

ISSN 1018-5704

IICA



REPORT OF THE EIGHTEENTH
REGULAR MEETING
OF THE EXECUTIVE COMMITTEE

San Jose, Costa Rica

28 - 30 October, 1998

WHAT IS IICA?

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

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

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

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

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

IICA
BIBLIOTECA VENEZUELA

8 FEB 1999

RECIBID

IICA



REPORT OF THE EIGHTEENTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

San Jose, Costa Rica

28 - 30 October, 1998

OFFICIAL DOCUMENTS SERIES No. 63



TABLE OF CONTENTS

00001476

TABLE OF CONTENTS

Page

MINUTES OF THE EIGHTEENTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

Preparatory Session.....	1
Inaugural Session.....	3
Ceremony to Honor the Government and People of Canada.....	5
First Plenary Session.....	7
Second Plenary Session.....	11
Third Plenary Session.....	22
Fourth Plenary Session.....	28
Closing Session.....	38

RESOLUTIONS

Financial Issues

Resolution N° 296	1997 Financial Statements of the Institute.....	47
Resolution N° 297	Fourth Annual Report of the Audit Review Committee (CRA).....	49
Resolution N° 298	Financing of the Regular Fund and Distribution of Resources for 1999.....	51
Resolution N° 299	Remuneration of the Director General for the 1998- 1999 Biennium.....	55

Policy Issues

Resolution N° 300	1998-2002 Medium Term Plan.....	56
Resolution N° 301	Structural Reform of IICA and its Organs.....	58
Resolution N° 302	Establishment of an Inter-American Mechanism to Prevent and Deal with the Natural Disasters in Rural Sector.....	70
Resolution N° 303	Inter-American Award for Farmers.....	86
Resolution N° 304	Responding to the Year 2000 Problem.....	88
Resolution N° 305	Progress of the Preparations for the Tenth Meeting Regular of the Inter-American Board of Agriculture...	90
Resolution N° 306	Progress in IICA/FAO Technical Cooperation.....	92

Regulatory Issues

Resolution N° 307	1997 Annual Report.....	97
Resolution N° 308	Report on the Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture.....	99
Resolution N° 309	Report on the Status of the Resolutions of the Seventeenth Regular Meeting of the Executive Committee.....	100
Resolution N° 310	Membership of the Awards Selection Committee.....	101
Resolution N° 311	Date and Site of the Nineteenth Regular Meeting of the Executive Committee.....	103

SIGNING OF THE FINAL REPORT 107**REPORT OF THE CREDENTIALS COMMITTEE** 111**AGENDA** 115**LIST OF PARTICIPANTS** 121**MEETING STAFF** 147**LIST OF DOCUMENTS** 157**APPENDICES**

Technical Report of the Director General of IICA.....	163
---	-----

INAUGURAL SESSION AND CEREMONY HONORING THE GOVERNMENT AND PEOPLE OF CANADA

Address by Director General of IICA at the Inaugural Session.....	173
Address by the Director General of IICA at the Ceremony Honoring the Government and People of Canada.....	182
Address by the Honorable Ambassador of Canada.....	185
Address by the First Vice President of the Republic of Costa Rica.....	189

CLOSING SESSION

Address by the Minister of Agriculture of Jamaica.....	193
Address by the Chairman of the Eighteen Regular Meeting of the Executive Committee.....	196
Address by the Director General of IICA... ..	200

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

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

The Eighteenth 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.295(XVII-0/97) of said Committee.

The 1998 Executive Committee was made up of the following countries: Brazil, Canada, Colombia, Dominica, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Paraguay and Trinidad and Tobago.

PREPARATORY SESSION

- 0.1 The Preparatory Session of the Eighteenth Regular Meeting of the Executive Committee was called to order at 09:45 on October 28, 1998, in the United States/Canada Room at IICA Headquarters, chaired by the Representative of Uruguay.
- 0.2 During this session, agreement was reached on the following items:
- 0.2.1 Election of the Chair and the Rapporteur

The Committee elected Marcial Cohene, Vice Minister of Livestock of the Ministry of Agriculture and Livestock of Paraguay, to chair the meeting.

Diego Gandara Perez, Vice Minister of Agriculture and Livestock of Ecuador, was proposed as Rapporteur, motion which was approved. Thus the Officers of the Meeting were:

Chairman:	Marcial Cohene
Rapporteur:	Diego Gandara Perez
Ex - officio Secretary:	Carlos E. Aquino Gonzalez

0.2.2 **Agenda of the Meeting**

0.2.3 The Agenda presented in Document IICA/CE/Doc.341(98)rev. was approved. It was agreed that a presentation on natural disasters would be incorporated into the Provisional Agenda, under Other Business.

0.2.3 **Membership of the Credentials Committee**

The Representatives of Brazil, Canada, Dominica and Honduras were appointed to make up this Committee.

0.2.4 **Membership of the Style Committee**

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

0.2.5 **Working Committees**

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

0.2.6 **Deadline for Submitting Proposals**

Thursday, October 29 at 17:00 was set as the deadline for submitting proposals.

0.2.7 **Duration of the Meeting**

The Plenary agreed to hold the Closing Session of the meeting on Friday, October 30, 1998 at 16:00, in accordance with the proposal of the Technical Secretariat.

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

In accordance with Article 36.A of the Rules of Procedure of the Executive Committee, the order of precedence was established beginning with Paraguay, the Member State whose Representative was elected to chair the meeting. Thereafter alphabetical order in Spanish would be followed.

0.2.9 The session was adjourned at 10:05.

INAUGURAL SESSION

- 0.3** The Inaugural Session of the Eighteenth Regular Meeting of the Executive Committee was called to order at 10:20 on October 28, 1998, in the United States/Canada Room at IICA Headquarters. The session was chaired by Marcial Cohene, Representative of Paraguay.
- 0.4** The Director General welcomed those present and thanked them for their participation. He stated that the Institute's future was on a sounder footing, since Canada had not withdrawn from IICA. He added, however, that dark clouds were gathering on the international horizon as a result of the financial crisis in Asia. If timely measures were not taken, it could have a major impact on the development of our countries.
- 0.5** He pointed out that this Executive Committee could mark a milestone in the development of the Institute, if it took decisive steps towards financial consolidation and in strengthening technical leadership, as well as developing and consolidating a renewed institutional structure for the Institute's various bodies to meet the new management needs of the twenty-first century. He stated that the components mentioned were key elements of the Medium Term Plan (MTP) and that appropriate decisions had to be taken and activities implemented in order to make them a reality.
- 0.6** He stressed that the proposals presented for the consideration of the Executive Committee were in keeping with the Institute's principles and objectives and were conceptually similar to the Institute's previous experiences throughout its 56 years of existence. Moreover, he said, they were consistent with the basic philosophy of his first administration and the ideas he expressed in his two inaugural speeches
- 0.7** He made mention of the bold and analytical vision of IICA's Board of Directors, when, at its Annual Meeting in 1969, it approved a resolution creating an advisory committee of professionals, businesspeople, scholars and officials of funding agencies for development, to help this chart the course of action that IICA would follow in the 1970s. This culminated in the signing of the new Convention, which defined IICA as "the specialized agency for agriculture of the inter-American system."

- 0.8 He also spoke about the creation of legal categories such as that of Associate Members of IICA and new ways for member countries to make voluntary financial contributions to IICA apart from their quota contributions
- 0.9 He stated that the cooperation requested by the member countries had changed in form and content. He noted that IICA had the capacity to provide technical cooperation, as well as timely and pertinent information, and serve as a discussion forum and an efficient mechanism for reciprocal technical cooperation.
- 0.10 He mentioned the following topics as areas for technical cooperation: supporting agriculture's position in international trade (particularly within the framework of inter-American integration); strengthening technology innovation and transfer systems; modernizing national agricultural health systems and linking them to hemispheric and world trade; stimulating sustainable rural development and increasing the involvement of rural women and youths in agrifood chains; helping to modernize vocational and higher agricultural education centers; supporting training programs for the agribusiness community, as well as for the personnel of public and private organizations; modernizing the institutional framework of agriculture, and repositioning its role in the inter-American dialogue, among others.
- 0.11 With regard to the institutional transformation process, he underscored decentralization, training and the updating of human resources, as well as the search for the most appropriate mechanisms for articulation and communication among the Institute's various areas and levels.
- 0.12 He pointed out that the key to institutional reform was innovation, not only as a way of adapting to current needs, but also of taking proactive measures to take advantage of areas with future potential.
- 0.13 He stated that the new consortia were envisaged as mechanisms pertaining to a corporate vision, rather than a compartmentalized vision, and sought to facilitate greater functional articulation and coordination among the Institute's various units as well as among its directors and employees.
- 0.14 He added that the Institute's present situation and the conditions in the surrounding environment increased the need for a greater ongoing involvement and participation of the owners-clients in the Institute's work and vision of the future.

- 0.15 He concluded by encouraging the delegates to the Executive Committee to be visionary, creative and bold in order to bring about the institutional changes needed to enable IICA to provide more efficient cooperation to the Member States.
- 0.16 **CEREMONY TO HONOR THE ILLUSTRIOUS GOVERNMENT AND PEOPLE OF CANADA**
- 0.16.1 The ceremony began with the Chairman of the Executive Committee presenting the Head of the Canadian Delegation with a scroll. A plaque was given to the Ambassador of Canada in Costa Rica on behalf of APIICA.
- 0.16.2 The Director General stated that Canada's withdrawal would have not only affected IICA's budget, but also have meant the loss of a key component within the inter-American system and the departure of a country that was at the forefront of the forestry and agrifood sectors and a pioneer in free-trade agreements in the Americas.
- 0.16.3 He highlighted the key role played by the member countries, particularly in the Caribbean and Central America, as well as the very special efforts by Grenada's Prime Minister and the former president of Costa Rica, José María Figueres, in helping to prevent Canada's withdrawal.
- 0.16.4 He stated that certain lessons could be learned from these events, including the need for member countries to be more involved in IICA and better informed about its day-to-day activities. In this regard, he underscored the breadth of the Canada's vision and its willingness to reconsider its decision, being a generous country accustomed to dialogue and the reaching of agreement by consensus.
- 0.16.5 He pointed out that one of the Institute's priority objectives was to avoid this type of situation in the future, by fostering fluid, pertinent dialogue between the Institute's governing bodies and the General Directorate, as well as within IICA itself.
- 0.16.6 He concluded by recognizing and celebrating the Illustrious Government of Canada's decision to continue to provide solidary support to agriculture -- a sector of vital strategic importance and with enormous potential.

- 0.16.7 The Ambassador of Canada stated that Canada had become a full member of the community of the Americas, given the expansion of reciprocal trade relationships in the 1980s and its decision to become a member of the Organization of American States in the 1990s.
- 0.16.8 He mentioned that this expansion was reflected in the North American Free Trade Agreement with the United States and Mexico, as well as in the Canada-Chile Free Trade Agreement. This year, he noted that Canada had signed a Letter of Understanding on Trade and Investment with the Central American Common Market, and a Cooperation Agreement on Trade and Investment with the MERCOSUR countries. Canada was currently discussing a similar agreement with the Andean Community.
- 0.16.9 He stated that the decision not to withdraw from IICA reflected the Government of Canada's intention of supporting agricultural and rural development in the Americas, as well as its confidence in and commitment to the Institute's reform process.
- 0.16.10 He concluded by saying that Canada supported, and would continue to support, the institutional reform process, and that the members of IICA should continue to work together to insure that IICA contributed first-rate technical expertise to collective efforts in the field of agriculture.
- 0.16.11 The First Vice-President of Costa Rica congratulated Canada on its decision to remain a member of IICA, highlighting that country's commitment to the inter-American ideal and recognizing the strategic support it had provided to the agricultural sector for sustainable human development in the region.
- 0.16.12 She mentioned that, in the field of agriculture, Canada's cooperation policy placed emphasis on the production and diversification of basic foodstuffs, promoting sustainable development by strengthening management capabilities and improving the nutritional levels of the most underprivileged -- which are fundamental aspects of IICA's mandates.
- 0.6.13 She pointed out that Canada's continued membership in IICA would help to renew the Institute's governing bodies and consolidate a long-term vision based on dialogue and consensus among the Member States. She stressed that this would engender a marked attitude of solidarity, with a hemispheric focus on the least developed countries.

- 0.6.14 She concluded that the Government of Costa Rica wished to express its gratitude to the Government of Canada for continuing to provide organizations such as IICA with inputs that enrich the potential of the region.
- 0.16.15 The inaugural session was adjourned at 11:00.

FIRST PLENARY SESSION

1. The First Plenary Session of the Eighteenth Regular Meeting of the Executive Committee was called to order at 12:10 on Wednesday, October 28, 1998, and was chaired by the Deputy Minister of Livestock of Paraguay, Marcial Cohene Cardoso.
- 1.1 Financial Statements of the Institute, Report of the External Auditors, and Comments by the Director General on the 1997 Report of the External Auditors (IICA/CE/Doc.344(98))
 - 1.1.1 The Chairman recognized the Director of Finance, and asked him to present the report. The Director of Finance explained that the 1997 Financial Statements had been reviewed by the external auditing firm KPMG Peat Marwick, which had found that they gave a fair picture of the Institute's financial status and complied with generally accepted accounting principles. Further information was to be found in the notes to the statement. He pointed to figures revealing growth in Institute assets due to increased levels of technical cooperation and resource management contracts. IICA had ended the year with sufficient assets on hand to fulfill all outstanding commitments and obligations and had closed the period with a surplus. Net assets and cash flow had both increased, CATI resources had grown by 52 percent, and income from commercial and miscellaneous operations had risen by 50 percent.
 - 1.1.2 He went on to make special mention of a situation in IICA's Technical Cooperation Agency (TCA) in Guatemala, described in more detail in Note 11 to the Audit Report. As part of a legal action taken in that country, IICA accounts had been frozen by the courts, but funds had subsequently been released, and a permanent solution to the problem would soon be in place.
 - 1.1.3 Finally, the Director of Finance reported on Member State quota collections, emphasizing the success achieved in collecting both overdue and current

quotas. He congratulated the Member States on their efforts to bring their accounts up to date. To close, he drew the Representatives' attention to information on the very high level of external contracts, agreements and donations that the Institute had negotiated, noting that resources under this heading had doubled in four years.

- 1.1.4 The Chairman invited the Representatives to ask questions or offer comments. The Observer Representative of the United States of America congratulated the Director General and IICA staff on their diligence in collecting overdue quotas and attracting external resources. He complimented them on their achievements in exercising fiscal discipline and practicing effective cash management. He stressed that for two consecutive years, the Institute had closed with a surplus, whereas in the past it had often been obliged to resort to short-term borrowing to meet expenditures. He did, however, request that the Member States receive a financial report prior to the meeting, so as to be able to study it in more depth. Before closing, he warmly congratulated the Government of Canada for its decision to remain in the Institute.

1.2 Report of the Audit Review Committee (IICA/CE/Doc.345(98))

- 1.2.1 The Chairman introduced James Ebbitt, Chairman of the Audit Review Committee (ARC), and invited him to present the Committee's report. Mr. Ebbitt summarized activities conducted by the Committee during the year. In particular, members had met with IICA staff in Argentina and had viewed with interest the operation of the SIGE computer system in use there. At Headquarters, they had met with staff, management and the external auditors. Finally, they had paid a visit to the TCA in Guatemala to deal with the accounting problems in that country and the results of this process would figure in the next year's ARC report. In all this, the ARC had found no evidence of violation of the Rules of Procedure or other regulations.
- 1.2.2 The Committee had also monitored the recommendations it had made to the Institute the previous year: measures were being taken to stabilize and formalize the operations of the newly created Regional Centers, and progress was being made in introducing a new management information system. Finally, Mr. Ebbitt offered comments and recommendations on several new items. The ARC recommended that the accounting basis used to record year-end obligations be changed to bring it more into line with generally accepted accounting principles. Although this would require an amendment to IICA's Financial Rules, the ARC felt that it was important because the current method could conceivably lend itself to misuse of funds. He made special mention of

two problems in Guatemala: a case of fraud, which was nearly resolved, and a problem with an accounting anomaly, which had required an adjustment in the General Sub-fund of the Regular Fund, as explained in the report on the Financial Statements.

- 1.2.3 He also explained to the Executive Committee a decision to introduce an adjustment to the financial statements to compensate for an accrued shortfall of funds set aside to cover severance indemnities for local personnel. He concluded his report by briefly describing a problem with internal controls in the TCA in Venezuela and urged IICA to take corrective action.
- 1.2.4 The Chairman invited the Representatives to share any comments or questions. The Representative of Canada took the floor to congratulate the members of the Audit Review Committee for their work and to emphasize her belief in the importance of working together to improve the system.
- 1.3 "Comments by Brazil on the 1998-2002 Medium Term Plan"
- 1.3.1 In his introductory remarks, the Representative of Brazil referred to the ongoing globalization and integration processes, and to the dismantling of trade barriers and MERCOSUR as examples of integration that had permitted the countries to increase their capacity for political coordination.
- 1.3.2 He then praised IICA's efforts to develop a deeper understanding of the actual situation in its member countries, as evidenced in the Medium Term Plan. The Government of Brazil enthusiastically supported the new IICA that was taking shape, a smaller, leaner, more efficient institution that was constantly striving for excellence.
- 1.3.3 He mentioned that Brazil's National Policy for Water Resources defined five instruments to ensure the correct administration of water resources: the national plan, the granting of water rights, charges for the use of water, the location of bodies of water by use, and the national information system. He also referred to the agencies created to ensure better management, monitoring and use of water resources.
- 1.3.4 He described the success of the First Meeting of the Waters, organized by the Government of Brazil in conjunction with IICA's TCA in Brazil, in the city of Fortaleza, Ceará last November, which brought together over 450 specialists of the highest technical caliber. He reported that the Government of Uruguay had agreed to hold the Second Inter-American Forum on Water Resources and the

Second Meeting of the Waters in Montevideo in June 1999, in which IICA would be collaborating.

- 1.3.5 He went on to describe some of the characteristics of the northeastern region of Brazil. It experienced prolonged droughts and water resources were therefore a key issue in achieving socioeconomic and cultural equality in that region of the country, where approximately 30% of the Brazilian population lived. This underscored the importance of the technical cooperation needed in the area of water resources.**
- 1.3.6 He then stated that the Brazilian delegation wished to make some suggestions regarding the contents of the new 1998-2002 Medium Term Plan.**
- 1.3.7 He concluded his remarks by saying that the Government of Brazil was delighted to be hosting the next meeting of the Inter-American Board of Agriculture (IABA) in the last quarter of 1999, which would be held in the city of Salvador, in view of the kind and spontaneous offer Made by the Governor of the State of Bahia.**
- 1.3.8 The Director General thanked the Representative of Brazil for his contribution and described actions already taken in the field of water resources. He mentioned that a number of countries had expressed interest in this area, including Uruguay, Mexico and Ecuador, and explained the Institute's view that the best approach would be to develop a specific network. He agreed that the issue was critical and added that an expert in water resources was currently under temporary contract with IICA to help coordinate the work in this area as a follow-up to the Fortaleza meeting. He pointed out that it was important to incorporate other organizations into this work, because of the implications of water for human consumption, energy, health, and irrigation. Accordingly, IICA was in contact with the Organization of American States and FAO to discuss possibilities of uniting efforts. He acknowledged at the conclusion of the Fortaleza meeting that IICA was best suited to create a water network and serve as facilitator, given the Institute's existing hemisphere-wide network structure. He noted that the issue would be further discussed in the afternoon session.**
- 1.3.9 The Observer Representative of Argentina took the floor to express his country's agreement with Brazil that this area of action should be introduced into the Medium Term Plan.**

- 1.3.10 Before the session adjourned for lunch, the Director General took the floor to thank IICA's Wives Association and the University of Costa Rica School of Art and Architecture for their contributions to the decor of the dining room.
- 1.3.11 The Chairman adjourned the First Plenary Session at 13:00.

SECOND PLENARY SESSION

2. The Second Plenary Session of the Eighteenth Regular Meeting of the Executive Committee was called to order at 14:40, on Wednesday, October 28, 1998, and was chaired by the Deputy Minister of Livestock of Paraguay.
- 2.1 Technical Report
- 2.1.1. The Director General gave the floor to the Manager of the Technical Consortium, who presented the technical portion of the Report of the General Directorate to the Executive Committee.
- 2.1.2. The Manager of the Technical Consortium explained that IICA's strategic technical cooperation activities are geared to demand, fully within the parameters of the inter-American agenda, and are implemented through alliances with public and private institutions in the member countries. He thanked the Institute's technical personnel and officials for their efforts.
- 2.1.3. He stated that the Area of Policy and Trade had provided support to the process to build the Free Trade Area of the Americas (FTAA), as well as preparations for the negotiations of the World Trade Organization (WTO). Studies and surveys were carried out on trade opening and liberalization, and studies were conducted on the competitiveness of agri-food systems. At the same time, support was provided in analyzing and harmonizing policies among countries, and in developing price and market information systems and agricultural commodity exchanges.
- 2.1.4. He explained that the most important actions in the Area of Science, Technology and Natural Resources had been: efforts to consolidate the inter-American system of technological innovation; the strengthening of cooperative research and transfer programs; support to national technological innovation systems and to institutional development programs for the sustainable

management of natural resources, with emphasis on genetic resources, soil and water.

- 2.1.5. In the Area of Agricultural Health, he emphasized the following actions: efforts to support the modernization of national agricultural health systems; the application of sanitary and phytosanitary measures in international trade; early warnings regarding emerging issues and the monitoring and tackling of emerging issues; and greater coordination of the inter-American and regional focus.
- 2.1.6. The speaker next reported on the actions and achievements of the Area of Sustainable Rural Development, including: support for the development of mechanisms to enhance the agrifood systems in marginal areas, so as to contribute to the generation of employment and income; the strengthening of programs to involve rural women and young people in agri-food chains and the rural economy; and efforts to promote the organization and management of agricultural and agroindustrial micro-enterprises and small businesses.
- 2.1.7. He reported that in the area of Education and Training contributions had been made to the updating of curricula and to the modernization of intermediate and advanced agricultural education centers, as well as training systems and institutions. He added that countries received support in the areas of evaluation and accreditation of professional and technical agricultural training, as a contribution to the regional integration process. He pointed out that support had been given to training programs for agricultural entrepreneurs and the staff of public and private organizations connected with agriculture. Another substantive action he mentioned was studies and the systematization and dissemination of experiences regarding the modernization, as well as the strengthening of, horizontal cooperation.
- 2.1.8. With regard to Information and Communications, the speaker stated that one of the most important results was the establishment of the Inter-American Reference Center for Agricultural Information (CRIIA), which articulates a network of information systems in the Americas, both local and hemispheric in scope. In this area, he also emphasized the Institute's products that consolidate the communications and technical dissemination policy to enhance the Institute's technical cooperation, including the magazine *ComuniICA* and the radio programs broadcast throughout the hemisphere.
- 2.1.9. The Observer Representative of Uruguay congratulated the Manager of the Technical Consortium on the content and depth of the report. He asked whether

the cooperation agreement with GTZ was limited to organic farming or if it also addressed biogenetics. He added that IICA should be one of the main participants in the negotiation process in the new round of talks at the World Trade Organization, stating that he was interested in more details on the Institute's role in that regard.

- 2.1.10. The Representative of Dominica pointed out that the pink mealybug did not affect all the Caribbean islands, and that Dominica was one of the countries not affected.
- 2.1.11. The Representative of El Salvador congratulated IICA for its comprehensive report and asked for clarification on the relationship between IICA and OIRSA in the area of agricultural health. At the same time, he asked for an explanation on how the capacities and potential mentioned in the report on the Area of Rural Development are developed.
- 2.1.12. The Representative of Mexico thanked the speaker for his report and acknowledged the results achieved. He stressed the present and future importance of food safety and expressed his country's interest in this issue, recommending that greater attention be paid to this matter and that this be reflected in the Institute's future programs and activities.
- 2.1.13. The Manager of the Technical Consortium responded to the queries. He explained that the subject of biogenetics is not specifically covered in the cooperation agreement with GTZ. With regard to IICA's participation in preparations for the next round of negotiations at the WTO, he stated that although IICA and FAO have been invited, the Institute's activities had focused on training, participation in different forums and provision of technical information, and not direct participation in the negotiation process. With respect to the concern raised by the Representative of Mexico in connection with food safety, he admitted that while this matter deserved high priority, the limited action in this area was due to a shortage of resources, adding that actions between IICA and the interested countries should be encouraged.
- 2.1.14. He immediately offered the floor to the Area Directors so that they could respond directly to the concerns raised. The Director of Agricultural Health agreed with the comments made by the Representative of Dominica, that not all the Caribbean islands were affected by the pink mealybug pest, but warned that the disease might spread to mealybug-free Caribbean islands, as well as to the whole of Central America, part of Mexico and Florida, Venezuela, Colombia and even Brazil, in the next five years.

- 2.1.15. For his part, the Director of Science, Technology and Natural Resources, described the actions that are under way in the area of phylogenetic resources. He said that by mandate of the IABA, IICA was addressing biotechnology and biosafety, and participating in organic agriculture projects in Costa Rica and Ecuador.
- 2.1.16. The Director of the Area of Rural Development explained that an initiative was under way in Central America to establish a network of institutions that work in the area of rural development. She emphasized efforts to train technicians in how to strengthen the competitiveness of small farmers, and reported that representatives of Central American organizations were going to participate in an event to discuss the competitiveness of small-farm agriculture, to be held on November 13-14, 1998, in Chile.
- 2.1.17. The Representative of Honduras praised the report, saying it was very complete and detailed. He expressed support for the initiative presented by the Representative of Mexico calling for greater attention to be given to the subject of food safety. Finally, he referred to the possibility of IICA's participating in the Agriculture Committee of the World Trade Organization as an observer or as a supporting institution, and suggested that the Executive Committee adopt a resolution calling for the Institute to be present in this process, in support of the member countries.
- 2.1.18. The Director General referred to two matters raised by the delegates: food safety and the Agriculture Committee of the WTO. With respect to the first, he recognized its relevance and said it was important that the Institute consider this issue in its areas of action. He said that in order to initiate a process of cooperation, it would be necessary to identify experts on the subject who could train IICA staff. As to the second point, he said that there would be a greater possibility that IICA might participate as an observer in the Agricultural Health Committee than in the Agriculture Committee, where it could take advantage of its presence throughout the Americas.
- 2.1.19. The Representative of St Lucia stated that, to the best of his knowledge, the pink mealybug pest had been controlled in his country. He expressed concern that this information contradicts that given by the Director of Agricultural Health, namely, that the disease is spreading through the Caribbean, and requested clarification on this point.

- 2.1.20 The Director General addressed the concerns expressed by the Representative of St Lucia and said he understood his position. He said that the Directorate of Agricultural Health had participated in workshops where alternatives for preventing of the spread of pests had been discussed, among them the pink mealybug. He added that the Institute had worked with other organizations, such as APHIS, and had also secured the collaboration of organizations such as CARDI, which had facilitated work materials. He urged the countries to submit proposals on issues of prevention for the national and regional levels.
- 2.1.21 The Representative of Trinidad and Tobago congratulated the Technical Director on his exhaustive report. He said he wished to make two observations, one on the pink mealybug and the other on the subject of water. Referring to the first, he stated that although the pink mealybug had appeared in Trinidad and Tobago, "zero" tolerance had been achieved with the use of new eradication methods. With respect to the second, he stated that water would one day be the world's most important asset and that unless its use is controlled, water shortages would cause as much damage as the matter discussed earlier. Excessive water during some periods and shortages in others should make us reflect on the challenge of managing this resource. He suggested that when water is abundant it should be stored for use in irrigation systems in areas where there is no water during the dry season. The inefficient use of water should also be controlled.
- 2.2. The 1998-2002 Medium Term Plan (IICA/CE/Doc.347 (98))
- 2.2.1.1 The Director of Strategic Planning presented the 1998-2202 Medium Term Plan (MTP) (A Strategic Vision). He stated that the MTP defined the institution's strategic orientation for the next four years. The version presented was based on a new scheme that incorporated key elements of the new planning process, in which the MTP and the Program Budget form part of strategic planning efforts which aim to coordinate actions with feedback mechanisms that facilitate the task of maintaining the Institute's strategic orientation on course.
- 2.2.2 He reported that the three bodies which make up IICA are the IABA, the Executive Committee and the General Directorate, which is composed of the Office of the Director General, the Regional Directorates, the Cooperation Agencies in the Member States and the units at IICA Headquarters. The MTP emphasized that only by strengthening the teamwork among these three organs can proposed objectives be accomplished.

- 2.2.3 The Director of Strategic Planning continued by explaining that the Institute's strategic framework resolves around three elements: Mission, Vision and Strategy. The Mission defines two central tasks for the Institute: i) providing cooperation services and support to countries in their efforts to achieve the sustainable development of agriculture; and ii) strengthening the inter-American dialogue on agriculture.
- 2.2.4 He stated that the MTP recognizes the IABA as the highest policy-making forum for agriculture in the Americas, and that it should be closely linked to the presidential summits and should lead the inter-American dialogue on agriculture, coordinating a network of forums, among them the regional Ministerial Forums and those addressing specific issues.
- 2.2.5 He added that the MTP focuses on six strategic areas. Four of these correspond to the areas of concentration described in the previous MTP and the other two were incorporated because of their importance in addressing the new challenges facing agriculture: Training and Education, and Information and Communications. Based on the recommendations of the Ministerial Forums and the resolutions of the IABA, the MTP identifies seven priority areas: trade, technological innovation, agricultural health, rural communities, training and education, institutional modernization, and inter-American dialogue.
- 2.2.6 In accordance with the new MTP, the IABA would have three functions external to IICA: i) to lead the inter-American dialogue, ii) to provide inputs for the presidential summits, and iii) to consolidate the inter-American strategy for agriculture. The internal role of the IABA would mainly be: to approve the rules of procedure governing the three organs of IICA, to approve the strategic plans of IICA, and to elect the Director General. The above would mean the Board would have less time to dedicate to the operational aspects of the Institute, which would be delegated to the Executive Committee.
- 2.2.7 In line with the above, the MTP proposed a new dimension for the General Directorate, which should carry out the two tasks as defined in the Mission. Finally, it stated that another priority of institutional transformation is to consolidate the decentralization process. This process required that IICA Headquarters strengthen its institutional leadership and coordination roles and that it strengthen its capacity to support the inter-American dialogue.

