Director General stated that although the Program Budget is biennial, a breakdown is only provided of the resources allocated in the Regular Fund for fiscal year 2002 in order to afford the new Director General the opportunity of proposing to the Executive Committee, at its Twenty-second Regular Meeting, the detailed allocation of resources for the year 2003.
- 2.1.3 The Chairman gave the floor to the Director of Planning and Evaluation (DIPRE), for the presentation of the proposed Program Budget for the 2002-2003 biennium.
- 2.1.4 The Director of DIPRE explained that the proposal contains an appropriate articulation and alignment of cooperation actions with the Institute's strategic guidelines, indicating that the following is taken into consideration when allocating resources: zero nominal growth in said resources, the guidelines set out in the Medium Term Plan (MTP), and the strategic guidelines for 2002. He added that Regular Fund resources finance the priority actions established in the three

strategic lines of action defined for 2002: focusing of cooperation, efficiency of operations, and an IICA that anticipates the future.

- 2.1.5 The Director of DIPRE went on to say that IICA groups its work into two subprograms. The first covers six strategic areas, which, in turn are divided into the complementary thematic areas of concentration and the articulating areas. The second subprogram includes actions to provide the Member States with inputs for implementing and following up on decisions arising from the hemispheric dialogue, as a consequence of the new role given to the IABA in the Third Summit of Presidents.
- 2.1.6 He went on to say for the 2002-2003 biennium, financing for the Regular Fund holds steady at US\$30 million, of which US\$27.5 million correspond to quota resources from the Member States and US\$2.5 million from miscellaneous income.
- 2.1.7 Next, he presented and described the budget categories, the breakdown of which is contained in document IICA/CE/Doc.387. This proposal is organized by chapter; by subprogram, technical area, and articulating area for direct cooperation services; and by major object of expenditure.
- 2.1.8 With regard to allocations by chapter, the Director of DIPRE underscored the fact that in 2002, direct cooperation services will account for 89.3% of the US\$30.0 million of the Regular Fund, while the amount earmarked for General Costs and Provisions will be reduced by 9.3% as compared to 2001. In terms of resource allocation by subprogram and technical area, he explained that this reflects the priorities set by the Member States, which results in a differential concentration of operating resources among the technical areas.
- 2.1.9 As a result of this process, and by way of example, he mentioned that it is only natural that the very characteristics of the different regions and countries result in differences in priorities and therefore differences in the distribution of resources at the national and regional levels. For example, Panama focuses its Regular Fund resources on the subjects of policies and trade, and rural development, whereas the Caribbean Area Directorate concentrates its resources on training and education, and information and communications; Mexico focuses on agricultural health and rural development, and so on. He said that he mentioned these cases to point out differences that will be noted in the different countries and regions vis-à-vis the allocation of funds to priority areas.

- 2.1.10 He indicated that in the 2002 budget, the largest amounts are assigned to the Area of Science, Technology and Natural Resources (US\$5.6 million) and to the Area of Rural Development (US\$5.1 million).
- 2.1.11 The Director of DIPRE explained that, as opposed to the 2000-2001 period, the present proposed Program Budget contains the subprogram "Cooperation in Emerging Topics of the Inter-American Dialogue and Consensus Building Process on Agriculture and Rural Life," which means that a lineal comparison of the two budgets cannot be made.
- 2.1.12 He concluded by saying that distribution of the Regular Fund by major object of expenditure for the amount of US\$28.5 million is similar in structure to the previous biennium. In it, personnel costs account for 62.8% of the total, while operating costs total more than a third. He informed participants that a reduction was expected both in the costs of international professional personnel (IPP), and those corresponding to local professional (LPP) and general services personnel (GSP). Finally, he showed the distribution of resources between Headquarters units (24.5%) and the countries and regions (75.5%), which is very similar to last year.
- 2.1.13 The Chairman thanked the Director of DIPRE for his presentation and opened the floor for discussion of the proposed Program Budget. The Representative of Argentina spoke next.
- 2.1.14 The Representative of Argentina acknowledged that the six Technical Areas of the Institute are of similar importance and pointed out the difficulties of prioritizing and satisfying the demands of very different countries. He added that, in his view, the changes taking place in food production and trade presuppose a focus on the interests of the consumer, especially in matters of food quality and safety. Moreover, on the matter of integration and trade negotiations, it is necessary to ensure that benefits of tariff reduction not be replaced by technical barriers and sanitary and phytosanitary restrictions. For these reasons, he felt that the Areas of Policies and Trade and Agricultural Health and Food Safety should be given greater priority.
- 2.1.15 The Representative of Peru agreed that the Areas mentioned by the Representative of Argentina are strategic, but noted that other Areas are also, and asked how these interests and needs could be reconciled with a limited budget. He said he believes it is necessary to review the assignation of resources and considers this possibility to be viable, once a new Director General takes office.

- 2.1.16 The Observer Representative of Honduras noted that the new role of IICA and of the IABA, derived from the Quebec Mandate, the Resolution of the OAS and the growing demand for cooperation services, make it necessary for IICA to analyze, improve and further develop the role of cooperation and coordination between IICA and FAO, similar to that existing between the Pan American Health Organization (PAHO) and the World Health Organization (WHO). He said that this type of dialogue and coordination would boost the resources of both institutions.
- 2.1.17 The Chairman thanked the speakers for their comments and invited delegates to contribute complementary ideas based on the Argentinean proposal and others. He immediately gave the floor to the Observer Representative of Colombia.
- 2.1.18 The Observer Representative of Colombia noted that 89% of the budgetary allocations are based on the needs and priorities of the countries and regions, in line with the MTP and the strategic guidelines; for this reason, there is little room for maneuvering. Without playing down the importance of agricultural health and food safety, and of other areas, he considered that the spread of rural poverty in Latin America - particularly in the tropics - is a phenomenon that cannot be ignored and which is related to, among other things, the degradation of natural resources. At the same time, he added, the slowing of scientific and technological development, which is the result of reduced public spending on science and technology, leads him to consider this area as an institutional priority. He concluded by proposing that the possible modification of the proposed Program Budget be subject to the possibility of recovering the funds owed by member countries.
- 2.1.19 The Observer Representative of Ecuador said he agreed that the research centers in countries, and their contributions to agriculture, have suffered due to a lack of resources. He said that the privatization of these services had generated research that favors large companies, rather than groups of small peasant farmers, who have seen poverty and unemployment grow. Despite the opening up of markets and trade, he considered that at present, virtually no tropical goods can be sold at a profit.
- 2.1.20 The Representative of Mexico remarked that, by analyzing the challenges facing agriculture, we can visualize a large number of emerging issues, which pose a challenge to IICA and to the countries themselves. Given this situation, he noted that it is necessary to find mechanisms for coordination between IICA and the countries, to secure new financial resources to help resolve the problems of the rural milieu and support efforts to improve the competitiveness of agricultural products on world markets. He pointed to the need to seek additional funding from international organizations to address the emerging issues. He added that Mexico

proposed the topic of bio-safety as part of the priority programs, in addition to agricultural health and food safety.

- 2.1.21 The Representative of the United States of America welcomed the presentation of the Program Budget and stressed the importance of knowing the details in order to be able to explain to his government the new financial requirements and the changes in the budget with respect to previous years. Given this situation, he added, it is important that the budget be presented in sufficient detail.
- 2.1.22 The Representative of Costa Rica expressed concern at the inability to reach consensus on the priority issues and, given the different situations within each country, suggested that the delegates approve the Program Budget and urge the Institute to seek additional funds to support the emerging issues.
- 2.1.23 The Chairman of the Executive Committee, speaking in his capacity as the Representative of Bolivia, said that inasmuch as the Free Trade Area of the Americas (FTAA) will be consolidated in the year 2005, IICA should be strengthened so that it can become the hemispheric agency in charge of reducing the gap between countries, widened by the integration processes. He added that IICA should also be involved rural development, understood in its broadest sense, including the areas of education, health, non-agricultural rural employment, etc.
- 2.1.24 The Director General expressed satisfaction with the fact that the Executive Committee serves as a mechanism for dialogue and reflection on the problems facing agriculture and the rural milieu. He thanked the delegations for their observations and suggested postponing approval of the Program Budget, in order to have more time to analyze it and, if necessary, include the comments of the delegates. He explained to the Plenary that CATIs provide financial reinforcement for the emerging issues; however, there has been a tendency among countries to negotiate a reduction in the levels of these, which meant that the amount of new resources entering the Institute had declined. The Director General echoed the words of the Delegate from Mexico regarding the importance of the countries' supporting the authorities of the Institute in securing financial resources from other regional or global organizations, adding that this would add weight to any requests submitted by IICA.
- 2.1.25 The Chairman accepted the proposal of the Director General to discuss the issues of the Budget at another session, allowing the concerns expressed by Delegates to be incorporated into it.

- 2.1.26 The Chairman announced that the document concerning the Agreement to establish the IICA/CATIE Consortium had been circulated; he invited Delegates to examine the document for discussion, in due course.
- 2.1.27 He noted that, in accordance with established procedures, the presentations of candidates to the post of Director General would be subject to the following guidelines:
- a. They will be transmitted by closed-circuit television to the staff of the IICA Headquarters.
 - b. Each candidate will have a maximum of 20 minutes to deliver his address.
 - c. No questions or comments will be directed to the candidates.
- 2.1.28 The Observer Representative of Barbados asked whether each candidate would have the opportunity to listen to the other presentations, to which he received an affirmative reply.
- 2.1.29 The Second Plenary Session was adjourned at 18:05.

THIRD PLENARY SESSION

- 3.1 The Third Plenary Session of the Twenty-first Regular Meeting of the Executive Committee was called to order at 09:45 on July 26, 2001.
- 3.2 Presentations of the candidates to the position of Director General of IICA
- 3.2.1 The Chairman gave the floor to the candidates for their presentations. The contents of each candidate's presentation are contained in the Verbatim Report.
- 3.3 Report on the Activities of the Tropical Agriculture Research and Higher Education Center (CATIE) (IICA/CE/Doc.399(01))
- 3.3.1 The Chairman gave the floor to the Director General of CATIE, Mr. Pedro Ferreira, for him to present the 1999-2000 activities report.
- 3.3.2 Mr. Ferreira began by stating that CATIE's strategic vision proposed that the countries in tropical America should implement sustainable development practices by balancing production with conservation in tropical ecosystems and improving the social and economic welfare of their populations.

- 3.3.3 He explained that CATIE's activities had been grouped into the following five areas: senior management, budget, education, research and outreach activities.
- 3.3.4 He pointed out that the most relevant aspect in the area of senior management was the approval of the new CATIE Contract by Costa Rica's Legislative Assembly. He went on to highlight the incorporation of Puerto Rico's Department of Natural Resources into CATIE as an Affiliate Member, the opening of a Technical Office in Mexico, and the new Director General.
- 3.3.5 He commented that the CATIE budget amounted to US\$18.4 million, of which US\$10 million had been allocated to projects and the rest to the core budget. He explained that the budget had been balanced for the previous two years; although there had been a small deficit in 1999, it had been compensated for by a slight surplus in the year 2000. He listed the origin of budget revenues and stated that CATIE received US\$1 million from IICA and between US\$7 and US\$8 million in external contributions, mainly from Sweden, Norway and Denmark.
- 3.3.6 He said that CATIE's research fields were: genetic resources, integrated pest management, agroforestry and watersheds, forests and biodiversity, and, more recently, economics and environmental sociology. He pointed out that 70 projects had been carried out in those fields.
- 3.3.7 In the sphere of education he highlighted the joint doctorate program with universities in Europe and the United States, which already had three graduates, and the master's degree program, enrollment for which had increased by 30% in the 2000-2001 academic year.
- 3.3.8 With regard to outreach activities, he made special mention of the technical assistance given to the countries affected by Hurricane Mitch and the strengthening of topics such as watersheds, vulnerability, integrated pest management and certification. He also referred to the creation of an information node in partnership with IICA, and the work carried out by the Geographical Information Systems Laboratory for municipalities and governments.
- 3.3.9 In conclusion, he listed the following main challenges: defining the new strategic plan, securing legal status in Member States, incorporating regular and affiliate members, strengthening of cooperation at the regional and international levels, greater coordination with IICA, and strengthening of foundations.

- 3.3.10 The Representative of the United States asked whether the costs and savings that could be generated through the creation of IICA's consortium with CATIE had been determined.
- 3.3.11 The Director General of CATIE explained the advantages of establishing a consortium with IICA, among them strengthened negotiating capacity, complementing the technical capacities of the two agencies, and the possibility of implementing actions more efficiently.
- 3.3.12 The Observer Representative of Ecuador congratulated Mr. Ferreira and stressed the importance of CATIE's actions to complement those of IICA. He emphasized that his country would make every effort to join CATIE because it was convinced of the opportunities that it could afford Ecuador and its neighboring countries.
- 3.3.13 The Representative of Mexico acknowledged the work carried out by CATIE's new management, made reference to the importance to his country of having a CATIE office in Mexico, and urged the delegates to support all steps necessary to provide CATIE with the required legal capacity.
- 3.3.14 The Observer Representative of Honduras remarked on the relationship between CATIE and IICA and stated that he would be interested to know if the idea were really for the two agencies to grow apart or not. He said that they had certain characteristics in common, and that both seek external mergers but had been unable to merge with each other.
- 3.3.15 The Director General explained that the concerns put forward by the Representative of the United States had been addressed in the proposal to establish the IICA/CATIE consortium. He emphasized that the aim was to work together with greater transparency, a more specific definition of activities, and with the aim of making the greatest possible use of physical, economic and human resources. He likened the relationship between the two agencies to a cell with two nuclei, and stressed that the sole mandate was to work together.
- 3.3.16 He explained that the establishment of a consortium, as a modern management option, would enable each agency to retain its identity. He mentioned elements that reflected the close relationship between CATIE and IICA, such as the fact that CATIE's assets are the property of IICA, and that the Institute offered facilities for CATIE's operation in terms of the use of its legal position and access to tax exemptions.

- 3.3.17 He reiterated that efforts had been made to tighten the bond between the two agencies and that establishing the consortium was a major step in that direction. He went on to request that the participants forward their observations or queries regarding the consortium to him in order to enrich the proposal.
- 3.3.18 The Representative of Costa Rica expressed his satisfaction of the efforts made to make maximum use of resources, since they were scarce, and commented that the legal department of his institution had observations to make regarding the proposal to create a consortium.
- 3.3.19 The Director General of CATIE highlighted the complementarity between IICA and CATIE, as two institutions with different resources and programs, and emphasized the possibilities of working together in fields such as science and technology and training. He expressed concern over the possible reactions of donors to CATIE vis-à-vis the possible merger. He also referred to the possibility of CATIE becoming IICA's technical branch.
- 3.3.20 The Representative of Mexico stressed that a legal solution should be found for the creation of the consortium, and stated the importance of the consortium as a means of supporting the efficient entry of countries into the international market.
- 3.3.21 The Observer Representative of Honduras congratulated the Director General of IICA and the Director General of CATIE, and expressed satisfaction over the progress made in the relationship between the two institutions. He presented a historical overview of the relationship, and reflected on the importance of ensuring that both agencies followed the common guidelines established by the Inter-American Board of Agriculture.
- 3.4 Election of the Representative of the Inter-American Board of Agriculture to the Governing Council of the Tropical Agriculture and Higher Education Center (CATIE) (IICA/CE/Doc.392(01))
- 3.4.1 The Director General stated that the term of the Representative of the Inter-American Board of Agriculture (IABA) to the Governing Council of CATIE ends in October 2001 and that nominations of candidates had been duly requested. Since no nominations had been received to date, he proposed that the Representative of Jamaica continue to hold the position.
- 3.4.2 The Representative of Jamaica agreed to continue to serve in that capacity, and was appointed representative to the Governing Council of CATIE for a new term.
- 3.4.3 The Chairman adjourned the session at 12:43.

