



REPORT OF THE TWENTIETH  
REGULAR MEETING  
OF THE EXECUTIVE COMMITTEE

San Jose, Costa Rica

2-3 November, 2000

## WHAT IS IICA?

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

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

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

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

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

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

**IICA**



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



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

The Twentieth 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.324(XIX-O/99) of said Committee.

The 2000 Executive Committee was made up of the following countries: Antigua and Barbuda, Argentina, Belize, Chile, Costa Rica, Dominican Republic, Peru, Saint Lucia, Saint Vincent and the Grenadines, the United States of America, Uruguay and Venezuela.

**PREPARATORY SESSION**

- 0.1 The Preparatory Session of the Twentieth Regular Meeting of the Executive Committee was called to order at 09:30 on November 2, 2000, in the United States/Canada Room at IICA Headquarters, chaired by the Representative of Brazil.
- 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 James Schroeder, Deputy Under Secretary for Agriculture of the United States of America, to chair the meeting.

Alberto Dent Zeledón, Minister of Agriculture and Livestock of Costa Rica, was proposed as Rapporteur, a motion which was approved. Thus the officers of the meeting were:

Chairman  
Rapporteur  
*Ex-officio* Secretary

James Schroeder  
Alberto Dent Zeledón  
Carlos E. Aquino González

**0.2.2 Agenda of the Meeting**

The Agenda presented in document IICA/CE/Doc.368(00) was approved.

It was agreed to include in the Provisional Agenda, under Other Business, "Report on the Contract of the Tropical Agriculture Research and Higher Education Center (CATIE) ratified by the Legislative Assembly of Costa Rica"; and "Protocol for the Election of the Director General of the Institute" (Draft rules).

**0.2.3 Membership of the Style Commission**

The Representatives of Venezuela and Saint Lucia were appointed to the Style Commission for the Spanish and English languages, respectively.

**0.2.4 Working Committees**

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

**0.2.5 Deadline for Submitting Proposals**

November 2, at 14:00, was set as the deadline for submitting proposals.

**0.2.6 Duration of the Meeting**

The Plenary agreed to hold the Closing Session of the meeting on Friday, November 3, 2000, at 16:00, in accordance with the proposal of the Technical Secretary of the meeting.

**0.2.7 Order of Precedence of the Member States**

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

## 0.2.8 Other Business

Based on the rules for application of Article 24 of the Convention on the Inter-American Institute for Cooperation on Agriculture, it was agreed to preserve the practice of not suspending the right to vote, at this meeting, of Member States that have quota arrearages with the Institute but that have maintained conversations in good faith with the Director General to normalize their situation.

0.2.9 The session was adjourned at 09:45.

## FIRST PLENARY SESSION

1. The First Plenary Session of the Twentieth Regular Meeting of the Executive Committee was called to order at 12:00 a.m. on November 2. It was chaired by Mr. James Schroeder, Representative of the United States of America, who gave the floor to the Manager of the Institute's Technical-Thematic Consortium, for him to initiate the Technical Dialogue.

### 1.1 Reflection and Technical Dialogue: "New Challenges for Agriculture"

1.1.1 The Manager of IICA's Technical-Thematic Consortium informed the Plenary that the "Reflection and Technical Dialogue" would be divided into two parts. In the first part, several presentations would be given by the directors of the Institute's thematic areas, who would sketch out the main challenges for agriculture from the perspective of the new institutional framework required for its development. In the second part, he went on to say, the delegates would have the opportunity to participate in the plenary and offer their thoughts and comments regarding the issues presented, thus contributing to the objective of identifying some of the key elements of the challenges faced by agriculture at the start of the twenty-first century.

1.1.2 He said that analysis of these issues would permit a better understanding of the tasks facing the ministries of agriculture in the short and medium term. He added that, in his opinion, these tasks included ensuring the effective participation of ministries of agriculture in trade negotiation processes; incorporating agricultural sector businesses into foreign markets; developing agricultural health and technological innovation systems to achieve greater competitiveness, and helping to combat rural poverty.