- 2.2.8 The Representatives of Canada, Mexico, El Salvador, Dominica and Trinidad and Tobago, and the Observer Representatives of St. Lucia and the United States of America congratulated IICA for the preparation and presentation of the Medium Term Plan.
- 2.2.9 The Representative of Canada stressed that the MTP must be sufficiently flexible to respond to the changes and short-term situations occurring in the world and the hemisphere, with the following being worthy of mention: the establishment of the World Trade Organization (WTO), the Summit of the Americas and the Free Trade Area of the Americas (FTAA), the international financial crisis, the reduction of the governments' regulatory role, and the formation of trading blocks.
- 2.2.10 Regarding trade opening and integration in the Americas, she emphasized their importance and said that she expected IICA to play a proactive role in both. She noted that IICA's technical cooperation should focus on issues such as food safety. Lastly, she reiterated her country's support for the MTP and the new role of the IABA.
- 2.2.11 The Representative of Mexico stated that the MTP successfully combined the premises of trade opening with measures that enable the inhabitants of the Member States to enjoy the benefits of economic development. However, he stated that the MTP should reflect the importance of food safety, because it could become diluted were it to be approached as a component of Agricultural Health. He stressed that this subject should be a priority item in the MTP, and that its importance should be reflected in the Institute's allocation of resources. The Representatives of Saint Lucia, El Salvador, and the United States of America shared this assessment.
- 2.2.12 The Observer Representative of Saint Lucia expressed his concern about certain subjects addressed in the MTP, such as trade negotiations within the framework of the WTO and FTAA and their possible benefits for small Caribbean states. He noted that small countries face limitations that prevent them from being competitive in the current scenario, making it necessary to harmonize policies, develop regional strategies and ensure equitable participation in the negotiations.
- 2.2.13 He also pointed out that the MTP does not include certain subjects that his country regards as being of priority, such as the pink mealybug and its impact on agriculture and trade, as well as certain disputes within the WTO relative to the banana marketing system. With regard to this last point, he underscored the

need for IICA's Member States to act on the principle that they belong to one single family and to work together in finding the mechanisms to mitigate the effects of these problems.

- 2.2.14 Next, he stated that efforts similar to those made to keep Canada in the IICA family should also be made when small Member States face difficulties. He further expressed his hope that the structure IICA's Member States wanted to build should not be threatened by possible controversies and differences in treatment.
- 2.2.15 The Representative of El Salvador expressed his opinion concerning IICA's priority fields of action as presented in the MTP. He noted that an important objective should be to support the definition of strategies for the participation of member countries in trade negotiations. He also said that support in harmonizing policies among countries is extremely important to the development of the Central American countries, and should be given priority on the agenda of the Central Regional Center.
- 2.2.16 The Observer Representative of the United States of America expressed his satisfaction with the guidelines provided in the MTP regarding the decentralization of the decision-making and resource allocation processes. At the same time he expressed agreement with the proposed changes in the functions of the IABA, but warned that the proposed expansion could have an impact on the Institute's budget and asked that the Director General provide more detailed information on this matter.
- 2.2.17 The Representative of Dominica warned that the small farmers of the Caribbean islands were threatened by their lack of competitiveness in this era of globalization and suggested that this concern be included in the MTP. He also noted that their vulnerability to natural disasters was an important subject that should be addressed in the MTP.
- 2.2.18 The Representative of Trinidad and Tobago pointed out that the problem of water management for agriculture was shared by the Caribbean countries, and that common solutions should be found. He requested that IICA hold a regional training seminar on the subject that is of special relevance to the Caribbean Member States.
- 2.2.19 The Director of Strategic Planning indicated that the comments and observations by the delegations to the Executive Committee meeting complemented those made by representatives of Member States during the

preparation process of the MTP. He stated that these comments add much to the planning process and that they should be taken into consideration to fine tune regional priorities.

- 2.2.20 He reported that the Directors of the Strategic Areas had reviewed those parts of the MTP that fall within their area of competence, and included visits to the Member States and the inputs from technical personnel throughout the Hemisphere. As a result, he said, the Area of Agricultural Health had made progress in incorporating some of the concerns presented by the delegations.
- 2.2.21 He pointed out that this process had led to the articulation of the Strategic Dimension and the Operating Dimension, that is, the articulation of the MTP and the Plan of Operation.
- 2.2.22 He echoed the views of the Representative of Canada, in that the MTP was intended to be a dynamic and flexible document whose contents reflected the concerns and needs of the Member States, that could be translated into specific regional strategies.
- 2.2.23 The Director General underscored that the MTP was flexible and that this was one of the Institute's basic principles. He added that it should be reviewed periodically at the Executive Committee and at Regional Center meetings.
- 2.2.24 He noted that the suggestion to incorporate the subject of food safety into the Institute's priorities would be taken into consideration. He said that, initially, this subject would be dealt with in the Area of Agricultural Health, pending the establishment of a specific unit for this purpose.
- 2.2.25 Regarding the concerns expressed by certain Caribbean States vis-a-vis the competitiveness of their agricultural sectors, he stated that he was aware of the problem and added that IICA has been working on different aspects of same. As an example, he mentioned work carried out jointly with FAO, as well as the preparation of a study on the competitiveness of the banana industry in the Caribbean. He stressed that the MTP focuses on overall aspects of the Institute's work and does not refer to specific actions. He underscored the role that IICA has assumed as facilitator in supporting the Caribbean countries in processes such as cooperation initiatives between Central America and CARICOM.
- 2.2.26 He went on to say that the countries would receive a conceptual document on the proposed new functions of the IABA, and asked the Executive Committee

to give him the mandate to submit a detailed proposal on this subject to its next meeting. He added that the intention is for the IABA to formulate agricultural policy in the Americas. In this regard, he stated that IICA must make necessary adjustments and maintain a proactive attitude vis-à-vis changes occurring in the OAS and throughout the Inter-American System.

- 2.2.27 He emphasized that the IABA, in its new role, will be able to contribute to the reassessment the value of agriculture in the Hemisphere and will prevent the sector from being left out of the integration processes. He added that the creation of mechanisms for the expeditious review of administrative matters would enable the ministers of agriculture to focus on more relevant and substantive issues.

2.3 Report of the Credentials Committee

In accordance with the provisions of Article 50 Rules of Procedure of the Executive Committee, the Representative of Honduras read the report prepared by the Credentials Committee, comprising the Representatives of Dominica, Canada, Brazil, and Honduras, which declared that the credentials had been examined and found to be acceptable, and that there was no grounds for questioning their authenticity. He emphasized, nevertheless, the need for the original documents to be submitted prior to the Executive Committee Meeting.

2.4 Draft resolutions

- 2.4.1 The Chair requested the Rapporteur of the Eighteenth Regular Meeting of the Executive Committee to read out the draft resolutions.

2.4.2 Draft resolution "1997 Annual Report".

- 2.4.2.1 The Rapporteur read out the draft resolution "1997 Annual Report." The Representative of Mexico asked if operative paragraph 3 could be modified to include the phrase "an evaluation of the impact of actions," which he believed would be very useful for the Member States. He suggested that the methodology be developed by the Institute.

- 2.4.2.2 The Rapporteur indicated his agreement with the proposal of the Representative of Mexico, but considered that the amendment should aim for an "evaluation of the results of IICA's actions."

- 2.4.2.3** The Director General stated that the Institute was executing a wide variety of projects and actions and that the duration of some of them was more than one year, meaning that annual evaluations of all of the Institute's projects would be extremely costly. However, he mentioned that reports existed on some specific activities and that the commitments for implementing a number of the Institute's projects included an evaluation of results. He suggested that the results of previously evaluated projects be included in an annex to future annual reports.
- 2.4.2.4** The Representative of Mexico thanked the Director General for his explanation and emphasized that the idea was to go beyond a simple description of facts in the Annual Report. He reiterated that it would be useful in the future to link a description of activities with information on their impact.
- 2.4.2.5** The Observer Representative of Chile agreed with the suggestion of the Representative of Mexico that there should be follow-up to the results of the Institute's activities. He proposed that, in the short-term, impact evaluation could be substituted by a consultation with member countries regarding Institute actions and that a methodology for measuring the impact of these activities could be incorporated in the medium term.
- 2.4.2.6** The Technical Secretary proposed that the draft resolution be modified to reflect that an evaluation of the impact of the Institute's activities be progressively included therein. He indicated that the Representative of Mexico had been consulted about this modification and that, in his opinion, it also reflected the observations of the Observer Representative of Chile.
- 2.4.2.7** The Representative of El Salvador stated that impact measurement was very complex in the policy area. He believed that the users of the Institute's services should be the ones to express their position with regard to its activities.
- 2.4.2.8** The Representative of Mexico Stated his agreement with the proposal to develop and present in a progressive manner the methodology for measuring impact and said that he believed this coincided with the positions of the Observer Representative of Chile and the Representative of El Salvador.
- 2.4.2.9** The Representative of Dominica considered that some evaluation activities could be carried out in each country.
- 2.4.2.10** The draft resolution was approved with the incorporation of these observations.

- 2.4.3 Draft resolutions "1997 Financial Statements of the Institute" and "Fourth Annual Report of the Audit Review Committee"
- 2.4.3.1 The Rapporteur read out the draft resolutions "1997 Financial Statements of the Institute" and "Fourth Annual Report of the Audit Review Committee."
- 2.4.3.2 The Technical Secretary explained that the Resolution should be amended to reflect the presentation and consideration of the Addendum to the report.
- 2.4.3.3 Both draft resolutions were approved.
- 2.4.4 Draft resolution "1998-2002 Medium-Term Plan"
- 2.4.4.1 The Rapporteur read out the draft resolution "1998-2002 Medium-Term Plan."
- 2.4.4.2 The Representative of Canada requested a clarification of which Annex was referred to in operative paragraph 2.
- 2.4.4.3 The Representative of Brazil asked if the document presented by his delegation would be incorporated into the 1998-2002 Medium-Term Plan.
- 2.4.4.4 The Technical Secretary said that a new text of this draft resolution, containing the proposals of the Representatives regarding the 1998-2002 Medium Term Plan, would be presented the following day.
- 2.4.5 The Chair adjourned the Second Plenary Session at 18:40.

THIRD PLENARY SESSION

3. The Third Plenary Session was called to order at 09:45 on October 29, 1998.
- 3.1. The Chairman of the Executive Committee, Marcial Cohene Cardoso, of Paraguay, asked the Representatives to submit their comments on the minutes of the Inaugural Session and the First Plenary Session, which had been distributed to participants, to the Technical Secretariat of the meeting. The minutes were approved after the inclusion of the observation by the Observer Representative of the United States of America, who asked that the English version of point 1.1.4 be revised to make it clear that the financial reports must be submitted "before" meetings.

3.2. Draft Resolution “1998-2002 Medium Term Plan”

- 3.2.1** The Chairman invited the Rapporteur to read out the draft resolution.
- 3.2.2** After the document had been read, the Representative of Mexico, seconded by the Representative of Brazil, requested clarification of operative paragraph 2, since his country’s request regarding food safety was still not clear.
- 3.2.3.** The Director General said that consideration had been given to including the issue of food safety under the Strategic Area of Agricultural Health, and suggested that, in order to clarify this point, “and to prioritize” could be added after the word “strengthen.” He added that the Institute was more than willing to include issues as important as those mentioned in this draft resolution, provided the necessary funds were available.
- 3.2.4** The Observer Representative of Chile referred to point two under discussion. He made it clear that not only were the member countries being asked for their support in obtaining additional external funds, but that there should be an institutional commitment to provide direct support to such actions.
- 3.2.5** The Representative of Mexico and the Observer Representative of Chile agreed that, in addition to a financial commitment to carry out activities in the areas proposed for inclusion as priorities in the MTP, there should be a commitment to provide institutional support. They both agreed to collaborate in drafting operative paragraph 3 of the draft resolution on this topic.
- 3.2.6** The Observer Representative from Saint Lucia asked if it would be possible to include in the draft resolution under discussion, the invitation issued by Trinidad and Tobago to organize a forum on water in that country. He considered that it was important to set a date for the meeting and to establish a mandate like the one being discussed.
- 3.2.7** The Director General referred to the topic proposed by the Observer Representative from Saint Lucia and advised that these activities were programmed for the Caribbean Region within the Program Budget; therefore, the matter would be addressed in the short term.
- 3.2.8.** The Representative of Honduras referred to the Medium Term Plan and reaffirmed what he had said the day before: that it should be a flexible document that contributes to attaining the proposed objectives. He added that

it was important that the advances in and results of the execution of the Plan should be presented during the meetings of the Executive Committee and the IABA. He ended by seconding the Representative of Mexico's request that the topic "Natural Disasters" be incorporated into the Plan as one of the Institute's areas for action.

- 3.2.9 The Chair explained that the issue of "Natural Disasters" would be looked at again later on the agenda.
- 3.2.10 The Observer Representative of Uruguay expressed his interest in the topic of water resource management and thanked the Representative of Brazil for the information that he provided regarding the meeting on water to be held in Uruguay next year.
- 3.2.11 The Chairman said that once all the observations to the draft resolution had been gathered, the text would be modified and read again to the plenary.

3.3 Promotion to the Category of IICA Associate

- 3.3.1 The Director General reported that, in compliance with the IABA resolution on promoting the incorporation of Permanent Observers into the category of IICA Associates, several steps have been taken. Most progress had been made with Spain and Portugal. In the case of Spain, an offer had been received to establish IICA offices in that country and steps had been taken with Portugal to carry out a joint event in Costa Rica. He added that discussions had also been held with France and Germany, countries with which IICA executes technical cooperation projects. He concluded by stating that he should be able to report results by the 1999 IABA.
- 3.3.2 The Observer Representative of the United States of America expressed his agreement with the steps being taken to designate as Associate Members those observer countries that wish to be included in IICA's activities.
- 3.3.3 The Alternate Representative of Paraguay proceeded to read a message sent by the Minister of Agriculture and Livestock of his country. The message expressed his country's satisfaction at taking part in the Executive Committee and congratulated the Director General on the annual report, which showed the significant changes that the Institute had undergone. He said that in Paraguay, as in most Latin American countries, the agricultural sector was of vital importance for social, political and economic development. Thus, IICA's support was highly valued.

- 3.3.4 He added that the Government of Paraguay considered that the changes in the Institute should be reflected positively in the countries, enabling national agricultural institutions to redefine their roles and identify new programs and projects for the sustainable and effective development of the national economy.
- 3.3.5 Then he mentioned Paraguay's priority topics: rural development and family-based agriculture in particular, agricultural health, water resource policies, and the appropriate management of aquiculture.
- 3.3.6 Finally, he said that Paraguay was a country that had always cooperated with and fulfilled its commitments to IICA and, given the importance of ensuring a suitable representation of all countries on the Institute's personnel roster, he requested that an appropriate mechanism be sought to incorporate professionals from his country into the Institute's staff.
- 3.3.7 He ended by thanking the Government and people of Canada for the solidarity they demonstrated by remaining a Member State of IICA.
- 3.4 Holding of the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA)
- 3.4.1 The Representative of Brazil confirmed that his Government had offered to host the Tenth Regular Meeting of the Inter-American Board of Agriculture in the city of Salvador, State of Bahia
- 3.4.2 The Director General thanked the Representative of Brazil and reported that a working group composed of the Directorate of the Southern Regional Center, officials from IICA Headquarters and Brazilian officials had been formed to prepare and organize the event. He suggested that topics such as food safety, water resources, and others, be incorporated into the fora planned for the IABA.
- 3.4.3 He then reminded the meeting that a conceptual document providing information on the new role proposed for the Inter-American Board of Agriculture had been distributed during the meeting so that Representatives could study it and put forward suggestions.
- 3.4.4 The Observer Representative of Chile thanked the Government of Brazil and offered to share Chile's experience in organizing the last meeting of the Inter-American Board of Agriculture.

- 3.4.5 He concluded by conveying the support of his country's Ministry of Agriculture for the conceptual document mentioned by the Director General, and suggested that future proposals be distributed beforehand.
- 3.4.6 The Representative of Jamaica explained the importance of food safety for the countries of the Caribbean and emphasized its influence on competitiveness. He expressed his satisfaction at the incorporation of the topic on the agenda of the fora of the Tenth Regular Meeting of the Inter-American Board of Agriculture.
- 3.4.7 The Representative of Trinidad and Tobago felt that the proposals set forth in the conceptual document were appropriate and timely, and stated that he would study the document and pass on his comments to the Director General.
- 3.4.8 The Representative of El Salvador was pleased to see that food safety and agricultural health had been incorporated into the Institute's agenda, and also that the appropriate beneficiaries had been selected for the actions in that field. She congratulated the Director General for introducing such innovative and useful proposals for the future negotiations in which the countries would be involved.
- 3.4.9 The Director General thanked the Representative of El Salvador for her comments and referred to the mechanisms for linkages with other organizations. He reported that, in addressing the topic of health, coordination had been considered with relevant agencies, such as OIRSA, the Central American agency specializing in the field of agriculture health. Finally, he mentioned that IICA's involvement in agricultural health had been welcomed by officials of the World Trade Organization.
- 3.5 Report on the Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture (IABA) (IICA/CE/Doc.349(98)) and Report on the Status of the Resolutions of the Seventeenth Regular Meeting of the Executive Committee (IICA/CE/Doc.350(98))
- 3.5.1 The Technical Secretary presented both reports and commented on their contents. There being no questions or comments, the Executive Committee approved them both.

3.6 Membership of the Awards Selection Committee and Inter-American Awards in the Rural Sector (IICA/CE/Doc.351(98))

3.6.1 The Technical Secretary explained that in accordance with Article 9 of the Regulations of the Inter-American Awards in the Rural Sector, the selection of candidates for the Institute's Awards was the responsibility of a committee consisting of five representatives from countries sitting on the Executive Committee in the years in which a regular meeting of the Inter-American Board of Agriculture was held. Consequently, the Awards Selection Committee for the 1998-1999 biennium would be made up of Belize, Brazil, Canada, Colombia and Dominica.

3.7 Date and Site of the Nineteenth Regular Meeting of the Executive Committee (IICA/CE/Doc.352(98))

3.7.1 The Technical Secretary pointed out that in accordance with Articles 19, 20 and 21 of the Rules of Procedure of the Executive Committee, regular meetings of the Committee were to be held at IICA Headquarters. Therefore, he proposed that the Nineteenth Regular Meeting of the Executive Committee be held at IICA Headquarters in San Jose, Costa Rica, in the last week of June 1999.

3.7.2 The members of the Executive Committee accepted the proposed date and site of the Nineteenth Regular Meeting of the Executive Committee.

3.8 Presentation on Agricultural Health and Food Safety

3.8.1 The Director of the Area of Agricultural Health introduced the speaker, Dr. Bernardo Cane, and highlighted the most important aspects of his professional experience.

3.8.2 Dr. Cane explained that IICA was currently developing the "AGRI-HEALTH XXI" Inter-American Agricultural Health Network, which would make it possible to move forward in the implementation of mechanisms for exchanges and liaisons among governments in connection with non-traditional practical problems, expanding the current exchange of information on the diagnosis, prevention and control of pests and diseases.

3.8.3 AGRI-HEALTH would include a program to deal with emergency problems, a sanitary and phytosanitary (SPS) program, a benchmarking program on

successful experiences, and a food safety program. He stressed that the users identified for AGRI-HEALTH XXI included Ministers and Secretaries of Agriculture and Livestock, and officials of agricultural health services authorities. He also emphasized IICA's support for the countries in health and food safety issues within the framework of trade negotiations.

- 3.8.4 The Observer Representative of Chile expressed concern at IICA's possible involvement in negotiations where disputes arose between two of its member countries. He felt that the Institute should maintain a neutral position in such cases.
- 3.8.5 Dr. Cane replied that the intention was for cooperation to be provided for multilateral negotiations, and that it was not a question of IICA taking up a position in settling disputes between countries.
- 3.8.6 The Third Plenary Session was adjourned at 12:30.

FOURTH PLENARY SESSION

- 4 The Fourth Plenary Session of the Eighteenth Regular Meeting of the Executive Committee was called to order at 14:50 on October 29, chaired by Marcial Cohene Cardoso, Representative of Paraguay.
- 4.1 Reading of draft resolutions
- 4.1.1 The Rapporteur read the draft resolution "1998-2002 Medium Term Plan," which had been submitted to the plenary for approval.
- 4.1.2 The Observer Representative of Chile suggested changing the phrase "so as to facilitate" in the third operative paragraph to "that facilitate".
- 4.1.3 The Representative of Trinidad and Tobago proposed that the resolution be approved with the suggested amendments.
- 4.1.4 There being no other comments, the resolution was approved.
- 4.1.5 The Rapporteur then read out the draft resolutions: "Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture (IABA)," "Status of the Resolutions of the Seventeenth Regular Meeting of the

Executive Committee," and "Membership of the Awards Selection Committee for the 1998-1999 Biennium," which were approved as read.

- 4.1.6 The Rapporteur read the draft resolution "Date and Site of the Nineteenth Regular Meeting of the Executive Committee," and submitted it to the Plenary for approval.
- 4.1.7 The Representative of Canada and the Representative of Trinidad and Tobago expressed concern that the proposed date for the regular meeting of the Executive Committee coincided with meetings scheduled by other international organizations.
- 4.1.8 The Director General asked that the first operative paragraph be modified to read "hold the Nineteenth Regular Meeting of the Executive Committee at IICA Headquarters in San Jose, Costa Rica, during June or July 1999," in order to provide greater flexibility in establishing the date.
- 4.1.9 There being no other comments, the resolution was approved with the amendment suggested by the Director General.
- 4.2 Report on the Activities of the Tropical Agriculture Research and Higher Education Center (CATIE)
- 4.2.1 The Chairman invited Ruben Guevara, Director General of CATIE, to present the report on activities for 1997.
- 4.2.2 The Director General of CATIE began his presentation by expressing his satisfaction at Canada's decision to remain a member of IICA.
- 4.2.3 He said that the mission of his institution was to improve the well-being of humankind by applying scientific research and postgraduate training to the development, conservation and sustainable use of natural resources in the tropical regions of the Americas. In carrying out this mission, CATIE worked with four types of organizations and institutions: public, private, non-governmental and academic.
- 4.2.4 He explained that CATIE's activities focused on three basic areas: research, teaching and extension services.
- 4.2.5 In the area of research, work was carried out on five core topics: improvement and conservation of germplasm; integrated pest management; agro-forestry

systems; development natural forest management technologies; socio-economic analysis and policy evaluation. Research had been carried out on products and topics such as: cocoa, bananas, plantains, coffee, vegetables, weeds, animal and plant nutrition, ecotourism and timber-yielding species. One of the strengths of CATIE's research strategy was the fact that it combined basic and applied research, provided regional coverage through networks and strategic alliances, and enjoyed the permanent collaboration of international research and educational organizations.

- 4.2.6 With regard to the educational component, the Director General of CATIE mentioned the thematic areas of the Master's program, underscoring the area of environmental socio-economics, and the consolidation of the doctoral program, for which there were currently 45 applicants.
- 4.2.7 The objective of the extension services program was to achieve synergy between research and development, under the slogan: "Conserve while producing and produce while conserving." During the period under review, nearly 9,000 people had been trained in over 20 countries, 32 % of whom were women. He highlighted the decentralization process: 80% of the training activities had been held in the countries and only 20% at Headquarters.
- 4.2.8 With regard to IICA-CATIE collaboration, he mentioned the development and production of CD-ROMs, the coordinated administration of the Orton Library, and participation in working networks such as PROMECAFE and REMERFI. He also announced that a master's program in agricultural administration, involving IICA, CATIE and Texas A&M University, would soon be offered.
- 4.2.9 Turning to the budget, he was pleased to report that a balance had been struck between the core budget and the project budget. This permitted greater flexibility in responding to plans and projects in the short, medium and long-terms. He also noted that one of CATIE's strengths was the diversity of its funding sources.
- 4.2.10 Lastly, he thanked IICA for its support and stressed his desire to strengthen the collaboration and cooperation between the two institutions.
- 4.2.11 The Representative of Guatemala requested the floor and drew the attention of the Executive Committee to operative paragraph 2 of the draft resolution "1998-2000 Medium Term Plan," which attached priority to water and natural resources. He commented that this area of action and CATIE's program for agroforestry and watershed development seemed to be complementary, and

encouraged the two organizations to find ways to strengthen one another in such work.

4.2.12 The Representative of Brazil asked for further detail on whether IICA resources allocated to CATIE were earmarked for particular use. The Director General of CATIE replied that IICA was currently allocating a total of US\$1.35 million to the CATIE budget and that these monies were used in four basic areas: 1) education, as a means of direct support for the graduate school, an inter-American activity; 2) investment in the library that is jointly owned by the two institutions; 3) support for the management and administrative structure, and 4) support for specific areas of scientific research.

4.2.13 The Chairman thanked the Director General of CATIE for his presentation and introduced the next speaker, the Director of CARDI.

4.3 Report on the Activities of CARDI

4.3.1 The Executive Director of the Caribbean Agricultural Research and Development Institute, Hayden Blades, began his report by explaining the business systems approach that CARDI had adopted for all operations under its newly approved Medium Term Plan for 1999-2001.

4.3.2 Working under a new mandate, CARDI had defined five core business areas: The first, competitive commodity business systems, responded to the need for the agricultural sector in the Caribbean to produce more competitively. As part of this campaign, CARDI was working jointly with IICA to develop systems for analysis of marketing and commodity systems, enabling the countries to learn about market developments within the subregion itself. The second core business, technology products and information, focused on building networks. Those already in place covered such areas as research (PROCICARIBE, a network of all the nations of the Caribbean), integrated pest management, fruit, rice and plant genetic resources. Moreover, the Caribbean Technical Assistance Service was finding ways for the different nations of the Caribbean to identify the myriad skills and abilities available throughout the subregion and benefit from them.

4.3.3. The work on information products and services had revealed a great need for information on local markets and for commodity systems analysis. In cooperation with IICA, CARDI was developing systems for information analysis and was operating the Caribbean Agricultural Information Service (CAIS) as a subregional component of AGRINFO. Under agribusiness

enterprise development services, CARDI was developing a Center for Agribusiness Services to obtain access to consulting projects in progress throughout the Caribbean. Finally, as part of the marketing information and trade facilitation services, an ongoing project, known as the Farm-to-Table Initiative, was building close working relationships between producers and hotels, supermarkets and restaurants. CARDI was also looking forward to the First Caribbean Agribusiness Conference and Exhibition, scheduled for June 1999, to bring together producers and marketers active in the Caribbean. IICA was involved in this activity, which was planned in part to raise awareness among government trade negotiators of the specific needs of the agricultural sector.

- 4.3.4 The Director then talked more specifically about joint activities with IICA, including the research network covering all 16 countries, the information and communication services operated in conjunction with AGRINFO, and the possibility of inviting IICA to participate in the Farm-to-Table Initiative and to help promote agricultural development exhibitions.
- 4.3.5 CARDI and IICA were operating under an agreement which currently covered the implementation of 10 joint projects. Although the agreement was due to expire in June 1999, the Director specifically requested that the expiration date be extended to December 1999 to place future agreements on a calendar-year basis. He also proposed that a new agreement be negotiated to last through the year 2002 and that the resolution of the Executive Committee make a recommendation to this effect to the IABA. He hoped that the recent declining trend in monetary resources under the agreement would not continue.
- 4.3.6 In closing, he discussed the situation of a specific plant pest in the Caribbean, the pink mealybug, which posed a serious threat to all the islands and could well spread to Central America and all of Latin America. He described successful trials of control methods sponsored by CARDI and expressed his hope that IICA would join forces with his Institute in stepping up plant quarantine efforts. Very encouraging progress was also being made with the testing of new post-harvest treatments, including highly effective fumigation programs, which CARDI would be pleased to share with other countries of the hemisphere.
- 4.4 Financing of the Regular Fund and Budget Allocation for 1999 and Report of the Director General on the Recommendations of the G-6 (IICA/CE/Doc.346(98))

- 4.4.1 The Director General explained that the document originally submitted to the countries had included a proposed salary adjustment of five percent for International Professional Personnel. Since that time, several Member States had requested further information, including salary comparisons with other international organizations. Because Institute policy is to exercise utter transparency in financial matters and to seek consensus decisions on such matters, he decided to defer consideration of this request to the 1999 meeting of the Executive Committee. Thus, this item had been omitted from the proposal.
- 4.4.2 The Director of Programming and Evaluation explained that budgetary resources had already been approved for 1999, but that the IABA had left the specifics of source and distribution to be decided by this meeting of the Executive Committee. The IABA had also created a working group, known as the G-6 to support the Director General in the budget process. A proposed one-year budget had been drafted which had been analyzed by the G-6.
- 4.4.3 The resulting proposal was a request for US\$27.5 million in Member State quotas and US\$2.5 million in miscellaneous income. Regular Fund resources would be distributed to: strengthen direct technical cooperation services in line with the mandates of the Ninth Regular Meeting of the IABA; increase resource allocations to the Regional Centers and TCAs; implement the Network of Forums to bolster the inter-American dialogue; place greater emphasis on developing the Institute's technological platform for information and communication; and bring resources into line with high-priority fields of action as specified in the new Medium Term Plan.
- 4.4.4 The Director of Programming and Evaluation then presented a number of graphs and charts to illustrate the distribution of Regular Fund resources for 1999 and the allocations for direct technical cooperation services (at the hemispheric, regional and national levels), management costs, and general costs and provisions. Additional graphs compared distribution figures from the July 1997 proposal with those contained in the present proposal as supported by the G-6.
- 4.4.5 He stressed that nearly 89% of the US\$30 million of the Regular Fund for 1999 was allocated to direct technical cooperation services, while management costs had been reduced by approximately 16% from the figure requested at the past year's meeting of the Executive Committee.