FOURTH PLENARY SESSION

4. The Fourth Plenary Session, chaired by the Representative of Bolivia, was called to order at 15:17 on July 26, 2001.
- 4.1 Signing of the IICA-FAO Agreement
 - 4.1.1 The Chairman gave the floor to the Manager of the Technical Consortium, Mr. Hector Morales, who told the meeting that, to all intents and purposes, the new agreement was an updated version of the one signed by the two institutions in 1994. It contained a basic work program that called for activities in four thematic areas: trade and trade negotiations, animal and plant health, rural development and agricultural information.
 - 4.1.2 The Director of the Technical Consortium said that the agreement would be signed by the FAO's Regional Director for Latin America, Mr. Gustavo Gordillo de Anda, and the Director General of IICA, Mr. Carlos Aquino Gonzalez.
 - 4.1.3 Gustavo Gordillo de Anda and Carlos Aquino both signed the cooperation agreement and expressed their satisfaction at the renewal of the working agreement and at the coordination of activities in areas that were a priority for the Americas.
 - 4.1.4 The Director General of IICA asked Mr. Gordillo de Anda to convey his thanks to the Director General of the FAO, Dr. Jacques Diouf.
- 4.2 Draft Resolution "2000 Annual Report"
 - 4.2.1 The Rapporteur read out the draft resolution, which was approved as read.
- 4.3 Draft Resolution "2000 Financial Statements of the Institute and Report of the External Auditors"
 - 4.3.1 The Rapporteur read out the draft resolution, which was approved after point 3 in the operative part of the resolution was deleted.
- 4.4 Draft Resolution "Seventh Annual Report of the Audit Review Committee (ARC)"
 - 4.4.1 The Rapporteur read out the draft resolution and invited comments from the floor.

- 4.4.2 The Representative of the United States of America made an observation on style that was incorporated and the resolution was then approved unanimously.
- 4.5 Draft Resolution “Election of a Member of the Audit Review Committee (ARC)”
- 4.5.1 The Representative of the United States of America noted that Mr. Robert Young’s title was that of “Deputy” and not as stated in the operative part of the resolution.
- 4.5.2 IICA’s Legal Advisor said that the wording of the operative paragraph was incorrect: it stated that Mr. Robert Young had been nominated by all the Member States, when in fact Mr. Young had been nominated and appointed by the six Member States that were the largest contributors to the Institute.
- 4.5.3 The Representative of Trinidad and Tobago pointed out that the term of office would conclude on December 31, 2007, not 2008.
- 4.5.4 The Chairman thanked the delegates for their observations and asked the Plenary to vote on the draft resolution with the changes that had been suggested. It was adopted unanimously.
- 4.6 Draft Resolution “Election of the Representative of the Inter-American Board of Agriculture (IABA) to the Governing Council of the Tropical Agriculture Research and Higher Education Center (CATIE)”
- 4.6.1 The Rapporteur read out the draft resolution.
- 4.6.2 After some changes had been incorporated into the text at the suggestion of the Representative of Peru, the Chairman asked the Plenary to vote on the draft resolution. It was approved unanimously.
- 4.7 Draft Resolution “Status of the Resolutions of the Tenth Regular Meeting of the Inter-American Board of Agriculture”
- 4.7.1 The Rapporteur read out the draft resolution, which was adopted unanimously.
- 4.8 Draft Resolution “Report on the Status of the Resolutions of the Twentieth Regular Meeting of the Executive Committee”
- 4.8.1 The Rapporteur read out the draft resolution, which was approved unanimously.

- 4.9 Draft Resolution “Biennial Report on the Activities of the Tropical Agriculture Research and Higher Education Center (CATIE)”
- 4.9.1 The Rapporteur read out the draft resolution, which was adopted unanimously.
- 4.10 Draft Resolution “Date and Site of the Twenty-second Regular Meeting of the Executive Committee”
- 4.10.1 The Rapporteur read out the draft resolution, which was approved unanimously.
- 4.11 Draft Resolution “Inter-American Awards in the Rural Sector”
- 4.11.1 The Rapporteur read out the draft resolution, which was adopted unanimously.
- 4.12 Draft Resolution “Amendment of Standards for IICA Associates”
- 4.12.1 The Director General reported that the purpose of this draft resolution was to facilitate membership of other countries as IICA Associates, for which the Associates’ contribution percentage would be decreased from 1.0% to 0.2%.
- 4.12.2 The Chairman presented the draft resolution to the Plenary, which was adopted unanimously.
- 4.13 Draft Resolution “Support for Alternative Development Programs Aimed at the Substitution of Illicit Crops”
- 4.13.1 The Representative of Peru asked the Rapporteur to read out a draft resolution that had been approved previously by the representatives of Brazil, Colombia, Ecuador and Bolivia.
- 4.13.2 The Rapporteur read out the draft resolution, which was adopted unanimously.
- 4.14 Tribute to Mr. James R. Ebbitt
- 4.14.1 The Director General of IICA thanked Mr. James Ebbitt for his work as member of the Audit Review Committee.
- 4.14.2 Mr. James Ebbitt thanked the Director General for facilitating his work, and the personnel at Headquarters and in the Cooperation Agencies for assisting him during his visits.

4.15 Draft Resolution “Special Advisory Commission on Management Issues”

- 4.15.1** The Chairman opened the floor for comments on the draft resolution.
- 4.15.2** The Representative of Mexico expressed his support for the draft resolution. He felt it important that the Commission continue its work and asked the Director General for a status report on the implementation of the recommendations made by the Commission.
- 4.15.3** The Director General reported that three meetings had been held last year, making it possible to prepare a report that reflected the concerns of the member countries. He added that it would be helpful for the Commission to present detailed administrative proposals for approval by the Committee, thereby freeing up time for the Committee to focus on technical-thematic issues. To make this possible, the persons designated should serve out their full, two-year period of office, as established in the Commission’s regulations.
- 4.15.4** The Chairman asked the Rapporteur to read out the draft resolution, which was approved after an observation on style, made by the Representative of the United States, had been incorporated into the English text. The Director General also pointed out that the mandate of the Special Advisory Commission on Management Issues was to advise the General Directorate, while the Executive Committee issues instructions and mandates.
- 4.16** The Chairman gave the floor to the Representative of Saint Vincent and the Grenadines, who pointed out that the minutes of the Preparatory Session did not make it clear whether candidacies for the post of Director General could be accepted from countries that were in arrears.
- 4.16.1** The Legal Advisor explained that the purpose of Article 24 of the Institute’s Convention was to ensure that countries paid their quotas on time, so that IICA’s activities could be carried out. Quota arrearages did not mean that members could not present candidacies; there was no legal provision to prevent this. But, under Article 24, countries in arrears with their quota contributions could not vote.
- 4.16.2** The Observer Representative from Barbados asked for a clarification of the exact procedure for invoking Article 24, when warranted.
- 4.16.3** The Legal Advisor explained the regulations for the application of Article 24 of the Institute’s Convention, with special emphasis on Articles III and IV of said Regulations. He warned that the failure to make quota payments for more than two

fiscal years could—but did not necessarily—lead to the suspension of the right to vote.

- 4.16.4 The Director General suggested that member countries that had presented candidacies and were in arrears should try to bring their quota payments up to date to avoid problems for their candidates.
- 4.16.5 The Chairman informed the Representative of Peru that the minutes from July 25 would be studied and approved early on Friday, July 27.
- 4.16.6 The Chairman adjourned the Fourth Plenary Session at 17:36.

FIFTH PLENARY SESSION

- 5. The Fifth Plenary Session of the Twenty-first Regular Meeting of the Executive Committee was called to order at 10:55 on Friday, July 27, 2001.
 - 5.1 2002-2003 Program Budget
 - 5.1.1 The Director General announced that a revised version of the Program Budget, containing the verbal and written suggestions made by the Delegates, would be sent to the countries prior to August 31.
 - 5.1.2 The Chairman asked the Rapporteur to read out the draft resolution “Financing of the Regular Fund in 2002 and 2003 and Distribution of Resources for 2002” (IICA/CE/PR-4(XXI-O/01)).
 - 5.1.3 The Representative of the United States of America, welcoming the idea of receiving a revised version of the 2002 Program Budget, asked that it reflect the importance of the issues of hemispheric integration, agricultural health and trade. He also asked that the Program Budget for 2002 be submitted in both its current and the new format.
 - 5.1.4 The Representative of Mexico concurred with the comments of the Representative of the United States and underscored the importance of ensuring that the priorities established for the area of rural development not be affected by any adjustments made in the Program Budget.

- 5.1.5 The Observer Representative of Colombia emphasized the need to consider emerging issues and ensure proper balance among topics in the proposed Program Budget, which should address the topic of rural development in general, the alleviation of poverty and the sustainability of natural resources.
- 5.1.6 The Representative of Peru noted that the concerns raised by the Representatives of Mexico and Colombia were addressed in operative paragraph two.
- 5.1.7 The Director General thanked the participants for their comments, adding that they would be taken into consideration. He explained that it would be very difficult to achieve a perfect balance in the adjustments made to the Program Budget. However, he suggested that the Institute would seek alliances with organizations such as the IDB and the World Bank on topics of common interest, such as rural development, food safety, agricultural health, and trade. He added that the emerging issues had been identified by means of a consultation process, and that others might be identified later, some of which could fall under the major topics already being considered.
- 5.1.8 The Representative of Costa Rica asked that the report to be delivered in August include a comparative analysis, by thematic focuses, of the 2001 and 2002 budgets.
- 5.1.9 The draft resolution was approved after the comments from the Representative of Trinidad and Tobago regarding the English version had been incorporated.
- 5.2 The Inter-American Board of Agriculture: its new dimension
- 5.2.1 The Director General underscored the importance of the new dimension of the Inter-American Board of Agriculture, and announced that the presentation on same would be made by the Director of Strategic Planning. He noted that same was not a finished product, and that the comments of the Delegates would serve to enrich it. He then stated that, to date, 30 countries had appointed officials to provide liaison, which meant that there would be consensus on the contents of the Ministerial Declaration and the Plan of Action by the time of the IABA meeting.
- 5.2.2 The Director of Strategic Planning made a presentation on the new dimension of the IABA, which is reproduced in the Verbatim Report under the heading "Working together to improve agriculture and rural life."
- 5.2.3 The Director General announced that a document on the thematic forum had been distributed, and invited the Representatives to offer comments and suggestions on same.

- 5.2.4 The Chairman, in his capacity as Representative of Bolivia, mentioned that all the member countries of IICA were consolidated democracies, or well on their way to becoming so, adding that he thought it important for IICA to work more closely with their parliaments or legislatures, especially those people in charge of committees or commissions dealing with matters related to agriculture. He suggested that a meeting be convened with legislators from throughout the hemisphere, so that they might learn of the ideas and plans of the sector, have a better understanding of the sector, and respond more effectively to its needs.
- 5.2.5 The Observer Representative of Honduras noted that both IICA and the IDB were engaged in important efforts relevant to the positioning of agriculture and rural life. He added that, while important progress had been made, such as the new dimension of the IABA, problems persisted in terms of the capability to implement and monitor new initiatives. He recalled that at the IABA meeting in Bahia, Brazil, a meeting was held with the ministers of trade, finance and agriculture, which had a greater impact.
- 5.2.6 He went on to say that the Inter-agency Group on Rural Development had been created, but that it had not accomplished much. He suggested that IICA convene a meeting of this group prior to the next IABA meeting, as a means of including it in the process and securing its full commitment to same.
- 5.2.7 The Representative of Mexico referred to the new, more proactive role assigned to the Institute. He pointed up the importance of bring influence to bear, while respecting national sovereignty, to ensure that the ministries of agriculture have the information they need and a strategic vision for promoting structural change in agriculture. Also, he agreed that it was important to establish closer ties with parliaments and legislatures, recalling that they approve the budgets for agriculture and rural development.
- 5.2.8 He also stated that the task of reducing poverty by 50% by the year 2015 must be undertaken by a wide range of stakeholders, who must also consider the issues of food security and trade. He pointed out that this was an opportunity for the ministerial delegates to produce important inputs that could be set forth in the Declaration.
- 5.2.9 The Observer Representative of Canada congratulated IICA for its rapid response in the wake of the Quebec Summit. He noted that an important step had been taken and that IICA had made significant progress. He stated that the support of the Presidents and Ministers of Agriculture was necessary to take advantage of this

opportunity, which he considered unique. He announced that a proposed draft resolution had been prepared that contained the issues dealt with, which complemented the initiative calling for a meeting with parliamentarians/legislators and ministers of trade, finance and agriculture.

- 5.2.10 The Observer Representative of Colombia noted that this was an important moment in the institutional life of IICA, recognized the leadership of the Director General and praised the inclusion of agriculture in the Declaration of the Quebec Summit. He mentioned that efforts to reassess the role of agriculture and rural life must continue, adding that both the rural milieu and democracy must be strengthened if we are to build a better future. Like the Representative of Bolivia, and the Observer Representatives of Canada and Honduras, he attached great importance to convening a forum or meeting with members of parliaments or legislatures and other actors of civil society in order to include them in this process. Lastly, he advocated that sufficient budgetary resources be earmarked for agriculture and rural life, noting that the efforts of the Institute were headed in the right direction.
- 5.2.11 The Observer Delegate from the Dominican Republic expressed the opinion that the success of this meeting of the Executive Committee illustrated the capacity for change and adaptation within IICA. He offered the opinion that efforts must be made to ensure that the topic of agricultural trade is properly reflected in the Ministerial Declaration, since the distortions that take place in this field have a negative impact on agriculture in developing countries. He added that, as far as IICA is concerned, these topics should be on its agenda.
- 5.2.12 Next, he said, it is necessary for the ministers of agriculture to have a working agenda that is closer to that of the ministers of trade, so that they can defend the interests of agriculture at the WTO in Geneva. He then offered an example, mentioning that the developing countries have lived up to their commitment to reduce tariffs, but that the developed countries have not done the same with the GATT agreements (WTO), in not eliminating subsidies and technical barriers. In this situation, he concluded, it was difficult for the developing countries to make agriculture a profitable activity.
- 5.2.13 The Observer Delegate from Brazil concurred with the observations offered by the Delegate from Colombia and praised IICA's success in being recognized as a partner institution in the Summits Process. Next, he endorsed the opinion of the Observer Representative of the Dominican Republic and suggested that the meeting of the IABA could help the ministers of agriculture improve the position of the sector in the negotiations on the FTAA in their own countries. The above, he said, would lead to the recognition of the importance of IICA's participation in the

process, adding that it would be a good idea to clarify the Institute's role. He concluded his remarks by referring to the success of the meeting of the Executive Committee, which, he noted, confirms IICA's status as the house for dialogue on agriculture in the hemisphere.