## **1.2 New Challenges for Agriculture in the Americas: Agricultural Trade Negotiations**

- 1.2.1** The Director of the Area of Policies and Trade noted that agriculture in the Americas was immersed in two multilateral trade negotiation scenarios. On the one hand, agricultural negotiations had been taking place at the World Trade Organization (WTO) since January 2000 and, on the other, hemispheric negotiations related to the Free Trade Area of the Americas (FTAA) had been underway since April 1998. He commented that the negotiating principles of the two processes were the same, as were a number of the issues being addressed. The difference between them was that all sectors and disciplines were being negotiated under the FTAA, while the WTO was only addressing agricultural issues and those related to services.
- 1.2.2** In addition to these two scenarios, many countries in the Americas had bilateral free trade agreements, which created further challenges for the agricultural sector with respect to trade issues. Given this panorama, agricultural trade negotiators, headed by the ministries of agriculture, were required to overcome a series of challenges at both the national and international levels.
- 1.2.3** At the domestic level, the ministries of agriculture had to evaluate the experience of administering trade treaties currently in force and endeavor to articulate their domestic policies with multilateral trade commitments. He added that a certain level of preparedness was necessary for effective negotiating, including teams of specialists, internal organization and instruments for providing information about and disseminating the results achieved.
- 1.2.4** The speaker then said that, at the international level, countries should establish alliances that enhance their capacity to negotiate and secure differential treatment for the different topics negotiated. He cited the example of the experience of the Cairns Group. He concluded his presentation by underscoring how important it was for the public and private sectors to achieve harmonized positions in order to arrive at a national trade policy and a common negotiating strategy.
- ## **1.3 Elements of Competitiveness in the Agrifood Sector**
- 1.3.1** The Director of the Center for Integration and Agribusiness Development (CIDAÉ) noted that one of the conclusions of the Third Ministerial Forum held during the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA) was that the agrifood sector would have a great opportunity to penetrate markets in light of growing world demand for agricultural products, foods and



beverages. Given this scenario, the challenge for the ministries of agriculture and IICA is to help strengthen the export capabilities of businesses.

- 1.3.2 He concurred with the preceding speaker, pointing out that agreement between the public and private sectors is essential for the expansion of the export capabilities of agrifood enterprises. He added that it is also necessary to learn how to use market intelligence for validating products in the final market and, above all, to train agricultural entrepreneurs in the use of techniques and processes for penetrating foreign markets.
- 1.3.3 He added that, given the new institutional framework of agriculture in which the agrifood sector depends less on the government and more on the market, the development of larger and better training programs in the short term is vital. It is also necessary, he added, to develop the tools that agribusiness operators need to undertake the process of transforming production.

#### 1.4 The Multiple Functions of Agricultural Health and Food Safety

- 1.4.1 The Director of IICA's Area of Agricultural Health and Food Safety presented the principal conclusions of a study conducted by the Institute on the current status of the agricultural health systems in the countries of the Americas. He mentioned that the study compared a reference group of seven nations having more highly developed agricultural health and food safety systems with the remaining countries by analyzing three basic variables: regulatory framework (legislation, standards), technological framework (diagnostic and analytical capability, etc.), and institutional framework (official representation, communication, traceability, technical sustainability).
- 1.4.2 He noted that the study revealed limited participation by numerous countries from the area in the WTO Committee on Sanitary and Phytosanitary Measures and the "Three Sisters." He added that, in contrast, for the seven countries in the reference group, whose agricultural health and food safety systems are based on the Agreement on the Application of Sanitary and Phytosanitary Measures, opportunities for trade are opening up, food security is improving and foods are becoming safer.
- 1.4.3 He then noted that, ideally, the improvement of the health systems of the countries must begin with agreement between the public and private sectors, followed by the adoption of a regulatory framework and an effective institutional framework. Only after taking these steps, he added, can technological

improvements begin. He concluded by mentioning the basic principles involved in developing policies on food safety, which, in his judgement, are: effective leadership and political determination; a systemic approach to the agrifood chain; increased awareness of all agents, from the producer to the consumer, establishing responsibilities for all; definition and prioritization of policies and actions on food safety; risk management; and promotion of education and the sharing of information at all levels.