- 4.4.6 He compared Regular Fund monies allocated to Headquarters operations with those allocated to Regional Centers and TCAs in the countries. In 1994, the proportion had been approximately 50/50, but had been shifting markedly as resources began to be channeled from Headquarters to the countries as part of the decentralization process.
- 4.4.7 He then showed figures on resource distribution by high-priority field of action, noting that the small amount for training and education failed to reflect monies budgeted for the many training activities sponsored under other fields of action. Here, too, the great bulk of resources was allocated to Regional Centers and TCAs.
- 4.4.8 Upon completion of the report by the Director of Programming and Evaluation, the Chairman opened the floor for discussion.
- 4.4.9 The Representative of Canada took the floor to thank the members of the G-6 for having approved a budget that clearly reflected the desires expressed by the Ministers at their meeting in Santiago in October 1997. Canada was also very pleased with the increased support for decentralization, having already learned to work effectively with the TCA and the Regional Center. She also expressed satisfaction with the figures revealing greater support for technical cooperation activities, and, in particular, was gratified to learn that IICA staff were receiving training in the use of new procedures, because it is critically important for all employees to share a common vision.
- 4.4.10 The Observer Representative of the United States of America took the floor to congratulate the Director General and all IICA's for their hard work on the budget document. He acknowledged the admirable degree of fiscal discipline they had practiced, which lead to lower costs for management and administration, and more resources available for programs in 1999. He also appreciated efforts to make the budget presentation more transparent. He stressed that the decision to postpone a salary increase for the International Professional Personnel was strictly a matter of financial management and that the United States continued to appreciate and value the hard work and dedicated service of all IICA staff. He noted that in every country, public institutions and international organizations were being questioned and closely scrutinized. All organizations needed to take a new look at outdated operations and policies and do what IICA was doing: develop new plans, a workable budget, and meaningful results. He pledged his government to work closely with IICA as this process continued.

- 4.4.11 The Representative of El Salvador congratulated the Director General for the budget proposal and expressed her government's admiration of IICA for having undertaken such an effective institutional reconversion, thus adapting to the adjustment processes felt so acutely throughout the region.
- 4.4.12 The Representative of Mexico expressed his government's satisfaction with the Director General's Program Budget proposal and congratulated him for the restructuring process and the shifting of priorities. He encouraged the Institute to continue and even intensify the reorientation process. He reminded the Committee that all of the countries faced with economic crisis were learning to do more with less and that institutions must do the same. He therefore urged the Director General to persevere, and pledged his country's support for meeting shared objectives.
- 4.4.13 The Director General took the floor once again to thank the delegates, on behalf of the entire IICA team, for their kind words. The Institute was committed, he added, to continuing the process of transformation. He reiterated his conviction that decentralization was critical to the implementation of the Medium Term Plan and that the Regional Centers would be the building blocks for a stronger IICA. These Centers were ideally situated to effectively mobilize capabilities extant in the regions, concentrate economic strength, and make better use of technical cooperation services. He expressed sympathy for the countries experiencing economic straits and emphasized that IICA would continue to be on the alert to help them solve problems, to interpret the views of the Member States, and to encourage participation, consensus-building, and consolidation in all processes, in order to deliver excellence to the Institute's owners, the countries. The Member States had requested Institute-wide adjustment measures, and therefore the process would continue, especially at Headquarters. If everyone joined forces, he added, the mission so clearly articulated in the Institute's Convention could be fulfilled.
- 4.5 Draft Resolutions
- 4.5.1 The Rapporteur read out the draft resolutions "1998-2002 Medium Term Plan" and "Remuneration of the Director General for the 1998-1999 Biennium," which were approved as read.

4.6 Other Business

4.6.1 The Chairman noted that the last item on the day's agenda was Other Business. He pointed out that the Representatives of Mexico and Canada had requested the floor to present different proposals. He gave the floor to the Representative of Mexico.

4.7 Proposal for the Creation of a Mechanism to Prevent and Mitigate the Effects of Natural Disasters in the Agricultural Sector

4.7.1 The Representative of Mexico said that there was growing concern in his country at the damage caused by disasters such as droughts, forest fires and floods. He noted that countries were ill-prepared to deal with the damage caused, or to initiate programs aimed at economic recovery and restoring production in the agricultural sector.

4.7.2 He therefore proposed that IICA conduct a study to help identify a mechanism that would enable the member countries to cope with the damage caused by phenomena of this kind, and implement programs to spur recovery of agricultural activities. He added that his proposal consisted of a request that IICA present to the next meeting of the Executive Committee possible mechanisms for dealing with the damage caused by natural disasters and implementing programs for spurring recovery in the agricultural sector.

4.7.3 In his capacity as the Representative of Ecuador, the Rapporteur said that he found the Representative of Mexico's proposal interesting, and referred to the havoc caused in his country in 1997 and 1998 by El Niño. He suggested that if it were to be a financial mechanism, it could be a revolving fund.

4.7.4 The Representative of Jamaica supported the Representative of Mexico's proposal and said that in his country the agricultural sector faced two problems as far as natural disasters were concerned: the first was that the sector was not a priority in terms of the attention it received in efforts to repair the damage caused by natural disasters; the second was that there was no insurance to properly protect farmers from the effects of such phenomena.

4.7.5 The Observer Representative of St. Lucia also supported the proposal of the Representative of Mexico and highlighted the success of the insurance program for banana producers in the Windward Islands, which had helped solve some of the problems mentioned. While it was true that this insurance plan covered

only one product, the experience could serve as an example. He concluded by recommending that efforts be made to encourage producers to use insurance to cover risks and that priority be given to efforts to identify mechanisms of this kind to deal with the damage caused by recurring natural disasters.

- 4.7.6 The Observer Representative of Nicaragua said that the Representative of Mexico had raised a valid concern. He felt that efforts to find alternative solutions to the problem mentioned should be wide-ranging, and countries should avoid becoming dependent on international cooperation. He described the initiative that was being implemented in his country, with the support of the World Bank, to develop insurance against droughts or flooding, a mechanism that had attracted the interest of US insurance companies and Nicaraguan bankers. He also mentioned the use of market mechanisms to deal with the problems caused by forest fires. He offered to provide further information on this subject if it was felt that this would be useful.
- 4.7.7 The Observer Representative of Chile seconded the proposal of the Representative of Mexico. He suggested that it would be useful to gather the experiences of different countries in dealing with natural disasters, and that the work on the mechanism in support of the countries should be viewed as a medium-term effort. He offered to provide IICA with information on Chile's experiences in this area.
- 4.7.8 The Representative of Dominica agreed with the proposal of the Representative of Mexico. He acknowledged that, in view of the increasing number of natural disasters, it was necessary to seek a mechanism for reciprocal support among IICA's member countries. He viewed insurance as only a partial solution, since it did not cover all the damage suffered by producers.
- 4.7.9 The Representative of Trinidad and Tobago noted that FAO carried out actions in different countries related to the issue of natural disasters and said that advantage should be taken of the good relations between the two organizations to coordinate activities in this area.
- 4.7.10 The Representative of Canada expressed support for the proposal presented by the Representative of Mexico. She mentioned the serious problems caused by floods in her country and, most recently, a strong snow storm. She stressed that it would be very useful to share experiences in this field.
- 4.7.11 The Representative of Mexico thanked the delegations that had expressed support for his country's proposal. He concluded by saying that the document

distributed was a first attempt to contribute ideas on the subject; the experiences mentioned by some delegates could be collected as part of the effort.

- 4.8 Initiative to Support the Caribbean Countries in the Process of Trade Liberalization in the Agricultural Sector
- 4.8.1 The Chairman gave the floor to the Representative of Canada, who said that her country was sensitive to the problems created by the liberalization of agricultural trade for the Caribbean countries. She remarked that her delegation was seeking ways of supporting the efforts of these countries to deal with such problems. She promised to urge other Canadian government institutions to join in this cooperation effort.
- 4.8.2 On behalf of the Caribbean countries, the Observer Representative of St. Lucia thanked the Representative of Canada for her comments and expressed interest in putting this proposal into effect.
- 4.8.3 The Chairman adjourned the Fourth Plenary Session at 18:00.

CLOSING SESSION

5. The Closing Session of the Eighteenth Regular Meeting of the Executive Committee was called to order at 15:50 on October 30, under the chairmanship of the Representative of Paraguay, Marcial Cohene Cardoso.
- 5.1 Reading of draft resolutions
- 5.1.2 The Chairman asked the Rapporteur to read out the pending draft resolutions.
- 5.1.3 The Rapporteur read out the Draft Resolution. "Progress in IICA-FAO Technical Cooperation."
- 5.1.4 The Observer Representative of the United States of America congratulated the Director General on the progress made in cooperation between IICA and FAO, and requested that the aide-memoire of the Coordination Meeting between IICA and FAO, held in The Bahamas in June, 1998, be attached to the draft resolution.

- 5.1.5 The Technical Secretary said that the aide-memoire would be attached to the draft resolution.
- 5.1.6 There being no further comments, the draft resolution was approved.
- 5.1.7 The Rapporteur then read out the draft resolution "Establishment of an Inter-American Mechanism to Prevent and Deal with Natural Disasters in the Rural Sector."
- 5.1.8 The Representative of St. Kitts and Nevis and the Representative of Honduras manifested their support for the Resolution.
- 5.1.9 The Representative of St. Kitts and Nevis noted that the draft resolution was timely, coming as it did on the heels of a hurricane that had recently affected his country and other Caribbean states. He stressed that disasters of this kind, which were international in scale, needed to be dealt with through a solidary mechanism such as the one proposed. Finally, he expressed appreciation for the support provided to his country by other countries and international donors.
- 5.1.10 The Representative of Honduras gave a detailed description of the effects and damages to his country resulting from the passage of Hurricane Mitch, and asked the Director General to instruct the Director of the Central Regional Center to incorporate IICA specialists into a task force of his country's Secretariat of Agriculture and Livestock, in order for them to collaborate in preparing a methodology for evaluating the damage caused by the hurricane, and in designing pertinent actions for spurring recovery in the agricultural sector.
- 5.1.11 The Director General informed the Representative of Honduras that IICA's TCA in Honduras had incorporated three IICA professionals into a government commission set up to deal with the effects of the disaster. He stressed that IICA would do everything within its possibilities to continue to collaborate and provide support in the wake of the emergency.
- 5.1.12 With regard to the mandate contained in the draft resolution, the Director General stated that IICA would be able to implement some of the actions entrusted to it, while others would have to be coordinated with other national and international agencies. He stressed the importance of planning preventive measures, and of international solidarity when natural disasters occurred. Finally, he informed the meeting that he had already made contact with

financial institutions to examine the possibility of setting up a fund to deal with natural disasters.

- 5.1.13 The Alternate Representative of Paraguay moved that the phrase "not very timely" be eliminated from the third paragraph of the whereas clauses.
- 5.1.14 The Representative of St. Vincent and the Grenadines seconded the draft resolution and moved that it be approved as read.
- 5.1.15 The Alternate Representative of Paraguay withdrew his motion and the draft resolution was approved as read.
- 5.1.16 The Rapporteur read out the draft resolutions "Structural Reform of IICA and its Organs," "Inter-American Award for Farmers" and "Progress of the Preparations for the Tenth Regular Meeting of the Inter-American Board of Agriculture," which were approved as read.
- 5.1.17 The Rapporteur read out the draft resolution "Responding to the Year 2000 Problem."
- 5.1.18 The Observer Representative of the United States of America reported that his government was working to solve the year 2000 (Y2K) informatics problem, together with public and private organizations. He offered to share their experience with IICA and its Member States. He suggested that other organizations working to resolve the Y2K problem be included in point 2 of the draft resolution.
- 5.1.19 After accepting the observations of the Representative of Canada, concerning the French version, and including the suggestion of the Observer Representative of the United States of America, the draft resolution was approved.
- 5.2 Signing of the Report of the Eighteenth Regular Meeting of the Executive Committee
- 5.2.1 The Technical Secretary informed the Representatives of the 30-day deadline for informing the Secretariat of comments or corrections to the record and explained that a paper on the Technical Panel would be published and circulated. The Chairman and the Director General then signed the report of the meeting.

5.3 Remarks on Behalf of the Members of the Executive Committee

- 5.3.1 Mr. Roger Clarke, Minister of Agriculture of Jamaica, then took the floor to address the assemblage on behalf of all the delegations. He began by expressing a great sense of satisfaction with the process and outcome of the meeting. Speaking for his own country and government, he joined the other nations of the Caribbean in publically recognizing IICA's impact on the sustainable development of agriculture in the Caribbean. He also praised the Director General for his unique contributions to transforming IICA, enabling it to respond more quickly and flexibly to the challenges of the sector. He particularly noted the process of decentralization, which empowered the regional and national offices to contribute more effectively.**
- 5.3.2 He went on to comment on particular items discussed in the meeting, mentioning first of all that Canada's return to the IICA fold was a source of great optimism for IICA itself and for the prospects of solving many of the region's difficulties. The second item he singled out was the proposed Medium Term Plan. He felt it was very well conceived, and congratulated IICA and its staff for capturing the challenges of the region so accurately. In particular, he applauded the proposal to restructure the Inter-American Board of Agriculture as a forum for discussion of development issues, allowing the Executive Committee to address management concerns. He stressed several of the specific themes introduced in the Medium Term Plan: food safety, water use and conservation, and distance learning. He congratulated the Director General for having exercised vision and courage in creating the videoconference training center that would make it possible for technical skills to be taught even in the remotest locations. He expressed enthusiasm for the proposal on disaster preparedness and relief, and extended deep sympathy to the Republic of Honduras for the devastation the country was experiencing as a result of Hurricane Mitch.**
- 5.3.3 The Minister of Agriculture thanked other members of the Executive Committee for the very refreshing atmosphere of interaction that had prevailed, and hoped that this would lead to lasting friendships and firmly established guidelines for agriculture. Finally, he thanked the people and Government of Costa Rica for their hospitality and closed by stating that he hoped to be able to return some day.**

5.4 Closing Words by the Director General

- 5.4.1 The Director General then took the floor to give his closing remarks, and began by thanking the Representative of Jamaica for his words of support and his public expression of recognition for the achievements of the entire IICA team. He also reiterated his appreciation to the Government of Canada for its decision to remain in IICA. He thanked the governments of the Caribbean and Central American countries and Mexico for having used their good offices to encourage Canada to remain a Member State of IICA. In this same connection, he praised the role of the smaller countries and encouraged them to remember how important their voices could be.
- 5.4.2 He then spoke about the process of transformation taking place in the Institute. He felt that IICA had always been at the forefront in many areas, and remembered the visionary attitude of Director General Emeritus José Emilio Araujo, who had restructured the Institute by introducing the current Convention. He asked the countries to continue offering feedback as the process advanced and cautioned that, although the current conceptual document was an important step, it was merely one stage in an ongoing process.
- 5.4.3 The Director General commented that many different organizations and groups within the Institute had contributed to the document and to the meeting, and cited a long list, including staff, meeting officers, and guest speakers.
- 5.4.4 He expressed solidarity with the nations currently being affected by Hurricane Mitch, a natural disaster of immense proportions.
- 5.4.5 He thanked the government of Brazil for its invitation to host the following year's meeting of the IABA, and thanked the Member States for their many contributions which, he was certain, would be decisive in transforming the societies, nations and peoples of the region as the twenty-first century approached.
- 5.4.6 After words of special appreciation to the Deputy Director General, Dr. Aquino bestowed the gavel of the meeting on the Chairman, Marcial Cohene Cardoso, Representative of Paraguay. He also extended special appreciation to the Technical Secretary, the Rapporteur and the Legal Advisor, William Berenson.

- 5.5 Address by the Chairman of the Eighteenth Regular Meeting of the Executive Committee**
- 5.5.1** The Chairman then took the floor to share a few closing words. He began by thanking the other delegations for having elected him to chair the meeting, and praised Canada for having reversed its decision to leave IICA. He then shared a number of general impressions concerning the meeting and the process taking place in the Institute. First, he noted the increased political support IICA was receiving from its Member States. He cautioned about the advent of the international financial crisis, which should be of concern to the IABA. He cited the need for specific proposals for small nations, island states and relatively less developed countries. He expressed concerns for sustainable management of water resources and for food safety. He mentioned the process of modernization and decentralization at IICA, and the manifest desire of the countries to see IICA take an active role in helping define strategies for concerted, consensus-based policy harmonization.
- 5.5.2** He then spoke in his capacity as Representative of Paraguay, extending special recognition to the Director General, Mr. Carlos Aquino, and the IICA staff in his own country and region, for the support the agricultural sector had received. He made special mention of the system of epidemiological surveillance, and praised the initiative known as the “Agri-Health 21 Network” as an important tool for strengthening the Animal Health Commission of the Southern Region.
- 5.5.3** Resuming his role as Chairman of the meeting, Mr. Cohene then expressed great satisfaction with the active participation of all the delegations. With such active involvement, he added, it was certain that they would be able to take on the challenges of globalization, market opening, and emerging crisis. He stressed two important issues that loomed ahead. The first was converting the Institute and the IABA into the highest decision-making body in the agricultural sector, hemispherically and across sectors. The second was his hope that this very transformation would equip the governing bodies and the Institute itself with visibility and influence to attract many other players in different sectors of society –public, private and nongovernmental– to become interested and involved. His dream, he added, was to see a Presidential Summit focused specifically on the issue of agriculture and sustainable rural development, to which IICA would submit a proposal for a “Common Agricultural Policy.”
- 5.5.4** He then thanked the government and people of Costa Rica and the staff of IICA for their hospitality and assistance, and even congratulated them for the tremendous outpouring of water resources that had occurred throughout the

week due to the proximity of the hurricane in the Caribbean. He thanked Brazil for its invitation to host the upcoming meeting of the IABA and thanked the Technical Secretary for all his support. Finally, he thanked the entire staff of the meeting and requested a round of applause for them all.

5.6 The Chairman adjourned the meeting at 17:35.

RESOLUTIONS

IICA/CE/Res.296(XVIII-0/98)
30 October 1998
Original: Spanish

RESOLUTION No. 296

1997 FINANCIAL STATEMENTS OF THE INSTITUTE

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.344(98) "Report of the External Auditors and Comments by the Director General on the 1997 Report of the External Auditors," and its Addendum,

CONSIDERING:

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

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 taken as a whole and including the Addendum to the Auditing Report "present fairly, in all material respects, the financial situation of IICA as of December 31, 1997 and December 31, 1996, the results of its activities, the changes in its net assets and its cash flows for the years ending on those dates...";

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

RESOLVES:

1. **To approve Document IICA/CE/Doc.344(98), "Report of the External Auditors and Comments by the Director General on the 1997 Report of the External Auditors," and its Addendum.**
2. **To recommend that, at its Tenth Regular Meeting, the Inter-American Board of Agriculture approve Document IICA/CE/Doc.344(98), "Report of the External Auditors and Comments by the Director General on the 1997 Report of the External Auditors," and its Addendum.**
3. **To congratulate the firm KPMG Peat Marwick for the clear and informative way in which its report was presented.**

IICA/CE/Res.297(XVIII-O/98)
30 October 1998
Original: English

RESOLUTION No. 297

FOURTH ANNUAL REPORT OF THE AUDIT REVIEW COMMITTEE

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.345(98) "Fourth Annual Report of the Audit Review Committee (the "Report").

CONSIDERING:

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

That in its Report, The Audit Review Committee states that "we have found no instances nor do we have any indication of violations of the rules of procedure and that we found the work of KPMG Peat Marwick, the External Auditors, to be thorough and in accordance with the rules of procedure of IICA and Generally accepted Auditing Standards,"

That the Audit Review Committee Report notes that the Director General's establishment of the Committee on Inter-audit Coordination brings focus to the audit function in IICA, facilitates coordinated action on audit recommendations, and should be maintained and given priority;

That the Audit Review Committee reports that during 1997, 89% of the Internal Auditor's recommendations were implemented; action was still in progress on the

remaining 11%; and IICA has taken action to address the issues raised in the Committee's last Report.

RESOLVES:

1. To approve the Fourth Annual Report of the Audit Review Committee and forward it to the Inter-American Board of Agriculture for its information and review.
2. To congratulate the Audit Review Committee for its excellent work, which is of great assistance to the Member States in monitoring the management of the Institute.
3. To commend the Director General for his prompt and positive response to the recommendations of the Audit Review Committee in its last Report and the concrete measures he has implemented to strengthen the internal audit function within the Institute.

IICA/CE/Res.298(XVIII-O/98)
30 October 1998
Original: Spanish

RESOLUTION No. 298

**FINANCING OF THE REGULAR FUND AND
DISTRIBUTION OF RESOURCES FOR 1999**

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting,

HAVING SEEN:

The proposal on the financing of the Regular Fund for 1999, in the amount of US\$30 million, the level established in Resolution IICA/JIA/Res.296(IX-O/97), and the distribution of the resources of the Regular Fund for 1999, presented by the Director General of IICA in Document IICA/CE/Doc.346(98);

Resolution No. 296 "Approval of the 1998-1999 Program Budget and Establishment of the Corresponding Quotas," of the Ninth Regular Meeting of the Inter-American Board of Agriculture (IABA),

CONSIDERING:

That said proposal is the amount reviewed by the working group established under Resolution No. 296 of the IABA, comprising representatives of Argentina, Brazil, Honduras, Mexico, Trinidad and Tobago and Venezuela, at the meeting held in Miami, Florida in August 1998, and includes only final adjustments in the distribution of the funds by object of expenditure;

That said group recommended to the Director General that he submit the proposal to the consideration of the Eighteenth Regular Meeting of the Executive Committee;

That the cost of holding a Special Meeting of the IABA to study only the Program Budget would be excessive and, therefore, cannot be justified,

RESOLVES:

1. **To recommend to the IABA that it approve the distribution of the resources of the Regular Fund for each of the chapters and the items of the Program Budget for 1999, in accordance with Document IICA/CE/Doc.346(98), as follows:**
2. **To instruct the Director General to:**
 - 2.1 **Submit to the consideration of the Inter-American Board of Agriculture (IABA) the financing of the Regular Fund for 1999, with the same structure it approved for 1998 (Appendix 1).**
 - 2.2 **To leave pending the proposed adjustments to the remuneration of international professional personnel and to present at the Nineteenth Regular Meeting of the Executive Committee a proposal based on a comparative study of remunerations at other international organizations.**
 - 2.3 **To submit the proposal recommended at this regular meeting of the Executive Committee, by correspondence, for approval by the IABA, in accordance with the provisions of Articles 82 and 84 of that body.**
3. **To thank the G-6 Working Group for its participation and for advising the Director General.**

		(US\$ x 000)
		1999
CHAPTER I: DIRECT TECHNICAL COOPERATION SERVICES		26,640.5
Socioeconomic Policies, Trade and Investment		7,625.1
1AA	Actions at the level of the Regional Centers	5,351.2
1AB	Actions at the level of Headquarters	1,229.0
1AX	Activities in support of the Area of Socioeconomic Policies, Trade and Investment	1,019.9
1AZ	Support to the Ministerial Forum	25.0
Science and Technology, Natural Resources and Agricultural Production		8,372.0
Actions at the level of the Regional Centers		
1BA	Contributions to cooperative programs	758.2
1BB	Contribution to CATIE	1,125.2
1BC	Contribution to CARDI	247.9
1BD	Other actions at the level of the Regional Centers	4,678.6
1BE	Actions at the level of Headquarters	517.2
1BX	Activities in support of the Area of Science and Technology, Natural Resources and Agricultural Production	1,019.9
1BZ	Support to the Ministerial Forum	25.0
Agricultural Health		5,617.9
1CA	Actions at the level of the Regional Centers	3,784.1
1CB	Actions at the level of Headquarters	788.9
1CX	Activities in support of the Area of Agricultural Health	1,019.9
1CZ	Support to the Ministerial Forum	25.0
Sustainable Rural Development		5,625.5
1DA	Actions at the level of the Regional Centers	3,373.5
1DB	Actions at the level of Headquarters	607.2
1DX	Activities in support of the Area of Sustainable Agricultural Development	1,019.8
1DZ	Support to the Ministerial Forum	25.0
CHAPTER II: MANAGEMENT COSTS		1,965.1
2MA	Office of the Director General, Management Support Units	517.7
2MB	Management Unit for Resources and Corporate Services	1,447.4
2MC	Directorate of External Relations	926.2
2MD	Directorate of Planning, Programming and Evaluation	248.4
		272.8
CHAPTER III: GENERAL COSTS AND PROVISIONS		1,394.4
3NA	Working Subfund of the Regular Fund*	341.1
3NB	OAS Administrative Tribunal	26.6
3NC	Executive Committee Meeting	155.0
3ND	IABA/ICMA Meeting	250.0
3NE	Pensions of former Directors General and of former IICA Staff Members	265.2
3NF	Insurance for former IICA Staff Members	50.0
3NG	Life Insurance for Local Personnel	25.8
3NH	Insurance on IICA Assets	110.2
3NI	External Audit	95.5
3NJ	Chairmanship of the IABA and Executive Committees	75.0
TOTAL ALLOCATED FROM THE REGULAR FUND		36,000.0

*Corresponds to the Cuban quota.

**ANNEX I
QUOTA SCALE 1999 (US\$)**

MEMBERS TATE*	% OAS		% IICA		AMOUNT IICA
	1998	1999	1998	1999	1999
Antigua and Barbuda	0.02	0.02	0.02	0.02	5,502
Argentina	4.90	4.90	4.90	4.90	1,347,925
Bahamas	0.07	0.07	0.07	0.07	19,443
Barbados	0.08	0.08	0.08	0.08	22,007
Belize	0.03	0.03	0.03	0.03	8,253
Bolivia	0.07	0.07	0.07	0.07	19,256
Brazil	8.55	8.55	8.55	8.55	2,351,992
Canada	12.36	12.36	12.36	12.36	3,399,881
Chile	0.54	0.54	0.54	0.54	148,547
Colombia	0.94	0.94	0.94	0.94	258,582
Costa Rica	0.13	0.13	0.13	0.13	35,761
Dominica	0.02	0.02	0.02	0.02	5,502
Ecuador	0.18	0.18	0.18	0.18	49,516
El Salvador	0.07	0.07	0.07	0.07	19,256
United States of America	59.47	59.47	59.47	59.47	16,359,412
Grenada	0.03	0.03	0.03	0.03	8,253
Guatemala	0.13	0.13	0.13	0.13	35,761
Guyana	0.02	0.02	0.02	0.02	5,502
Haiti	0.07	0.07	0.07	0.07	19,256
Honduras	0.07	0.07	0.07	0.07	19,256
Jamaica	0.18	0.18	0.18	0.18	49,516
Mexico	6.08	6.08	6.08	6.08	1,672,528
Nicaragua	0.07	0.07	0.07	0.07	19,256
Panama	0.13	0.13	0.13	0.13	35,761
Paraguay	0.18	0.18	0.18	0.18	49,516
Peru	0.41	0.41	0.41	0.41	112,786
Dominican Republic	0.18	0.18	0.18	0.18	49,516
St. Kitts and Nevis	0.02	0.02	0.02	0.02	5,502
Vincent and the Grenadines	0.02	0.02	0.02	0.02	5,502
St. Lucia	0.03	0.03	0.03	0.03	8,253
Suriname	0.07	0.07	0.07	0.07	19,256
Trinidad and Tobago	0.18	0.18	0.18	0.18	49,516
Uruguay	0.26	0.26	0.26	0.26	71,523
Venezuela	3.20	3.20	3.20	3.20	880,278
SUB TOTAL	98.76	98.76	98.76	98.76	27,167,572
Cuba **	1.24	1.24	1.24	1.24	341,108
TOTAL QUOTAS	100.00	100.00	100.00	100.00	27,508,680
MISCELLANEOUS INCOME					2,491,320
TOTAL REGULAR FUND					30,000,000

* In Spanish alphabetical order

** Corresponds to the Cuban quota

IICA/CE/Res.299(XVIII-O/98)
30 October 1998
Original: Spanish

RESOLUTION No. 299

**REMUNERATION OF THE DIRECTOR GENERAL
FOR THE 1998-1999 BIENNIUM**

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting,

CONSIDERING:

That Article 8f. of the Convention on the Institute and Article 2f. of the Rules of Procedure of the Inter-American Board of Agriculture (IABA) state that it is a function of the Inter-American Board of Agriculture to set the remuneration of the Director General of the Institute;

That the Inter-American Board of Agriculture, at its Ninth Regular Meeting, in Resolution IICA/JIA/Res.314(IX-O/97), delegated to the Executive Committee authority to set the remuneration of the Director General for the 1998-1999 biennium,

RESOLVES:

To set the base salary of the Director General for the 1998-1999 biennium at the 1997 level.

IICA/CE/Res.300(XVIII-0/98)
30 October 1998
Original: Spanish

RESOLUTION No. 300

1998-2002 MEDIUM TERM PLAN

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.347(98) "1998-2002 Medium Term Plan," and the document "Contribution of Brazil to the Review of the 1998-2000 MTP,"

CONSIDERING:

That at its Ninth Regular Meeting, the Inter-American Board of Agriculture (IABA), through Resolution IICA/JIA/Res.308(IX-O/97), instructed the Director General to update the 1994-1998 Medium Term Plan (MTP), taking into account the fora of ministers of agriculture held in San Jose, Costa Rica (1995) and Santiago, Chile (1997);

That in the same resolution, the IABA asked the Director General to report to the Executive Committee, at its Eighteenth Regular Meeting, on the adjustments incorporated into the Plan for the 1998-2002 period;

That in preparing the 1998-2002 MTP the Director General took into account the results of consultations with officials of public and private sector institutions of the Member States and fostered broad participation by the technical personnel of the Institute;

That the 1998-2002 MTP (Document IICA/CE/Doc.347(98)) presented includes the issues that the Member States have defined as a priority for the action of the Institute during the 1998-2002 period, and the suggestions of the Special Committee in Support of the Institutional Transformation Process (G-10) and the contributions of the aforementioned ministerial fora, as well as those of the personnel of the Institute;

That, having analyzed the Director General's proposal, the Executive Committee expressed its support for the proposals made in the 1998-2002 MTP and made recommendations to facilitate the implementation of the Plan,

RESOLVES:

1. To approve Document IICA/CE/Doc.347(98), "1998-2002 Medium Term Plan," as the strategic orientation for the actions of the Institute during that period.
2. To request that the Director General strengthen and prioritize the Institute's action in the areas of water, natural resources and food safety, in accordance with the resources available in the current Program Budget.
3. To urge the Governments of the Member States to carry out concrete actions in the priority subject areas to facilitate the Institute's cooperation, and to support IICA's efforts to secure external resources (non-quota) for promoting projects of interest in those areas.