- 5.2.14 The Delegate of the United States of America voiced support for the resolution proposed by Canada, and expressed the view that greater emphasis should be placed on electronic rather than live forums.
- 5.2.15 The Delegate of Peru expressed the need to recognize a new philosophical approach that links technical and human considerations in creating prosperity, as was stated in the Director General's inaugural address and in the presentations of the IICA specialists. He underscored the fact that IICA had brought a new focus to its cooperation with the countries, and added that the countries needed to conduct a self-evaluation, doing more, contributing more and being more responsible, since IICA could not move forward without them.
- 5.2.16 Next he proposed that the Director General, his technical team and all the staff of the Institute be recognized for their efforts to reposition agriculture and rural life. He concluded by recognizing that Peru, for well-known political reasons, had not been able to help IICA in this effort in the past, but expressed hope that its new government would.
- 5.2.17 The Chairman expressed his pleasure at the resurgence of democracy in Peru and gave the floor to the Director General.
- 5.2.18 The Director General thanked the Delegates for their comments, and announced that the Inter-agency Group was scheduled to participate in the IABA forum, where, it was hoped, discussions would be held on how to finance the rural development process. He pointed out that his administration had worked to ensure that the message on the importance of agriculture reached the highest political levels, and noted that the meeting of the IABA in the Dominican Republic would be attended by the President of Panama, who would address the topic of the new rurality. Also, he pointed out that an invitation had been extended to the President of Mexico, and that the President of the Dominican Republic had expressed interest in attending.
- 5.2.19 Referring to other comments, the Director General stated that competitiveness of the agrifood chain included the topic of sustainability and equity, and that this should be the vision vis-à-vis the FTAA. In this regard, he noted that IICA was not

above the countries, but rather an organization that complements, motivates, encourages and promotes dialogue and reflection.

- 5.2.20 Regarding the recognition of the importance of agriculture, he commented that a declaration similar to the one issued in Quebec must emerge from the next Ibero-American Summit, which will be held in the Dominican Republic, where it was hoped the main topics to be addressed would be tourism and agriculture.
- 5.2.21 He continued by saying that one of the strategic purposes of the IABA was to establish an agrifood community of the Americas. He added that he hoped that Mrs. Beatriz Paredes, President of the PARLATINO, would attend the IABA meeting, as well as representatives of ALEAS, FORAGRO, the Organization of Agrifood Exporters of the Americas and other leaders, along with the ministers of agriculture.
- 5.2.22 The Director General accepted the proposal of the United States and Canada calling for meeting prior to the IABA, given the wide range of topics to be addressed
- 5.2.23 Pausing for a moment, the DG noted that Panama had a program called "Rural Panama" which involves IICA, AgriFuture and ONSAT, and informed the Delegates that a letter of intent would be signed.
- 5.2.24 Lastly, he added that, since the IABA would be held in the Dominican Republic, the Caribbean Region would hold the Third Week of Agriculture and Rural Life during the same time frame. He invited the countries to set up exhibits with documentation and products that would make it possible to exchange information.
- 5.2.25 The Observer Representative of the Dominican Republic asked that an additional point be included in Draft Resolution No. 21 ("2001 Summit of the Americas Action Plan") providing information on the organization of the IABA, which he presented, and reiterated the commitment of the Dominican government to ensure the success of the meeting.
- 5.2.26 The Delegate of Peru asked that his proposal for congratulating the General Directorate be added to the one from Canada, which was accepted.
- 5.2.27 The Director General submitted a draft resolution to the consideration of the Executive Committee thanking the Government of the United States of America for the support provided by Dr. Ebbitt, a member of the Audit Review Committee. It was a recognition of a contribution that went beyond purely financial

considerations; a strategic resource was involved. He ended his remarks with a reminder that, without the support of the countries, nothing could be achieved.

5.3 Report on the Activities of the Caribbean Agricultural Research and Development Institute (CARDI) (Document IICA/CE/Doc.400(01))

5.3.1 The Chair invited Mr. Compton Paul, Executive Director of CARDI, to present his report. Mr. Paul described the programs under which his organization worked with IICA on behalf of the countries.

5.3.2 He said that efforts had been carried out to validate and improve hot pepper production systems, and collect germ plasm, and that the provision of planting stock remained a priority for the region. He then reported that implementation of a number of projects had continued: Integrated Management of Sweet Potato Pests, IPM System for Amaranth, and Biological Control of the Coffee Berry Borer. The studies on post-harvest quality had also continued, as well as training and assistance in post-harvest handling techniques. He reported that systems for the production and commercialization of agricultural products had also been established and tested, especially in the OECS countries and Jamaica. Next he referred to successes in the breeding and marketing of small ruminants, and the efforts to combat goat diseases. He also mentioned the progress made in the method of analyzing systems of basic commodities, and the introduction of a new technical assistance program for organic agriculture. In winding up that part of the report, he underscored the good results achieved by updating the GIS data base in the Thomas River watershed, where major technological advances had been achieved in support of agriculture.

5.3.3 With regard to the activities of the Executive Secretariat of PROCICARIBE, he described the coordination and management of networks and the strengthening of hemispheric links, including those with FORAGRO and the European Union. He added that eight networks (thematic and on raw materials) had been established and described each of them. He mentioned that the Secretariat of PROCICARIBE had spared no effort to secure external resources for its work on networks. Another area of emphasis, he went on to explain, was information and communications, which had played a key role in preparing and disseminating the institution's information products and services.

5.3.4 The Executive Director concluded his presentation with some remarks about CARDI's financial crisis, which was due to the accumulation of debts by some member countries. As a result, the Executive Directorate had been obliged to forego the implementation of some administrative recommendations for the

personnel. Research and development activities had also been affected due to the continued reluctance of some donors to support their priority programs and projects. He noted that IICA continued to be one of the main sources of external financing for CARDI, for both institution building and projects. However, those funds would be cut drastically over the next three years; he therefore asked IICA to reconsider its decision.

- 5.3.5 The Observer Representative of Canada asked for a clarification of what had been done to improve the administrative management of CARDI, specifically regarding non-payment of salaries to the staff.
- 5.3.6 The Executive Director of CARDI said that it had paid salaries, but not certain other benefits. As could be seen from the financial statements, any surpluses were used to cover these debts; as a result, the outstanding balances had been reduced.
- 5.3.7 The Chair asked the Rapporteur to read out the draft resolution "Report on the Activities of the Caribbean Agricultural Research and Development Institute (CARDI)." It was approved as read.
- 5.3.8 The Fifth Plenary Session was adjourned at 12:45.

CLOSING SESSION

- 6. The Closing Session, chaired by the Representative of Bolivia, got under way at 15:00 on July 27, 2001.
- 6.1 Approval of the Verbatim Report and the Minutes
- 6.1.1 The Chair asked the Plenary to consider the Verbatim Report and the Minutes and invited comments from the delegates.
- 6.1.2 The Legal Advisor pointed out that there was a deadline for the delegations to submit their observations on the minutes in writing to the Secretariat. They would be incorporated into the final version, which would then be sent to the countries.
- 6.1.3 The Director General proposed that the deadline for receiving observations be August 15. The Plenary accepted the proposal.

6.2 IICA-CATIE Consortium

- 6.2.1 The Chair gave the floor to the Director General, who explained that the senior management of the two institutions were working on a new version of the agreement and would appreciate any comments on the document, which had been distributed prior to the meeting.
- 6.2.2 The Representative of Honduras mentioned that the agencies of the United Nations System were increasingly being grouped into operating units, which enabled them to focus their work and make better use of their financial and human resources.
- 6.2.3 The Representative of Mexico suggested that the agreement specify the areas of work, activities and functions of each institution, in order to make the objectives clear and precise.
- 6.2.4 The Director General thanked the delegates for their comments and proposed that a new version of the agreement be distributed among the delegations. He said that the aim was to create a consortium of the two organizations, not to create a new institution but rather to seek specific areas in which the work of each could complement that of the other. He suggested that the delegations be given two weeks in which to send in their observations on the new text of the IICA-CATIE agreement.
- 6.2.5 On behalf of the Plenary, the Chair accepted the Director General's proposal and announced that August 15 would be the deadline for the delegations to send in their comments.
- ## 6.3 Draft Resolution: "2001 Summit of the Americas Action Plan"
- 6.3.1 The Rapporteur read out the draft resolution.
- 6.3.2 The Representative of Costa Rica moved that the electronic forum mentioned in the first paragraph of the operative part of the resolution be for the use of duly accredited representatives of the Member States, and that the phrase "and representatives of other participants in the rural sector" be deleted. The motion was seconded by the Representatives of Peru and Ecuador.
- 6.3.3 The Representative of Peru asked for an explanation of the site that would be used for electronic discussions and how the documentation would be distributed among the delegations.

- 6.3.4 The Director General asked the Director for Strategic Planning to explain the operating mechanism of the electronic forum. The Director for Strategic Planning stressed that the representatives of the Member States would have a personal password for accessing the forum.
- 6.3.5 The Chair submitted the resolution to the Plenary for a vote. It was approved unanimously with the change suggested by the Representative of Costa Rica.
- 6.4 Ratification of the Report of the Executive Committee
- 6.4.1 The Chair announced that the Report of the Executive Committee would be distributed among the delegations at a later date. There would be a deadline for them to send in their observations. Once these had been incorporated, the final report would be sent to the delegations.
- 6.5 Letter of Understanding between IICA and the Government of Panama
- 6.5.1 The Chair asked the Minister of Agriculture of Panama, Mr. Pedro Gordon, to come up to the head table to sign the document "Letter of Understanding between IICA and the Government of Panama." The Director General of the Institute also signed it.
- 6.6 Closing remarks of the Delegates
- 6.6.1 The Representative of Canada thanked and congratulated the staff of the Secretariat of the Executive Committee, whose work behind the scenes was so vital to the success of meetings of this kind.
- 6.6.2 The Director General seconded these comments and also thanked the delegates for attending the last Executive Committee in which he would be participating as Director General. On behalf of himself and his family, he thanked the entire Institute team and said that his successor would receive the same support and affection that he had received over the last eight years.
- 6.6.3 The Chair thanked the delegates for entrusting him with the responsibility of leading the meeting, and was pleased that at this meeting of the Executive Committee matters of vital importance to IICA had been discussed. He said that listening to presentations by five candidates for the post of Director General of the Institute, giving the senior management a mandate to adjust its activities and budget, and leading the last Executive Committee of a good friend like Dr. Carlos Aquino Gonzalez, gave him a sense a great personal satisfaction.

- 6.6.4 The Chair went on to thank the personnel of the Institute for their efforts to improve the agricultural sector and well-being in the rural milieu. Finally, on behalf of himself and the delegates, he thanked the Government of Costa Rica for its hospitality during the Committee.
- 6.6.5 The Director General presented the Chairman with the gavel he had used to chair the meeting.
- 6.6.6 The Chair thanked the Director General for his gesture and adjourned the Twenty-first Regular Meeting of the Executive Committee at 16:45 on July 27, 2001.

RESOLUTIONS

RESOLUTION No. 344

**FINANCING OF THE REGULAR FUND IN 2002 AND 2003
AND DISTRIBUTION OF RESOURCES FOR 2002**

The EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.387(01) "2002-2003 Program Budget,"

CONSIDERING:

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

In Article 8.b that a function 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";

In Article 23 that "the Member States shall contribute to the maintenance of the Institute through annual quotas established by the Board, in accordance with the system for calculating quotas of the Organization of American States"; and

In Article 14 that a function of the Executive Committee is "to examine the proposed Program Budget that the Director General submits to the Board and to make such observations and recommendations as it deems appropriate";

That during this meeting the delegates offered comments and observations on the proposal submitted by the Director General, which will require the introduction of changes in the detailed allocation of resources by thematic priority for 2002;

That inasmuch as a new administration will take office in 2002, and will require the flexibility necessary for proposing the detailed allocation of resources for 2003, the Director General has submitted a proposed Program Budget in which a detailed allocation of funds appears only for 2002, and an overall figure is proposed for 2003,

RESOLVES:

1. To recommend that the Inter-American Board of Agriculture, at its Eleventh Regular Meeting, approve as the overall allocation for the 2002-2003 Program Budget, the sum of US\$30 million per year from the Regular Fund.
2. To instruct the Director General to prepare a revised version of the distribution of resources for 2002, which should take into account the verbal and written suggestions, comments and observations put forth during this Regular Meeting of the Executive Committee. Said version is to be sent, no later than August 31 of this year, to all the Member States for additional comments, which will enable the Director General to prepare the proposed Program Budget to be submitted for the consideration of the IABA at its Eleventh Regular Meeting, within the time frame established in the rules currently in effect.
3. To recommend that the Inter-American Board of Agriculture, at its Eleventh Regular Meeting:
 - 3.1 Authorize the Executive Committee, at its Twenty-second Regular Meeting, to be held in 2002, to approve the detailed allocation for 2003, in the amount of US\$30 million from the Regular Fund;
 - 3.2 Establish that for 2002 and 2003, to finance the Regular Fund, the Member States shall contribute quota funds totaling the amount of US\$27,508,680 annually, as per the amounts indicated on the Quota Scale attached to this Resolution as "Appendix A"; and the US\$2,491,320 in miscellaneous income the Institute expects to receive annually;
 - 3.3 Authorize the Director General to make transfers between Chapters of the Program Budget, provided total transfers neither increase nor reduce the amount allocated to the affected Chapters by more than 10% and do not substantially affect the priorities approved;

- 3.4 Authorize the Director General to make the necessary adjustments in the allocation of resources recommended in this Resolution should income from each of the years fall below the amount estimated. The Director General shall inform the Executive Committee and the IABA of this situation; and**
- 3.5 Instruct the Director General that any contribution of resources from the Regular Fund received that exceeds the total amount approved for the biennium and the balance of uncommitted, unspent appropriations shall be deposited in the Working Subfund of the Regular Fund.**

APPENDIX A
QUOTA SCALE
2002-2003
(US\$)