## **1.5 Transformation of Production and Technological Change**

- 1.5.1** The Director of the Area of Science, Technology and Natural Resources began his presentation by saying that, from a technological perspective, the following challenges exist: to increase production and productivity, to make better use of natural resources and to combat rural poverty by reducing the gap between traditional and commercial agriculture.
- 1.5.2** He added that, regarding the rational use of natural resources, an additional challenge is to make the population aware of the economic importance of the conservation thereof, which will also make it easier for the public sector to obtain the funding needed to implement environmental policies.
- 1.5.3** He mentioned that the countries and subregions of the Americas have a sufficient institutional base for technological development. He suggested, however, that it is necessary to establish networks that will make horizontal cooperation and the exchange of new know-how possible. In this regard, he mentioned the Regional Forum on Agricultural Research and Technology Development (FORAGRO), whose purpose is to contribute to developing “agriculture with knowledge,” placing research and development on political agendas, and bringing about changes within institutions aimed at articulating science, technology, production and the market, and promoting the active participation of the private sector.
- 1.5.4** Another challenge related to technological innovation, he concluded, is the topic of intellectual property rights, which are regulated under the Agreement on Trade-Related Aspects of Intellectual Property Rights (ATRIIPS) of the World Trade Organization (WTO). In this area, policies are needed to protect the intellectual ownership of plant varieties and production processes.

## **1.6 Sustainable Rural Development**

- 1.6.1** The Director of the Inter-American Center for Rural Development began her presentation by defining the concept of "New Rurality." She said that it included a renewed vision of the rural sector, which focused on ways of tackling poverty and promoting development using a comprehensive, multisectoral approach.
- 1.6.2** She explained that the major challenges facing the rural sector could be grouped into four main areas: i) overcoming poverty; ii) eliminating inequalities in employment opportunities, income, assets and organization; iii) developing a new institutional framework, and iv) engaging in production without degrading natural resources.
- 1.6.3** She then listed eight concepts that form part of the strategic underpinnings of the "New Rurality" approach, these being: territory and communities as the framework and basis for sustaining development; attributing greater value to agriculture and the countryside; the relationship between rural and urban areas; an expanded concept of agriculture and the rural sector; economic growth with equity; the gender approach as a cross-cutting issue; the importance of agricultural and non-agricultural employment; and recognizing the external factors that have a bearing on the development of agriculture and the rural milieu.
- 1.6.4** She placed special emphasis on strategic alliances and inter-agency cooperation systems for rural development. She stated that IICA, through the Inter-American Center for Rural Development (CIDER), was articulating and participating in the efforts of the Inter-Agency Group for Rural Development made up of a number of international organizations, including the IDB, IFAD, GTZ, ECLAC, FAO and the World Bank.
- 1.6.5** In conclusion, she thanked the Government of Panama - particularly the President and the Minister for Agricultural Development - for the support extended to IICA and, more specifically, to CIDER, by placing at their disposal the facilities of the City of Knowledge, an ideal place for combining efforts on behalf of rural development in the Americas.

## **1.7 Education and Training for Agriculture and the Rural Milieu**

- 1.7.1** The Director of IICA's Strategic Area for Education and Training began his presentation by referring to what he considered the main challenges faced by agriculture and rural development in the Americas, in terms of human resource

requirements. These challenges are: i) to raise the level of formal and informal education for both children and adults; ii) to increase the productivity of both land and labor; iii) to become more competitive and better competitors; iv) to review the institutional framework of the agricultural sector; v) to make use of agriculture and the rural milieu to help overcome social inequality and poverty, and vi) to strengthen the management capabilities of human resources throughout the agrifood chain.

1.7.2 He noted that those six challenges entailed training human resources, generating knowledge and facilitating access to both.

1.7.3 He added that IICA's short and medium-term tasks in this field are to promote dialogue for the integration of agricultural and rural education; enhance the effectiveness, quality and relevance of courses taught in the region; and provide training to private and public-sector personnel on topics of strategic importance to agriculture.

1.7.4 He concluded by stating that IICA was engaging in such tasks through the creation of national, regional and hemispheric education and training networks and forums; the development and implementation of policies, strategies and methods; and the use of modern multimedia and telecommunications technology for distance training.

## 1.8 Participation of the Delegates in the Technical Dialogue

1.8.1 The Representative of Saint Lucia expressed satisfaction at the form and content of the presentations made by the Directors of the Strategic Areas of IICA and said that the work of the Institute was in keeping with the needs of the member countries vis-a-vis agricultural development.