IICA/CE/Res.301(XVIII-0/98)
30 October 1998
Original: English

RESOLUTION No.301

STRUCTURAL REFORM OF IICA AND ITS ORGANS

THE EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.347(98), "1998-2002 Medium Term Plan, A Strategic Vision," and the document, "Concept Paper- The Need for Structural Reform of IICA and its Organs in Light of Structural Changes in the Inter-American System," (the "Concept Paper"),

CONSIDERING:

That recent amendments to the OAS Charter and the corresponding structural modifications in the way the inter-American system conducts its affairs, together with the gradual evolution of the Inter-American Board of Agriculture into the ministerial-level forum for formulating agricultural policy in the inter-American system, makes it timely to consider whether significant structural changes in the Institute and its principal organs are necessary;

That the creation of the Inter-American Council for Integral Development ("CIDI") under the Protocol of Managua of the OAS Charter represents an effort by the OAS Member States to coordinate and institutionalize more effective mechanisms for formulating, implementing, and evaluating development-related policy for the hemisphere through partnership and dialogue between and within sectors at the ministerial level;

That Chapter V of the 1998-2002 Medium Term Plan calls for "revising the rules and regulations of the governing bodies...in order to equip them to take on a new role in response to the new challenges and responsibilities arising from the inter-American agenda and the need to reposition agriculture in this context":

RESOLVES:

1. To urge the Member States to review the Concept Paper and to send their written observations to the Director General before December 31, 1998.
2. To request the Director General, taking into account the observations received from the Member States, to present for the consideration of the next Regular Meeting of the Executive Committee and subsequent consideration of the IABA:
 - a. Draft amendments to IICA's Rules of Procedure for implementing structural changes based on the Concept Paper.
 - b. A report and recommendations on the establishment of institutional mechanisms for improving coordination of the Institute's programs with CIDI.
 - c. A report that evaluates the relative merits of amending the Convention on the Inter-American Institute for Cooperation on Agriculture and which contains specific recommendations for the text of such amendments if the report concludes that modification of the Convention is desirable.

CONCEPT PAPER

THE NEED FOR STRUCTURAL REFORM OF IICA AND ITS ORGANS IN LIGHT OF STRUCTURAL CHANGES IN THE INTER-AMERICAN SYSTEM¹

I. INTRODUCTION

Almost twenty years have passed since the Convention on the Inter-American Institute for Cooperation on Agriculture (IICA) was opened for signature. In that time, there have been significant changes and developments in the structure of the inter-American system and cooperative relationships among Member States of the OAS and the Institute. Indeed, during that period, the OAS Member States have amended the OAS Charter three times to take into account the need for new mechanisms to promote and facilitate those changes and developments. The amendments to the Charter and the corresponding structural modifications in the way the inter-American system conducts its affairs, together with the gradual evolution of the Inter-American Board of Agriculture (IABA) as the *de facto* ministerial-level forum for formulating agricultural policy in the inter-American system, gives rise to the need to consider the need for significant structural changes in the Institute and its principal organs.

This concept paper is divided into four substantive sections. The first summarizes the changes in the organization of technical cooperation in the OAS and inter-American system in recent years. The second discusses the *de facto* evolution of the IABA as the principal agricultural policy-making mechanism in the hemisphere. The third sets out broad suggestions for reorganizing the Institute and its organs so that the IABA can more effectively carry out a hemispheric policy-making function at the ministerial level and so that the Institute may more efficiently carry out its operations. The fourth and final

¹ Chapter V of the Medium Term Plan, entitled "Institutional Transformation to Meet the New Challenges," calls for a review of the "rules and regulations of the governing bodies (IABA and Executive Committee) in order to equip them to take on a new role in response to the new challenges and responsibilities arising from the Inter-American Agenda and the need to reposition agriculture in this context." The purpose of this paper is to identify and analyze those elements of the political bodies that could benefit from structural change and to provide concrete suggestions for directing and implementing the process of the institutional reform of those organs.

section suggests several pragmatic steps that may be taken by the Eighteenth Regular Meeting of the Executive Committee to facilitate the process of structural reform within IICA.

II. RECENT STRUCTURAL REFORM IN TECHNICAL COOPERATION IN THE OAS AND ITS ORGANS

A. Institutionalization of Integral Development at the Ministerial Level Through CIDI

As a result of the amendments to the OAS Charter under the Protocol of Managua, which entered into force on January 31, 1996, multilateral cooperation for development in the hemisphere is now centered on three overriding principles: First, development should be integral, proceeding through an orchestration and coordination of policies and activities among sectors. Second, development must be implemented through a true partnership of the OAS Member States achieved through the vigorous sharing of resources and experiences. Third, the formulation and promotion of inter-American sectoral policies should be channeled through an inter-American dialogue at the corresponding ministerial levels within the institutional structure of the Inter-American Council for Integral Development (CIDI) and/or the Specialized Organizations of the OAS.

CIDI is the mechanism responsible within the OAS for the over-all coordination of development in accordance with those overriding principles. CIDI was established under the Protocol of Managua. It operates by way of regular, special, and sectoral meetings at the ministerial level and through a variety of subordinate organs.² The subordinate organs include the Permanent Executive Committee for Integral Development (CEPCIDI) in Washington, the Inter-American Specialized Committees (including, inter alia, the Special Committee on Trade (CEC), the Committee on Integral Development (CIDS), the Committee on Science and Technology (COMCYT), the Committee on Ports), and other entities created by CIDI with the approval of the General Assembly in accordance with the Charter. In 1997, the OAS General Assembly, at CIDI's recommendation, adopted a five-year Strategic Plan for Integral Development in the Americas. It is the responsibility of CIDI to monitor inter-American development activities within the context of the Plan and to recommend adjustments to the Plan as required.

² See CIDI Statutes, Articles 11-16.

In sum, CIDI represents an effort by the OAS Member States to coordinate and institutionalize more effective mechanisms for formulating, implementing, and evaluating development-related policy for the hemisphere. More important, however, it reflects the conviction that the objectives and aspirations of the American states for integral development can be best advanced through partnership and dialogue between and within sectors at the ministerial level.

B. Transformation of Specialized Conferences into Permanent Institutions within Context of CIDI

Prior to the establishment of CIDI, the principal mechanisms for formulating inter-American development policy at the ministerial level were the Specialized Inter-American Conferences. With the advent of CIDI, whose purpose is to facilitate and coordinate ministerial policy-making within the framework of integral development, it is likely that the Specialized Conferences will gradually be replaced by sectoral meetings of CIDI, CIDI's subordinate organs, or other mechanisms closely integrated into the CIDI structure. Indeed, CIDI passed a resolution at its Second Regular Meeting in 1997 requesting CEPCIDI to make recommendations for the integration of the Specialized Conferences within CIDI. As a result, CIDI has recommended the elimination of several Specialized Conferences and the transformation of others into CIDI organs.

Yet even before the creation of CIDI, the Member States recognized the need to channel the process of ministerial-level policy making, policy implementation, and policy evaluation into more permanent and regular mechanisms. Thus, for example, in 1992, the Inter-American Telecommunications Conference (CITEL) requested the OAS General Assembly to convert that Specialized Conference into the Inter-American Telecommunications Commission (still known as CITEL), with a permanent Secretariat, an Executive Committee (COMCITEL), and Permanent Consultative Committees, which include private-sector participants, for making policy recommendations to CITEL in the corresponding specialized technical areas of the inter-American telecommunications agenda.

III. DE FACTO SHIFT OF AGRICULTURAL POLICY MAKING FROM ICMA TO IICA'S INTER-AMERICAN BOARD OF AGRICULTURE

The transformation in the agricultural area, while less formal, has been no less dramatic than in other areas of the OAS. Within the inter-American system, the official ministerial-level policy-making body in the area of agriculture is the Inter-American

Conference of Ministers of Agriculture (ICMA). Nonetheless, the ICMA has not convoked a meeting since 1991. The reason is that in practice, the biannual meetings of IICA's Inter-American Board of Agriculture have taken the place of the ICMA as the ministerial forum for the discussion of issues and policy relating to agriculture in the hemisphere.³

Unlike the case of CITEI and other inter-American institutions that have undergone similar transformation, the conversion of IICA's IABA into the ministerial forum for inter-American agricultural policy is not based on a resolution of the OAS General Assembly, a change in the OAS Charter, or a modification of the Institute's rules or constitutive documents. Indeed, there is nothing in the Convention on the Inter-American Institute for Cooperation on Agriculture (the Convention) which confers upon IICA or its organs responsibility for formulating inter-American agricultural policy, or which elevates the IABA to the status of a ministerial forum.

Article 3 of the Convention states that the purposes of the Institute are to "encourage, promote, and support the efforts of the Member States to achieve their agricultural development and Rural welfare." Article 4 goes on to state that to achieve that purpose, IICA shall act as an organ of consultation in the agricultural sector: shall formulate and execute plans, programs, projects, and activities, in accordance with the needs of the Member States; shall "contribute to the achievement of the objectives of their agriculture development and rural welfare policies and programs;" and shall promote the strengthening of national education, research, and rural development institutions. Conspicuously absent in those articles is an express provision giving IICA a political role in agricultural policy-making for the hemisphere.

The articles in the Convention in relation to the authority similarly fail to confer upon IICA or the IABA responsibility for ministerial-level policy making. Indeed, Article 7, which treats the issue of representation on the IABA, simply states that each Member State "shall appoint one representative, who shall preferably be connected with

³ By the mid-1980s, many countries began sending their ministers of agriculture to the IABA meetings. In both 1987 and 1991, the Institute, with the cooperation of the OAS, convoked the IABA and ICMA for the same time and place so that both meetings could proceed simultaneously. Because in practice, both institutions have the same membership and treat the same issues, it makes sense to merge the functions of the ICMA into the IABA and to abolish the ICMA. As the supreme organ of the OAS under the OAS Charter, the OAS General Assembly could adopt a resolution for that purpose.

agricultural and rural development.” There is no requirement for ministerial-level representation, and only a preference for persons with expertise in IICA's substantive agenda. That same Article provides that the IABA “is the highest organ of the Institute.” It does not, however, state it is the highest agricultural policy-making organ for the inter-American system. Similarly, Article 8, which sets out the functions of the Board, does not confer upon the IABA responsibility for the agricultural policy of the American states. It simply states that the Board shall “adopt measures related to the policy and action of the Institute, taking into account the proposals of the Member States and the recommendations of the General Assembly and the Councils of the Organization of the Organization of American States” (emphasis added).

In practice, however, the lack of a clear mandate in the Convention for formulating policy at the ministerial level has not prevented IICA from assuming that role. Indeed, since the early 1980s, IICA's Inter-American Board of Agriculture has evolved into the *de facto* ministerial forum for inter-American agricultural policy to the extent that it has entirely eclipsed the need for convoking the ICMA.⁴

IV. INTER-AMERICAN SYSTEM AND FOR SIMPLIFYING THE ADMINISTRATIVE, TECHNICAL AND FINANCIAL OVERSIGHT OF THE INSTITUTE'S ACTIVITIES

In light of those developments, it is appropriate to consider the need for amending the convention on the Inter-American Institute for Cooperation on Agriculture and/or otherwise modifying the internal structure of the Institute to institutionalize the IABA's role as the ministerial-level policy forum for agricultural-related issues in the Americas. The assignment of that role to the IABA and its legal elevation to a ministerial-level organ implies: (1) that the IABA will require permanent committees to assist in channeling, aggregating, and processing the political participation necessary for developing hemispheric participation in the policy-making process, and (2) that the IABA

⁴ In fact, the IABA, in adopting its own Rules of Procedure, has assumed vital policy functions. For example, Article 3(b) of those Rules authorizes the Board “to make recommendations to the General Assembly and to the Councils of the Organization of the American States on agricultural and rural development.”

will have less time to devote to the technical, administrative, and financial oversight of the Institute's operations, and therefore, the Executive Committee and other organs of the Institute will have to assume more of those functions.⁵

A. Establishment of Permanent Committees

If the Board is to take on permanently a more formal policy-making ministerial-level function, it should organize itself accordingly. To that end, it should consider establishing Permanent Committees under its Rules to study and make recommendations to the IABA in each of the major program areas of the Institute.⁶

⁵ Article 4 of the IABA's Rules of Procedure sets out a series of functions which are nondelegable. The existence of this article, by itself, confirms that the Member States have interpreted the Convention as permitting the delegation of powers by the IABA to other organs and institutions. If that were not the case, there would be no need for Article 4 of the IABA Rules.

Because Article 4 is part of the Rules and not the Convention, it can be modified by the Board itself without the need for modifying the Convention. Thus, there are certain functions presently nondelegable under Article 4 which could be delegated to the Executive Committee or another organ or committee created by the IABA for that purpose if the IABA were to modify Article IV.

Notwithstanding the IABA's recognized authority to delegate its functions, however, logic requires the conclusion that there are certain functions under the Convention that cannot be delegated to the Executive Committee simply because it has only twelve members. Those functions that are clearly non-delegable are those requiring under the Convention a vote of a majority of the Member States or a qualified majority (2/3) of the Member States. They include approval of the budget, the election and removal of the Director General, the approval of new Member States, and the approval of the annual quotas of the Member States. See Articles 8(b), 5(B), 8(f), 10, 35, and 19.

⁶ Under the proposed Medium Term Plan, those areas would be: Policies and Trade; Science, Technology and Natural Resources; Agricultural Health; Rural Development; Training and Education; and Information and Communications. See IICA/CE/Doc.347(98), at pp. 11-13 (English).

Each Committee would be composed of a Member State from each of the Regional Centers, selected on a rotational basis in alphabetical order for two-year terms ending at the end of the next regular IABA Meeting.⁷ The Board would elect the Committee Presidents from among the Committee members, and the Presidents would similarly serve for a two-year term ending at the end of the next Regular Board Meeting. Each Committee would then elect its other Officers and would meet as required between the biannual meetings of the IABA to formulate policy recommendations for the Board's endorsement.

Each Committee would draw upon the corresponding Consortium or technical area of the Institute for secretariat, technical and logistic support. The Committees could also incorporate limited participation by the private sector and other elements of civil society, as has been done in the case of the Permanent Consultative Committees of CITEL.

The establishment of such Committees does not require amendment of the Convention. All that is required is an amendment to the IABA's Rules of Procedure on "Committees".⁸

The alphabetical order would be established at a different part of the alphabet for each Committee by regional group so as to assure that no country within a regional grouping would serve on more than one Committee for any two-year term before all others in that grouping have been selected to serve on at least one such Committee for that term.

⁸ Article 43.A of the IABA Rules of Procedure states:

At its plenary session, the Board shall be empowered to: (a) establish any committees it may deem necessary and assign agenda items to them; (b) coordinate the work of the committees, examine its progress and make pertinent recommendations.

Similarly, Article 51 of those Rules states:

The Board may set up temporary or special committees, establishing their mandate and duration, to examine questions related to the nature and purposes of the Institute and make any relevant recommendations. The Board or the Director General shall, with the authorization of the Board, determine the duties of such committees.

Also, Article 3(m) of the Rules authorizes the IABA:

To form such ad hoc committees or working groups as it deems necessary for the work of the Institute, determining in each case the mandate and duration.

B. Establishment of Council of Permanent Directors (CPD)

The prospect of delegating many of the IABA's non-policy related functions to the Executive Committee raises the question of the need for yet another organ that can assume functions presently performed by the Executive Committee for facilitating the operations of the Institute so that the Executive Committee may more effectively take on administrative, technical, and financial oversight responsibilities formerly assumed by the Board. Ideally, such a new organ would be smaller than the current Executive Committee, be composed of permanent representatives appointed by the Member States of that organ, and would have authority to authorize many of the financial and administrative actions which currently require Executive Committee approval.

Such an organ might be called the Council of Permanent Directors (CPD). Alternatively, the current Executive Committee could be re-named the "Board of Directors" and this new smaller organ would be called the Executive Committee; however, such a change in the name of the current Executive Committee would require modification of the Convention.

Membership in the new organ would be restricted to the six major contributors and one Central American Member State and another Member State from the Caribbean. The country members from the Caribbean and Central America would change by rotation in alphabetical order at the end of each regular meeting of the IABA -- i.e., every two years.

Each of the eight Member States would appoint a Permanent Director to serve as its representative on the Council of Permanent Directors, much as they appoint Permanent Representatives to the Permanent Council of the Organization of American States and country directors to the Inter-American Development Bank. The Permanent Directors would be either high-ranking career or political employees of the government; however, their status as Permanent Directors would end with the expiration of their underlying government position.

Unlike the OAS Permanent Representatives and Bank's Country Directors, however, IICA's Permanent Directors would not reside at headquarters. Rather, the Council would schedule regular meetings once every three months (four times a year); however, it is hoped that as technology improves, much of its business could be conducted by way of less expensive E-mail chatlines, teleconferencing, and through other electronic media devices.

As with the establishment of the Permanent Committees for the Inter-American Board of Agriculture, the initial creation of the CPD would not necessarily require a change in the Convention; however, amendment of the Convention to provide for such an organ would give it a more permanent and secure institutional legal basis within the Institute. Under their respective Rules of Procedure, both the IABA and the Executive Committee have authority to "establish any temporary or special committees or working groups it may deem necessary to carry out the work of the Institute, in each case defining the mandate and duration."⁹ The Council would take the form of a "Special Committee" established under those Rules. In that regard, the CPD would not be the first special or "ad hoc" committee with quasi-permanent status established by the IABA or Executive Committee. In 1993, the IABA created the Audit Review Committee (CRA) pursuant to its authority under those Rules.¹⁰

V. RECOMMENDED ACTION FOR THE EIGHTEENTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE TO ADVANCE STRUCTURAL REFORM OF THE INSTITUTE

The Eighteenth Regular Meeting can advance the structural reform of the Institute by adopting a resolution on structural reform with the following operative provisions:

First, the resolution should request the Director General to present for the consideration of the next regular meeting of the Executive Committee proposed amendments of the IABA's Rules of Procedure which provide for the creation and functioning of Permanent Committees of the IABA with the structure, functions, and membership set out in Section IV(A) of this Concept Paper.

Second, the resolution should request the Director General to present for the consideration of the next regular meeting of the Executive Committee proposed amendments to Articles 2-6 of the IABA's Rules of Procedure which will: (1) expressly recognize the IABA's role and function as the inter-American forum for conducting the ministerial dialogue necessary for the formulation and promotion of hemispheric

⁹ See IABA Rules of Procedure, Article 3 (m) (permits establishment of "ad hoc committees or working groups"); Executive Committee Rules of Procedure, Article 4 (g) (quoted above in text).

¹⁰ See IICA/JIA/Res.231(VII-O/93).

agriculture-related policy; and (2) expressly encourage the Member States to send as their representatives to the IABA their respective ministers of agriculture.

Third, the resolution should request the Director General to present for the consideration of the next regular meeting of the Executive Committee proposed amendments to Articles 2-4 of the Rules of Procedure of the IABA and Articles 3-4 of the Rules of Procedure of the Executive Committee which will: (1) provide for the delegation to the Executive Committee of all the IABA's non-agricultural policy-related functions which can be delegated without violating the express terms of the Convention (i.e., those that do not require a majority or qualified majority vote of the Institute's 34 Member States and could thus be adopted by a majority of the twelve members of the Executive Committee); and (2) provide for the creation of a Council of Permanent Directors with the structure, functions, and membership set out in Section IV(B) of this Concept Paper.

Fourth, the resolution should request the Director General to present for the consideration of the next regular meeting and eventual approval of the IABA a draft resolution recommending to the OAS General Assembly the adoption of a resolution which would: (1) designate and recognize IICA's Inter-American Board of Agriculture as the ministerial-level agricultural policy-making forum within the inter-American system; (2) eliminate the ICMA and delegate its policy functions to the IABA; and (3) instruct the IABA and CIDI to establish the appropriate permanent mechanisms for collaboration in the process of integral development.

Fifth, the resolution should request the Director General to present to the next regular meeting of the Executive Committee a report and recommendations on the establishment of institutional mechanisms for improving coordination of the Institute's programs and the agricultural policy-making process with CIDI.

Finally, the resolution should request the Director General to evaluate the need for amending the Convention, and if deemed necessary, to make specific recommendations for the text of such amendments for consideration of the next regular meeting of the Executive Committee in order to initiate the Convention modification process.¹¹

¹¹ See Convention, Article 35; IABA Rules of Procedure, 3(k), 4(g); Executive Committee Rules of Procedure, Article 4(r).

IICA/CE/Res.302(XVIII-O/98)
30 October 1998
Original: Spanish

RESOLUTION No. 302

ESTABLISHMENT OF AN INTER-AMERICAN MECHANISM
TO PREVENT AND DEAL WITH NATURAL DISASTERS
IN THE RURAL SECTOR

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting,

HAVING SEEN:

The document presented by the Government of Mexico "Proposal for the Creation of Mechanisms for the Prevention and Mitigation of the Effects of Natural Disasters in Rural Areas,"

CONSIDERING:

That each year the countries of the hemisphere are faced with different kinds of emergencies caused by natural disasters (earthquakes, hurricanes, tornados, landslides, floods, droughts and fires) that affect rural areas and their inhabitants most severely, especially places occupied by the poorest sectors of the population;

That much of the damage caused by natural disasters to the life and health of the population, and the economic damage caused by the destruction of infrastructure and the loss of crops, could be alleviated if the Member States of the Institute were to pool their capabilities, experience and resources to deal with such emergencies;

That on reiterated occasions both the Executive Committee and the IABA have adopted measures and allocated resources after phenomena of this kind have occurred to alleviate the damage caused in certain Member States. However, such efforts are limited in scope and not very timely, given the magnitude of the disasters with which some countries have had to contend, especially in the case of phenomena whose occurrence or cycles can be foreseen;

That the Government of Mexico has submitted to the consideration of the Executive Committee a proposal calling for the establishment of a Natural Disaster Program, and the creation of a Fund to Finance Prevention and Recovery Actions in Agriculture in cases of Natural Disasters;

That the delegations have offered to share their experiences in this regard with IICA.

RESOLVES:

To entrust the Director General, taking into account the observations of the delegations and experiences of the Member States, with the task of analyzing and further developing the proposal concerning inter-American mechanisms for preventing and dealing with the effects of natural disasters in rural areas, presented by the Government of Mexico, in order to:

- a. Formulate recommendations on ways of strengthening the capabilities of the countries for dealing with natural disasters in a solidary manner;**
- b. Propose the role that IICA could play in supporting the efforts of the member countries to prevent and deal with emergencies;**
- c. Present the results to the next regular meeting of the Executive Committee.**

**PROPOSAL FOR THE CREATION OF MECHANISMS FOR THE
PREVENTION AND MITIGATION OF THE EFFECTS OF
NATURAL DISASTERS IN RURAL AREAS**

BACKGROUND AND RATIONALE

In addition to the climatic conditions that often introduce factors of uncertainty and risk into production in the rural areas, there are also natural disasters, whose varied causes and usually major social and economic impact constitute a recurring threat that increases and exacerbates the vulnerable nature of agricultural activities.

Whenever droughts, floods, frosts, hurricanes, or forest fires take on the dimensions of a catastrophe, economic activities in rural areas are faced with extremely critical situations: the loss of capital investment in production units, the immediate loss of production, major obstacles to the recovery of production capacity, new threats to animal and plant health, and, obviously, an increase in agricultural debt, the inability of production units to generate income, family crises, an increase in rural poverty, etc.

Recent examples were as the severe floods this year in Chiapas, Mexico; the scourge of the El Niño phenomenon in several countries on the Pacific coast during 1997, and the constant forest fires throughout the Americas, which in Mexico alone reached the dramatic figure of 150,000 in just one year. These events are eloquent proof not only of the recurring nature of climatic phenomena, but also of the magnitude of the effort required to mitigate them.

While it is true that all countries are prepared for, or can mount, emergency aid operations during the crises, little progress has been made in two areas of particular importance: the implementation of regular actions to prevent damage to the economy and production, and the operation of programs to restore rural production activities.

The tendency to react "after the fact" is generally attributable to the absence of a *social and institutional culture of prevention*. For this reason, assistance operations during crises tend to focus on the immediate effects. While such actions are essential and urgently needed, they are not sufficient from the point of view of the reconstruction of the rural production system. For the latter to occur successfully, there must be a strategic vision in which the crisis *constitutes an intermediate point in the overall course of action*.

Nevertheless, this objective cannot be achieved unless there are appropriate mechanisms to manage the institutional, economic, financial and technological variables involved in implementing such a strategy.

In the face of these challenges, the Government of Mexico, through the Ministry of Agriculture, Livestock and Rural Development, proposes that the Executive Committee of IICA study certain options, which, if implemented, would facilitate a more effective technical and financial response to emergencies and the challenges posed by natural disasters to agriculture in the countries of the region.

Two possible alternatives are suggested in this regard. Firstly, the creation of an *ad hoc* program within IICA, mainly based on technical assistance activities and support for the planning and implementation of programs and projects to mitigate the effects of natural disasters. The second alternative would be for the Committee to consider the possibility of promoting the creation of an inter-American financial mechanism, which, with the direct sponsorship of IICA, would raise resources to finance prevention emergency assistance programs, and others aimed at reactivating production activities in rural areas affected by natural disasters.

In both cases, actions would be organized to provide technical solutions for the sector, targeted specifically at rural areas. At the same time, it is understood that, because the problems to be addressed occur in crisis situations caused by the risks or effects of natural disasters, these actions are not intended to deal with problems of a structural nature, but rather to create favorable conditions for managing the crisis and paving the way for the sustainable recovery of the agricultural production base.

Both proposals are described in detail below.

PROPOSAL A

CREATION OF A SPECIAL PROGRAM FOR NATURAL DISASTERS

This option would involve analyzing the possibility of creating a special technical assistance program, within the operational structure of IICA, aimed at supporting member countries in their efforts to protect rural production systems from the effects of natural disasters.

The Special Program would consist of three subprograms: *Prevention, Immediate Response and Recovery*, in addition to a *support component* underpinning all three subprograms, involving training and research.

1. Prevention Subprogram

Its objective would be to strengthen the prevention and anticipated-response capabilities of public and private institutions and of the potentially affected communities. The main support components that this subprogram would offer the countries of the region would be, among others:

- Preparation of national and regional maps to identify areas that are at risk.
- Design and implementation of measures to control and mitigate the potential impact of natural disasters.
- Measures to prepare the potentially affected population for dealing with emergency situations, including dissemination campaigns, information workshops, focal projects for technical assistance on anticipatory actions, etc.
- Design and implementation of information systems.

2. Immediate Response Subprogram

This subprogram would be of a contingency nature and closely linked to the prevention subprogram. The components that could be considered in this case would be:

- Support in identifying areas and groups of farmers not covered by global assistance during the crisis.
- Support in the design and implementation of Emergency Information Centers.

- Support for national authorities in coordinating interagency contingency assistance and the implementation of the corresponding logistics.

3. Recovery Subprogram

This subprogram would be based on IICA's technical assistance to the member countries in the design and implementation of programs and projects aimed at rehabilitating rural production systems affected by natural disasters.

The possible areas in which activities would be carried out under this subprogram would be as follows:

- Rehabilitation of the productive infrastructure.
- Assistance for actions to prevent the loss of crops.
- Restoring of agricultural health parameters.
- Support for the introduction and development of alternative crops and productive activities that would be less affected by natural disasters.
- Reorganization of the technology transfer, technical assistance and agricultural extension complex.
- Reclamation and conservation of renewable natural resources.
- Support for actions to *resettle* farmers.
- Generation of both contingency and long-term rural employment.

4. Support Component

The aim of this component would be to act in the three critical phases of the Special Program (before, during and after natural disasters). Its main activities would be as follows:

- **Training, mainly to: foster the implementation of national warning systems; develop new institutional abilities for analyzing risks and vulnerability related to natural disasters; coordinate the development of wide-ranging plans and programs for the rural production areas affected; implement measures that would contribute to the rapid recovery of productive systems and to ensuring their sustainability.**
- **Research and studies aimed particularly at: technology innovation and the introduction of productive systems with greater resistance to risk; systems to monitor programs for the recovery of production; settlement of *post-crisis* conflicts; restoration of the productive infrastructure.**
- **Information and dissemination aimed particularly at supporting training activities and disseminating the results of research and studies. They would involve support for wide-ranging campaigns, especially during the phases of immediate response to crises and the recovery of production.**

PROPOSAL B

CREATION OF A FUND TO FINANCE PREVENTION ACTIONS AND THE RECOVERY OF AGRICULTURE IN CASES OF NATURAL DISASTERS

This proposal concerns the creation of an inter-American fund promoted by IICA. The purpose of the fund would be to respond to the enormous problems created by natural disasters with an institutional instrument that would be greater in coverage and scope than the Special Program proposed previously, although it would also complement it.

Mission and objectives of the Fund

The Fund's mission would be to attract, administer and channel financial resources for the design and execution of programs, projects and activities intended exclusively to protect agriculture from the negative effects of natural disasters.

The general objectives of the Fund would be:

- To promote and support the united efforts of public and non-governmental agencies, private enterprises, academic institutions, rural communities, and bilateral and multilateral cooperation agencies, aimed at the coordinated execution of activities to prevent and mitigate the negative effects of natural disasters.
- To promote the creation of appropriate conditions for the rehabilitation and recovery of the agricultural production process, based on the development of a culture of prevention and operational strategies that would involve local populations and resources together with public and private institutional efforts.

The specific objectives would be:

- To make a financial instrument available for agricultural and rural activities that, over the long term, would provide sustained support for the prevention of, immediate assistance for and recovery from the economic and productive damage caused by natural disasters.
- To improve and strengthen national and local capabilities for anticipating, preparing for and responding to natural disasters.

- To promote institutional coordination for the application of technologies and methodologies in the prediction and prevention of natural disasters, the evaluation of their impact, and the development of options for economic recovery and the rehabilitation of production.

Financial functions of the Fund

The Fund would be established as a hemispheric, multilateral funding organization.

The operations of the Fund would be limited to the administration of the financial resources it obtains. It would not execute projects; projects would be implemented by public and private executing agencies under execution agreements and contracts signed with the Fund for such proposes.

The Fund would carry out its three financial functions in the following way:

a) **Obtaining of financial resources:**

To carry out this activity, the Fund would have a medium- and long-term strategic plan establishing eligibility criteria for the different programs and projects. Charts showing the supply of and demand for funding would be designed and continually updated, together with a strategic portfolio of projects, and a menu of negotiation strategies the different funding sources.