MEMBER STATES ¹	% OAS		% IICA		AMOUNT IICA	
	2002	2003	2002	2003	2002	2003
Antigua and Barbuda	0.02	0.02	0.02	0.02	5,502	5,502
Argentina	4.90	4.90	4.90	4.90	1,347,925	1,347,925
Bahamas	0.07	0.07	0.07	0.07	19,443	19,443
Barbados	0.08	0.08	0.08	0.08	22,007	22,007
Belize	0.03	0.03	0.03	0.03	8,253	8,253
Bolivia	0.07	0.07	0.07	0.07	19,256	19,256
Brazil	8.55	8.55	8.55	8.55	2,351,992	2,351,992
Canada	12.36	12.36	12.36	12.36	3,399,881	3,399,881
Chile	0.54	0.54	0.54	0.54	148,547	148,547
Colombia	0.94	0.94	0.94	0.94	258,582	258,582
Costa Rica	0.13	0.13	0.13	0.13	35,761	35,761
Dominica	0.02	0.02	0.02	0.02	5,502	5,502
Ecuador	0.18	0.18	0.18	0.18	49,516	49,516
El Salvador	0.07	0.07	0.07	0.07	19,256	19,256
United States of America	59.47	59.47	59.47	59.47	16,359,412	16,359,412
Grenada	0.03	0.03	0.03	0.03	8,253	8,253
Guatemala	0.13	0.13	0.13	0.13	35,761	35,761
Guyana	0.02	0.02	0.02	0.02	5,502	5,502
Haiti	0.07	0.07	0.07	0.07	19,256	19,256
Honduras	0.07	0.07	0.07	0.07	19,256	19,256
Jamaica	0.18	0.18	0.18	0.18	49,516	49,516
Mexico	6.08	6.08	6.08	6.08	1,672,528	1,672,528
Nicaragua	0.07	0.07	0.07	0.07	19,256	19,256
Panama	0.13	0.13	0.13	0.13	35,761	35,761
Paraguay	0.18	0.18	0.18	0.18	49,516	49,516
Peru	0.41	0.41	0.41	0.41	112,786	112,786
Dominican Republic	0.18	0.18	0.18	0.18	49,516	49,516
Saint Kitts and Nevis	0.02	0.02	0.02	0.02	5,502	5,502
St. Vincent & the Grenadines	0.02	0.02	0.02	0.02	5,502	5,502
St. Lucia	0.03	0.03	0.03	0.03	8,253	8,253
Suriname	0.07	0.07	0.07	0.07	19,256	19,256
Trinidad and Tobago	0.18	0.18	0.18	0.18	49,516	49,516
Uruguay	0.26	0.26	0.26	0.26	71,523	71,523
Venezuela	3.20	3.20	3.20	3.20	880,278	880,278
SUB TOTAL	98.76	98.76	98.76	98.76	27,167,572	27,167,572
Cuba ²	1.24	1.24	1.24	1.24	341,108	341,108
TOTAL QUOTAS	100.00	100.00	100.00	100.00	27,508,680	27,508,680
MISCELLANEOUS INCOME					2,491,320	2,491,320
TOTAL REGULAR FUND					30,000,000	30,000,000

1/ In Spanish alphabetical order.
2/ Included only for the purposes of the distribution of total resources

IICA/CE/Res.345(XXI-O/01)
26 July 2001
Original: Spanish

RESOLUTION No. 345

**2000 FINANCIAL STATEMENTS OF THE INSTITUTE
AND REPORT OF THE EXTERNAL AUDITORS**

The EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.388(01), "Financial Statements of the Institute and 2000 Report of the External Auditors,"

CONSIDERING:

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

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

That, in the opinion of the External Auditors, the financial statements "present fairly, in all material respects, the financial position of IICA as of December 31, 2000, and the results of its activities, changes in net assets, and cash flows for the year then ended...;"

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

RESOLVES:

1. To accept Document IICA/CE/Doc.388(01), "Financial Statements of the Institute and 2000 Report of the External Auditors."
2. To forward Document IICA/CE/Doc.388(01), "Financial Statements of the Institute and 2000 Report of the External Auditors" to the Inter-American Board of Agriculture, for consideration at its next Regular Meeting.
3. To thank the Member States that have responded to the Director General's request concerning the payment of quotas, and to urge the others to follow their example, providing like support to the Institute so that it can continue to serve agriculture and the rural milieu in the member countries.

RESOLUTION No. 346

**SEVENTH ANNUAL REPORT OF THE AUDIT REVIEW
COMMITTEE (ARC)**

The EXECUTIVE COMMITTEE, at its Twenty- first Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.389(01) "Seventh Annual Report of the Audit Review Committee (ARC)" (the "Report"),

CONSIDERING:

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

That the BaaN system has been successfully installed at the Agency in Brazil;

That, while the General Directorate has increased supervision of closing obligations, the ARC encourages continued improvement so that qualification in the audit report may eventually be removed;

That the personnel of the Internal Audit Unit require additional training or assistance in auditing informatics technology, and that the Committee on Internal Audit Coordination look for other ways to strengthen the internal audit function throughout IICA;

That a contingency plan for disasters be implemented in the informatics area, in case of disasters,

RESOLVES:

1. To approve the Seventh Annual Report of the Audit Review Committee (ARC) and forward it to the Inter-American Board of Agriculture (IABA) for its information and review.
2. To commend the Director General for his continued positive response to the recommendations of the Audit Review Committee and to request that he proceed to implement the recommendations contained in the Committee's Seventh Annual Report.

IICA/CE/Res.347(XXI-O/01)
25 July 2001
Original: Spanish/English

RESOLUTION No. 347

**ELECTION OF A MEMBER OF THE
AUDIT REVIEW COMMITTEE (ARC)**

The EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.390(01), "Election of a Member of the Audit Review Committee,"

CONSIDERING:

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

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

That the mandate of Mr. James R. Ebbitt, of the United States of America, expires on December 31, 2001;

That, in compliance with the "Procedure for Electing Members to the ARC," the person who will replace Mr. Ebbitt shall be elected from among the candidates proposed by the Member States that are the largest contributors of the Institute: Argentina, Brazil, Canada, Mexico, United States of America and Venezuela;

That, in compliance with the Statute of the ARC, the Director General asked those Member States to nominate candidates, so that the election of Mr. Ebbitt's replacement might be held during this Regular Meeting of the Executive Committee;

That Mr. Robert W. Young, Deputy Assistant Inspector General of the United States Department of Agriculture, was nominated to become a member of the Audit Review Committee, and the Committee elected him to the position on the ARC that will be vacated at the end of this year,

RESOLVES:

To elect Mr. Robert W. Young, Deputy Assistant Inspector General of the United States Department of Agriculture, as the member of the ARC selected from among candidates presented by the six Member States that are the largest contributions to the Regular Fund of the Institute for a period of six years beginning January 1, 2002 and ending on December 31, 2007.

IICA/CE/Res.348(XXI-O/01)
25 July 2001
Original: Spanish

RESOLUTION No. 348

2000 ANNUAL REPORT

The EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.384(01), "2000 Annual Report,"

CONSIDERING:

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

That the General Directorate, in compliance with the recommendations of the Sixth Regular Meeting of the Inter-American Board of Agriculture, prepared and published a summarized version of the 2000 Annual Report, to be used also as an instrument for dissemination;

That the 2000 Annual Report was restructured pursuant to Resolution 307 of the Eighteenth Regular Meeting of the Executive Committee so as to focus on substantive technical, programmatic and financial issues, strengthening analytical and evaluative aspects, and did not include detailed information on projects and agreements, and extra-quota agreements and contracts, which is available on the Institute's web site,

RESOLVES:

To approve Document IICA/CE/Doc.384(01) "2000 Annual Report," presented by the Director General.

IICA/CE/Res.349(XXI-O/01)
26 July 2001
Original: English

RESOLUTION No. 349

2001 SUMMIT OF THE AMERICAS ACTION PLAN

The EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

CONSIDERING:

That the OAS General Assembly's decision in Resolution AG/RES.1728(XXX-O/00) "to recognize the Inter-American Board of Agriculture (IABA) as the primary ministerial forum within the OAS for analyzing and building consensus on policies and strategic priorities for the improvement of agriculture and rural life in the Hemisphere" constitutes a major milestone in the transformation of the Institute;

That in Resolution AG/RES.1728, the OAS General Assembly also recognized "the need to integrate the expertise and experience of IICA as the inter-American specialized agency on agriculture into the policy-making and programming activities and issues relating to agriculture within the framework of the Inter-American System and the agenda of the Summits of the Americas";

That the Third Summit of Heads of State and Government meeting in Quebec earlier this year resolved in the Plan of Action to "instruct the Ministers of Agriculture, during the next meeting of the Inter-American Board of Agriculture, to promote, in cooperation with the Inter-American Institute for Cooperation on Agriculture (IICA), joint action by all the actors of the agricultural sector to work towards the improvement of agricultural and rural life that enables the implementation of the Plans of Action of the Summits of the Americas";

That the Declaration of Quebec expressly recognized the value of the Inter-American Institute for Cooperation on Agriculture and called upon it, together with other organs of the OAS and regional and international institutions, "to establish greater coordination for support to the implementation and follow-up to the Plan of Action of this Summit";

That the cooperation called for by the Summit can be strengthened by reaching common agreement among IICA, the other institutions of the OAS, and the Member States

with regard to the interpretation of the Summit mandates, and that a process of open communications and consultations is essential for reaching that agreement and developing a Plan of Action for Agriculture for implementing Summit mandates;

That the implementation of the Summit mandates is a complicated process which requires the aggregation and articulation of diverse interests within the agricultural sector and should take into account financial realities and related concerns;

That the innovative use of technology of the planning process is laudable and should be used in the future development of IICA's Medium Term Plans;

That the process of preparing a response to the Summit requires consultations among all Member States so that they can develop a Ministerial Declaration and guidelines for a Plan of Action,

RESOLVES:

1. To instruct the Director General to establish immediately an electronic forum through which representatives of the Member States may exchange proposals and observations to obtain feedback regarding mandate 5 of section 10 of the Plan of Action of the Third Summit, for the Ministerial Declaration and guidelines for the Plan of Action, in response to the Summit mandates, and for the development of IICA's future medium-term plans. In addition, the forum will be used to inform the interested public on the process and to receive comments on same.
2. To instruct the Director General to prepare, as a working document for the Planning Process, a written summary of all past, present, and currently planned activities directly related to Summit mandates. This document should include a description of the results (or in the case of planned activities, anticipated results) of those activities.
3. To instruct the Director General to convoke a meeting in late September or early October of interested Member States for the purpose of reaching consensus and discussing the content of the Ministerial Declaration and, where possible, guidelines for the Plan of Action. It should also review the summary referenced in the preceding operative paragraph of this resolution as well as input from the electronic forum.

4. To instruct the Director General to submit to the Member States prior to the above-referenced meeting a document setting out the direct and indirect costs (in terms of necessary financial and human resources of the Institute) for formulating the agreed upon documents.
5. To congratulate the Director General, and all of IICA's personnel, for the advances they have made in achieving the inclusion of the theme of Agriculture and Rural Life in the Summit process and to transmit that message to the Inter-American Board of Agriculture.
6. To support the General Directorate in its efforts to help Member States in the process of responding to the Summit of the Americas Plan of Action in preparation for the meeting of the Inter-American Board of Agriculture.
7. To urge Member States which have not yet done so, to designate without delay, their respective delegates in the Ministerial process and to support the efforts of those delegates.

IICA/CE/Res.350(XXI-O/01)
25 July 2001
Original: English

RESOLUTION No. 350

SPECIAL ADVISORY COMMISSION ON MANAGEMENT ISSUES

THE EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

HAVING SEEN:

The document entitled "Special Advisory Commission on Management Issues, Summary of Conclusions and Recommendations, October 20, 2000," and the document entitled "Follow-up Report to the Recommendations of the Special Advisory Commission on Management Issues," IICA/CE/Doc.386(01),

CONSIDERING:

That by Resolution IICA/JIA/Res.341(99), the Inter-American Board of Agriculture ("IABA") created the Special Advisory Commission on Management Issues ("Advisory Commission") to facilitate "more regular discussions between the Director General and the Member States on administrative and financial initiatives and issues in order to facilitate the process of reaching consensus on those issues and initiatives in the Executive Committee and in the IABA";

That the work of the Commission is additional to the on-going internal and external audit procedures of the Institute;

That by Resolution IICA/CE/Res.340(99), the Executive Committee instructed the Director General to take into account the recommendations set out in the Special Advisory Committee's Report in his efforts to improve, modernize, and transform the administrative and financial management of the Institute;

That the Director General, upon the request of the Advisory Commission, prepared and distributed to the Member States the document entitled "Follow-up Report on the Recommendations of the Special Advisory Commission on Management Issues," for the

purpose of informing the Member States on measures taken pursuant to the recommendations set out in the Advisory Commission's Report;

That Article 9.2 of the Statute of the Advisory Committee provides that the Commission shall have a duration of two years and that "the Executive Committee, with the support of the Director General, will present a report on the Advisory Commission's performance to the IABA, at its Eleventh Regular Meeting, which will decide on whether to renew or otherwise extend the Advisory Commission's mandate;"

That members of the Advisory Commission and the Director General have endorsed the renewal of the Advisory Commission's mandate in their oral remarks during this meeting of the Executive Committee,

RESOLVES:

1. To thank the Director General for the document "Follow-up Report on the Recommendations of the Special Advisory Commission on Management Issues," and his additional observations concerning the Advisory Commission.
2. To request that the Director General report semiannually to the Member States regarding measures taken with respect to the Advisory Commission's recommendations.
3. To recommend that the IABA renew the Advisory Commission's mandate for another two years in accordance with Article 9.2 of the Commission's Statute.
4. To instruct the Director General to include the Advisory Commission as an agenda item of the Eleventh Regular Meeting of the IABA in November 2001, and to transmit to the IABA for its consideration the Advisory Commission's Report, the Director General's document "Follow-up Report on the Recommendations of the Special Advisory Commission on Management Issues," and a copy of this resolution.

IICA/CE/Res.351(XXI-O/01)
25 July 2001
Original: English

RESOLUTION No. 351

AMENDMENT OF STANDARDS FOR IICA ASSOCIATES

THE EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

CONSIDERING:

That by Resolution IICA/JIA/Res.312(IX-O/97), the Inter-American Board of Agriculture established "Associate Status" for the purpose of recognizing the outstanding support and contributions to IICA by certain Permanent Observers, other non-Member States of IICA, and international, regional, and national organizations, and to offer inducements for the continuation of such support;

That Article 2.2 of the Standards for IICA Associates adopted under that same resolution provides that States and other entities eligible for Associate Status must contribute an amount equal to at least 1% of the quota assessments to finance the regular fund budget approved by the Inter-American Board of Agriculture ("IABA") in any given year to obtain and maintain Associate Status for that year;

That to date no States or other entities have applied for Associate Status, but some have indicated they would apply if the Institute were to lower the amount of the mandatory contribution under Article 2.2;

That based on conversations with potential Associates, the Director General has recommended lowering the mandatory contribution amount under Article 2.2 from 1% (presently \$300,000) to 0.2% (presently \$60,000) for the purpose of attracting Associates to the Institute;

That Article 7.2 of the Standards for IICA Associates authorizes the Executive Committee to amend or repeal those Standards by a two-thirds vote of its Members,

RESOLVES:

To amend Article 2.2 to state as follows:

- 2.2 To satisfy the contribution requirement in any given calendar year, an Associate must contribute to IICA an amount equal to at least 0.2% of the quota assessments to finance the regular fund budget approved by the Inter-American Board of Agriculture ("IABA") for that year, and IICA must agree to accept the donation. The contribution must be in US dollars or an equivalent amount in local currency readily convertible to US dollars at no loss to the Institute.**

IICA/CE/Res.352(XXI-O/01)
25 July 2001
Original: Spanish

RESOLUTION No. 352

**AGENDA OF THE ELEVENTH REGULAR MEETING OF
THE INTER-AMERICAN BOARD OF AGRICULTURE (IABA)**

The EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.383(01), "Provisional Agenda of the Eleventh Regular Meeting of the Inter-American Board of Agriculture (IABA),"

CONSIDERING:

That Article 4.p of the Rules of Procedure of the Executive Committee establishes that the Committee shall "Examine the provisional agenda of the meetings of the Board...";

That the Executive Committee, at its Twenty-first Regular Meeting, examined the Agenda of the Eleventh Regular Meeting of the Inter-American Board of Agriculture (IABA),

RESOLVES:

1. To approve the Provisional Agenda of the Eleventh Regular Meeting of the Inter-American Board of Agriculture (IABA), presented in Document IICA/CE/Doc.383(01).
2. To thank the representative of the Dominican Republic for his report on the progress of preparations for the Eleventh Regular Meeting of the Inter-American Board of Agriculture.