1.8.2 He then turned to the topic of technology and natural resources, stating that the processes of globalization and trade liberalization had highlighted the need for new forms of technology to be made available to farmers to enable small countries to make their agriculture more competitive. It was essential to collaborate with the member countries in adding value to their agricultural production.

1.8.3 In regard to natural resources, he added that sustainable agriculture could not exist without taking into account water for irrigation as a raw material and that this factor was of particular importance to the small islands of the Caribbean.

- 1.8.4** The Observer Representative of Mexico congratulated the staff of IICA on their presentations and expressed concern over so-called non-tariff barriers to trade. He stated that, in his opinion, there was a parallel agenda to that of the WTO trade negotiations dealing with food safety, quality, biosafety and intellectual property, which were becoming new obstacles to international trade. He was concerned by the fact that the participation of IICA's member countries in the forums dealing with such issues was limited, and that international protocols on such matters were on the verge of being signed and ratified. Finally, he wondered what course IICA's cooperation should take in regard to those issues.
- 1.8.5** The Observer Representative of Brazil congratulated the Institute on the high standard of the presentations and referred to the comments made by the Director of the Area of Policies and Trade. He felt that IICA should become more involved in this topic by stepping up its actions to distribute and facilitate access to information regarding the negotiations currently under way. He added that such actions would help to counteract the adverse reaction caused by the lack of transparency in those negotiations. In that respect he praised IICA's work in facilitating dialogue on traditional negotiation topics such as market access, sanitary and phytosanitary measures, domestic support, etc., but recommended that other topics also be addressed, including the multifunctional nature of agriculture, export credits and insurance, and the role played by state-owned enterprises.
- 1.8.6** The Representative of Chile commented on the possible consequences of trade liberalization processes, noting that there were winners and losers. He added that these processes could create instability in the agricultural sector, which highlighted the need for agriculture to be able to adapt to the necessary changes. In his opinion, IICA should support the efforts of the member countries to take advantage of the opportunities afforded by trade liberalization, and also to offset the possible adverse effects thereof.
- 1.8.7** He agreed with the Representative of Mexico on the growing need for IICA to provide support to the member countries in addressing the issue of non-tariff barriers to trade. With respect to rural development, he agreed wholeheartedly with the view that the issues involved were multisectoral, and that that approach will make it easier to address them.
- 1.8.8** He went on to note that efforts to modernize and transform the institutional framework of the agricultural sector should not be limited to the ministries of

agriculture, but should also take into account the growing importance of other institutions, both public and private.

- 1.8.9 He concluded by expressing the opinion that IICA should focus its capabilities on solving the aforementioned and other pertinent problems, while also acting as a catalyst of the technical capabilities of its Member States.
- 1.8.10 The Representative of Peru referred to the multifunctional nature of agriculture. He considered that concept to be perfectly valid from the philosophical point of view, but felt that it was unfair for some developed countries to use it to disguise subsidies. He hoped that IICA's member countries would reach a consensus on the matter as part of the WTO trade negotiations.
- 1.8.11 The Chairman adjourned the First Plenary Session at 13:30.

## **SECOND PLENARY SESSION**

2. The Second Plenary Session of the Twentieth Regular Meeting of the Executive Committee was called to order at 15:30 on Thursday, November 2, 2000 and was chaired by James Schroeder, Representative of the United States of America.
- 2.1 1999 Annual Report (IICA/CE/Doc.370(00))
- 2.1.1 The Director General stated that the Annual Report presented an overview of agriculture in the Americas and gave an account of the hemispheric, regional and national cooperation actions carried out by IICA. He singled out the new dimension of the Institute's governing bodies as an important achievement and made specific mention of the Executive Committee, which now would address administrative issues previously dealt with by the IABA. He also stressed the fact that the Executive Committee devoted a significant proportion of its agenda to discussing important technical issues and that its conclusions provided input for the hemisphere's highest level forum on agrifood policy, the IABA.