The strategy for attracting resources would be based on the use of certain financial instruments and arrangements that would ensure the long-term viability of operations. To this end, consideration would be given to the use of trust funds and other arrangements that would simultaneously permit long-term financial administration and resources to be obtained up front, in order to obtain optimum returns over time. Some options in this regard are presented in Appendix 1..

b) **Administration of financial resources**

Since the institutional role of the Fund is to ensure the long-term financial sustainability of activities intended to mitigate the effects of natural disasters, the resources it obtains would be administered through the management of one or more *investment portfolios*.

Contracts with financial institutions or banks for *portfolio management or confidential assignments* would be awarded through public bidding processes. They would be awarded for one year, with renewal clauses based on performance evaluation.

Each *investment portfolio* could be composed of fixed term bonds and equities in proportions agreed with the donors. The usual strategy is to give preference to fixed term bonds, as a safety measure in the short and medium-term, with a smaller proportion (between 15% and 25%) being invested in equities to be administered with a long-term horizon.

c) Channeling of financial resources

As mentioned above, the Fund would not execute projects directly. It would monitor the technical, administrative and accounting aspects of project implementation, and funding would be provided under agreements or contracts with eligible institutions from both the public and private sectors.

Internal operations and organizational structure

The Fund would operate under the strategic direction of *Board of Directors*, which would be chaired by the Inter-American Institute for Cooperation on Agriculture (IICA), whose main functions would be those stemming from its status as the chief decision-making body. The Board would be made up of representatives of key institutions from the public and private sectors and donors.

One of the most important functions of this Board would be to approve the programs, projects and activities to be financed with the Fund's resources.

Depending on the number of members that the Board might eventually have, there are two options. If there were to be many members, the Board could be divided into *Technical Committees*, which would be specialized according to the Fund's executive functions. These Committees would be the link between the Fund's strategic and executive functions.

Should there be fewer members, a technical advisory body could be created, directly linked to the executive functions. This could be an *Advisory Committee*, made up of representatives of institutions involved in the Fund's activities, as well as well-known individuals and others from civil society with a solid record in areas that are of interest to the Fund.

For its executive functions, the Fund would have a *General Manager* with three *Line Managers* for *institutional planning, financial operations and project control*. This would

be a highly qualified technical team so that only a small staff would be needed for the executive functions. A possible organizational chart is proposed in Appendix 2.

Strategy for implementing the proposal

If this proposal is considered viable, the creation of the Fund should be preceded by a feasibility study that would include, in addition to the usual content of documents of this kind, a comparative analysis of successful or unsuccessful experiences in regard to prevention activities and emergency aid for dealing with natural disasters.

APPENDIX 1

Financial instruments that could be used by the Fund:

- **Trust Funds**, some arrangements which are being used successfully in several Latin American countries, such as endowment funds, sinking funds and mixed funds (that allow generation of an endowment as the institution's patrimonial capital on conclusion of the sinking fund's placement period).

An alternative type of trust fund would involve bilateral or commercial debt conversion operations, through so-called debt swaps. However, as the Fund would be an inter-American institution, the feasibility of using this arrangement should be studied.

- **Institutional bonds**, issued initially on the basis of the contributions of the member countries of the Fund.
- **Bilateral or multilateral donations**, which can be negotiated as contributions to long-term programs, under the terms of trust funds or as partial disbursement funds.
- **Earmarked funds**, obtained mainly from international foundations to finance focused technical assistance programs.
- **Funds generated by sales of carbon**. This is a new financial instrument arising out of the *International Convention on Climate Change*, whose resources can be used for forestation and reforestation programs and those related the use of alternative energy sources. These operations, also called *clean development*, are carried out

with companies in the international private sector. Nevertheless, as in the case of debt conversion, the real viability for the Fund of using this type of arrangement to obtain financial resources should be studied.

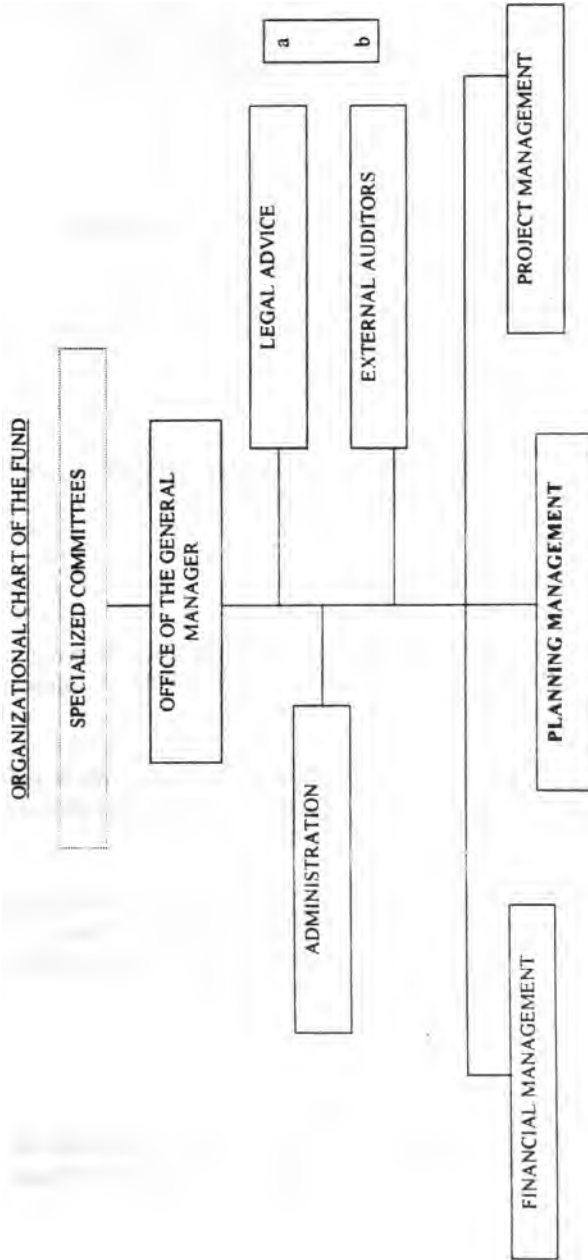
- **Commercial funds** that could be negotiated with private banks in the context of their corporate image strategies.
- **Technical assistance funds**, which these are conventional international cooperation funds.

Secondly, the experiences of inter-American funds should be systematized in order to extract the lessons learned from previous efforts, even if their aims were different from those of the proposed Fund.

Basic conditions for the start-up of the Fund:

- The creation of the Fund should be based on the contribution of *seed capital*, in the form of an endowment that would provide sufficient returns to cover the institution's long-term operating costs. This measure would be a useful strategy for the subsequent development of the Fund, inasmuch as it would create appropriate conditions for new donors to allocate resources that would be channeled exclusively to programs and projects.
- The seed capital could be provided by contributions from member countries, from the latter plus a contribution from IICA, or from both together with contributions from organizations such as the World Bank and the Global Environmental Facility (GEF), both of which have resources that could be donated to the new Fund.
- The United Nations Development Programme (UNDP) would be the appropriate institution for consultations on the Fund's sphere of activities, in order to obtain technical advice on the technical aspects of natural disaster management.

APPENDIX 2
ORGANIZATIONAL CHART OF THE FUND



(a) (b): alternative options

IICA/CE/Res.303(XVIII-O/98)
30 October 1998
Original: Spanish

RESOLUTION No. 303

INTER-AMERICAN AWARD FOR FARMERS

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.351(98) "Membership of the Awards Selection Committee and Inter-American Awards in the Rural Sector, "

CONSIDERING:

That the Executive Committee, at its Seventeenth Regular Meeting, in the Report of the 1996-1997 Awards Selection Committee, called for the creation of the "Inter-American Award for Farmers":

That the Inter-American Board of Agriculture, at its Ninth Regular Meeting, approved the proposal submitted by the Awards Selection Committee calling for the creation of the Inter-American Award for Farmers:

That the Inter-American Award for Farmers is granted in recognition of male or female farmers who simultaneously display qualities of innovation, competitiveness and solidarity, and engage in agricultural practices that contribute to the conservation of the environment,

RESOLVES:

1. To accept Document IICA/CE/Doc.351(98) "Membership of the Awards Selection Committee and Inter-American Awards in the Rural Sector" and

to submit it to the consideration of the Awards Selection Committee that will meet on the occasion of the Nineteenth Regular Meeting of the Executive Committee.

2. To request that the Executive Committee, at its Nineteenth Regular Meeting, on the basis of the recommendations of the Awards Selection Committee, submit to the consideration of the Inter-American Board of Agriculture the proposal calling for the creation of the Inter-American Award for Farmers.

IICA/CE/Res.304(XVIII-O/98)
30 October 1998
Original: English

RESOLUTION No. 304

RESPONDING TO THE YEAR 2000 PROBLEM

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting,

HAVING SEEN:

The Resolution of the OAS Permanent Council CP/RES.731(1169/98),
"Resolution of the Year 2000 Informatics Problem,"

CONSIDERING:

That failure to take effective measures to address the Year 2000 (Y2K) Problem is likely to have a severe adverse impact on agriculture and related activities in the Americas;

That the OAS Permanent Council has recognized that an effective response to the YK2 Problem by the Organization of American States requires a coordinated and concerted inter-sectorial effort by all its organs, Member States, and other international organizations,

RESOLVES:

1. To instruct the Director General to take those measures necessary to assure that all of IICA's informatics systems and its equipment with integrated microchips are modified, to the extent necessary, well before December 31, 1999, so that IICA and its activities are not adversely affected by the Year 2000 Problem.

2. **To urge the Director General to cooperate and coordinate its efforts with the OAS General Secretariat, other organs of the inter-American system, international financial institutions, the United Nations, and member governments in seeking satisfactory and effective solutions to the Year 2000 Problem.**
3. **To recommend that IICA, within the context of its corresponding programs and in accordance with available resources, make available to the agricultural sector information it may have on measures for reducing the adverse effects of the Year 2000 Problem on agricultural activities.**
4. **To recommend that the Ministries of Agriculture dedicate the necessary resources towards resolving the Year 2000 Problem in the agricultural sector.**
5. **To request the Director General to report to the next Regular Meeting of the Executive Committee on the measures taken to implement this resolution.**

IICA/CE/Res.305(XVIII-O/98)
30 October 1998
Original: Spanish

RESOLUTION No. 305

PROGRESS OF THE PREPARATIONS FOR THE TENTH REGULAR MEETING
OF THE INTER-AMERICAN BOARD OF AGRICULTURE

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting.

CONSIDERING:

That in Resolution IICA/JIA/RES.318(IX-O/97), the Inter-American Board of Agriculture (IABA) accepted and thanked the Government of Brazil for its offer to host the Tenth Regular Meeting of the IABA in the city of Brasilia;

That the Delegation from Brazil has reported that the Government of the State of Bahia has offered the city of Salvador, Bahia, as the site of the meeting, and that, therefore, the decision has been made to shift the venue to that city;

That the Director General has informed this meeting of the Executive Committee of the progress that has been made in the preparations for the holding of this meeting.

RESOLVES:

1. To take note of the Director General's report on progress in the preparations for the Tenth Regular Meeting of the IABA, to be held in Brazil, in the city of Salvador, Bahia.
2. To congratulate the Director General and the Government of Brazil for the work carried out so far, and to ask the Director General to present another report on this matter at the next Regular Meeting of the Executive Committee.

3. **To thank the Government of Brazil and the Government of the State of Bahia for their generous offer.**

IICA/CE/Res.306(XVIII-O/98)

30 October 1998

Original: Spanish

RESOLUTION No. 306

PROGRESS IN IICA/FAO TECHNICAL COOPERATION

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting,

HAVING SEEN:

Resolution IICA/JIA/Res.264(VIII-O/95), "IICA-FAO Technical Cooperation."

CONSIDERING:

That the report presented by the Director General of IICA shows important progress in the joint efforts made by the management and technical staff of IICA and FAO to reach agreement on and implement joint cooperation activities on behalf of the countries of Latin America and the Caribbean;

That joint action of this kind permits better use to be made of the capabilities and resources of both institutions, which complement and support the ongoing efforts of the governments of countries in the hemisphere to achieve agricultural and rural development;

That the mandates issued at the hemispheric Summits of Presidents and Heads of Government include obligations for the Ministers of Agriculture and new mandates for concerted action among them, many of which call for joint support by IICA and FAO;

That at the FAO Regional Conference, IICA and FAO signed an Agreement for the Coordination of Technical Cooperation Activities (attached) in areas that are of priority for both institutions;

RESOLVES:

1. To recognize the progress achieved in coordinating and implementing joint actions between IICA and FAO.
2. To recommend that the Director General of IICA continue to expand joint efforts with FAO in order to provide a better service to the countries of Latin America and the Caribbean, especially to the relatively least developed.
3. To recommend that, in these efforts, special attention be paid to supporting the countries in carrying out the mandates of the Summits of Presidents and Heads of Government in the field of agriculture and rural development.

FAO	IICA
Food and Agriculture Organization of the United Nations	Inter-American Institute for Cooperation on Agriculture
Organización de las Naciones Unidas para la Agricultura y la Alimentación	Instituto Interamericano de Cooperación para la Agricultura

COOPERACIÓN ENTRE LA FAO Y EL IICA

COOPERATION BETWEEN FAO AND IICA

AYUDA MEMORIA

INTRODUCCIÓN

En el interés de continuar fructíferamente el proceso de consultas y de programación conjunta y con el fin de incrementar la cooperación, lograr mayor coordinación de programas e identificar un programa básico de actividades conjuntas, se llevaron a cabo dos reuniones de trabajo entre el señor Gustavo Gordillo de Anda, Subdirector General/ Representante Regional de la FAO para América Latina y el Caribe, y el señor Carlos Aquino González, Director General del IICA. La primera reunión se realizó en Santiago de Chile el 20 de abril de 1998, y la segunda en San José, Costa Rica el 23 de abril de 1998.

En las discusiones ambas partes reconocieron el importante progreso alcanzado, y confirmaron que no es necesario modificar el actual marco de cooperación, establecido en la Nota de Entendimiento firmada el 4 de febrero de 1994 por los Directores Generales Adjuntos de ambas instituciones y reafirmado en la sucesiva Nota de Entendimiento suscrita el 25 de febrero de 1997.

Expresaron también su satisfacción por los avances logrados en la inserción desde la firma de la nota de entendimiento y reafirmaron los siguientes principios a ser aplicados en la selección de iniciativas a ser realizadas coordinadamente: la importancia del tema para el desarrollo y el bienestar de las áreas geográficas atendidas por ambas organizaciones; la disponibilidad de recursos humanos, facilidades y recursos financieros de ambas organizaciones en dichas áreas geográficas; la capacidad de beneficiarse de actividades relacionadas en marcha; y las necesidades expresadas por los países miembros beneficiarios.

AIDE MEMOIRE

INTRODUCTION

In order to continue with consultations and joint programming, increase cooperation, achieve more coordinated programmes and identify a basic programme for joint activities, two work meetings were held between Mr. Gustavo Gordillo de Anda, Assistant Director-General, Regional Representative of FAO for Latin America and the Caribbean, and Mr. Carlos Aquino González, Director-General of IICA. The first meeting was held in Santiago, Chile, on 20 April 1998, and the second one in San José, Costa Rica, on 23 April 1998.

During discussions, both parties recognized the important progress achieved and confirmed that it was not necessary to modify the current cooperation framework, established in the Note of Understanding signed on 4 February 1994 by the Deputy Director-Generals of both institutions and reaffirmed in the succeeding Note of Understanding signed on 25 February 1997.

They also expressed their satisfaction regarding the progress achieved since the signing of the Note of Understanding and reaffirmed the following principles which should be taken into account when selecting joint activities to be carried out: the importance of the issue on development and well being in geographical areas covered by both Organizations; availability of human resources, facilities and financial resources of both Organizations in said geographical areas; benefits from on-going activities; and the needs of Member Countries.

RESUMEN DE ENTENDIMIENTOS Y ACUERDOS

El Subdirector General/Representante Regional de la FAO para América Latina y el Caribe y el Director General del IICA acordaron el término de las conversaciones de abril de 1998, lo siguiente:

Designar a un funcionario de cada organización para que actúen como oficiales de enlace para las relaciones operacionales entre las dos instituciones. Por la FAO, el Jefe de la Rama de Políticas señor Julio Paz, y por el IICA el Gerente Técnico señor Gerardo Escobedo.

Reconocer la pertinencia de continuar un proceso incesante de consultas y programación de acciones con el fin de aumentar la cooperación, alcanzar una mayor coordinación de programas e identificar acciones conjuntas orientadas a optimizar el uso de los respectivos recursos humanos, técnicos y financieros, en beneficio de los países miembros de las dos instituciones;

Convénir que el proceso de consultas se planea en la elaboración de un Programa Básico de Colaboración para el corto, mediano y largo plazo, con indicaciones de acciones prioritarias, países a ser beneficiados, mecanismos a utilizar, recursos a agotar, el igual que instrumentos de seguimiento y evaluación de los resultados a alcanzarse;

Establecer que las áreas prioritarias para la colaboración en el período junio de 1998-diciembre de 1999 en el contexto de los respectivos Programas de Labores y Presupuestos, serán las siguientes: comercio internacional, integración y negociaciones comerciales; análisis y asesoría en materia de políticas agropecuarias y seguridad alimentaria; salud agropecuaria; investigación agrícola; comercialización agropecuaria; desarrollo rural y descentralización de la prestación de servicios agropecuarios; educación y capacitación agropecuaria.

En ese contexto, se ha preparado el Programa Básico de Colaboración 1998-99 que se adjunta a esta Ayuda Memoria y que será implementado en forma conjunta entre ambas instituciones, para lo cual se realizarán reuniones de los oficiales de enlace y el personal técnico que se requiera de ambas organizaciones para poner en marcha las actividades conjuntas. Asimismo, tanto el Director General del IICA y el SDG/RR de FAO coincidieron en la importancia de trabajar conjuntamente en el ámbito de los programas respectivos en los países miembros. Para tal efecto se convino que el IICA y la FAO analizarán las posibilidades de trabajo conjunto en los siguientes programas, entre otros:

SUMMARY OF UNDERSTANDING AND AGREEMENTS

The Assistant Director-General, Regional Representative of FAO for Latin America and the Caribbean and the IICA Director-General agreed on the following points after their conversations in April 1998

Designate an officer in each Organization to act as Liaison between both Organizations. The Chief of the Policy Branch, Mr Julio Paz was designated on behalf of FAO and Mr Gerardo Escobedo, Technical Manager on behalf of IICA.

Recognize the relevance of continuing an intense consultation process and action programming with the purpose of increasing cooperation, achieve a greater coordination of programmes and identify joint actions aimed at optimizing the use of the respective human, technical and financial resources, benefiting the member countries of both Organizations.

Agree that the consultation process should result in the elaboration of a Basic Cooperation Programme on a short, medium and long-term basis, indicating priority actions, countries to be benefited, mechanisms to be used and resources to be contributed, as well as follow up mechanisms and an evaluation of results to be achieved.

Establish that priority areas for collaboration from June 1998 to December 1999 within the framework of the respective Programmes of Work and Budget would be the following: commercial trade, integration and trade negotiations; analysis and advice on matters related to agricultural policies, agricultural health; agricultural research; agricultural commercialization; rural development and decentralization of agricultural services; education and agricultural training.

Within this context, a Basic Programme of Collaboration for 1998-1999 has been prepared, which is attached to this Aide Memoire, and which will be implemented jointly by both Organizations. Various preparatory meetings will be held by the Liaison Officers and the technical personnel from both Organizations, which are necessary to start joint activities. Likewise, both the Director-General of IICA and the ADG-RR of FAO agreed on the importance of working together within the framework of their respective programmes in the member countries. There was consensus in that IICA and FAO analyze joint activity possibilities in the following programmes, among others:

- Apoyo a los programas PROCES complementariamente a los especialistas del IICA. El apoyo a estos programas se realizará mediante la participación en actividades específicas que financiará cada programa en la expansión de los mismos.
- Identificación y elaboración conjunta de propuestas de proyectos agropecuarios de alcance regional a ser sometidas a consideración de donantes potenciales.
- Participación conjunta en la elaboración de proyectos a ser financiados por los bancos de desarrollo (IDB, Banco Mundial, CAF, Banco de Desarrollo del Caribe), así como por FIDA y GTZ, para los países o grupos de países de la Región, en especial los países miembros del CARICOM.
- Participación en actividades del fondo IICA-IBD de Tecnología Agropecuaria, así como en elaboración de propuestas de actividades conjuntas FAO-IICA-OEA.
- Participación en la ejecución de los proyectos de desarrollo agrícola e irrigación financiados por los bancos de desarrollo, para países miembros que así lo soliciten.

ACTIVIDADES DE SEGUIMIENTO

Los Oficiales de Enlace mantendrán contacto periódico con el fin establecer el "modus operandi" para la puesta en marcha del Programa Básico de Colaboración y promoverán el intercambio de ideas y propuestas entre los especialistas en varios campos técnicos de su responsabilidad en ambas instituciones.

Los Oficiales de Enlace prepararán con la debida oportunidad, a sus instituciones respectivas información respecto a la marcha de las acciones que sean necesarias para dar inicio a las actividades estipuladas en el Programa Básico de Colaboración.

Asimismo, se realizarán reuniones periódicas, de preferencia semestrales, entre la dirección de IICA y la dirección de la Oficina Regional de la FAO a efecto de evaluar el avance del presente Programa.


- Support PROCES programmes in addition to the support provided by IICA specialists. Support will be carried out through the participation in specific activities financed by each programme and/or expansion of these.
- Identification and joint elaboration of regional agricultural project proposals to be considered by potential donors.
- Joint participation in the formulation of projects to be financed by development banks (IDB, World Bank, CAF and the Caribbean Development Bank), in addition to IFAD and GTZ, directed to countries or groups of countries of the Region, especially the CARICOM member countries.
- Participation in activities of the IICA-IBD Fund for Agricultural Technology, and the formulation proposals for joint FAO- IICA-OAS activities.
- Participation in the execution of agricultural development and irrigation projects financed by development banks for those member countries requesting assistance.

FOLLOW UP ACTIVITIES

The Liaison Officers will maintain regular contact with each other in order to establish a "modus operandi" for setting the Basic Cooperation Programme in motion and will promote an exchange of ideas and proposals among the specialists of both institutions.

The Liaison Officers will provide timely information to their respective institutions regarding progress made in starting activities stipulated in the Basic Cooperation Programme.

Likewise, regular meetings will be held, preferably every six months, between the management of IICA and the Regional Office of FAO for Latin America and the Caribbean with the aim of evaluating progress in the current Programme.


Gustavo Garrido de Anda
Subdirector General
Representante Regional de la FAO para
América Latina y el Caribe

Assistant Director-General
Regional Representative for Latin America and the Caribbean

Nassau, Bahamas 18 de junio de 1996


Carlos Aquino González
Director General del IICA

IICA Director-General

Nassau, Bahamas 18 June 1996

IICA/CE/Res.307(XVIII-O/98)
30 October 1998
Original: Spanish

RESOLUTION No. 307

1997 ANNUAL REPORT

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.343(98), "1997 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 1997 Annual Report, and the presentation made by the Director General, faithfully reflect the activities carried out by the Institute during the year.

That the Institute, in compliance with the recommendations of the Sixth Regular Meeting of the Inter-American Board of Agriculture, prepared and published a summarized report for 1997 to be used as an instrument for dissemination and a smaller number of the complete report for the information of the Member States:

That IICA's data banks, universally accessible through the Institute's website on Internet, contain the detailed and up-to-date information requested by the countries in Resolutions IICA/CE/Res.34(IV-O/84) and IICA/CE/Res.58(VI-O/86) on: a) extra-quota agreements and contracts signed with the Member States, agencies and other entities, and b) each IICA project, including information on objectives, funds provided by contributors and results:

That the delegations have expressed the need to strengthen the analytical and evaluative aspects of the Annual Report.

RESOLVES:

1. To accept Document IICA/CE/Doc.343(98) "1997 Annual Report," presented by the Director General.
2. To congratulate the Director General on the contents and presentation of the 1997 Annual Report.
3. To request that the Director General restructure the Annual Report of the Institute, focusing same on substantive technical, programming and financial issues, strengthening analytical and evaluative aspects and taking into consideration that the detailed information on the projects and extra-quota agreements and contracts is available on the Institute's website on Internet.
4. To submit the report for approval at the next meeting of the Inter-American Board of Agriculture (IABA).

IICA/CE/Res.308(XVIII-O/98)
30 October 1998
Original: Spanish

RESOLUTION No. 308

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

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.349(98), "Report on the Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture (IABA)."

CONSIDERING:

That the Executive Committee, at its Eighteenth Regular Meeting, examined Document IICA/CE/Doc.349(98), "Report on the Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture (IABA)."

RESOLVES:

To accept with satisfaction Document IICA/CE/Doc.349(98), "Report on the Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture (IABA)." inasmuch as the General Directorate of the Institute has complied with the recommendations of the IABA.

IICA/CE/Res.309(XVIII-O/98)
30 October 1998
Original: Spanish

RESOLUTION No. 309

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

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.350(98), "Report on the Status of the Resolutions of the Seventeenth 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.350(98). "Report on the Status of the Resolutions of the Seventeenth Regular Meeting of the Executive Committee."

IICA/CE/Res.310(XVIII-O/98)
30 October 1998
Original: Spanish

RESOLUTION No. 310

MEMBERSHIP OF THE AWARDS SELECTION COMMITTEE
FOR THE 1998-1999 BIENNIUM

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting.

HAVING SEEN:

Document IICA/CE/Doc.351(98), "Members of the Awards Selection Committee for the 1998-1999 Biennium."

CONSIDERING:

That Article 9 of the Regulations of the Inter-American Awards in the Rural Sector, approved under Resolution IICA/JIA/Res.174(V-O/89), stipulates that "the selection of candidates for the IICA awards shall be the responsibility of a committee consisting of five representatives from countries sitting on the Executive Committee in the years in which a regular meeting of the Inter-American Board of Agriculture will be held. Each member shall represent one of the Areas of IICA (Central, Caribbean, Andean, Southern and Northern); the voting shall take place in alphabetical order by country and in accordance with the aforementioned criteria..." :

That the 1999 Executive Committee shall comprise the following countries: **Andean Area:** Colombia, Ecuador and Venezuela; **Caribbean Area:** Dominica, Dominican Republic, Jamaica and Saint Lucia; **Central Area:** Belize and El Salvador; **Northern Area:** Canada; and **Southern Area:** Brazil and Chile.

RESOLVES:

To call upon Belize, Brazil, Canada, Colombia and Dominica to sit on the Awards Selection Committee for the 1998-1999 Biennium, pursuant to Article 9 of the Regulations on the Awards.

IICA/CE/Res.311(XVIII-O/98)
30 October 1998
Original: Spanish

RESOLUTION No. 311

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

The EXECUTIVE COMMITTEE, at its Eighteenth Regular Meeting.

HAVING SEEN:

Document IICA/CE/Doc.352(98), "Date and Site of the Nineteenth Regular Meeting of the Executive Committee."

CONSIDERING:

That it is necessary to set the date and site of the Nineteenth Regular Meeting of the Executive Committee:

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

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

RESOLVES:

- 1. To hold the Nineteenth Regular Meeting of the Executive Committee at IICA Headquarters in San Jose, Costa Rica, during the period of June-July of 1999.**
- 2. To request that the Director General issue the call to meeting and invite the Member States and other participants, in compliance with the rules in effect.**

SIGNING OF THE FINAL REPORT


SIGNING OF THE REPORT OF THE EIGHTEENTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

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



Marcial Cohene C.
Chairman

REPORT OF THE CREDENTIALS COMMITTEE

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

Pursuant to Article 50 of the Rules of Procedure of the Executive Committee, the Preparatory Session of the Eighteenth Regular Meeting of the Executive Committee designated a Credentials Committee composed of representatives from Brazil, Canada, Dominica and Honduras.

Meeting on the morning of Wednesday, October 28, 1998, the Credentials Committee elected its officers as follows: Chairman, Peter Carbon, Representative of Dominica; Vice-Chair, Marie France Huot, Representative of Canada; and Rapporteur, Jaime Salinas, Representative of Honduras. It then proceeded to examine the credentials of the representatives to the Executive Committee.

After verifying the authenticity of the credentials, the Credentials Committee, with the approval of the Legal Advisor of IICA, concluded that the credentials were in order and that there was no reason to question their authenticity. Nonetheless, emphasis was placed on the need for the original documents to be presented before the meeting of the Executive Committee.

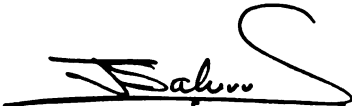
San Isidro de Coronado, Costa Rica, October 28, 1998.



Peter Carbon
Representative of Dominica
Chairman



Marie France Huot
Representative of Canada
Vice-Chair



Jaime Salinas
Representative of Honduras
Rapporteur



Paulo Venturéli
Representative of Brazil



Giovanna Badilla Rojas
Legal Advisor

AGENDA



IICA/CE/Doc.341(98)rev.