IICA/CE/Res.353(XXI-O/01)
25 July 2001
Original: Spanish

RESOLUTION No 353

**DATE AND SITE OF THE TWENTY-SECOND REGULAR
MEETING OF THE EXECUTIVE COMMITTEE**

The EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.398(01), "Date and Site of the Twenty-second Regular Meeting of the Executive Committee,"

CONSIDERING:

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

That, in accordance with Article 22 of the Rules of Procedure of the Executive Committee, this governing body must hold one regular meeting annually;

That, in accordance with Article 25, if no site is offered by one of the Member States, the meeting will be held at Institute Headquarters,

RESOLVES:

1. To hold the Twenty-second Regular Meeting of the Executive Committee at IICA Headquarters in San Jose, Costa Rica, in June 2002.
2. To request that the Director General issue the call to meeting, in accordance with the rules currently in effect.

IICA/CE/Res.354(XXI-O/01)
25 July 2001
Original: Spanish

RESOLUTION No. 354

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

The EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.395(01), "Status of the Resolutions of the Tenth Regular Meeting of the Inter-American Board of Agriculture,"

CONSIDERING:

That the Twenty-first Regular Meeting of the Executive Committee examined document IICA/CE/Doc.395(01), "Status of the Resolutions of the Tenth Regular Meeting of the Inter-American Board of Agriculture,"

RESOLVES:

1. To accept document IICA/CE/Doc.395(01), "Status of the Resolutions of the Tenth Regular Meeting of the Inter-American Board of Agriculture", considering that it complies with the recommendations of the Inter-American Board of Agriculture (IABA), and congratulating the Director General for this positive institutional achievement.
2. To remit the document in reference to the Inter-American Board of Agriculture (IABA) for consideration at its Eleventh Regular Meeting.

IICA/CE/Res.355(XXI-O/01)
25 July 2001
Original: Spanish

RESOLUTION No. 355

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

The EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.396(01), "Report on the Status of the Resolutions of the Twentieth Regular Meeting of the Executive Committee,"

CONSIDERING:

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

RESOLVES:

To accept Document IICA/CE/Doc.396(01), "Report on the Status of the Resolutions of the Twentieth Regular Meeting of the Executive Committee."

IICA/CE/Res.356(XXI-O/01)
25 July 2001
Original: English

RESOLUTION No. 356

INTER-AMERICAN AWARDS IN THE RURAL SECTOR

THE EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

CONSIDERING:

That the recognition of superior achievement in the agricultural sector is vital for motivating talented individuals in the Member States to devote their lives to improving agriculture through scientific inquiry, government service, political action, and other professional activities;

That although there are a number of individuals in the Americas who satisfy the requirements for IICA's Inter-American Awards in the Rural Sector, the present regulations for those Awards ("Awards Regulations") have failed to generate widespread interest in nominating candidates for them;

That the Executive Committee, at its Nineteenth Regular Meeting, based on the Report of the Selection Committee for the Inter-American Awards in the Rural Sector ("the Awards Selection Committee"), recommended in Resolution CE/Res.328(XIX-99) revision of the regulations to include greater incentives and mechanisms for generating nominations and stimulating interest in the awards;

That the current Awards Selection Committee has reaffirmed the recommendation made by its predecessor for the proposal and adoption of improvements in the Awards Regulations and nomination process; has recommended the elimination of restrictions barring former awards recipients from competing for awards in other categories and barring candidates rejected in one biennium from being nominated for another; and has noted the need to make a number of technical corrections in those Regulations to provide for greater clarity and insure more uniform application;

That the Awards Selection Committee has concluded that strict enforcement of current regulations would result in a recommendation to make no awards in several categories for the 2000-2001 biennium;

That Article 19 of the Awards Regulations and Article 3(h) of the Rules of Procedure of the Executive Committee permit the Executive Committee to modify, revoke, and thus make exceptions to the Awards Regulations;

That in accordance with the Institute's compelling interest in assuring that awards in all categories will be made for the 2000-2001 biennium from a broader pool of deserving candidates, the Awards Selection Committee has recommended that the Executive Committee make a one-time exception to Article 8 of the Awards Regulations so as to extend the date for member governments to make nominations to the Director General (directly or through his duly appointed representative in each Member State) through October 31, 2001;

That the proposed extension of that date would provide an opportunity for Member States to conform nominations already made to those regulations, would allow other countries that have not done so to make nominations prior to the new date, consistent with the requirements of due process, and would require the Executive Committee, as another exception to the Awards Regulations, to request the Inter-American Board of Agriculture to make the awards for the 2000-2001 biennium in its stead, based on the recommendation of the Awards Selection Committee,

RESOLVES:

1. To approve the recommendation of the Awards Selection Committee to change the date for the presentation of nominations for the Inter-American Awards in the Rural Sector to October 31, 2001, as a one-time exception to Article 8 of the Regulations for Conferring the Inter-American Awards in the Rural Sector and for the purpose of permitting the Institute to confer awards in all categories for the 2000-2001 biennium consistent with legal requirements, due process considerations, and the best interests of the Institute.
2. To instruct the Director General to convene the Awards Selection Committee at the next Regular Meeting of the Inter-American Board of Agriculture and to request the Inter-American Board of Agriculture, based on the recommendations of that Committee, to select the recipients of Inter-

American Awards in the Rural Sector in all categories for the 2000-2001 biennium.

- 3. To request the Director General to present for consideration of the next Regular Meeting of the Executive Committee draft modifications to the Awards Regulations which: (1) provide mechanisms for prior screening of candidates for Inter-American Awards in the Rural Sector at the national and regional level with the active participation of IICA's cooperation agencies in the Member States and its Regional Directorates; (2) eliminate restrictions against worthy candidates who have received awards in one category from being nominated for an award in another and restrictions against worthy candidates who have been rejected in one biennium from being nominated again in another; and (3) introduce technical corrections in those Regulations to provide for greater clarity and insure more uniform application.**

IICA/CE/Res.357(XXI-O/01)
25 July 2001
Original: Spanish

RESOLUTION No. 357

TRIBUTE TO MR. JAMES R. EBBITT

The EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

CONSIDERING:

That the Audit Review Committee constitutes an important mechanism used by the Inter-American Board of Agriculture (IABA) to advise the Director General directly on the administrative and financial conduct of the Institute, and to assist in the administrative and financial supervision of IICA;

That the members of the Committee, who are appointed by the Governments, carryout an important task,

RESOLVES:

1. To thank the Government of the United States of America for the support provided by Mr. James Ebbitt, Deputy Inspector General of the United States Agency for International Development, who sat on the Audit Review Committee from 1996 through 2001.
2. To acknowledge the excellent and dedicated efforts of Mr. Ebbitt, and offer sincere thanks for his contributions to the consolidation of the Audit Review Committee and to the administrative and financial management of the Institute.

IICA/CE/Res.358(XXI-O/01)
26 July 2001
Original: Spanish

RESOLUTION No. 358

**SUPPORT FOR ALTERNATIVE DEVELOPMENT PROGRAMS
AIMED AT THE SUBSTITUTION OF ILLICIT CROPS**

The EXECUTIVE COMMITTEE, in its Twenty-first Regular Meeting,

CONSIDERING:

That rural populations in the Andean countries residing in areas where agricultural raw materials are produced to make illicit psychotropic substances, particularly coca and poppy, face growing difficulties in developing legitimate and competitive production structures, which hinders the access of their products to markets, and prevents them from increasing their incomes and improving their standards of living;

That the production of "illicit" crops is part of a much larger and more complex problem involving the trafficking and consumption of drugs, which, while having a special impact in the Andean countries, also affects or poses a grave threat to the other countries of the Hemisphere.

That at the summit held in Quebec City, Canada, on April 20-22, 2001, the Presidents and Heads of State of the Americas pledged to facilitate access to their markets for products derived from alternative development programs being executed in countries committed to replacing "illicit" crops;

That within the framework of the Summit of the Twelfth Andean Presidential Council, held in the city of Valencia, Venezuela, on June 23-24, 2001, the Andean Plan for Cooperation in Combating Drugs was approved and the Andean Alternative Development Committee (CADA) was officially established as the body responsible for developing a regional vision and working on solutions to the problems faced by the Andean governments and the international community vis-à-vis "illicit" crops;

That at the Andean Presidential Summit in Valencia, Venezuela, the Andean governments decided to formalize their recognition of CADA as a specialized body for implementing the Andean Plan for Cooperation in Combating Drugs;

That by decision of the specialized government agencies of the Andean countries, meeting as CADA at its third working meeting, held in Santa Cruz, Bolivia, June 5-7, 2001, IICA was charged with serving as the Technical Secretariat of CADA,

RESOLVES:

1. To reaffirm the Institute's commitment to provide cooperation for Andean countries in their efforts, at the regional and national levels, related to alternative development, through its five cooperation agencies in those countries, and through the CADA Technical Secretariat, subject to the availability of Institute resources.
2. To recommend to IICA that the experiences and capabilities stemming from cooperation with alternative development programs and projects in the Andean countries be made available to other countries of the hemisphere that are threatened by the expansion into their territories of the production of crops of "illicit use".
3. To charge the Director General of IICA with informing the presidents and ministries of foreign relations of the Andean countries, as well as the Andean Community, of his satisfaction that the Institute has been designated Technical Secretariat of CADA, and of his willingness to collaborate with efforts in the field of alternative development carried out by the Andean countries and institutions at the regional, bilateral and national levels.
4. To recommend that the Inter-American Board of Agriculture, at its Eleventh Regular Meeting and in the exercise of its new function, seek commitments from international financial organizations, particularly the Inter-American Development Bank, the World Bank and the Andean Development Corporation, to work in concert with IICA and support the Andean countries in the preparation and funding of programs and projects for alternative development.
5. To ask the more developed Member States to contribute technical, financial and information resources so that the Institute can strengthen its cooperation

for Andean countries in the area of alternative development, both in zones affected by the influence of drug trafficking and in poor rural regions that are the source of migration to those areas.

IICA/CE/Res.359(XXI-O/01)
25 July 2001
Original: Spanish

RESOLUTION No. 359

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

The EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.399(01), "Biennial Report of the Tropical Agriculture Research and Higher Education Center (CATIE),"

CONSIDERING:

That, in conformity with Clause Nine of its Contract, CATIE must submit a biennial report of its technical, financial and administrative activities to the Inter-American Board of Agriculture (IABA);

That in conformity with Article 3.e of the Rules of Procedure of the Executive Committee, the latter must act as the Preparatory Committee of the Board,

RESOLVES:

1. To receive Document IICA/CE/Doc.399(01), "Biennial Report of the Tropical Agriculture Research and Higher Education Center (CATIE)."
2. To recommend that the Inter-American Board of Agriculture approve Document IICA/CE/Doc.399(01), "Biennial Report of the Tropical Agriculture Research and Higher Education Center (CATIE)," at its Eleventh Regular Meeting.

IICA/CE/Res.360(XXI-O/01)
25 July 2001
Original: Spanish

RESOLUTION No. 360

**ELECTION OF THE REPRESENTATIVE OF THE INTER-AMERICAN BOARD OF
AGRICULTURE (IABA) TO THE GOVERNING COUNCIL OF THE TROPICAL
AGRICULTURE RESEARCH AND HIGHER EDUCATION
CENTER (CATIE)**

The EXECUTIVE COMMITTEE, at its Twenty-first Regular Meeting,

CONSIDERING:

That Clause 10 of the CATIE contract establishes that a member of the Governing Council of CATIE shall be “a Representative of the Inter-American Board of Agriculture, designated for this purpose”;

That in Communication SC/DG-053, dated 19 January 2001, the Director General called on Member States of the Institute that are non-members of CATIE, to express their interest in serving as the Representative of the Inter-American Board of Agriculture (IABA) to the Governing Council of the Tropical Agriculture Research and Higher Education Center (CATIE);

That to date, the General Directorate of the Institute has received no applications for candidates to serve as the Representative of the Inter-American Board of Agriculture (IABA) to the Governing Council of CATIE;

That accordingly, the Executive Committee requested the Government of Jamaica, present representative of the IABA on CATIE's Governing Council until October 2001, to accept an extension of this term, which was agreed to,

RESOLVES:

To recommend that the Inter-American Board of Agriculture (IABA) approve the extension of the appointment of Mr. Roger Clarke, of Jamaica, as the

Representative of the Inter-American Board of Agriculture (IABA) to the Governing Council of CATIE, for another term of two years.

IICA/CE/Res.361(XXI-O/01)
25 July 2001
Original: Spanish

RESOLUTION No. 361

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

THE EXECUTIVE COMMITTEE, at its Twenty- first Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.400(01), "Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI),"

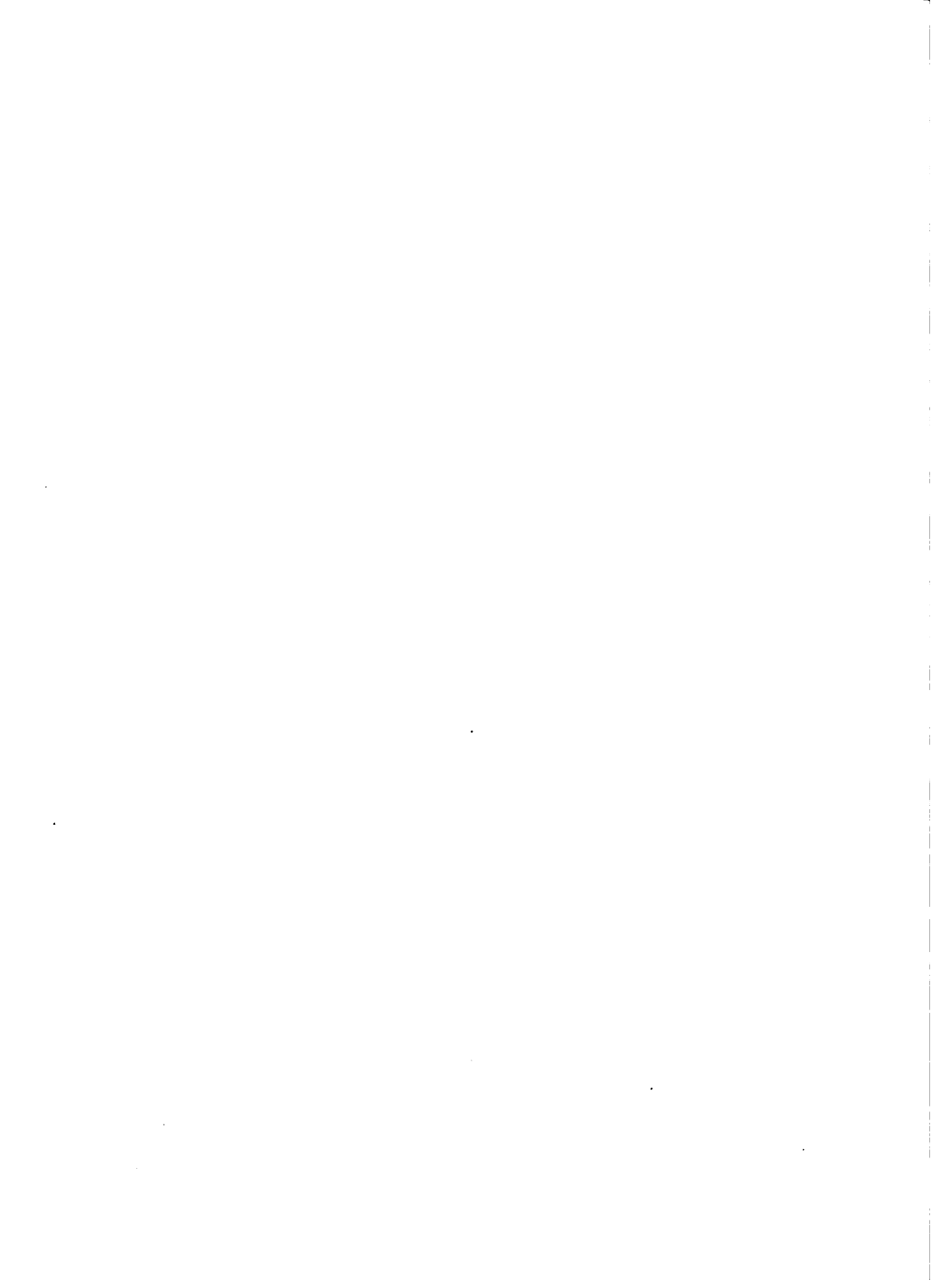
CONSIDERING:

That in conformance with the CARDI Agreement, CARDI presents a biennial report to the Inter-American Board of Agriculture (IABA) that includes technical, financial and administrative aspects;

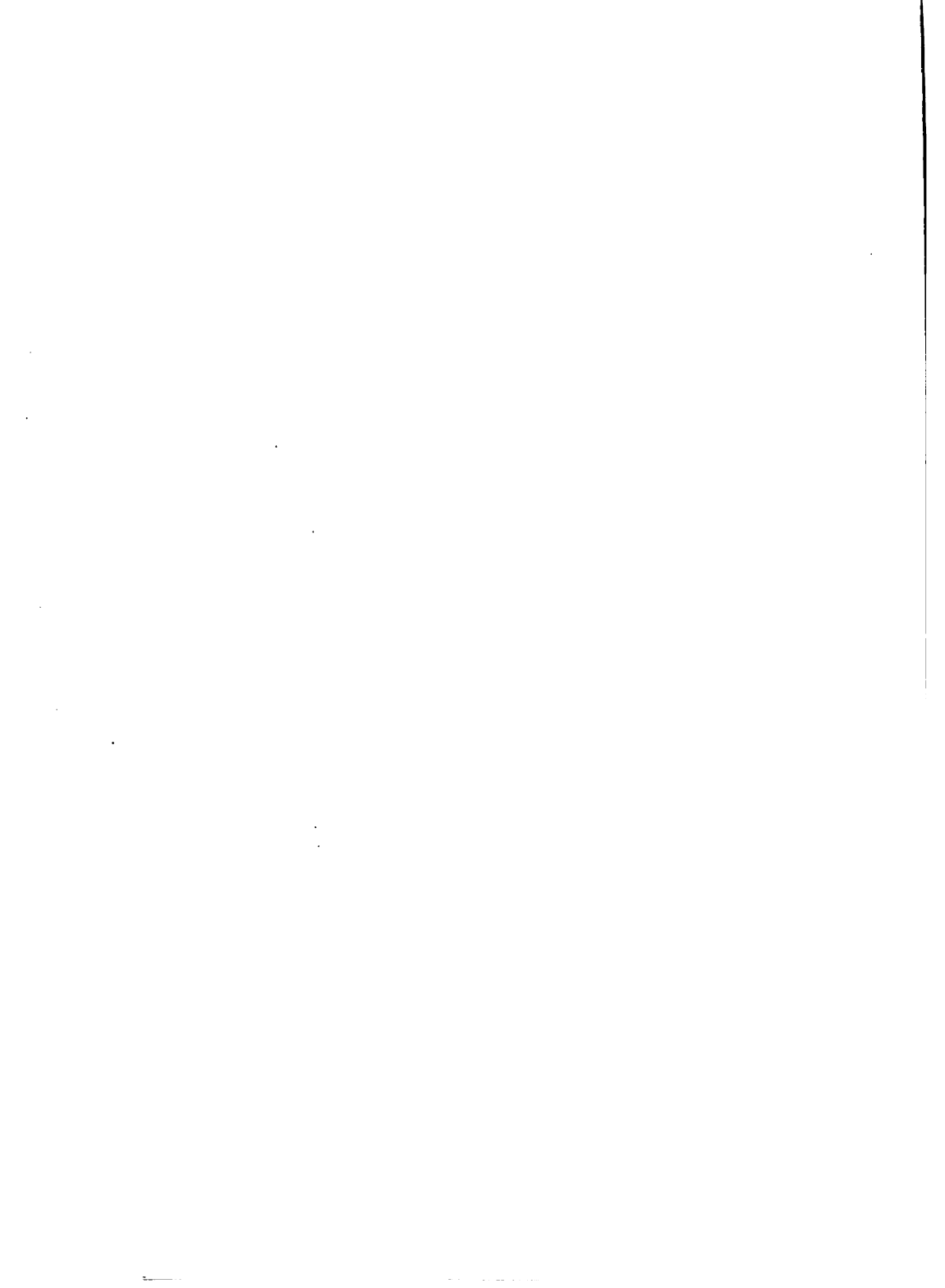
That in accordance with Article 3.e of the Rules of Procedure of the Executive Committee, the Committee must act as the preparatory body of the Board,

RESOLVES:

1. To receive Document IICA/CE/Doc.400(01), "Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI)."
2. To send the Document IICA/CE/Doc.400(01), "Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI)", to the Eleventh Regular Meeting of the Inter-American Board of Agriculture for its information.



SIGNING OF THE REPORT



**SIGNING OF THE REPORT OF THE TWENTY-FIRST REGULAR MEETING
OF THE EXECUTIVE COMMITTEE**

In compliance with the provisions of Article 97 of the Rules of Procedures of the Executive Committee, the Report of the Twenty-first Regular Meeting of the Executive Committee, in English and Spanish, the official languages of that meeting, is hereby signed at 16:00 hours of the twenty-eighth day of July of the year two thousand and one, at the Headquarters of the Inter-American Institute for Cooperation on Agriculture.

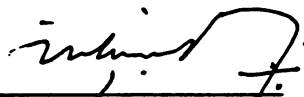
The Report will be edited by the Secretariat and the changes approved during the Closing Session will be included before it is published in the four official languages of the Institute in the Official Documents Series, all versions being equally authentic and valid.

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.

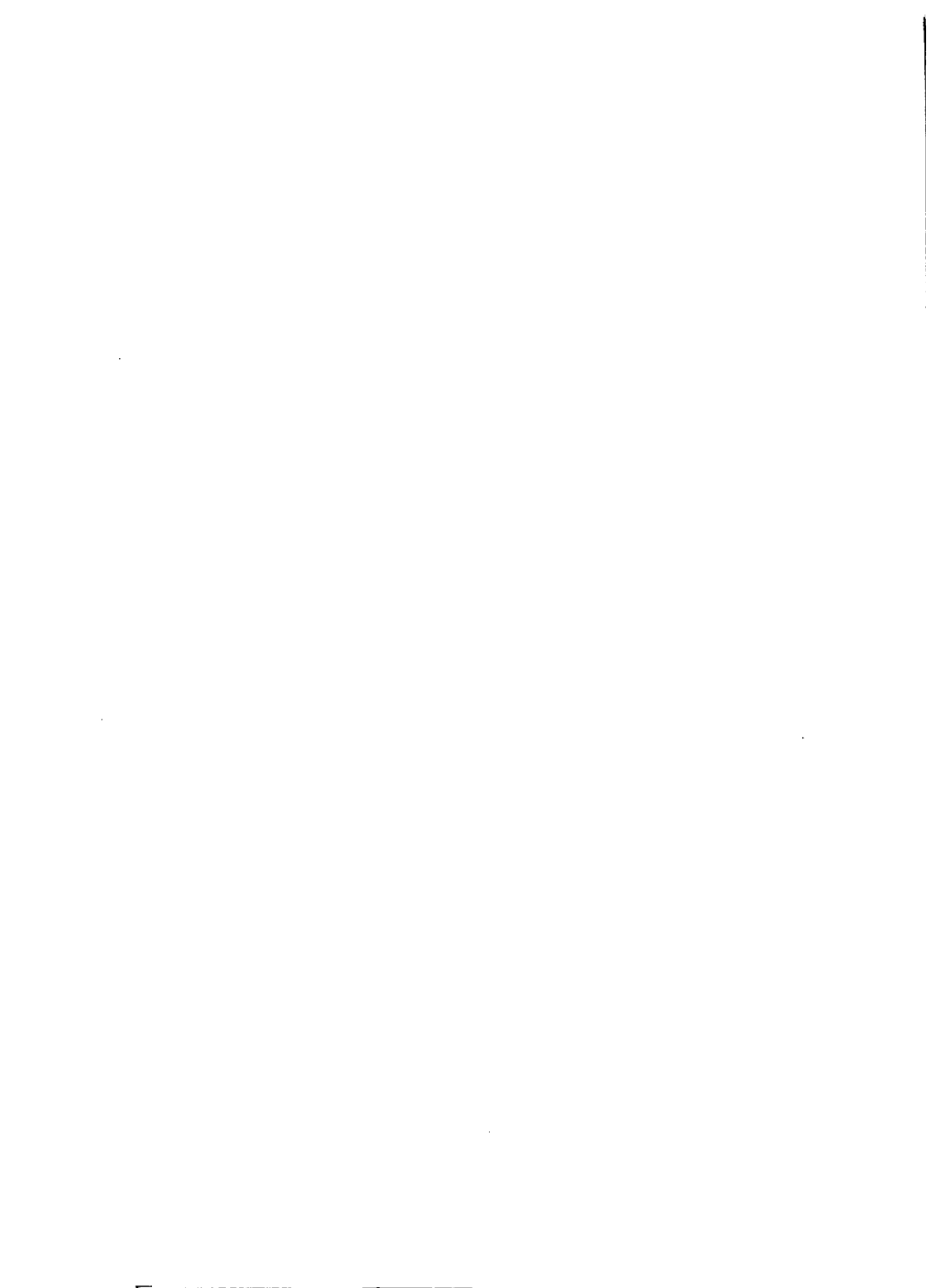
San Isidro de Coronado, San Jose, Costa Rica



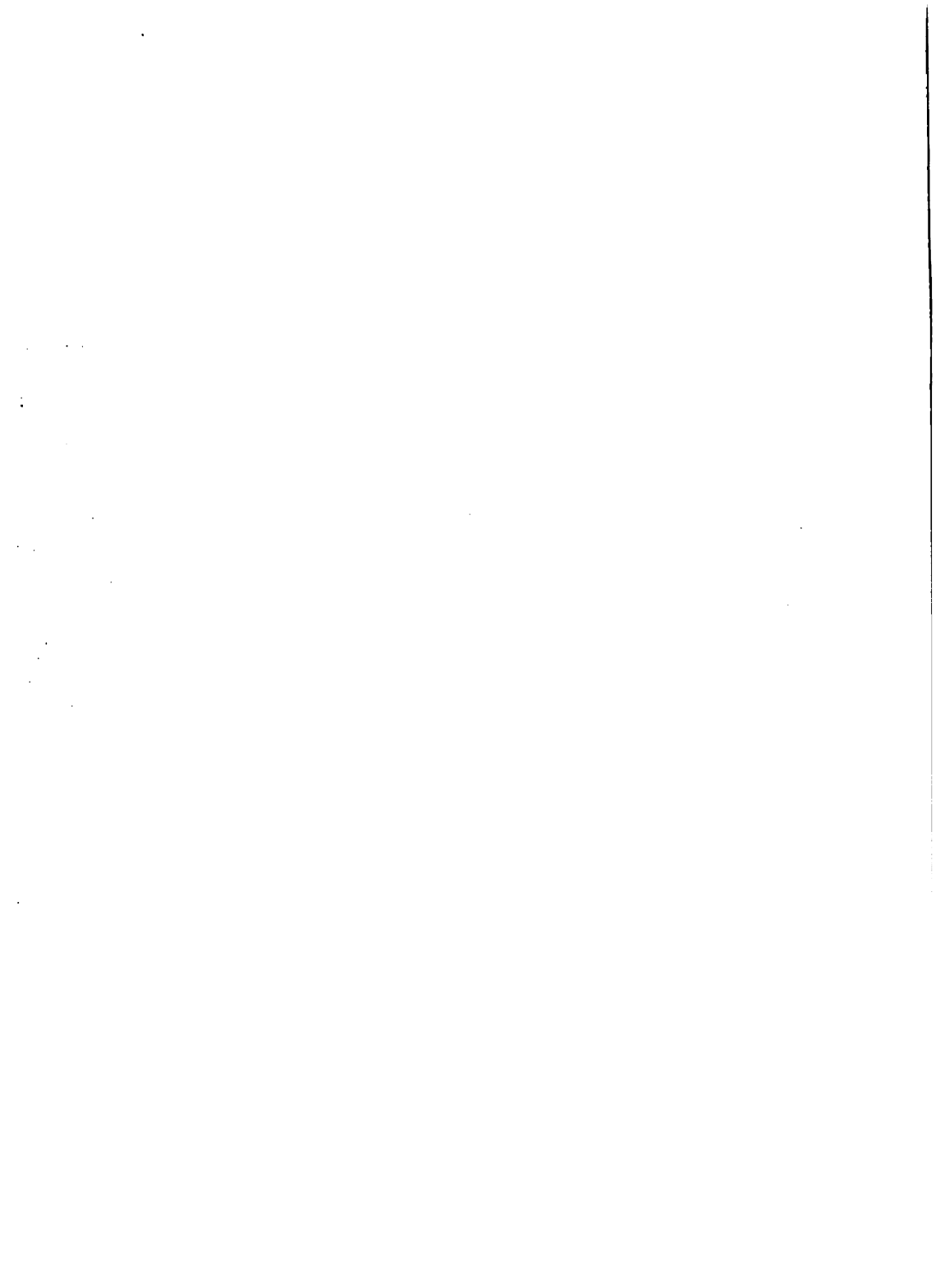
Carlos E. Aquino G.
Director General and
ex-officio Secretary



Walter Nuñez Rodriguez
Chairman



**MINUTES AND REPORT OF THE SELECTION COMMITTEE
OF THE 1999-2001 INTER-AMERICAN AWARDS IN THE
RURAL SECTOR**



**MINUTES OF THE SELECTION COMMITTEE OF THE 1999-2001
INTER-AMERICAN AWARDS IN THE RURAL SECTOR**

On July 24, 2001, the Awards Selection Committee met in compliance with the provisions of Articles 9 to 15 of the Regulations governing the Inter-American Awards in the Rural Sector.

The Committee was made up of Vere C. Bird Jr. (Antigua and Barbuda), Arturo Vierheller (Argentina), Walter Nuñez Rodriguez (Bolivia), Salvador Monge Fallas (Costa Rica) and John Patrick Passino (United States of America).