AGENDA

- Provisional Schedule** **IICA/CE/Doc.342 (98)**
- 1. Report of the Director General**
- 1.1 1997 Annual Report** **IICA/CE/Doc.343(98)**
- 1.2 Upcoming Tenth Regular Meeting of the Inter-American Board of Agriculture** **(no document)**
- 1.3 Decision by the Illustrious Government of Canada to Remain a Member State of the Institute** **(no document)**
- 2. Financial Issues**
- 2.1 Financial Statements of the Institute, Report of the External Auditors and Comments by the Director General on the 1997 Report of the External Auditors** **IICA/CE/Doc.344(98)**
- 2.2 Report of the Audit Review Committee (ARC)** **IICA/CE/Doc.345(98)**
- 3. Budget and Programming Issues**
- 3.1 Financing of the Regular Fund and Budget Allocation for 1999 and Report of the Director General on the Recommendations of the G-6** **IICA/CE/Doc.346(98)**

4. Institutional Policy

- 4.1 1998-2002 Medium Term Plan (MTP)
– Strategic Vision IICA/CE/Doc.347(98)
- 4.2 Promotion of the Category of IICA
Associate IICA/CE/Doc.348(98)

5. Other Institutional Issues

- 5.1 Report on the Status of the Resolu-
tions of the Ninth Regular Meeting of
the Inter-American Board of
Agriculture IICA/CE/Doc.349(98)
- 5.2 Report on the Status of the Resolu-
tions of the Seventeenth Regular
Meeting of the Executive Committee IICA/CE/Doc.350(98)
- 5.3 Membership of the Awards Selection
Committee and Inter-American
Awards in the Rural Sector IICA/CE/Doc.351(98)
- 5.4 Date and Site of the Nineteenth
Regular Meeting of the Executive
Committee IICA/CE/Doc.352(98)

6. Technical Presentations

- Report on the Status of the Thematic
Resolutions of the Ninth Regular
Meeting of the Inter-American Board
of Agriculture (no document)

7. Other Business

- **Report of the Tropical Agriculture Research and Higher Education Center (CATIE)** (no document)

- **Report of the Caribbean Agricultural Research and Development Institute (CARDI)** (no document)

LIST OF PARTICIPANTS

**HICA MEMBER STATES SITTING ON THE
EXECUTIVE COMMITTEE**

BRAZIL

Regular

Nestor Forster Junior
Encargado de Negocios a.i.
Embajada de la República Federativa
de Brasil en Costa Rica
Apdo. Postal 10132-1000
San José
tel. 233 1544
fax. 223 4325

Alternate

Paulo Venturelli
Secretaria de Política Agrícola
Ministério da Agricultura
5o. Piso, Brasília, D.F.
tel. 218 2630
fax. 224 8414

CANADA

Regular

Denise Boudrias
Assistant Deputy Minister
Market and Industry Services Branch
Ministry of Agriculture and Agri-Food
930 Carling Avenue
Ottawa, Ontario K1A 0C5
tel. 759 7561
fax. 759 2474

Alternate

Denis Thibault
Embajador Extraordinario y Plenipotenciario
de Canadá en Costa Rica
Embajada de Canadá
Apdo. 351-1007 Centro Colón
San José
tel. 296 4149
fax. 296 4280

Advisors

Rollande Leduc
Deputy Director
Programs and Multilateral Affairs Division
Agriculture and Agri-Food
930 Carling Avenue, Room 572
Ottawa, Ontario K1A 0C5
tel. 759 7727
fax. 759 7504

Marie-France Huot
Senior Officer
Ministry of Agriculture and Agri-Food
930 Carling Avenue
Ottawa, Ontario K1A 0C5
tel. 759 7513
fax. 759 7504

Anne A. MacKenzie
Associate Vice-President
Canadian Food Inspection Agency
Room 2003W, 59 Camelot Drive
Nepean, Ontario K1A 0Y9
tel. 225 2342, Ext. 4188
fax. 228 6638

Nathalie Niedoba
Tercer Secretario y Vice-Cónsul
Embajada de Canadá en Costa Rica
Apdo. 351-1007 Centro Colón
San José
tel. 296 4149 ext. 3251
fax. 296 4207

COLOMBIA

Regular

Carlos Roberto Murgas Guerrero
Ministro de Agricultura y Desarrollo Rural
Ministerio de Agricultura y Desarrollo Rural
Avenida Jiménez 7-65 3er piso
Bogotá
tel. 341 9005
fax. 286 2649

Alternate

Mauricio González
Encargado de Negocios
Embajada de Colombia en Costa Rica
Apartado 3154-1000
San José
tel. 283 6871
fax. 283 6818

Myriam Consuelo Ramírez
Segundo Secretario
Embajada de Colombia en Costa Rica
Apartado 3154-1000
San José
tel. 283 6871
fax. 283 6818

ECUADOR**Regular**

Diego Gándara Pérez
Subsecretario Técnico Administrativo
Ministerio de Agricultura y Ganadería
Quito
tel. 523 043
fax. 564 645

EL SALVADOR**Regular**

Vilma Hernández de Calderón
Viceministra de Agricultura y Ganadería
Ministerio de Agricultura y Ganadería
Final 1a. Avenida Norte y Avenida Manuel Gallardo
Nueva San Salvador

Alternates

Edwin Mauricio Aragón Rojas
Director de la Oficina de Análisis de Políticas
Agropecuarias
Ministerio de Agricultura y Ganadería
Final Primera Avenida Norte, Nueva San Salvador
La Libertad, San Salvador
tel. 228 2682
fax. 228 2843

Ernesto Ferreira Luconi
Embajador Extraordinario y Plenipotenciario
de la República de El Salvador en Costa Rica
Embajada de la República de El Salvador
Apdo. 1378-1000
San José
tel. 256 0043
fax. 256 0772

DOMINICA

Regular

**Peter Carbon
Minister of Agriculture and the Environment
Ministry of Agriculture and the Environment
Government Headquarters
Kennedy Avenue
Roseau
tel. 448 2401
fax. 448 999**

Alternate

**Joseph Peltier
Director of Agriculture
Ministry of Agriculture and the Environment
Government Headquarters
Kennedy Avenue
Roseau
tel. 448 2401
fax. 448 999**

GUATEMALA

Regular

**Eddy Díaz
Coordinador Unidad de Normas y
Regulaciones
Ministerio de Agricultura, Ganadería y Alimentación
7a. Avenida, 12-90, Zona 13
Ciudad Guatemala
tel. 574 3054**

Alternate

Adolfo Horacio Acosta R.
Asesor Viceministro
Ministerio de Agricultura, Ganadería y Alimentación
7a. Avenida, 12-90, Zona 13
Ciudad Guatemala
tel. 332 9995
fax. 334 2784

HONDURAS

Regular

Jaime José Salinas
Director Ejecutivo
Planificación Agrícola
Secretaría de Agricultura y Ganadería
Tegucigalpa
tel. 232 9232
fax. 239 0115

JAMAICA

Regular

Roger Clarke
Minister of Agriculture
Ministry of Agriculture
Hope Gardens
Kingston 6
tel. 927 1505
fax. 927 1904

Alternate

Aaron H. Parke
Permanent Secretary
Ministry of Agriculture
Hope Gardens
Kingston 6
tel. 927 1505
fax. 927 1904

MEXICO

Regular

Víctor M. del Ángel González
Director General
Dirección General de Asuntos Internacionales
Secretaría de Agricultura, Ganadería
y Desarrollo Rural
Rochester No. 14-7o. Piso
Col. Napoles
México, D.F.
tel. 523 4745
fax. 523 5563

PARAGUAY

Regular

Marcial Cohene Cardozo
Viceministro de Ganadería
Ministerio de Agricultura y Ganadería
Av. Ciencias Veterinarias c/ Ruta Mc al Estiyorribio
Km 10 ½, San Lorenzo
tel. 585 212
fax. 585 212

Alternate

Marcial Valiente Delgado
Embajador Extraordinario y Plenipotenciario
de la República Oriental del Paraguay
Embajada de la República Oriental de
Paraguay en Costa Rica y Centroamerica
Apdo. 429-2050 San Pedro
San José
tel. 225 6212
fax. 224 0951

César Mercado
Segundo Secretario
Embajada de la República Oriental de
Paraguay en Costa Rica
Apdo. 429-2050 San Pedro
San José
tel. 225 6212
fax. 224 0951

TRINIDAD AND TOBAGO

Regular

Devendra Duggal
Chief Technical Officer
Ministry of Agriculture, Land and Marine
Resources
St. Clair Circle, Port-of-Spain
tel. 622 9474
fax. 622 4246

**IICA MEMBER STATES NOT SITTING ON THE
EXECUTIVE COMMITTEE**

ARGENTINA

Regular

Oscar E. López Salaberry
Embajador Extraordinario y Plenipotenciario
de la República de Argentina en Costa Rica
Embajada de la República de Argentina
Apdo. Postal 1963-1000
San José
tel. 234 6270
fax. 283 9983

BOLIVIA

Regular

Oswaldo Antezana Vaca Díez
Ministro de Agricultura, Ganadería y Desarrollo Rural
Ministerio de Agricultura, Ganadería y Desarrollo Rural
Av. Camacho No. 1471 s/Bueno y Loayza
La Paz
tel. 36 7968
fax. 31 3601

Alternate

Jaime A. Soria Prado
Embajador Extraordinario y Plenipotenciario
de Bolivia en Costa Rica
Embajada de Bolivia
Apdo. 84810-1000
San José
tel. 232 9455
fax. 232 7292

CHILE**Regular**

Roy Rogers Ferret
Asesor del Ministro de Agricultura
Ministerio de Agricultura
Teatinos No. 40, Piso 9
Santiago
tel. 671 2771
fax. 696 4496

COSTA RICA**Regular**

Esteban Brenes Castro
Ministro de Agricultura y Ganadería
Ministerio de Agricultura y Ganadería
y de Ciencia y Tecnología
Apartado 10094-1000
San José
tel. 231 5311/232-9420
fax. 232 2103

Alternate

Gustavo Zeledón Barrantes
Jefe del Departamento de la O.E.A.
Ministerio de Relaciones Exteriores y Culto
Apdo. 10027-1000
San José tel. 223 0301
fax. 22 0301

Germán Molina
Asesor
Ministerio de Agricultura y Ganadería
San José
tel. 232 9420
fax. 232 2103

Juan Ramón Pereira
Asesor del Ministro
Ministerio de Agricultura y Ganadería
Apdo. 10094-1000
San José
tel. 231 5311
fax. 232 2103

DOMINICAN REPUBLIC

Regular

Claudio Marmolejos
Consejero
Embajada de la República Dominicana
en Costa Rica
Apdo. 4746-1000
San José
tel. 283 8103
fax. 280 7604

HAITI

Regular

Jean Drice
Chef de Cabinet du Ministre
Ministère de l'Agriculture
Port-au-Prince
tel. 22 6374

Alternate

Andre Mital
Member du Cabinet do Ministère
Ministère de l'Agriculture
tel. 22 4485/3571

NICARAGUA

Regular

Mario Arana Sevilla
Asesor
Ministerio de Agricultura y Ganadería
Km 8 ½ Carretera a Masaya
Apdo. Postal 35
Managua
tel. 276 0920
fax. 276 0770

Alternate

José Salinas Castrillo
Ministro Consejero
Embajada de la República de Nicaragua
en Costa Rica
Apdo. 1382-1000
San José
tel. 222 2373
fax. 233 9225

PANAMA

Regular

Manuel Lee
Director de Cooperación Internacional
Ministerio de Desarrollo Agropecuario
Ciudad de Panamá
tel. 232 5074
fax. 232 5074

SAINT LUCIA

Regular

Cassius B. Elias
Minister for Agriculture, Fisheries, Forestry and the Environment
Ministry of Agriculture, Fisheries, Forestry and the Environment
5th Floor, Block A, NIS Building
Castries
tel. 452 2526/2304
fax. 453 6314

ST. KITTS AND NEVIS

Regular

Timothy Sylvester
Minister of Agriculture, Lands and Housing
Ministry of Agriculture, Lands and Housing
P.O.Box 186, Government Headquarters
Church Street, Basseterre
tel. 465 2521
fax. 465 2635

ST. VINCENT AND THE GRENADINES

Regular

Jeremiah Scott
Minister of Agriculture and Labour
Ministry of Agriculture and Labour
Richmond Hill
Kingston
tel. 456 1410
fax. 457 1688

UNITED STATES OF AMERICA

Regular

**James Schroeder
Deputy Under Secretary
Farm and Foreign Agricultural Services
Department of Agriculture
Room 205-E, Jamie L. Whitten Federal Building
1400 Independence Avenue. S.W.
Washington D.C. 20250-0150
tel. 720 2542
fax. 720 8254**

Alternate

**Richard Helm
Director
International Organization Affairs Division
Foreign Agricultural Service
U.S. Department of Agriculture
Room 3007 - South Building, USDA
Washington D.C. 20250-4300
tel. 690 1823
fax. 690 1849**

**Leigh Penner
International Relations Advisor
International Organization Affairs Division
Foreign Agricultural Service
U.S. Department of Agriculture
14th Independence S.W. Room 3005
Washington D.C. 20250
tel. 690 1817
fax. 690 1841**

Joan Segerson
Counselor
United State Permanent Mision to the OAS
Bureau of Inter-American Affairs
Department of States
2201 C. St. N.W.
Washington D.C. 20250
tel. 647 9914
fax. 647 6973

M. Deborah Wynes
Director of U.N. Systems Administration
Bureau of International Organization
U.S. Department of State
tel. 647 6424
fax. 736 7320

URUGUAY

Regular

Antonio Ricardo Morell Bordoli
Embajador Extraordinario y Plenipotenciario
de la República Oriental del Uruguay
Embajada de la República Oriental del
Uruguay en Costa Rica
Apdo.3448-1000
San José
tel. 253 2755
fax. 234 9909

VENEZUELA

Regular

Angela Cavaliere
Segundo Secretario
Embajada de Venezuela en Costa Rica
Apdo. Postal 10230-1000
San José
tel. 225 8810
fax. 253 1453

Alternate

José Cermeño
Agregado Comercial
Embajada de Venezuela en Costa Rica
Apdo. Postal 10230-1000
San José
tel. 225 5813
fax. 253 1453

AUDIT REVIEW COMMITTEE

Oscar H. Gherzi
Presidente
Rivadavia 1424. 3er. Piso
1033 Capital Federal
Buenos Aires. Argentina
tel. 382 2258
fax. 382 2258

James R. Ebbitt
Assistant Inspector General for Audit
Office of Inspector General
Jamie L. Whitten Federal Building
Room 403 E
USDA Stop 2311
1400 Independence Ave., SW
Washington D.C. 20250-2311
United States of America
tel. 720 6945
fax. 720 0319

PERMANENT OBSERVERS

GERMANY

Martin Carnap
Embajada de la República Federal
de Alemania en Costa Rica
Coordinador Proyecto IICA-GTZ
Apdo. 660-2200 Coronado
San José
tel. 229 3691
fax. 229 1620

SPAIN

Miguel Angel de Andrés
Consejero de Agricultura
Embajada de España en Costa Rica
Apdo. 10.150-1000
San José
tel. 222 9823
fax. 222 4180

AGENCIES OF THE INTER-AMERICAN SYSTEM

ORGANIZATION OF AMERICAN STATES

Victor Brodersohn
Director
Organización de los Estados Americanos
Oficina de la Secretaría General en Costa Rica
Apdo. Postal 10166-1000 San José
tel. 229 0810
fax. 229 0838

OBSERVERS FROM OTHER AGENCIES

INTERNATIONAL RURAL YOUTH ADVISORY COUNCIL

José Ma. Fresneda
Presidente
Consejo Asesor Internacional
de Juventudes Rurales
Apartado Postal 1910
Santo Domingo, República Dominicana
tel. 533 7004
fax. 533 7006

TROPICAL AGRICULTURE RESEARCH AND HIGHER EDUCATION CENTER
(CATIE)

Rubén Guevara Moncada
Director General
CATIE 7170 , Apdo. 19
Turrialba, Costa Rica
tel. 556 6431
fax. 556 1533

Gilberto Paez Bogarin
Director General Emérito
CATIE 7170, Apdo. 19
Turrialba, Costa Rica

AGRIFUTURE FOUNDATION

Mari-Luci Jaramillo
Vicepresident
Agrifuture Foundation
4829 Mesa Prieta ct N.W.
Albuquerque, New Mexico 87120

Armando Reyes-Pacheco
Director Ejecutivo
Fundación Agrifuturo
1775 K Street, N.W. Suite 320
Washington D.C. 20006
tel. 458 6333
fax. 458 3492

CARIBBEAN AGRICULTURAL RESEARCH AND DEVELOPMENT INSTITUTE
(CARDI)

Hayden Blades
Executive Director
Caribbean Agricultural Research
and Development Institute CARDI
University Campus, St. Augustine
Trinidad and Tobago, W.I.
tel. 645 1205
fax. 645 1208

Rhonda G. Wilson
Caribbean Agricultural Research
and Development Institute CARDI
University Campus, St. Augustine
Trinidad and Tobago, W.I.
tel. 645 1205
fax. 645 1208

UNITED NATIONS FOOD AND AGRICULTURE ORGANIZATION (FAO)

Gustavo Gordillo
Representante Regional para América
Latina y el Caribe

Constantino Tapia
Representante de la FAO en Costa Rica
y Panamá
tel. 220-0511
fax. 232 8848

INTERNATIONAL SERVICE FOR NATIONAL AGRICULTURAL RESEARCH

Huntington Hobbs
Director del Programa Global Asociado
Servicio Internacional para la Investigación
Agrícola Nacional (ISNAR)
Apdo. 55-2200
Coronado, Costa Rica
tel. 229 0222
fax. 229 4689

Emilia Ma. Solís Quirós
Subdirectora del Programa Global Asociado
Servicio Internacional para la Investigación
Agrícola Nacional (ISNAR)
Apdo. 55-2200
Coronado, Costa Rica
tel. 229 0222
fax. 229 4689

PERSONNEL EMERITUS

José Emilio G. Araújo
Director Emérito
Rua Antonio Basilio 450
Apt. 801
20511-190-Tijuca
Rio Janeiro, Brasil
tel. 571 1451
fax. 572 9268

INVITED PANELISTS

Carlos M. Almeida Cabral
Asesor do Ministro Cord. Secretario
Pro Tempore
Ministerio da Agricultura. Desenvolvimento
Rural e Pescas
Lisboa, Portugal

Beatriz Paredes
Senadora
Gobierno de México
México D.F., México

Leonel Zúñiga
Representante CIDI-OEA
Washington D.C.
Estados Unidos de América
tel. 458 3783
fax. 458 3546

OTHER GUESTS

Nadine M. Hogan
President
Hogan Associates
1215 Russel Road
Alexandria, VA 22301
tel. 683 3909
fax. 519 3626

Sarah Horsey-Barr
Pan American Development Foundation
United States of America

Robert Berry
Senior Vicepresident
NationsBank/Bank of America
International Banking
730 15th Street, NW 7th Floor
Washington D.C.
tel. 624 4789
fax. 624 5510

Blanca Wilches
Vice President
NationsBank/Bank of America
International Banking
730 15th Street, NW 7th Floor
Washington D.C.
tel. 624 4789
fax. 624 5510

G. Dewey Liccioni Jr.
Assistant Vice Chancellor
Administration
The Agriculture Program
Texas A&M University System
College Station, Texas 77843-2147
United States of America
tel. 845 4709
fax. 845 9938

Walt Magnussen
Associate Director
University Telecommunications
Physical Plant
Texas A&M University System
College Station, Texas 77843-1371
United States of America
tel. 845 5588
fax. 847 1111

IICA OFFICERS

Carlos E. Aquino G.
Jaime Acosta
Enrique Alarcon

Marta Alencar
Francisco Barea
Larry M. Boone
Dowlat Budhram
W. Chelston Brathwaite
Lizardo de las Casas
Gregorio Contreras
Pedro Cussianovich
Helio de Macedo Soares
Fernando del Risco
Gerardo Escudero
Ramon Gonzalez
Yanko Goic
Roberto U. Hernandez
Jan Hurwitch
Jose E. Lois Malkum

Rodolfo Martinez Ferraté

John Miranda
Jesus Moreno
Manuel Otero
Rodolfo Quiros

Armando Reyes
Ariel Rivera
Sergio Sepulveda

Clara Solis-Araya

Jaime A. Viñas Roman
Kevin Walker

Director General
Administrative and Financial Auditor
Director of Science and Technology, Natural Resources and Agricultural Production
Director of Informatics
Director of Programming and Evaluation
Deputy Director General
Director of CEPPI
IICA Representative, Jamaica
Director of Strategic Planning
Director, Central Regional Center
IICA Representative in Costa Rica
Director, Southern Regional Center
Director of Coordination and Monitoring
Manager, Technical Consortium
Deputy Director of Human Resources
Chief of Programming
Manager, Consortium for Corporate Services
Director of Institutional Development
Manager, Consortium for Planning and Coordination
Regional Coordinator for External Relations in the Central Region
Director, Northern Regional Center
Director of Finance
Director, Andean Regional Center
Director of the Center for Integration and Agribusiness Development, and Acting Director of Socio-economic Policy, Trade and Investment
Executive Director, AgriFuture Foundation
Director of External Relations
Technical Secretary, Committee on Sustainable Development
Director of Sustainable Rural Development, and Advisor to the Director General
Director, Center for Education and Training
Director of Agricultural Health

MEETING STAFF

MEETING STAFF

Technical Secretary	Ariel Rivera
Legal Advisor	William M. Brenson
Assistant to the Technical Secretary	Roxana Montero
Credentials Committee	Giovanna Badilla Rojas
Delegates' Secretariat	Nárrima Ramírez María Antonicta Barricatos
Social Events	Alejandra Aguilar
Registration	
Coordinator	Mariantonieta Cordido Leticia Giménez Magdalena Salgado
Conference Room Services	
Coordinator	Zayda Granados
Attendants	Francisco Brenes Hannia Carrillo Eduardo Lovell Lorena Mata Fanny Zapata Arlette Zúñiga

Documents Distribution**Coordinator****María Elena González****Hannia Acevedo
Jean Carlo Salazar****Precis writers****Coordinators****Silvia Delgado
Jorge Sariego****Precis writers****Manuel Jiménez
Oscar Quesada
Elizabeth Lewis
Patricia Matamoros
Victor Umaña
José Miguel Pérez
Daniel Rodríguez****Language Services****Coordinators****Susana Raine
Marilia Alvarez***Interpreters***Spanish****Ann E. Bennaton
Mauricio Calderón****English****Barbara Cohen
Georgeanne Weller****French****France Fontaine de Lucio Paredes
Annie Henchoz****Portuguese****María Helena Oliveiros
Pericles Stussi**

*Revisors***Spanish****Orlando García
Lilliana Mora
Ilse Salazar****English****Peter Leaver
Paul Murphy****French****Michele Lemaitre
Marc Pichard****Portuguese****Dorival Moreira
Zita Pessoa***Translators***English****Christina Feeny
Penny Houghton
Nicholas Papworth****French****Robert Assa
Ivonne Bellion
Marte Diogo
Jacques Lespinasse****Portuguese****Romulo Baptista
Emilio Brever
Waldivia Portinho
Francisco Pereira****Documents Secretariat****Coordinators****Flor Loaiza
Patricia Brenes**

*Word Processing***Coordinators****Xinia Lépiz
Irma Pacheco****Spanish****Damaris Chaves
Noemy Solís
Jessy Torres
Marcela Vargas****English****Rocío Calvo
Delia Rodríguez
Ligia Rojas
Marta Sandino****French****Vivian González
Isabel Marengo
Sergio Gomez Atencio
Mauricio Hernández Montero****Portuguese****Gladys Delgado
Carlos Monge
Mabel Valerín
Flor Lizano***Proofreading***Coordinators****Marta Vásquez
Danilo Herrera****Spanish****Wilberth Alfaro
Rosario Bogantes
Yadira Pérez
Marcela Quesada****English****Dafne Arroyo Brenes
Jan Louise Hero
Abigail Leaver
Clotilde Rodríguez**

French

**Elsa Atencio
Marta Marin
Jeannette Villalta
Ligia Hernández**

Portuguese

**Ana Nery Damasceno
Hilda Santiesteban
Eva Schnell
Mercia Lima de Oliveira**

Verbatim Report

Spanish Editing

Coordinators

**Máximo Araya
Ana María Fournier**

Editors

**Olga Lucía Bolaños
Carlos Bermúdez
María del Pilar Fernández
María Marta Kandler Sancho**

Spanish Transcription

Coordinators

**María Elena Cedeño
Ana Victoria Rojas**

Transcription

**Flor Bastos
Ana Cristina Bolaños
Marjorie Cháves
Zahyra Obando
Sonia Serrano**

*English Transcribers and Editors***Coordinators**

Sundra Flansburg
Mark H. Kelly

Transcription

Bonna Tek
Barbara Bohem
Lesly Simons
Sara Watkins

Informatics

Javier Alfaro
Sergio Blanco
Carolina Carpio
Max Dacruz
Olger Espinoza
Victor Guevara
Manuel León
Ricardo Madrigal
Ricardo Montero
Ronnie Quintero
Kenneth Royo

Documents Reproduction**Coordinators**

Carlos Alvarado
Eduardo Garnier

Efraín Aguilar
Manuel Aguilar
Oscar Calderón
Alfredo Calvo
Carlos Campos
Luis Chacón
Juan Montero
Angelina Orozco
Manuel Salazar
Freddy Vargas
Miguel Porras

Messengers**Esteban López Morales
Randall Salazar****Simultaneous Interpretation
and Sound Equipment****David Alvarez
Alvaro Fernández****Recording****Minor Arias****Hotel****Coordinators****Leda Avila
Harry Scott****Ronald Aragón
Karla Crawford****Airport****Coordinators****Henry Benavides
Ronald Hidalgo****Adriana Alpízar
Allan Brenes
Enrique Salazar
Adela Vargas****Logistic Support****Coordinators****Marcial Sánchez
José Luis Valencia****Secretariat****Adriana Araya****Financial Services****Carmen Salazar**

Food Service	Vilma Camacho
Transportation	Edwin Morales
Maintenance	Sergio Vargas Rafael Cordero
Travel Agency	Alex Madrigal
Procurement	Marjorie Alpizar Walter Rodríguez
Telecommunications	Cristina Rodríguez Hellen Masís
Receptionists	Vivina Chacón Olga Vargas
Security	Rodrigo Gianolli

LIST OF DOCUMENTS

LIST OF DOCUMENTS

IICA/CE/Doc.341(98)rev.	Provisional Agenda
IICA/CE/Doc.342(98)rev.	Provisional Schedule
IICA/CE/Doc.343(98)	1997 Annual Report
IICA/CE/Doc.344(98)	Financial Statements of the Institute, Report of the External Auditors and Comments by the Director General on the 1997 Report of the External Auditors
IICA/CE/Doc.345(98)	Report of the Audit Review Committee (ARC)
IICA/CE/Doc.346(98)	Financing of the Regular Fund and Budget Allocation for 1999 and Report of the Director General on the Recommendations of the G-6
IICA/CE/Doc.347(98)	1998-2002 Medium Term Plan (MTP) – Strategic Vision
IICA/CE/Doc.348(98)	Promotion of the Category of IICA Associate
IICA/CE/Doc.349(98)	Report on the Status of the Resolutions of the Ninth Regular Meeting of the Inter-American Board of Agriculture
IICA/CE/Doc.350(98)	Report on the Status of the Resolutions of the Seventeenth Regular Meeting of the Executive Committee

IICA/CE/Doc.351(98)

**Membership of the Awards Selection
Committee and Inter-American
Awards in the Rural Sector**

IICA/CE/Doc.352(98)

**Date and Site of the Nineteenth
Regular Meeting of the Executive
Committee**

APPENDICES

TECHNICAL REPORT OF THE DIRECTOR GENERAL OF IICA

Report of the Director General of IICA
Carlos E. Aquino G.

This year, like every other year, is an excellent occasion for the General Directorate of IICA and its Executive Committee to review the progress and achievements of the last year - in this case 1997.

Summary of the principal results for 1997 and of the first Aquino Administration

As I mentioned in the report on my first term in office, presented to the Ninth Meeting of the Inter-American Board of Agriculture (IABA), in the course of its transformation process, IICA has made significant progress in increasing its technical, human, administrative and financial capabilities, as well as its overall performance. As a result, we have strengthened our ability to provide technical cooperation to the countries and make a contribution to the sustainable development of agriculture and the rural milieu in the hemisphere.

In 1997, and throughout the first four years of this Administration, we have continued to promote institutional change as the most effective strategy to channel more and better technical cooperation to the countries and to open the Institute up to its owners, especially in these times of globalization and integration, which demand greater efficiency in the use of resources and maximum integration with capabilities already available in the countries.

In summary, we were able to move forward on several fronts: in preparing our personnel for change and to implement same; in decentralizing human and financial resources and decision making to the regions and to the TCAs; in downsizing and strengthening Headquarters, in and creating strategic alliances that reinforce our capability to provide technical cooperation to the countries.

We also made progress in strengthening our financial situation and updating our rules. We moved forward in the establishment of the Patrimonial Fund, in the creation of the category of IICA Associate and in the area of additional funding for activities; the latter three items are mechanisms that will enable us to reinforce the Institute's financial base.

Likewise, we made progress in recovering quota arrearages and experienced a substantial increase in external resources, which has allowed us to channel more

cooperation to the countries. We can also report progress in the area of the organizational structure, which has been streamlined and redesigned with a view to strengthening ties with our external clients.

We have introduced changes in the meetings of our governing bodies, the Executive Committee and, especially, the IABA, by introducing technical seminars, exhibitions and technical-political discussion fora on important issues that are of interest to the countries, such as challenges and opportunities for agricultural development, trade negotiations and integration, agricultural health, rural development, technology, education and information, and other important matters.

The aim is to respond to requests that the Ministers have made in the past, and to direct statements from the countries to the effect that they wish to come to meetings principally to discuss important issues and, to a lesser degree, the Institute's internal affairs. Even though these matters must be examined, they are less important than the substantive issues and can be analyzed at other levels of management.

As reflected in the 1997 Annual Report, the IABA held in Chile, was unique in that it provided an opportunity to focus on substantive technical-political issues, in the Ministerial Forum and three workshops: for Ministers, for international organizations, and for the academic, professional and private sectors. On that occasion, we assembled the main actors involved in agricultural development in the hemisphere, and the IABA had a greater impact.

These fora contain some of the basic elements and the seeds of what the new Inter-American Board of Agriculture can become.

In brief, as an Institute, over the last four years we have gained greater flexibility and capability and enhanced the quality of the technical cooperation we offer to the countries.

The first year of another round of changes and more effective action

The year 1998 is the first year of my second administration. During the year, IICA has continued the process of transforming and positioning itself as the specialized agency for agriculture of the Inter-American System.

During this second stage, our objective is to make a greater contribution to the sustainable development of agriculture and the rural milieu of member countries. The

standing we have achieved in the countries will help us to accomplish this objective, which, in turn, will enhance our standing even further.

The basis of our standing is the institutional transformation process, which, in our second administration, as I mentioned in my previous report, is directed at consolidating four basic dimensions: 1) decentralization and adjustments at Headquarters; 2) administrative, financial, regulatory and programming matters, and infrastructure; 3) technical cooperation, and 4) transformation of the governing bodies, the Executive Committee and the IABA.

I will describe the three first points in greater detail in this report.

a) Decentralization and modernization of Headquarters

Today, more than 75 per cent of regular resources is managed directly by the Regional Centers and their TCAs, and more than 75 per cent of the international and local professional personnel are located in these centers. Furthermore, decisions are increasingly taken close to where IICA's direct action takes place, that is close to its clients and beneficiaries.

Thus, the Institute is now almost completely decentralized in terms of the allocation and use of financial and human resources, and also as regards decision-making and the execution of same.

The next phase must be to consolidate the decentralization process and, in particular, increase the technical, administrative, information technology and financial articulations needed to fully achieve a corporate and synergetic IICA.

In addition to what has already been accomplished in the area of decentralization, we must enhance the quality of the technical cooperation by providing networking and information technology, the physical and human infrastructure, administration and finances programming and regulations at three levels: Headquarters, the Directorates of the Regional Centers and the TCAs.

The transformation of Headquarters entails more than merely a downsizing operation. As Headquarters continues to be downsized, it must also increase its capacity to provide the Institute with strategic leadership in political, technical, administrative and programming matters.

We have also been promoting a major refurbishing of some of the physical spaces at Headquarters to prepare for one of its most important functions in the technical field

that will allow us to substantially reinforce IICA's cooperation: training. Our aim is to position the Institute in the field of education and training so that it will become one of the leading institutions in this tradition and today's increasingly important technical cooperation activity.

The inauguration of the Mexico Agribusiness Training Center (CECADI) on Friday, October 30, marks the beginning of what will become a modern complex that will provide training and support for vocational and higher education throughout the hemisphere and, of course, for technical cooperation to the ministries of agriculture and other actors in this sector in the countries.

It will become the driving force behind a major effort to position the Institute in the field of education and training, and the hub of an extensive communications and information network, through the participation of each of the member countries, which, I am sure, will gradually become a part of this virtual network and establish their own communications centers.

b) Administrative, financial, regulatory and programming matters, and infrastructure

A systematic process of training the Institute's personnel at all levels has also contributed to the transformation of the institutional culture and, as we have mentioned, to the practice of a new culture of multidisciplinary teamwork among units, and also to a slow, but significant, renewal of both international and local personnel.

It is worth mentioning that almost one third of the international professional personnel has been renewed over the last five years. In three years' time, we expect to have renewed at least 50 per cent by using this method of gradual transition.

Compartmentalization and strongly individualistic and hierarchical actions are becoming a thing of the past, and interdisciplinary teamwork involving different units is a reality throughout the Institute.

The more flexible and creative and less hierarchical network structures that have been introduced are already proving to be more effective and economic and gradually replacing the old model, without affecting the work in the different disciplines. On the contrary, greater coordination of the technical, administrative and financial dimensions is already to be seen.

Contributing to this is the follow-up to the plan to modernize the structure of the Institute carried out in recent years, further advanced in 1998 with the creation of the Consortia.

The Consortia are a good example of the creation of these flexible, creative and less hierarchical and pyramid-like networks; they permit a more efficient and effective institutional structure because, without increasing bureaucracy, they reinforce coordination and permit a much more rational use of economic, physical and human resources.

Today, IICA is organized in four Consortia: the **Technical Consortium**, which includes the Directorates of the Strategic Areas; the **Consortium for Operations of the Regional Centers**, which groups the 34 TCAs, the **Consortium for Planning and Coordination**, which includes the Directorates of Planning, Programming, Coordination and Institutional Transformation, and the **Consortium for Corporate Services**, which groups together contains the Directorates of Human Resources, Finance, Informatics and Administration.

The Consortium model is not only helping to put an end to the isolation of the different units and the cloistered culture of the Institute, but will also strengthen what has, perhaps, contributed most to the change in the institutional culture: **the opening up of IICA to its countries, its Member States, its owners.**

This has been the central element of the strategy to transform IICA that we have been systematically promoting for the last five years.

This is shown by the increase in the external resources that the countries entrust to IICA, so that the Institute can support them in implementing agricultural development projects. We have been setting records in this respect and breaking them every year.

The growing decentralization and the increase in resources that the Institute administers has led us to strengthen our methods for administering same, and also the auditing and control mechanisms that guarantee an efficient and safe service for Member States.

The improvements will have to be strengthened in the future in order to enhance the quality of IICA and, in particular, its Regional Centers and TCAs, and modernize it in line with the technology and available today.

Another example of the Member States' recognition of IICA is the fact that the amount of unpaid quotas has been reduced considerably. Today, with the exception of very few countries, the majority of the Member States pay their quotas, even though subject to financial constraints and repeated cuts in their budgets.

We are very encouraged by the fact that the ministers of agriculture of several countries, such as Bolivia, Brazil, El Salvador, Costa Rica, Panama and Honduras, have been making contributions in kind, with land, installations and facilities to relocate our Technical Cooperation Agencies and, in this way, increase IICA's cooperation capabilities.

The Consortium model also contributes to opening up opportunities for national and regional institutions, and to associate organizations and countries to work with the Institute and focus their contributions on specific actions and projects.

Since the IABA adopted Resolution No. 312, "Establishment of IICA Associate Status", we have been systematically promoting such links at different levels. In Europe, for example, we have initiated conversations with Portugal and Spain to promote association with IICA under the terms of this resolution, and we will soon be doing so with Holland, Sweden, Germany, France and other countries.

We have received a generous offer from the Government of Spain to open a small office with a view to gaining a foothold in this country and the European Union. They have offered to provide IICA with office space and equipment at the Ministry of Agriculture for a small liaison office, together with other facilities that would be required under such an arrangement.

We have also proposed some ideas to Portugal, which could result in their future participation in IICA. In the short term, we have already defined a technical action to be carried out jointly in 1999 with contributions from the Government of Portugal and the European Union.

c) Technical Cooperation

In this second stage, we are also endeavoring to position IICA in the technical sphere, based on a harmonious process of collaboration and coordinated responses to country and hemispheric requests designed to have a greater and more effective impact on the strategic affairs of the countries.

The technical and thematic section of the draft MTP for 1998-2002 specifically states the need to focus on areas in which IICA has comparative advantages and on issues that are relevant to its member countries.

IICA is redoubling its efforts to support the countries in their trade negotiation processes; in their processes to strengthen agricultural, health and food safety; in technology innovation and the strengthening of their technology networks and systems.

Likewise, we are concentrating our efforts to support the countries in their rural development efforts centered on the generation of income and employment, gender and women, microenterprises, and land and credit markets; on vocational and higher agricultural education; on collaborating to speed up the modernization of institutions and their curricula; on the training of current and future human resources, and on the important processes of communications and information as a critical resource for decision-making.

The progress achieved in implementing the resolutions of the Ninth IABA on thematic issues has enabled us to strategically position IICA and increase the strategic alliances with major international and regional institutions and organizations, enhancing its capabilities and reinforcing coordination among the organizations.

IICA has always had important links with, and received significant financial, technical and human contributions from, organizations, institutions and countries that have permitted it to increase its capabilities to the benefit of its Member States.

IICA has recently strengthened these links by establishing, negotiating and developing important strategic alliances and enhancing the quality of these relationships.

To give just a few examples: we have strengthened our relationship and coordination FAO, an institution that has very similar objectives and that operates within the same sphere, for the benefit of the countries and our own institutions.

Recently, during the Regional Conference of FAO, in The Bahamas, we signed an agreement to coordinate and make our efforts complementary in several fields that are a priority for both institutions.

For example, as a result of the work which we are carrying out together in the area of support for trade negotiations, the countries are receiving coordinated support from both institutions and the benefits of our combined capabilities in regard to topics that are very important to them.

Recently we established an equally important strategic alliance with ISNAR, which includes the opening of its office for the Americas at IICA's installations here in Costa Rica. This will also make it possible to reinforce the capabilities of the two institutions and their usefulness to the countries.

Another alliance that is proving very fruitful is the one with Texas A & M. This university is our principal partner in establishing the distance education centers and in other activities, such as the Agroinfo Americas initiative, in which C/LAA is also involved.

IICA has links with almost a hundred organizations, institutions and countries; within and outside the hemisphere, through the foregoing and other types of alliances.

To end this first part of the report, I would like to reflect briefly not only on the need to continue advancing in the transformation of the General Directorate, to technically position, decentralize and administratively and financially strengthen IICA, but also on the need to make changes in its governing bodies that will allow us to position the IABA as the highest-level permanent agricultural body of the Americas, so that we may design agricultural policy in the context of integration, as the mechanism for coordinating regional fora of ministers of agriculture and other actors in this sector, and the mechanisms and committees that they create to deal with issues that are of real strategic importance to the countries.

This overview concludes the first part of our report and, after any comments that the delegates may wish to make, we will proceed to present, in detail, the reports of the financial statements, the external auditors and the Audit Review Committee. Subsequently, also as a part of this report, we will present the technical report.

Thank you very much.

**INAUGURAL SESSION AND CEREMONY HONORING THE
GOVERNMENT
AND PEOPLE OF CANADA**

**Address by the Director General, Dr. Carlos E. Aquino,
at the Inaugural Session**

I would like to begin my remarks by welcoming all the participants in this, the 1998 Executive Committee, a Committee that is made unique by the context in which it is taking place, by the items on its agenda, and by the events that will take place within the framework of its Eighteenth Regular Meeting.

The future looks brighter for our Institute. Fortunately, the crisis that would have been created by the withdrawal of one of our Member States did not materialize; a crisis that could have represented the first step in the decline and, very probably, because of its collateral and subsequent effects, the disappearance of our beloved Institute.

Nonetheless, storm clouds are gathering on the economic and financial horizons of our Member States and of the Institute. I would be remiss if I did not mention the grave implications of the financial crisis in Asia, which has now spread to other regions of the world and may have a significant impact on our economic, political and social development unless appropriate measures are taken immediately both at the international level, by restructuring the global financial system, and at the national level, by adopting sound macroeconomic and sectoral policies. Our Institute is not immune to the consequences of this situation and, therefore, will continue to apply the austerity policies, make adjustments and seek other sources of funding.

In any case, the future we envision holds both threats and opportunities for our economies, our agricultural sectors and our democracies. The future of our societies will depend on our ability to overcome the threats and take advantage of the opportunities, and to identify, intelligently, which strategies and policies are most effective, and put them into practice at the national, regional and hemispheric levels.

It is in this context that this Executive Committee, the first of my second term in office and one I hope will mark a milestone for IICA, is taking place. On this occasion, you will be considering not only the mandatory reports and matters, but also the proposal for financing the Regular Fund and the quota scale for 1999, the Technical Report and the updated 1998-2002 Medium Term Plan.

This Committee, as I said, can mark a milestone for IICA, to the extent that we, looking ahead to the next meeting of the Executive Committee and to the Tenth IABA, to be held next year in Brazil,

- move ahead with determination in consolidating our financial situation and strengthening our technical leadership; and
- continue to effect necessary changes in the structure of IICA's governing bodies, so that the Institute can successfully meet the challenges to management in the twenty-first century.

These two basic ideas are key components of the MTP, but decisions and actions must be taken to give them life.

This inaugural message, distinguished Delegates, will focus on these ideas, in an attempt to make it clear:

- First, that the proposals being submitted to the consideration of the Executive Committee are true to the principles and core business of IICA, and draw on the Institute's experience over 56 years, and are consistent with the fundamentals of the "Guidelines for Action 1994-1998," put forth during my first campaign for the position of Director General, and reaffirmed in my inaugural addresses of January 14, 1994, and January 15, 1998, which offer a vision that exceeds the short term.
- Secondly, that the reasons behind those proposals and their articulation with the institutional transformation and modernization process currently under way within IICA are:

Wisdom, caution, a long-term vision and Pan American solidarity were, in my judgement, among others, characteristics of and the inspiration for those who conceived the notion of such an institution and promoted its creation.

In the spring of 1940, during the Eighth American Scientific Congress, held in Washington, D.C., Dr. Henry Wallace noted:

"It is our sincere belief that the establishment of an Institute for Tropical Agriculture is a matter of vital importance if we want the agricultural sectors of the Western Hemisphere to achieve their potential. This proposal, which has been on the drawing board for two years at the Department of Agriculture, has been endorsed by the Interdepartmental Committee on Cooperation with the American Republics, established by President Roosevelt."

Three years later, when the first IICA Field Office was being inaugurated in Turrialba, Costa Rica, and the first stone of the Main Building was being placed in the ground, President Calderon Guardia stated:

"...we are firmly convinced that this is one of the most valuable projects ever presented to the authorities of my country; ... Furthermore, it will contribute significantly to achieving true Pan Americanism....In its scientific studies, what will surely prevail will be the desire to achieve excellence..."

On that same occasion, Vice President Henry Wallace, added:

"...We must link the projects we are launching today with those of the different organizations and agencies operating throughout the Americas."

The Board of Directors showed vision, analytical skills and audacity when, at its annual meeting in 1969, it approved the resolution calling for the creation of an Advisory Committee, comprising professionals, businessmen, educators, officials of financial assistance agencies for development, who *"represented, for the first time in IICA's history, different sectors related to the agricultural sector."* This Committee defined the course of action IICA should follow during the 1970s, which culminated in March 1979 with the signing of the New Convention on IICA.

At its meeting in Lima, the Sixth Inter-American Conference of Agriculture approved a Declaration on the Development of the Agricultural Sector and several recommendations. In one of them, the proposal was made to the OAS:

"That IICA truly become the specialized inter-American agency for agriculture and, therefore, implement the recommendations put forth by the governments of the member countries in General Assembly, the Consultation Meetings of the Ministers of Foreign Relations and/or the Councils, in accordance with the pertinent provisions of the OAS Charter. Also, ... that IICA coordinate with other global agencies of a similar nature operating in the Americas all the policy measures recommended, establishing cooperative relations with said global organizations."

With the signing of the new Convention, IICA gained recognition at the international level as the specialized agency for agriculture of the Inter-American System.

This new legal instrument created the IABA and the Executive Committee (which replaced the Permanent Board of Directors and the Annual Board of Directors).

In the document that served as the foundation for my first campaign for the position of Director General, I stated:

“In order to meet the great challenges of an era in which there is increasing awareness of the need to promote sustainable agricultural development and alleviate rural poverty, IICA must introduce profound, dynamic and constructive changes, which will demand transformations in its institutional framework...”

In my first inaugural address, I noted:

“The modernization of agriculture leads to the modernization of IICA. However, in addition to modernizing our operations, we must reform and effect changes in our management, in functional, organizational and even legal terms. It is necessary to create new opportunities for the participation of observer countries in the institutional structure. Also, for the IICA of tomorrow, we must develop relations with the civil societies of the hemisphere, which deserve the opportunity to make contributions to a reformed IICA.”

To this end, actions were undertaken and implemented that were aimed at decentralization, concentration, participation and flexibility, basic principles of our 1994-1998 Medium Term Plan, and we have expanded and consolidated strategic alliances that allow for synergetic relations with international agencies and private-sector organizations. Examples are our relations with FAO, ECLAC, IDB, IFAD, USDA, OAS and the Spanish Cooperation Agency, and the recent agreements with ISNAR, IFPRI, SIDA, and with MERCASA, a public-private enterprise from Spain.

We have also promoted, in accordance with the guidelines mentioned above, new categories of membership, such as IICA Associates, and new mechanisms for the Member States to make voluntary financial contributions other than quotas. Both have been approved by the IABA and, in the case of Spain and Portugal, these countries have already received a formal invitation to become IICA Associates.

It is also important to point out the Institute's capability to secure resources, thanks to the dynamism, technical capability and professionalism of its personnel and specialists, and especially, the solid political and technical support of the member countries. In recent years, with a frozen quota budget, there has been a notable increase in external resources. The ratio between quota resources and external

resources is a clear indicator of the effectiveness of the Institute. Let us hope that the financial crisis will not affect this trend.

Fortunately, there has been no interruption of the historical evolution of IICA and an ongoing relationship between IICA's shareholders and the former Directors General and me regarding the institutional reforms needed at different points in time. There has been a constant search for excellence and technical leadership, in response to changing needs and challenges, and, at the same time, an ongoing effort to adapt IICA, organizationally and institutionally, to new circumstances.

I have taken the liberty of sharing with you some brief recollections of the Institute's past, from the beginning until last year, in order to show how we draw on the experiences of yesterday and constantly look ahead to tomorrow.

But, it is not only a matter of consistency and continuity. The proposals put forth in the MTP respond to unavoidable demands of the immediate future, to explicit and implicit demands of our owners, shareholders and clients.

After over four years' continuous dialogue with leaders in all areas and at all levels of the sector, I can state that the type of cooperation and support requested by the Member States has changed, both in form and content.

Technical cooperation is no longer implies only the provision of experts or consultants, since there is large critical mass of professionals in the countries at the postgraduate level who, through their experience, have developed their own methodologies and techniques, in addition to those of the international experts and consultants.

It is for this reason that our usefulness and ability to add value can no longer come solely from the provision of technical cooperation, but rather, on the one hand, from the readiness and ability to provide our clients with timely and pertinent information, as well as the expertise, methodologies or technology that they require (in other words, from the quality and effectiveness of the intermediation), and, on the other, serve as a discussion forum and an efficient mechanism for reciprocal technical cooperation.

In terms of the technical content of the cooperation, there is a need to:

- support the incorporation of agriculture into international trade, and particularly into the integration process in the Americas, and achieve permanent feedback on the evolution and requirements of the negotiation processes under the aegis of the FTAA and the WTO;
- strengthen technology innovation and transfer systems, to support and guide the sustainable management of natural resources, with emphasis on genetic resources, water and soils;
- modernize national agricultural health systems and articulate them with hemispheric and world trade;
- develop validated, up-to-date methodologies to boost sustainable rural development and the incorporation of women and rural youth into agrifood chains;
- contribute to the modernization of higher and vocational centers of agricultural education; support training programs for the agribusiness community and the staff of public and private organizations in the agricultural sector, systematize and disseminate successful experiences; and strengthen horizontal cooperation;
- modernize the institutional framework of agriculture, the organization of agribusiness networks, the strengthening of the participation of civil society, the promotion of rural information centers and agricultural commodity exchanges, and the development of an inter-American agro-socioeconomic information network;
- reposition agriculture in the inter-American dialogue.

Effectively pinpointing the demands and analyzing them in order to provide appropriate and timely responses -given the heterogeneous nature of their evolution and content and, therefore, of the mechanisms and types of cooperation required- has guided our decentralization efforts, which is one of the linchpins of institutional transformation. Over the past year, major progress has been made with decentralization; the Regional Centers have undoubtedly been strengthened to achieve their key objectives.

Other important elements are training and the updating of human resources, the search for the most suitable mechanisms for articulation and communication among the different areas and levels of the Institute, and also in the units in IICA's member countries. The mechanism that we have finally arrived at is that of consortia. A consortium is thought of as a mechanism that reflects a corporate, non-compartmentalized vision (a society with shared objectives and goals) and facilitates greater articulation and coordination between IICA management and other personnel, and among them.

In this area, major efforts were made and energies devoted to developing a technological platform to meet the needs in terms of information technology and for communications among all the organization's units and with external clients.

A guiding principle of this continuous and difficult process of institutional transformation has been innovation. Meaning by innovation not only the pure and simple adaptation to the demands of the setting, but also proactive efforts designed to capitalize on niches with future potential and propose courses of action. A case in point is the "Mexico" Distance Training and Learning Center, which we will have the pleasure of inaugurating this Friday with all of you. This center is the fruit of a strategic alliance with Texas A&M University and the Government of Mexico. It will allow us to position ourselves as pioneers in distance education in the sector, with the most advanced technology available. Preparations are already being made to connect the first Member States to the primary network.

From experience, I can state that managing such a complex organization as IICA, with different dimensions and characteristics, involves dealing with contradictions, ambiguities, obscurities, diversities and rationales, allowing for tension, balancing interests and constantly reaching agreements to create more positive conditions. On the other hand, the mindset and attitudes of people who have been successful are the most difficult to change. This change is the last one to occur. Much work remains to be done. Nonetheless, we have made progress. Jose Ortega y Gasset said: "*A man is himself and the circumstances that surround him,*" and the same can be said of institutions, they are the circumstances that surround him. At this point in time and given the setting in which we find ourselves, there is a need for a greater and permanent involvement and participation of the owners-clients in the activities of the Institute and in defining its vision of the future.

These are the reasons for the proposed reform of the governing bodies of the Institute, which is even more timely given the increasingly proactive role of the Governments in the meetings of the Institute and the new participation of the private sector and civil society.

Fifty-six years after IICA was founded, and almost 20 years since its institutional transformation, distinguished Delegates, I invite you, at this Executive Committee, just like the pioneers of the 1940s and the transformers of the 1970s, let us be visionaries, creative and audacious in making the additional institutional changes I believe are necessary for IICA to be able to cooperate more effectively with the Member States, with hemispheric integration processes and with the private sector and civil society, which would institutionalize an inter-American strategic alliance aimed at promoting the sustainable transformation and revitalization of agriculture.

Recalling the famous speech by Martin Luther King ("I have a dream"), let us also dream about what the IICA of the twenty-first century must be. Let us participate in its construction. Paraphrasing a President of the United States, "an IICA of the Member States, by the Member States and for the Member States." In other words, an IICA of the twenty-first century, integrated into the inter-American system, an institute of the family of the Organization of American States, participating fully and actively in the key decisions that determine the future of the Americas; participating proactively from the perspective of an expanded agricultural sector, in the important processes of the Americas. Let us make our dreams a reality; we can do it if we work together and each one of us does our part.

The proposals contained in the MTP respond to a long-term vision. This vision implies not only "thinking strategically" but also daring "to create the future" in an institution that thinks and acts.

And, as E. Cornish *"the future is not some distant place we can see if we have a very powerful telescope; rather, it is a place that no one can see, no matter how powerful the telescope is, because the future does not exist until it is created. Also, we can rethink, participate in its construction, using available resources, including especially those resources of knowledge, wisdom and imagination we have in our brains."*

Our reason for being is: agricultural development and rural well-being; a target image, positioning, excellence and technical leadership. We must work harder to make the Institute into an organization that is closer to its shareholders and stakeholders, and more capable of providing effective and creative responses.

Therein lies the challenge we face. I invite you, distinguished Delegates in this Eighteenth Meeting of the Committee, to continue working with us in building the IICA of our dreams. Let us seek, as Victor Hugo said, "*the amount of reality that exists in what men call the impossible.*"

I am full of faith and optimism, and I am certain that you are also. In any case, as an Italian thinker rightly says, "*it is necessary to strike a balance between the pessimism of reason and the optimism of the will.*" In any case, it is really a matter of will, including the political will that you represent.

**Address by the Director General, Dr. Carlos E. Aquino, at the Ceremony
Honoring the Government and People of Canada**

A little over a year ago, the Ministers and Heads of Delegation who took part in the meetings of the Executive Committee and the Inter-American Board of Agriculture expressed profound regret at the Illustrious Government of Canada's official decision to withdraw from the Institute, and respectfully urged it to reconsider its position.

It is no exaggeration to say that IICA was faced with a crisis that was unprecedented in its history, given its impact and implications and repercussions.

It was not only a question of the budgetary impact of the loss of the quota contribution of such an important Member State and the resulting cascade effect; in the short term, the situation represented a threat to the very survival of the Institute and of the regional and subregional organizations and networks that are supported by IICA, and would have made it necessary to close some Technical Cooperation Agencies.

The withdrawal of a member country of such importance in the hemisphere would also have caused a breach, a disruption, and the loss of a key component of the inter-American system, as I stated in one of the missives sent, interpreting the feeling of the hemisphere's Agricultural Community: "As part of the inter-American system, it is impossible to envisage an IICA without the presence and membership of Canada." It would have been extremely difficult for us to participate in future efforts to integrate the Americas.

The situation also signified the withdrawal of a country that it is in the forefront of the agroforestry and agrifood sector, and an important source of cooperation in the fields of technology, trade, production, research and academia; a country that has been a pioneer in establishing free trade agreements with Latin America; a country with political stature, credibility and a strong reputation as a leader, a country that brings equity and balance to the Institute's decision-making processes.

Looking back on the way that events unfolded, which, as we all know, had a happy ending, I must single out the decisive role played by the Member States, particularly those in the Caribbean and Central America, at key moments such as the

Summit in Santiago, Chile. Very special efforts were made by the Prime Minister of Grenada and the President of Costa Rica at that time, Mr. Jose Maria Figueres.

The effective support of the Member States, manifested in their attitude and actions, is concrete proof of their trust and interest in their Institute. This should increase the commitment and awareness of all IICA personnel and inspire us to give the best of ourselves in our everyday activities, in terms of our expertise, capabilities, skills and creativity, in order to achieve technical excellence, organizational efficiency and effective cooperation and thereby encourage, promote and support the efforts of the Member States to achieve agricultural development and rural well-being with a vision of the future and a sense of mission.

There a number of lessons to be learned from this experience.

First: skepticism and fatalism were overcome by people's faith and ability to react positively, creatively and dynamically in the face of adversity, no matter how difficult the obstacles that had to be overcome. Or, as Virgil said, "labor omnia vincit improbus."

Second: it became clear that the management of complex, technical-political, intergovernmental and multinational organizations such as IICA cannot be reduced to only the technical and limited to the technocratic, at the expense of political considerations. In this case, the situation was resolved at the highest political level.

Third: the Institute's fundamental need to accurately grasp the true nature and scope of the structured and unstructured demands of our member countries, who are also our clients, and, at the same time, the need for the Member States to be more involved and have an objective understanding of the Institute's everyday work and problems, objectives, priorities, transformation processes and vision of the present and the future.

Fourth: the breadth of vision and ability to reconsider decisions of a generous country, accustomed to dialogue, differences of opinion and reaching agreement by consensus.

The conclusion that must be drawn is that one of the Institute's priority objectives should be to prevent situations of this kind from occurring again, and this can only be achieved through participation and the establishment of fluid, pertinent and permanent channels of communication between the governing bodies, General Directorate and all units of IICA, and the stakeholders in the private sector and civil society.

We should all feel satisfied and full of optimism and enthusiasm since, with Canada's continued membership in IICA, the specialized agency for agriculture of the American States remains strong and confirms its spirit of inter-American solidarity and desire to continue cooperating so that agriculture in the expanded sense can meet the challenges posed by globalization, integration and the opening of markets, as well as by the advances in the fields of science and technology, the demands of plant and animal health, investment in human resources, and the new approach to, and interest in, sustainable rural development.

With this simple act we acknowledge and celebrate, Madame Deputy Minister and Mr. Ambassador, Canada's longstanding and firm belief in the Americas and the decision of your illustrious government to continue to support a vitally strategic sector such as agriculture, which holds great potential. This decision reflects the lofty values and principles of Canadian society, which have enabled it to achieve, and maintain since 1994, first place on the Human Development Index.

Your country is a model for others to follow. Let us congratulate one other on Canada's continued membership in IICA, and may it long be a bastion of the inter-American system.

Thank you.

**Address by the Honorable Ambassador of Canada, Denis Thibaut,
at the Ceremony Honoring the People and Government of Canada**

Es un honor para mi representar a Canadá en esta Decimoctava Reunión Ordinaria del Comité Ejecutivo del Instituto Interamericano de Cooperación para la Agricultura, y poder dirigirles la palabra en nombre del Ministro de Agricultura de Canadá, el Honorable Lyle VanClief. Pero antes de todo, me gustaría agradecerle al Honorable Carlos Mladinic por sus calurosas palabras.

Señor Presidente,

En años recientes, pensamos que Canadá ha llegado a ser un auténtico país de las Américas. Lazos comerciales, sociales y culturales se han expandido durante la década de los ochenta y en 1990 nos hicimos miembros de la Organización de los Estados Americanos. Luego, en 1994 nuestro Primer Ministro, el Muy Honorable Jean Chrétien participó activamente en la primera Cumbre de las Américas que se realizó en Miami, y al año siguiente, encabezó por primera vez una misión comercial a América del Sur. Este año, el Primer Ministro encabezó la misión comercial más grande de la historia de Canadá, Equipo Canadá 98, en un viaje de dos semanas por América Latina.

Esta expansión de las relaciones económicas de Canadá con el hemisferio está siendo respaldada por acuerdos comerciales, incluyendo el Tratado de Libre Comercio de América del Norte con Estados Unidos y México firmado en 1994 y el Acuerdo de Libre Comercio entre Canadá y Chile firmado en 1997.

Este año, Canadá concluyó un Memorandum de Entendimiento sobre Comercio e Inversión con el Mercado Común Centroamericano, y un Acuerdo de Cooperación sobre Comercio e Inversión con los países de Mercosur, con el propósito de fomentar el dialogo entre los sectores privados y conjuntamente evaluar los obstáculos a nuestro comercio e inversión. También, Canadá está actualmente discutiendo un acuerdo similar con la Comunidad Andina. Canadá concede una alta prioridad al Area Libre de Comercio de las Américas y está presidiendo la fase inicial de las negociaciones, formalmente lanzadas en la Cumbre de Santiago.

Tengo que admitir que este compromiso de incrementar las relaciones económicas con nuestros vecinos del hemisferio nos está dando buenos beneficios. Para usar un término hortícola, ya estamos cosechando los frutos que sembramos: nuestro comercio bilateral con América Latina y El Caribe es más del doble de lo que era hace

cinco años. La inversión directa de Canadá en América Latina y El Caribe alcanza hoy en día más de US\$10 mil millones.

Mr. Chairman,

Canada's growing engagement with the hemisphere is also notable in other areas. Canada is the second largest financial contributor to the Organization of American States and its agencies, including the Pan-American Health Organization and, of course, IICA. Prime Minister Chrétien played a leading role at the Second Summit of the Americas in Santiago, an event we believe marked a new stage in the development of multilateral cooperation in our hemisphere.

In the summer of 1999, the city of Winnipeg, Canada will stage the Pan-Am Games and in the fall Canada will host the FTAA Trade Ministerial. We will mark the tenth anniversary of our membership in the Organization of American States in 2000 by hosting the OAS General Assembly, and Canada will also have the pleasure and privilege of welcoming the hemisphere at the Third Summit of the Americas.

Canada's links with the hemisphere have also deepened and multiplied in the area of most interest to this meeting, namely agriculture. Agriculture and Agri-Food Canada currently has Memoranda of Understanding with the Ministries of Agriculture of Mexico, Brazil, Uruguay and Chile. There is also a Memorandum of Understanding with Argentina, between agricultural research authorities.

One key factor in Canada's relations with the hemisphere is the growing volume of agricultural trade and the new linkages established by the private sector as exporters enter new markets. To promote agri-food trade, the Canadian Minister of Agriculture led business delegations to Latin America in 1995 and again in September of this year. We firmly believe that strong commercial relations provide a practical way to enhance the prosperity of all the peoples of the Americas. This is a key reason for Canada's active involvement in efforts to facilitate hemispheric trade, through trade liberalization.