The meeting, which was called to order at 9:30 a.m., was also attended by Mr. Roberto Martinez Villanueva and Mr. Rodolfo Martinez Ferrate of IICA, the former in his capacity as Secretary of the Awards Selection Committee.

Mr. Vere C. Bird Jr., delegate of Antigua and Barbuda, was elected as Chairperson, and Mr. Walter Nuñez Rodriguez, delegate of Bolivia, was elected Rapporteur.

Following a presentation by the Chairperson, the Committee examined the nominations for two of the three awards. The discussion then led to the review of Article 8 of the Regulations and to a wide-ranging exchange of opinions. A conclusion was reached that, after a strict interpretation of said Article, one candidate had not met the deadline for accepting nominations, while another nomination had not been submitted by a Member State, as stipulated in the Regulations.

The discussion gave rise to several alternatives. One was based on a rather rigid interpretation that could have meant declaring one of the awards void. Others adopted a more flexible approach with a view to solving the aforementioned problems.

At 11:30 a.m., the Chairperson, Mr. Bird, proposed that the meeting be adjourned for half an hour in order to seek the opinion of the Director General and review all available information on nominations.

The meeting reopened at 12:20 p.m. with the additional participation of the Director General of IICA, Dr. Carlos E. Aquino G., and the Institute's legal adviser, Mr. William Berenson.

After a presentation by the Chairperson on the interpretation of Articles 6, 8, 9 and 20, both the Director General and the legal adviser made several comments, which were followed by an in-depth discussion that led to the preparation, with the support of the legal adviser, of a draft resolution to be submitted for consideration by the Executive

Committee. The draft resolution contains the following unanimously adopted recommendations of the Committee:

1. To extend the deadline for submitting nominations to 31 October, which is considered the fairest solution and which could also generate more interest on the part of the countries over the awards, raise the number of candidates and serve to motivate talented individuals in the Member States.
2. To request that the Institute examine the possibility of increasing the attractiveness of the process for awarding these awards at the national level, as well as at the regional and hemispheric levels, in recognition of the great number of potential candidates in each Member State.
3. To instruct the Director General to prepare an adjusted, reviewed and updated set of draft regulations, to make the latter clearer and more specific while reflecting a wider-ranging, more participatory approach, designed to deal with the aforementioned issues through a bottom-up process.

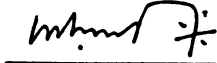
If this draft resolution is adopted by the Executive Committee, the Director General should be requested to convene a meeting of the Awards Selection Committee prior to the forthcoming meeting of the Inter-American Board of Agriculture.



Verónica Bird Jr.
Delegado de Antigua y Barbuda,



Arturo Viegheller
Delegado de Argentina,



Walter Núñez Rodríguez
Delegado de Bolivia,



Salvador Monge Fattas
Delegado de Costa Rica



John Patrick Passino
Delegado de Estados Unidos de América.



Roberto Martínez Villanueva
Secretario de la Comisión



Rodolfo Martínez Ferraté
Coordinador de Relaciones Externas



William M. Berenson
Asesor Legal

**REPORT OF THE 1999-2001 AWARDS SELECTION COMMITTEE,
SUBMITTED TO THE TWENTY-FIRST REGULAR MEETING OF THE
EXECUTIVE COMMITTEE**

The 1999-2001 Awards Selection Committee, made up of representatives from Antigua and Barbuda, Argentina, Bolivia, Costa Rica and the United States, met at IICA Headquarters in San Jose, Costa Rica, on 24 July, 2001, with the participation of the Technical Secretariat of the Committee. The Committee examined the documentation submitted for its consideration in support of the candidates for the Inter-American Awards in the Rural Sector.

The first point on the agenda was the election of the Chairperson of the Committee. Mr. Vere C. Bird Jr., the Representative of Antigua and Barbuda, was elected to chair the Committee. The Committee then proceeded to elect the Rapporteur. Mr. Walter Nuñez, the delegate of Bolivia, was elected to perform this function.

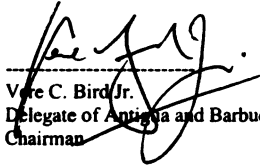
Having complied with this requirement of the Regulations, the Committee proceeded to conduct a careful analysis of the background documentation on 7 candidates nominated.

Nominations were submitted as follows:

- Inter-American Agricultural Medal
3 candidates (El Salvador, Guatemala and Peru)
- Inter-American Award for the Participation of Women in Rural Development
4 candidates (Brazil, El Salvador, Jamaica and the Dominican Republic)

After the above-mentioned analysis, the Awards Selection Committee found that one nomination had been submitted one day after the closing date and another had not been submitted by a Member State, as stipulated by Article 8 of the Regulations of the Inter-American Awards in the Rural Sector.

In light of the above, it was agreed that a Draft Resolution be presented to the Executive Committee allowing for an amendment to the existing regulations. The content of this draft resolution includes the proposals of the Awards Selection Committee of the Inter-American Awards in the Rural Sector.


Vere C. Bird Jr.
Delegate of Antigua and Barbuda
Chairman


Walter Nuñez Rodríguez
Delegate of Bolivia
Rapporteur



Arturo Vicchella
Delegado de Argentina,



John Patrick Passino
Delegado de Estados Unidos de América.



Salvador Monge Fallas
Delegado de Costa Rica



Roberto Martínez Villanueva
Secretario de la Comisión

AGENDA

IICA/CE/Doc.381(01)

AGENDA

- | | |
|--|---------------------|
| 1. Provisional Schedule | IICA/CE/Doc.382(01) |
| 2. Provisional Agenda of the Eleventh Regular Meeting of the Inter-American Board of Agriculture (IABA) | IICA/CE/Doc.383(01) |
| 3. Reports of the Director General | |
| 3.1 2000 Annual Report | IICA/CE/Doc.384(01) |
| 3.2 Eleventh Regular Meeting of the Inter-American Board of Agriculture (IABA) and the Ministerial Meeting on Agriculture and Rural Life | IICA/CE/Doc.385(01) |
| 4. Institutional Policy | |
| 4.1 Report of the <i>ex officio</i> Chairman of the Special Advisory Commission on Management Issues | IICA/CE/Doc.386(01) |
| 5. Budgetary and Programming Issues | |
| 5.1 2002-2003 Program Budget | IICA/CE/Doc.387(01) |
| 6. Financial Issues | |
| 6.1 Financial Statements of the Institute and 2000 Report of the External Auditors | IICA/CE/Doc.388(01) |
| 6.2 Seventh Report of the Audit Review Committee (ARC) | IICA/CE/Doc.389(01) |

6.3 Election of a Member of the Audit Review Committee (ARC) IICA/CE/Doc.390(01)

6.4 Extension of the Contract of the External Auditors for the 2002-2003 Biennium IICA/CE/Doc.391(01)

7. Inter-Institutional Relations

7.1 Election of the Representative of the Inter-American Board of Agriculture (IABA) to the Governing Council of the Tropical Agriculture Research and Higher Education Center (CATIE) IICA/CE/Doc.392(01)

7.2 Agreement to Establish the IICA/-CATIE Consortium IICA/CE/Doc.393(01)

8. Other Institutional Issues

8.1 Presentations by the Candidates to the Post of Director General of IICA IICA/CE/Doc.394(01)

8.2 Report on the Status of the Resolutions of the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA) IICA/CE/Doc.395(01)

8.3 Report on the Status of the Resolutions of the Twentieth Regular Meeting of the Executive Committee IICA/CE/Doc.396(01)

8.4 Inter-American Awards in the Rural Sector IICA/CE/Doc.397(01)

- Selection of Candidates for the Awards

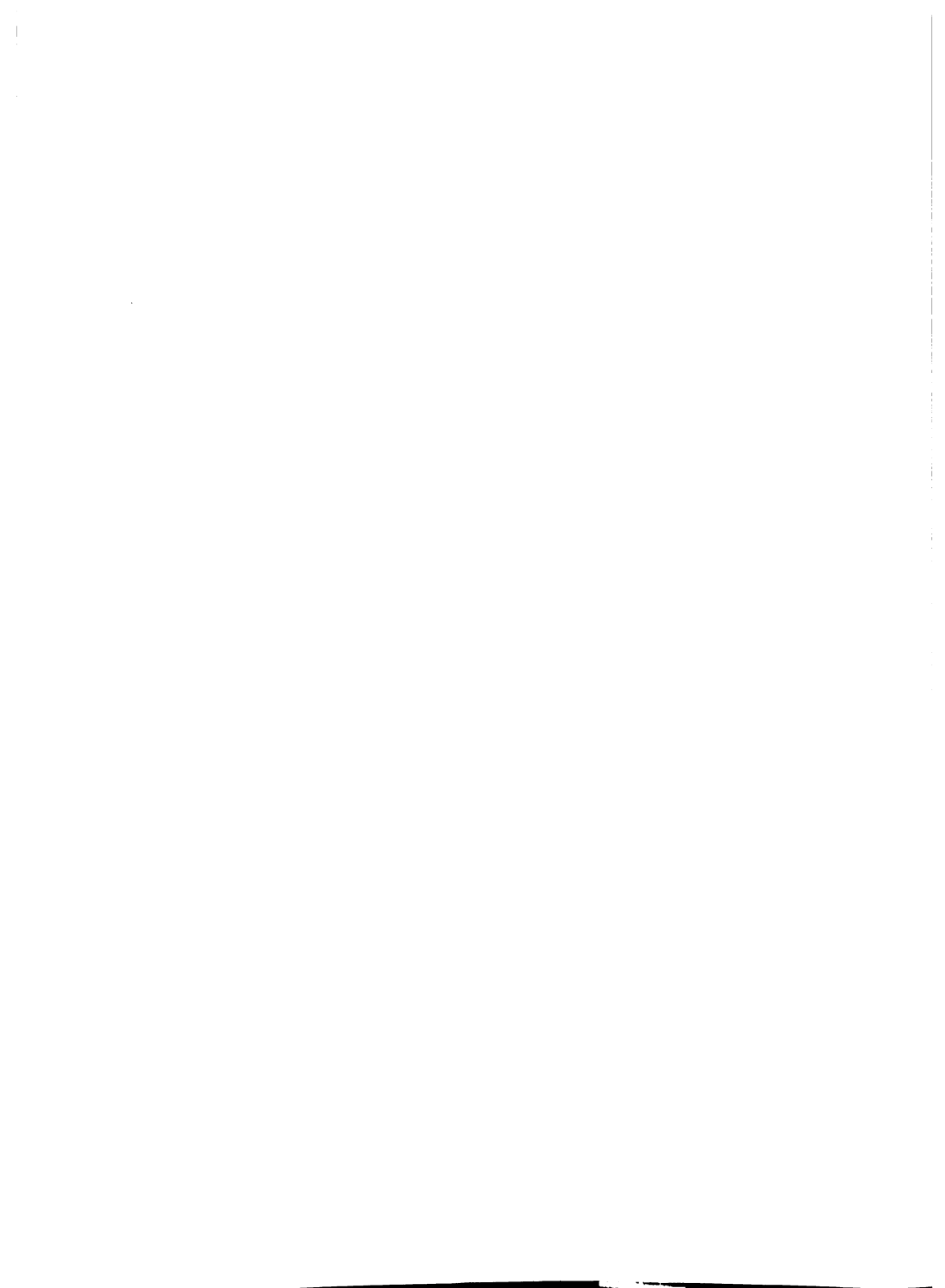
8.5 Date and Site of the Twenty-second Regular Meeting of the Executive Committee IICA/CE/Doc.398(01)

9. Other Business

9.1 Report on the Activities of the Tropical Agriculture Research and Higher Education Center (CATIE) IICA/CE/Doc.399(01)

9.2 Report on the Activities of the Caribbean Agricultural Research and Development Institute (CARDI) IICA/CE/Doc.400(01)

LIST OF PARTICIPANTS



IICA MEMBER STATES SITTING ON THE EXECUTIVE COMMITTEE

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**ADDRESS BY THE DIRECTOR GENERAL, CARLOS E. AQUINO G.,
DURING THE INAUGURAL SESSION**

This is the last time I will be participating, as Director General of IICA, in a regular meeting of the Executive Committee. I would like to take a few minutes to share with some highlights of my administration.

It is not my intention to make a full report; that I will do later this year in the Dominican Republic. However, since I probably will not see many of you there, because there are always changes and new faces, I feel it is my duty and responsibility to use this forum to look back at some of the actions we have carried out, as always, with the support of the Member States.

This message is divided into several sections. The first refers to the proposal for institutional transformation. The next focuses on the 1994-1997 period, when implementation of the transformation process began. The third covers the 1998-2001 period, in which the process was consolidated. Then, I will offer some thoughts on the limitations and threats, accomplishments, and challenges and opportunities of the last eight years. I will underscore those elements which, in my judgement, have been important and have characterized my term as Director General.

I would like to begin by referring to my original proposal for institutional transformation, which has been the main theme of my administration. I first put forth my thoughts on the topic in a document that was prepared when I was a candidate, which was subsequently modified, via a participatory process, and eventually became what was called "Guidelines for action in the 1994-1998 period."

From the full proposal, I would like to highlight four major goals which have guided my actions as Director General of the Institute:

1. To encourage greater participation on the part of the Member States in defining guidelines for, and managing, the Institute.
2. To develop stronger ties between the Institute and the private sector, foster closer relations with different organizations and emphasize the role of the private sector in agribusiness activities at the regional and inter-American levels.

3. To promote, at all levels of the Institute, a participatory and inclusive style of management, within the General Directorate and in dealings with the Member States.
4. To promote the decentralization of the General Directorate as regards technical and administrative matters and the management of the Institute's strategic (human, physical and economic) resources.

Throughout my message, I will refer to strategic actions undertaken and accomplishments in connection with all four of these goals, which have been translated into institutional policies that have characterized my administration.

Now I want to turn to the 1994-1997 period. The 1994-1998 Medium Term Plan (MTP) was developed on the basis of elements taken from the document "Guidelines for action in the 1994-1998 period." To begin the process of preparing this Plan, a group known as the G-33 was created. And what was the G-33? First, a participatory process was launched within the Institute, involving all levels of personnel. Also, the Member States were invited to submit suggestions and ideas for the Plan. The first drafts, which were very general documents, were later fine tuned. Next, IICA convened the G-33, comprising delegates from the member countries and private organizations, and the ministerial forums held in conjunction with the IABA meetings in 1995 and 1997. The end result was the MTP, the focus of which was institutional transformation. During this first stage, a special committee was created to support the institutional transformation process. Subsequently, an inter-American consultation was conducted and adjustments were made in the Plan so that it would reflect the ideas and priorities identified in the consultation. A new organizational structure emerged, and the actions to be carried during my first term were laid out.

In that Plan, two fundamental elements were identified that have characterized the actions of the Institute in recent years. This first of them was the renewed vision of agriculture, which has served as the foundation for promoting, at all levels of the Institute, dialogue and cooperation with sector leaders aimed at moving beyond the traditional vision of agriculture as a primary production sector. Also, emphasis was placed on the interaction of agriculture with other sectors of the economy, such as tourism, education, health, etc.; an interaction that characterizes the economies of our countries. Also considered in the renewed vision were agrifood chains and a reassessment of rural spaces.

The second element identified in the MTP was a new way of providing cooperation, characterized by four principles: participation, flexibility, concentration and decentralization.

With a view to encouraging and maintaining greater participation on the part of the Member States, and to fostering dialogue on matters of strategic importance in agriculture, different forums were held concurrently with the meetings of the IABA. These forums brought together entrepreneurs, small- and medium-scale producers, small-farmer organizations and international organizations, and generated valuable inputs for the institutional transformation process. My administration promoted an ongoing process of consultation and dialogue, which provided an opportunity to listen, share and reach agreement on the process of institutional transformation.

At the beginning of the transformation process, three strategic actions were taken, which entailed the creation of a commission that involved all levels of the Institute. First, the five Regional Centers (Andean, Caribbean, Central, Northern and Southern) were created, to begin the process of decentralization and be closer to what was going on in the regions. Also, three specialized centers were established: the Center for Integration and Agribusiness Development (CIDAIE), responsible for working with agribusiness organizations to strengthen existing, or create new, networks; the Center for Education and Training (CECAP), and the Inter-American Reference Center for Agricultural Information (CRIIA), both intended to support strategic areas related to the Institute's mandates.

A training program related to change and teamwork was launched. Here, I would like to underscore the investment made in management training for our management and professional personnel, efforts to promote the development and application of new methods and instruments for teamwork, and all the actions carried out with the personnel in the Cooperation Agencies and at Headquarters for the purposes of reflection and dialogue, aimed at furthering the institutional transformation process and arriving at a shared vision, which, as we all know, has not been easy.

Another very important development was the training courses offered by INCAE, a specialized educational center, and Harvard University, which were attended by 110 members of our professional staff. Upon completion of the three-week training program in Nicaragua, these staff members returned to IICA and formed a team charged with transmitting the knowledge they had acquired to others, and with encouraging them to support and become involved in the process of institutional transformation. Also, another seminar was held on participatory management in search of excellence and total quality, which played a key role in promoting a process of ongoing improvement.

This was a summary of some important aspects of the first term of my administration. I now want to talk about the second term, during which the process of institutional transformation was consolidated.

During this second period, which began in 1998, we set out to consolidate the transformation process, aiming our efforts at encouraging the participation of the Member States, working toward institutional alignment, and drawing up the shared vision, mission, purposes and strategic objectives, using inputs received from the Member States. The 1998-2002 Medium Term Plan was the result of a highly participatory process which involved an inter-American consultation with national leaders of the community of agriculture. This consultation identified emerging issues of great importance, which are the focus of the Institute's actions today: policies and trade, agricultural health, technology innovation, rural development, education and information, communications, strategic thinking and action. These issues provided the foundation for defining the priority fields for Institute actions. All of this is summarized in the slogan we adopted, following the recommendation of the Special Committee in Support of the Institutional Transformation Process: "Agriculture: beyond a sectoral view."

We believe we have made progress is spreading this message. We have made others aware that agriculture begins on the farm and ends with the consumer. It is important to remember where things come from, lest we find ourselves in a situation similar to one that came up in the United States of America. When asked in a survey where milk came from, children said it came from the supermarket. We must be aware of the fact that, within the renewed vision, agriculture extends far beyond the primary production sector.

Also we must be aware of the new rurality. What is this about a new rurality? What is the difference between the new and the old rurality? It is simply an aspect of marketing? Is it a matter of presenting a position? It is a matter of reflecting on questions such as: Where are the sources of water in our countries? In the rurality. Where do foods come from? From the rurality. Where are the renewable natural resources, biodiversity, fauna and flora concentrated? In the rurality. Where are the non-renewable resources such as mines? In the rurality. And even in small countries, like many of ours, these vital elements for development are found in the rural sector. We have attempted to increase awareness of the need not to differentiate between the urban and the rural, since they are interdependent, and to convince everyone, throughout the Americas, of the importance of agriculture and this new rurality.

Convinced that an institutional strategy must not only be written down, but also assimilated by the members of the organization, we redoubled our efforts to promote institutional alignment. External advisors helped us detect what elements contributed to institutional alignment for a corporate strategy. We held workshops with the personnel of the different units at Headquarters, and visited countries, to spread the message, answer questions and underscore the need to work together in arriving at the institutional vision.

As established in the MTP, we made the organizational adjustments necessary to put into practice the concept of consortia, an idea which arose during my second term. Why consortia? It is a tool, within the General Directorate, which makes it possible for units with different functions to work together in pursuit of a common purpose, with synergy and teamwork, but without their losing their own identity. The Technical Consortium and the Consortium for Planning came into being, thus eliminating units that tended to work individually, like in compartments. In creating the consortia, our aim is to maximize our limited resources by pooling resources, sharing information and working together.

The sustainable development of agriculture and the rural milieu can also be promoted outside the Institute, through the establishment of consortia with other organizations. For example, in a workshop held at CATIE, the participants recommended the creation of an IICA-CATIE Consortium. You will be receiving a document on this matter, which we would ask you to take with you, and then send us your observations and comments. The purposes of the consortium is to make maximum use of resources, pool efforts, build synergies, avoid the duplication of actions, and provide the Member States packages for joint action prepared by both institutions.

With the idea of strengthening alliances, we established the Inter-American Center for Rural Development (CIDER) within the Directorate of Sustainable Rural Development, in a joint action with the Government of Panama and the City of Knowledge, which has been a great success. One of the members of the external audit review committee recently visited the Center. We have been asking them to visit different places so they can see first hand what is going on in the countries. Also, we are actively involved in an inter-agency group along with IDB, FAO, World Bank, GTZ, ECLAC and other organizations.

Another important development was the establishment of the "Mexico" Distance Training Center, known as CECADI. The Government of Mexico was pleased to approve the replacement of the cafeteria here at Headquarters with a training center. CECADI is a distance training network established in conjunction with Texas A&M University, which other universities have since joined. This Center has already enabled us to interact with the World Bank and many countries. Allow me to remind you that on Thursday CECADI will be the venue for a videoconference involving 12 countries on strategic issues. We work with different universities, such as McGill, Antonio Narro, Chapingo Graduate School, universities in Chile and the Andean Region, among others. Also, several courses are taught in the Caribbean Region over Internet.

As part of this summary of the strategic actions taken to consolidate the institutional transformation process, I also want to refer to the positioning we achieved at the Summit of the Americas. The participation and the support of the countries in this effort were determining factors. I recall the breakfast meeting we had immediately following the

Summit in Miami in 1994 with the Ministers of Agriculture of CORECA. Noting that agriculture was not on the agenda of the Summit, the ministers told me that we should make an effort to position ourselves and to ensure that the sector be taken into account in the context of the Summits of the Americas. We developed a strategy and worked to ensure the inclusion of this topic in the Summits of the Americas process, with support from the ministries of foreign relations and agriculture, private organizations and the Heads of State. At the last summit, held in Canada, agriculture and rural development were incorporated, and IICA was designated as one of the six partner institutions of the process, along with the OAS, IDB, PAHO, ECLAC and the World Bank. As a result, the role of the ministers of agriculture as leaders of the community of agriculture and rural life in their countries has been strengthened.

Allow me to turn my attention to some of the constraints and threats we faced in making these efforts. As you know, quota payments have been frozen since I assumed the General Directorate, a situation which has had a major impact on operations since we cannot even recoup losses due to increased inflation. This is associated with economic problems in the member countries, increased operating costs, and the low priority attached to agriculture on national agendas and by many financial organizations. For example, the resources of the IDB portfolio for agriculture have dropped from some US\$2 billion to near US\$2 million. The same is true at the World Bank. In 1985, the AID had agricultural and rural development projects valued at US\$1.3 billion, but today they are only worth some US\$300 million. For this reason, it is important to carry the message of the importance of agriculture to the highest political levels, which is why the inclusion of agriculture in the Summits of the Americas process is such a significant development.

In addition, despite limited resources, we have had to deal with increased demand for cooperation, and the turnover of officials in the public sector in our countries; as a matter of fact, a recent study showed that the term of a minister of agriculture lasts, on average, 13 to 14 months.

All this makes it necessary to review priorities and introduce changes, which requires high levels of creativity, courage, innovation and participation. At IICA, we have learned that to stand still is to go backwards, and that to hang on to tradition is to perish, which is why we believe in continually moving forward, on the strength of our infrastructure, human capital and strategic resources.

Despite having limited financial resources, we have done much, with the support of the countries, to multiply those resources, which we believe has been achieved and has enabled us to continue to provide cooperation for agriculture and the rural milieu in the Americas. Today, the Institute's budget is approximately US\$30 million, but when you add CATI resources it climbs to some US\$138 million. This is an organization that has found

ways to multiply its resources, somewhat like in the biblical account of the multiplication of the loaves and fishes. We have come through adverse situations, such as the time when one of our Members States, which is a major financial contributor, informed us of its intention to leave IICA. This led to a period of uncertainty and apprehension, which required a great effort on our part to continue with the process of institutional transformation. Even though we have received no additional resources to carry it out, I believe considerable progress has been made in this process.

We have had to swim upstream, which has taught us to work together, in harmony, and to support one another to ensure the continuation of the work of this great institution, which you have given me the privilege of directing for the last eight years.

As we say, IICA is a network for cooperation more than an institution. There has been a multiplier effect, which is reflected in the fact that the seven networks that existed at the beginning of my administration have grown to twenty today, including the Forum for the Americas on Agricultural Research and Technology Development (FORAGRO), which brings together all the research centers of the Americas. Also, we have been informed by the president of the Global Forum on Agricultural Research that, after Europe, the Americas is the region that has done the most to link its research organizations.

We also have the Regional Agricultural Technology Fund (FONTAGRO). IICA has worked with the IDB in managing this fund for agricultural technology in the Americas. According to a letter I received, the Government of Venezuela has disbursed US\$12 million for this fund, an initiative of Enrique Iglesias, which we have supported because we believe it is very important for the Americas...

Of course, we have also made adjustments here at Headquarters. It was our hope that it would become the seventh center, renowned for training. I doubt that we will be able to accomplish all of this, but we definitely have made progress. Feel free to visit the facilities of the Distance Training Center and see its equipment. While there, take a look at how the cafeteria was turned into the Inter-American Conference Center, which has five classrooms, each named for one of the regions of the Americas. We have done all this with the resources managed by the Institute.

We have promoted the establishment of several networks in the different regions of the Americas, such as the Alliance for the Sustainable Development of Agriculture and the Rural Milieu in the Caribbean, the Forum of Ministers of Agriculture of the Andean Region, the Andean Forum on Agricultural Health (FASA), the ones in the Southern Region, PROCINORTE, which was mentioned by the delegation from the United States of America, SIDALC, the Caribbean Council of Higher Education in Agriculture (CACHE), and the list

goes on. Ladies and gentlemen, the Institute has been supporting, to differing degrees, the efforts and the initiatives of the Member States throughout the Americas.

We have always wondered, as many of you have, what the impact of these actions is. We have tried and tried to find a way to measure it, but it is not always easy. Perhaps you can provide us with criteria for quantifying the impact of a network such as FORAGRO, FONTAGRO or CACHE, or of the efforts in the area of agricultural health via in AGRHEALTH XXI, or of having participated in the meetings of the Committee on Sanitary and Phytosanitary Measures of the WTO, to which we are invited as observers. How can it be measured? How can the multiplier effect be assessed? How can we place a value on our strategic resources and our technological infrastructure throughout the Americas? When we arrived, three Cooperation Agencies were connected to the Internet; today, all 34 are.

As the poet says, "the journey ahead is not plotted out for us; we plot the journey as we go." Therefore, we must continue to move forward and meet the challenges of the future, and any challenges that may arise between now and the IABA meeting in the Dominican Republic. With us today are two Directors Emeritus, both sources of inspiration in the past. It is good to build on what others have done before, to build rather than destroy, to work together, sharing illusions and also, why not, disappointments.

The OAS approved the new role of the IABA at its meeting in Canada. Two important accomplishments were achieved. The first is the incorporation of the topic of agriculture and rural life in the context of the Summits of the Americas process, and the other is the recognition of the IABA as the highest level forum in the Americas for building consensus on agricultural and rural development policies.

Therefore, in the face of these new challenges and opportunities, we must work together. This is why we are conducting a new consultation with the leaders, under the leadership of the ministries. The next meeting of the IABA, in the Dominican Republic, will be a major undertaking, which will only be possible with the enthusiasm, passion, dedication and interest of all. That event, along with the Inter-American Week of Agriculture and Rural Life, will be strategic in disseminating information on and increasing awareness of what is, and what should be, the place of agriculture, food security, rural development and the struggle against poverty in our economies. Just recently, the leaders of the eight most powerful and wealthiest wealth nations met in Genoa, Italy. One of the conclusions they reached was the need to ensure balance in development, alleviate poverty, provide food security, ensure transparent participation, and ensure equity.

We must all work together to ensure that agriculture occupies its rightful place. To do this, we must promote dialogue. Also, the inputs generated in the inter-American

consultation will enable us to identify those issues which are critical aspects for development in the different segments of the agrifood sector and rural areas in the Americas, and will also be of great use to the new administration. In this effort, our human resources are of strategic importance, and we need to establish alliances in terms of technological infrastructure. We must also pool economic resources and our effort, and find in each problem an opportunity. There are many challenges, problems and demands; however, if we work together, we will succeed.

I want to thank you for the privilege you have given me by electing me to this post. I ask the Delegate from the Dominican Republic to inform the government of my country that this Dominican is proud of his nationality and of my efforts, with support from all of you, to position our agriculture, our rurality and this institution. No IICA administration can succeed without the political, moral and economic support of the Member States; I thank you for the comments and suggestions you have shared with me during my years at the helm of the Institute.

We must work together and in harmony. We must end the duplication of efforts, use resources with transparency, dedication, efficiency and effectiveness, and make use of modern systems of communication and technology innovation. We believe that when we leave this institution it will have a runway suitable for landing different types of airplanes. I hope the candidates, especially the one who is chosen in the upcoming election, will have good planes for a good landing.

Thank you for the trust you have placed in this humble servant. I have learned much, and I thank you for and all the personnel of the Institute for this. Thank you very much, friends and delegates. Let's look to the future with hope, illusion, passion and enthusiasm.

**REMARKS BY MR. WALTER NUÑEZ RODRIGUEZ,
CHAIRMAN OF THE TWENTY-FIRST REGULAR
MEETING OF THE EXECUTIVE COMMITTEE**

Thank you, Mr. Director General. Dr. Aquino and I have been friends for many years, since the days when we were leaders of the private agricultural sector in our respective countries. I think his presentation on his eight years at the helm of the Institute reflects what we all feel about the importance of the rural milieu, of the women and men who work the land, and their importance both as human beings and as stakeholders in the sector.

Dr. Aquino, in my temporary capacity as chairman of the meeting I would like to thank you and express our appreciation for these years of absolute dedication to the General Directorate of IICA. In the history of this organization and our nations, you will be remembered as a man who spent these years raising awareness of the sector, changing structures and mindsets, and, enjoying a series of successes that, we feel sure, your successor will know how to build on.

Please accept the gratitude of our governments, which I am sure will be ratified at the meeting of the Inter-American Board of Agriculture, scheduled to held in the Dominican Republic in November this year.

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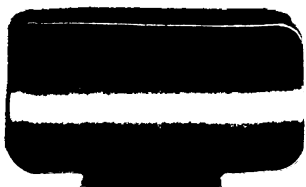
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