Monsieur le Président,

Laissez moi vous dire que le Canada a beaucoup apprécié les différentes représentations de nos partenaires dans l'hémisphère nous encourageant à maintenir notre présence au sein de l'Institut interaméricain de Coopération pour l'agriculture.

Nous avons été heureux de constater que notre participation à l'Institut était autant prisée. Nous avons été particulièrement touchés par les discours décrivant les conséquences que notre retrait aurait eues sur les petites économies et l'ensemble de la coopération agricole dans l'hémisphère.

Nous sommes ravis que les nations de la région reconnaissent le rôle de premier plan du Canada dans le domaine de la recherche et du développement de technologies agricoles. Comme conséquence des nombreuses interventions de ses partenaires, le Gouvernement du Canada a décidé de maintenir son adhésion à l'IICA et nous sommes confiants que nous pouvons contribuer d'une manière significative au développement agricole et rural dans les Amériques.

Nous avons en effet l'intention de développer une collaboration encore plus étroite avec les deux bureaux de l'IICA, tant au Centre Régional Nord qu'au Canada. Et je voudrais profiter ici de l'occasion pour féliciter au nom du Gouvernement du Canada le directeur du bureau canadien de l'IICA, le Dr. Mario Seixas, pour son travail rigoureux et son engagement infatigable. Nous pensons que les réseaux régionaux de l'IICA peuvent être davantage utiles dans le développement des liens institutionnels et dans la promotion de la recherche, et nous avons aussi bien l'intention d'en bénéficier que d'y contribuer.

Señor Presidente,

La membresía de Canadá en el IICA refleja el compromiso del Gobierno de Canadá con el hemisferio y nos brinda la oportunidad de fortalecer nuestra visión de acción colectiva en las Américas.

La revocatoria de nuestra decisión de retirarnos del IICA refleja también la confianza y compromiso de Canadá con el proceso de reforma que el doctor Aquino ha iniciado. Canadá apoya la modernización y fortalecimiento del sistema interamericano como parte de un esfuerzo global para asegurar que sus instituciones y programas sirvan aún más a los intereses de los Gobiernos y Pueblos del hemisferio y que sean más eficientes y eficaces. Canadá apoya y continuará apoyando el proceso de reforma iniciado por el doctor Aquino, y creemos que como resultado de este proceso, el IICA emergerá como una organización más fuerte. Los países miembros del IICA deben continuar trabajando juntos para acelerar el ritmo de reforma y para asegurar que el IICA pueda contribuir con conocimientos técnicos de primera a nuestros esfuerzos colectivos en el campo de la agricultura.

Me gustaría concluir diciendo que para el Ministro VanCleaf será un honor recibir al doctor Aquino en Canadá a finales de noviembre. Estamos deseosos de continuar las discusiones sobre la participación de Canadá en la Organización.

Muchas gracias.

**Address by the Honorable Dr. Astrid Fischel,
First Vice President of the Republic of Costa Rica,
at the Ceremony Honoring to the Government and People of Canada**

On behalf of the Government of the Republic, and in a personal capacity, allow me to say that it is a singular pleasure to participate in this tribute to the government and people of Canada, especially since, for 56 years, Costa Rica has been home to the Headquarters of the Inter-American Institute for Cooperation on Agriculture. The announcement of Canada's withdrawal marked the beginning of a new and challenging chapter in IICA's history. In the difficult days following the announcement, the member countries assumed a leading role in efforts to persuade Canada to reconsider its decision. Today, the delegations present at this ceremony, as well as those unable to attend, can feel a great sense of satisfaction at seeing the fruits of their labors.

We are to join you in celebrating Canada's decision to continue to form part of the mosaic of IICA member countries. Canada, which believes so strongly in the Americas, has provided strategic support over the years to the agricultural sector, thus contributing to the sustainable development of our human resources. The development of agriculture, alleviation of poverty, protection of the environment and promotion of civil society, all important components of Canada's foreign policy, are priorities shared by Canada and IICA.

Canada's policy on agricultural cooperation emphasizes the protection and diversification of basic foods, and promotes sustainable development through the acquisition of management capabilities and improvements in the nutrition of the most needy, which are also essential elements of IICA's mandate. We, along with the other IICA member countries, were very pleased to learn of the return of a country that has a long tradition of seeking consensus on policies and carrying out joint actions under multilateral schemes, relying on regional and nongovernmental organizations for their implementation. In this regard, Canada will contribute to the renovation of IICA's governing bodies just as it is fostering the reform of the United Nations, the Organization for Economic Cooperation and Development and the Aid and Development Committee.

Canada's decision to continue its membership in IICA will further consolidate a long-term vision based on dialogue and consensus building among the Member States and solidarity with the less developed countries of the hemisphere. In offering these words of recognition, the Government of Costa Rica wishes to thank the Canadian Government for making a decision that will enable such as IICA to continue to

enhance the potential of our region. Also, our faith in the Hemisphere and our conviction that agriculture is essential to the process of hemispheric integration have been strengthened.

Thank you again Canada, and thanks to all of you.

CLOSING SESSION

**Address by the Minister of Agriculture of Jamaica,
the Honorable Roger Clarke, During the Closing Session.**

It is my honour and a great privilege that I take this opportunity to make a few comments at the end of what has been a most stimulating, participative and enlightening committee meeting of IICA

For me it has been a most rewarding experience, which I shall always cherish.

I am honoured to be the representative of my country at this time and ask that you spare me a personal moment to extend on behalf of the Government and people of Jamaica our sincere appreciation and gratitude for the tremendous contribution IICA has made and continues to make toward the development of Agriculture in Jamaica.

I would also like to enjoin my CARICOM colleagues in those expressions recognizing the positive influence IICA is having on sustainable development of the agricultural sectors in the Caribbean region.

It is with a sense of pride that we recognize the unique contribution of the Director General that affable and efficient gentleman Dr. Carlos Aquino, in the transformation of this important institution.

Under his astute leadership we have witnessed over the past 5 years truly remarkable flexibility and responsiveness of IICA to the many challenges facing the development of agriculture in our region.

In particular I wish to highlight the process of decentralization which has truly empowered regional and country offices to provide relevant support to the unique needs of each Member State.

In Jamaica we are extremely pleased with the partnership that we have managed to forge with IICA and here make special mention of the IICA country representative Dr. Chelston Brathwaite for his untiring efforts.

In referring to the meeting itself I must highlight a few issues that to my provided the main substance of our deliberations.

1. The return of Canada to the fold of IICA. We are all very thankful to the Government and people of Canada for this magnificent gesture. This will contribute to greater optimism for the success of IICA. I look forward to Canada playing a major role in assisting us to resolve some of our difficulties within the region.
2. The Medium Term Plan which articulates the vision and strategic direction of the institution over the next few years was well conceived. I wish to once again congratulate Dr. Aquino and the IICA staff and all the contributions for their insight in capturing accurately the unique challenges and opportunities of the region and in mirroring these in the strategic focus and actions that will guide the Institution's support to our various members.
3. The proposal to restructure the Inter-American Board is an excellent one which seeks to having IABA focus more on the substantial political and policy issues relevant to agricultural and economic development of our region.

We endorse the proposal by the Director General to develop a management committee appropriately configured, represented and empowered to advise the Institute on management issues, thereby relieving the IABA of the need to spend a great deal of time discussing day-to-day operational and management issues.

4. Food safety. Yesterday I reiterated our support to the proposal put forward by the Mexican Delegation, which requests IICA to give priority to this issue.

It is a matter of record that the recommendation has gained favour in the appropriate resolution and we are satisfied by the reaction of the Director General that action will be taken.

5. Water. The importance of water, its conservation, and the equitable and efficient use of this resource cannot be overemphasized.

The Caribbean region in particular regards the use of irrigation as germane to any attempt to increase agricultural productivity.

We believe that there are avenues within the IICA family for supporting each other in our attempt to develop our water resources and in strengthening our capabilities to ensure better management of these resources for sustainable development.

6. Distance Learning Centre.

Finally, I must mention my great pleasure in witnessing this morning the inauguration of the Distant Learning Centre.

We attribute this epoch-making event to the vision and courage of Dr. Aquino and the active collaboration of all those who assisted in making this event the tremendous success that it was.

This brave attempt to bring state-of-the-art technology to the agricultural sector is absolutely correct and we pledge to ensure that the Caribbean area is not left behind in this pursuit of excellence. This development will ensure that training and educational opportunities can reach the remotest areas of our region.

Ladies and gentlemen the interaction has been most refreshing and I hope that we have been able to establish lasting personal friendships and that the agenda for future cooperation within the region has been firmly established.

Let me also thank the Government and people of Costa Rica for their exemplary hospitality and support for this conference.

I hand taken the opportunity to spend a few more days here to observe agricultural development in Costa Rica. I am assured that the tour will be most educative enlightening.

Again I say thanks to all who have contributed to making the sojourn of my delegation here such a wonderful experience.

**Address by the Chairman of the Executive Committee,
Marcial Cohene, at the Closing Session**

I would like to reiterate my thanks to all the delegates for the honor they bestowed on me in designating me as the Chairman and moderator of the sessions of the Eighteenth Regular Meeting of the Executive Committee, which gave me the opportunity to follow closely the many interesting presentations made at this event.

On the first day, we were of one mind and shared the same sense of excitement as we participated in the ceremony held to render just tribute to the Government and People of Canada, which, in an unusual and historic departure, consistent with hemispheric solidarity, reconsidered its decision to withdraw from our Institute.

We then we listened with great interest to the presentation on the 1998-2002 Medium Term Plan. Several aspects caught our attention but, in my opinion, the most important concerned the institutional framework and the role of the IABA, the new structure and how it should be linked to the Summits of the Americas and the Inter-American System. The strategic framework and new dimension of the institutional fabric will strengthen the position of agriculture, moving beyond a sectoral vision to create a system of networks and a series of fora led by IICA.

I wish to thank everyone, both the Director General of IICA and my fellow delegates, for their contributions and participation in this event, whose results have exceeded my expectations and, as we say in my country, Paraguay, I feel "one hundred per cent better."

I had prepared a summary of the presentations of each delegation and the topics addressed by the speakers. but in view of time restrictions and in deference to all of you, I will not read it out. However, I should like to list the topics and key ideas that most impressed me and warrant further reflection.

- The recognition that political relations and actions were decisive in the dialogue with Canada, and that the political support of the member countries will be extremely important in renewing the governing bodies of IICA and the IABA, and incorporating and institutionalizing them within the inter-American system.

- The feeling that a new international financial crisis is looming and that we should consider together how to deal with it, and, as Canada said, the IABA could even submit proposals to the Presidential Summits.
- The need to provide specific responses for small countries, island nations and relatively less developed states, which face difficulties in regard to competitiveness.
- The issues that were mentioned time and again and are even the subject of resolutions, related to the sustainable management of water resources and food safety.
- The reiterated support for the process of modernizing IICA, and the countries' satisfaction with and desire for even further decentralization.
- The desire on the part of the countries participating in the subregional integration processes or systems for IICA to cooperate in defining strategies and seeking consensus on the issue of policy harmonization.

I could continue, but would prefer to pause for a moment and speak in my capacity as my country's delegate.

As the Representative of the Government of Paraguay, I should like to express our appreciation to IICA in the person of the Director General, Mr. Carlos Aquino Gonzalez, and to the Director of the Southern Regional Center, Dr. Helio de Macedo Soares, and through him, to the Center's specialists, for the support that my country's agricultural sector has received during the short time that I have been the Vice Minister of Agriculture, in strengthening the animal health service and other technical cooperation actions.

I should especially like to highlight the epidemiological surveillance system we are developing, which will be the key element in totally eradicating foot-and-mouth disease, from which my country was already declared free with vaccination, by the Office International des Epizooties (OIE).

Listening to the presentation on the Red AGROSALUD XXI, and reacting as part of MERCOSUR, I think that this mechanism will be very useful to all our countries, especially those of the Southern Cone, in reactivating and restructuring the Animal Health Commission of the Southern Region, a task we have already begun with IICA's help.

I will now continue in my capacity as Chairman.

At this Committee, the first to be held since Canada reconsidered its position, there has been a clear sense that we remain united and that "we are a family again." We should, therefore, feel satisfied and full of optimism and enthusiasm, for, with Canada's continued membership in IICA, the specialized agency for agriculture of the Organization of the American States, the spirit of inter-American solidarity among its Member States has been strengthened and reaffirmed. It will be possible to continue cooperating so that agriculture in the expanded sense can respond to the challenges posed by globalization, hemispheric integration, market opening and the cyclical crises that affect us. We hope that IICA will continue to support us, with renewed energy, in the field of scientific and technological advances, in meeting the demands of animal and plant health, in investment in human resources, in the resurgence of sustainable rural development and all the sectoral actions that are of concern to our countries as a whole.

After listening throughout the day and reflecting in the evenings on the many innovative ideas put forth in each session (this is my first Executive Committee meeting), I would like to suggest that we continue to reflect and work together as a group on how IICA should continue its efforts to enhance its technical excellence and strengthen its mechanisms as a Multinational Forum. We must build on the successful outcome of the situation regarding Canada, taking advantage of the spirit of solidarity that has been created so that, in a joint effort between the Institute and the member countries, we look to the future, focus on the most important issues, set ambitious goals and take further action in two areas that I regard as being of key importance for the future, which are:

1. To convert IICA and the IABA into the highest level decision-making body for agricultural policy, as an active participant in inter-American mechanisms for intersectoral coordination and hemispheric mechanisms for integrated development, and to ensure that it is recognized as an essential unit of the institutional framework for hemispheric integration that is taking shape as a result of the Summits of the Americas.
2. To take advantage of the positive response to the proposed institutional transformation of the governing bodies of IICA contained in the revised 1998-2002 Medium Term Plan, to achieve what I mentioned in the previous point. Also, to set up the new management body and ensure that the Committees proposed become instruments for coordination and dialogue among the public and private sectors, civil society, international

organizations and, if possible, others outside the hemisphere. Through processes led by IICA, and fora and seminars of the highest technical caliber, these could make recommendations and proposals to the IABA, which in turn could take political, technical and operating decisions to strengthen all the components of the sector, which could then be submitted to higher bodies, and even to the Summits of the Americas. Taking this a step further, we could even lobby for a Summit of Presidents on the question of agriculture and sustainable rural development, at which we could propose a Common Agricultural Policy.

I am sure that over the past few days we have all felt pleased, full of hope and more certain about the future. On behalf of us all, I should like to convey our deepest gratitude to the people and Government of Canada and once gain thank the people and government of Costa Rica and IICA for giving us the opportunity to hold this meeting, for their warm hospitality and for the demonstration of exactly how much it can rain here.

I look forward to seeing you all again in Salvador, Bahia, next year, thanks to the generous offer made by Brazil. Thank you all for your constructive contributions to the meeting.

I must admit that when I was chosen to chair the meeting I was taken aback and felt somewhat at a loss. I had never attended a meeting of the Executive Committee, as I have only been my country's Vice Minister for two months, but I gradually began to feel more comfortable and more sure of myself, and for that I would like to thank the person on my left, Mr. Ariel Rivera, the Technical Secretary, who gave me tremendous support here and outside the meeting room. Let me repeat, Ariel, what I already said in private, that I especially appreciate your support and that of your technical team.

Finally, on behalf of the Executive Committee, I should also like to thank very sincerely the professional personnel of IICA and the Director General for their support, especially those directly responsible for the success of this meeting, the support staff, interpreters, translators, secretaries and all those who have helped. I would like to ask for a round of applause, even if they are not present.

Thank you all very much.

**Address by the Director General of IICA,
Dr. Carlos E. Aquino, at the Closing Session**

Thank you, Mr. Chairman. I would like to express my sincere gratitude to the Honorable Roger Clarke, Minister of Agriculture of Jamaica, for his kind words, and to all those who have offered us words of encouragement. We deeply appreciate your expressions of support and your public recognition of our efforts. I want to share this recognition with my closest collaborators and staff, and would ask that they stand and be recognized. Any recognition I may deserve hinges on their support and that of the Almighty; please, a round of applause for all of them.

One of the most outstanding and important events of this Executive Committee meeting was the ceremony held to honor and thank the government and people of Canada for making the decision to continue its membership in IICA.

When our Representative in Canada, Dr. Mario Seixas, informed me of Canada's decision to withdraw from the Institute, we immediately made a pact based on the belief that our efforts and perseverance would result in Canada's staying in IICA. I want to give special recognition to Mario, who has played a pivotal role in changing IICA's image in Canada.

It was a difficult time, and one of deep introspection, for all of us. We are very pleased to see that our family is whole again.

Again, thank you to the honorable Canadian Delegation; to all the ministers from the Caribbean, who support has remained constant; to the Honorable Prime Minister of Grenada, for his exceptional efforts; to the Presidents of Central America and the Secretary of Agriculture of Mexico; and to all the Ministers of Agriculture, who, from Rome, issued a communiqué conveying their support.

This process also reminded me that small is beautiful, and that since many of us come from small countries we think we have little to offer. However, globalization has shown us that no country is so small or so weak that it has nothing to offer, nor so big or powerful that it has nothing to receive. I am living proof of my belief that we have much to contribute. I feel I can say this because 52 years had to go by before a small country was afforded the opportunity to head one of the organizations of the Inter-American System.

I know that we often feel isolated, and I understand the feelings expressed at this meeting by the representatives of many of the countries in the Caribbean and Central America because I have visited the countryside in each of them. I have spoken with farmers, seen the conditions in which they work, learned of their hopes and dreams, and realized that they want their voice to be heard.

We believe that our Forums can contribute to efforts under way in the agricultural sector. Whenever I can, I say that agriculture is an intense, monumental, difficult and complex undertaking, and demands even greater effort in the case of small islands. Many of our member countries played a key role, thanks to their perseverance and actions, in preserving the unity of the agricultural family of the Americas.

The delegations present here have shared with me, and expressed to the delegations from Canada, the United States, Brazil and Mexico, their interest in collaborating and in strengthening the relationships being forged in the forums and in meetings such as those held between Central America and the Caribbean, as well as others on the horizon, especially with the Northern Regional Center and the Caribbean.

I would also like to mention that we presented the "Conceptual Document" because we believe that the future belongs to those who foresee events and take action. It has been almost 20 years since Dr. Jose Emilio Araujo, Director Emeritus of IICA, illustrious citizen of Brazil, dear friend and teacher *par excellence*, opened the new Convention on the Institute for signature. Over those same 20 years, the OAS has modified its Charter several times. Therefore, we would appreciate receiving your comments on the Conceptual Document we delivered to you.

We are convinced that organizations and their personnel must continually evolve if they are to become better and more efficient. After all, institutions are not simply walls and floors, or buildings; they are the men and women who work at them, and it is we who must reform them and make them better. I am reminded of a Chinese proverb that says that a journey of a thousand miles begins with a single step, and that one should not think of covering such a great distance in a single bound; consequently, reform takes time. We believe that considerable progress has been made at this Committee meeting, and we are very pleased with our policy based on consensus building and participation, and with our efforts to reach agreement with and merge the efforts of our Member States. Thank you for your valuable comments and suggestions.

When this meeting began, we said we wanted this Executive Committee to be a milestone in IICA's history; I believe that, by being here, we are writing that history. The difficult lessons we have learned and the different suggestions and comments you have put forth will all be taken into consideration. We will work with the countries because we are convinced that, only through true partnerships, can we meet the challenges inherent to the transformation of organizations and, of course, to the transformation of agriculture.

I also want to let you know that we are working as a team and that we are trying to integrate the different organizations that make up our Institute. For example, I would like to mention and express my appreciation for the support of our personnel associations, APIICA and ASEIICA, and the IICA Ladies Association, whose members have outdone themselves decorating Headquarters and taking other actions to make you feel welcome here.

I also want to express my gratitude to all those who have made this Committee a success: the Chairman of the Executive Committee, the Rapporteur, the Technical Secretary, our translators and interpreters, the staff of the Technical Secretariat, Roxana Montero, the staff of CECADI and the Technical Management Unit, the panel members, the logistic support personnel and, above all, those who have accompanied us for these three days, as well as those who were unable to join us, such as Sarah Horsey-Barr, who overflowed Costa Rica, but due to inclement weather, had to stay in Nicaragua. I also want to thank Mr. Leonel Zufiga, who, by making a special trip just to be with us, personifies the spirit of cooperation we are trying to foster; Mr. Carlos Cabral, Pro Tempore Executive Secretary of the Ibero-American Forum of Portugal, who joined us for the express purpose of sharing his vision of the multifunctional nature of agriculture; the Regional Director FAO, Mr. Gustavo Gordillo; and the Director of CARDI, Dr. Hayden Blades.

Before continuing, I want to express our solidarity with Honduras and the countries that have been affected by natural disasters.

I want to recognize the efforts of all those who worked on the exhibit, and I suggest you visit it before you depart.

Next, I want to thank Brazil for its decision to host the IABA meeting next year; I am certain it will be a very special IABA. Also, thank you to those Member States whose donations to the Institute have made it even stronger.

I want to conclude by thanking God for giving me the privilege to be in this position, to learn so much from you and to continue working with you as we realize the transformation required to prepare the Institute to enter the twenty-first century.

Allow me to again express, personally and on behalf of the country and region I so proudly represent, my deepest gratitude.

To my dear friend Beatriz Paredes, of Mexico, to Dr. McKenzie, to all the panelists, to the team that presented the panel on food safety, to the Minister of Agriculture, to the corresponding government authorities, and to all those that make up this family. Thank you from the bottom of my heart.

I hope we can enjoy the social event planned for this evening in the knowledge that we are building a great institution whose prestige and recognition are growing every day, and one which is preparing to enter the next century thanks to the inspiration provided by its governing and executive bodies and operating units.

Let's move forward together, overcoming difficulties, seeing in every problem an opportunity and joining forces to transform our societies, our communities and our peoples.

Thank you all.

OFFICIAL DOCUMENTS SERIES

**Doc.
No.**

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

* Out of print.

**Doc.
No.**

- 11 **Fifteenth Annual Meeting of the Board of Directors – Washington, D.C.,
May 6 to 12, 1976
(English and Spanish)**
- 12* **Simon Bolivar Fund – Rules and Regulations
(1977 – English and Spanish)**
- 13* **Sixteenth Annual Meeting of the Board of Directors – Santo Domingo, Dominican
Republic, May 11 to 19, 1977
(English and Spanish)**
- 14* **Seventh Inter-American Conference on Agriculture – Tegucigalpa, Honduras,
September 5 to 10, 1977
(English and Spanish)**
- 15* **Medium-Term Indicative Plan. IICA: The Next Five Years
(1977 – English and Spanish)**
- 16 **Seventeenth Annual Meeting of the Board of Directors – Asuncion, Paraguay,
May 22 to 24, 1978
(English and Spanish)**
- 17* **Eighteenth Annual Meeting of the Board of Directors – La Paz, Bolivia,
May 14 to 16, 1979
(English and Spanish)**
- 18 **Nineteenth Annual Meeting of the Board of Directors – Mexico, D.F.,
September 22 to 26, 1980
(English and Spanish)**
- 19 **Principal Resolutions of the Board of Directors, Washington, D.C., 1973-1980
(English and Spanish)**
- 20 **First Special Meeting of the Inter-American Board of Agriculture – San Jose, Costa
Rica, February 17 to 19, 1981
(English and Spanish)**
- 21 **Eighth Inter-American Conference on Agriculture – Santiago, Chile,
April 6 to 11, 1981
(English and Spanish)**

* Out of print.

**Doc.
No.**

- 22 **Base Documents: Convention on the Inter-American Institute for Cooperation on Agriculture; Rules of Procedure of the Inter-American Board of Agriculture, the Executive Committee and the General Directorate**
(Third Edition, 1990 – English, Spanish, French and Portuguese)
- 23 **Resolutions Adopted by the Board of Directors of the Inter-American Institute of Agricultural Sciences and Still in Force**
(1984 – English, Spanish, French and Portuguese)
- 24 **First Regular Meeting of the Executive Committee and the Inter-American Board of Agriculture – San Jose, Costa Rica, June 9 to 12, 1981 and Buenos Aires, Argentina, August 7 to 13, 1981**
(English and Spanish)
- 25 **Second Regular Meeting of the Executive Committee – San Jose, Costa Rica, September 12 to 17 and October 25 to 26, 1982**
(English, Spanish, French and Portuguese)
- 26 **Second Special Meeting of the Inter-American Board of Agriculture. San Jose, Costa Rica, October 27 to 29, 1982**
(English, Spanish, French and Portuguese)
- 27 **General Policies of IICA**
(1982 – English, Spanish, French and Portuguese)
- 28 **Medium-Term Plan 1983-1987**
(1982 – English, Spanish, French and Portuguese)
- 29 **Second Regular Meeting of the Inter-American Board of Agriculture – Kingston, Jamaica, October 24 to 28, 1983**
(English, Spanish, French and Portuguese)
- 30 **Fourth Regular Meeting of the Executive Committee – San Jose, Costa Rica, December 2 to 7, 1984**
(English, Spanish, French and Portuguese)
- 31 **Fifth Regular Meeting of the Executive Committee – San Jose, Costa Rica, July 29 to August 2, 1985**
(English, Spanish, French and Portuguese)

**Doc.
No.**

- 32 Third Regular Meeting of the Inter-American Board of Agriculture – Montevideo, Uruguay, October 21 to 25, 1985
(English, Spanish, French and Portuguese)**
- 33 Sixth Regular Meeting of the Executive Committee – San Jose, Costa Rica, July 13-17, 1986
(English, Spanish, French and Portuguese)**
- 34 Third Special Meeting of the Inter-American Board of Agriculture – Mexico, D.F., Mexico, October 27-30, 1986
(English, Spanish, French and Portuguese)**
- 35 1987-1991 Medium Term Plan
(1986 – English, Spanish, French and Portuguese)**
- 36 Seventh Regular Meeting of the Executive Committee – San Jose, Costa Rica, June 15-17, 1987
(English, Spanish, French and Portuguese)**
- 37 Program II: Technology Generation and Transfer. Guidelines for Cooperation, June 1987
(English, Spanish, French and Portuguese)**
- 38 Program I: Agricultural Policy Analysis and Planning. Guidelines for Cooperation, June 1987
(English, Spanish, French and Portuguese)**
- 39 Program III: Organization and Management for Rural Development. Guidelines for Cooperation, September 1987
(English, Spanish, French and Portuguese)**
- 40 Program IV: Marketing and Agroindustry. Guidelines for Cooperation, September 1987
(English, Spanish, French and Portuguese)**
- 41 Program V: Animal Health and Plant Protection. Guidelines for Cooperation, September 1987
(English, Spanish, French and Portuguese)**
- 42 Ninth Inter-American Conference of Ministers of Agriculture. Ottawa, Canada, August 29 to September 2, 1987
(English, Spanish, French and Portuguese)**

**Doc.
No.**

- 43 Fourth Regular Meeting of the Inter-American Board of Agriculture. Ottawa, Canada, August 31 to September 4, 1987
(English, Spanish, French and Portuguese)
- 44 Guidelines for the Work of the Center for Investment Projects (CEPI) Within the Framework of the Medium Term Plan
(English, Spanish, French and Portuguese)
- 45 Eighth Regular Meeting of the Executive Committee – San Jose, Costa Rica, August 1-4, 1988
(English, Spanish, French and Portuguese)
- 46 Ninth Regular Meeting of the Executive Committee – San Jose, Costa Rica, June 12-16, 1989
(English, Spanish, French and Portuguese)
- 47 Fifth Regular Meeting of the Inter-American Board of Agriculture – San Jose, Costa Rica, October 9-12, 1990
(English, Spanish, French and Portuguese)
- 48 Tenth Regular Meeting of the Executive Committee – San Jose, Costa Rica, August 27-29, 1990
(English, Spanish, French and Portuguese)
- 49 1987-1993 Medium Term Plan
(1990 – English, Spanish, French and Portuguese)
- 50 Eleventh Regular Meeting of the Executive Committee – San Jose, Costa Rica, June 24-26, 1991
(English, Spanish, French and Portuguese)
- 51 Tenth Inter-American Conference of Ministers of Agriculture – Madrid, Spain, September 23-27, 1991
(English, Spanish, French and Portuguese)
- 52 Sixth Regular Meeting of the Inter-American Board of Agriculture – Madrid, Spain, September 23-27, 1991
(English, Spanish, French and Portuguese)

**Doc.
No.**

- 53 Twelfth Regular Meeting of the Executive Committee – San Jose, Costa Rica, June 22-24, 1992
(English, Spanish, French and Portuguese)
- 54 Thirteenth Regular Meeting of the Executive Committee – San Jose, Costa Rica, June 21-23, 1993
(English, Spanish, French and Portuguese)
- 55 Seventh Regular Meeting of the Inter-American Board of Agriculture – México D.F., México, September 19-23, 1993
(English, Spanish, French and Portuguese)
- 56 Fourteenth Regular Meeting of the Executive Committee – San Jose, Costa Rica, September 12-14, 1994
(English, Spanish, French and Portuguese)
- 57 Medium Term Plan 1994-1998
(English, Spanish, French and Portuguese)
- 58 Fifteenth Regular Meeting of the Executive Committee – San Jose, Costa Rica, June 19-21, 1995
(English, Spanish, French and Portuguese)
- 59 Eighth Regular Meeting of the Inter-American Board of Agriculture – San Jose, Costa Rica, September 17-20, 1995
(English, Spanish, French and Portuguese)
- 60 Sixteenth Regular Meeting of the Executive Committee – San Jose, Costa Rica, June 26-28, 1996
(English, Spanish, French and Portuguese)
- 61 Seventeenth Regular Meeting of the Executive Committee – San Jose, Costa Rica, 30 July – August 1997
(English, Spanish, French and Portuguese)
- 62 Ninth Regular Meeting of the Inter-American Board of Agriculture – Santiago, Chile, October 12-16, 1997
(English, Spanish, French and Portuguese)
- 63 Eighteenth Regular Meeting of the Executive Committee – San Jose, Costa Rica, October 28-30, 1998
(English, Spanish, French and Portuguese)

Available publications may be ordered from:

**Dirección de Relaciones Externas
Sede Central del IICA
Apartado 55 - 2200 Coronado, Costa Rica**

This book was printed at IICA
Headquarters in Coronado,
San Jose, Costa Rica in January 1999
with a press run of 300 copies.