- 2.2 Financial Statements of the Institute and the 1999 Report of the External Auditors (IICA/CE/Doc.375(00))**
- 2.2.1 The Chairman asked the Director of Finance to comment on the 1999 Financial Statements.**
- 2.2.2 The Director of Finance explained that, pursuant to Resolution 302 of the Ninth Regular Meeting of the IABA, held in Santiago, Chile in 1997, the Institute's 1999 financial statements were reviewed by the auditing firm of KPMG Peat Marwick.**
- 2.2.3 He mentioned that in the letter of presentation, the auditors stated that both the review of the financial statements and their preparation were conducted in accordance with generally accepted auditing standards and accounting principles. He explained that the recognition of the obligations assumed during the year, to acquire goods and services not yet received at the close of the year, was a practice provided for in the regulations established by the IABA.**
- 2.2.4 He then presented a comparative analysis of the financial statements for the 1998 and 1999 fiscal years. He emphasized that current assets dropped by US\$2 million and that the funds generated by CATIs had been reduced by a further US\$2.6 million as a result of the conclusion of some projects and a slowdown in the execution of others due to changes of administration in some Member States and the devaluation of national currencies against the US dollar. He explained that, as a result, the liquidity ratio dropped from 1.31 to 1.29. He added that the review showed a growth of US\$2.8 million in receivables from Member States, and a similar reduction in receivables from contracts, agreements and grants.**
- 2.2.5 He stated that the Institute's financial statements had been modified as a result of a correction by the Administration related to the review and analysis of the balances of projects carried out by the Cooperation Agency in Brazil, which involved repaying US\$489,653 to one of the trust funds administered by the Agency. The donor had been notified of this situation.**
- 2.2.6 The Representative of the United States of America congratulated the Institute on the steps it took to recover quota arrearages, recognized the financial difficulties the Institute had had to face in 1999, and asked about the risks to the Institute's financial health that could stem from the results of court cases pending in five Member States.**

- 2.2.7 The Director of Finance explained that the Administration of the Institute was monitoring these cases, noting the satisfactory preliminary results of same, and explained that a reserve was available to cover contingencies stemming from those proceedings.
- 2.2.8 The Director General stated that work was underway to review the rules and other instruments. He reported that a monthly report on the status of the cases was produced, which provided inputs for decision making and for taking appropriate measures.
- 2.2.9 The Legal Advisor considered that such proceedings were an expected consequence given the nature of some of IICA's activities, and they were likely to continue occurring. He explained that the Institute retained legal services in the countries to comply with the rule of law.
- 2.2.10 The Observer Representative of Mexico expressed concern regarding the possible impact of a reduction in funds on the execution of scheduled technical activities. He also wanted to know whether the financial difficulties reflected a trend associated with the economic difficulties in the countries or were they due to a short-term situation.
- 2.2.11 The Director of Finance explained that it was a temporary situation and pointed to the considerable increase in the funds administered by the Cooperation Agency in Paraguay and the recovery of quota arrearages as promising developments.
- 2.3 Sixth Annual Report of the Audit Review Committee (IICA/CE/Doc.376(00))
- 2.3.1 The Chairman asked Mr. James R. Ebbitt, from the United States of America, to present the Report of the Audit Review Committee.
- 2.3.2 Mr. Ebbitt reported that the members of the Committee had visited El Salvador in May 2000. They had met with the Director General, other Directors from Headquarters and Representatives of the Cooperation Agencies of the Central Region to discuss issues related to that region. They had also met with the Representative and the staff of the Cooperation Agency and made a field trip that included the Prochalate Hillside Farming Project. He expressed his satisfaction with the results of the mission and thanked the officials of the Cooperation Agency of El Salvador and the people linked to the project for their hospitality.



- 2.3.3 He recalled that under its Statute, the Audit Review Committee is called on to report any violation of the regulations governing the actions of the General Directorate. He said that no instances or indications of violations of the regulations had been found.
- 2.3.4 He reported that the Committee had studied the Report of the External Auditors on the Financial Statements and the 1999 Report on the Review of the Internal Control Structure, and had met with representatives of the external auditing firm. He expressed his satisfaction with the work of the external auditor and mentioned that the Report on the Internal Control Structure identified internal control issues that the Institute's management should address.
- 2.3.5 He went on to comment on the observations and recommendations contained in the report on year-end obligations and other accruals, the restructuring of the financial statements, the new BAAN Management Information System, controls on information technology, and the plan for the continuity of operations. He emphasized the high-quality work performed by the Internal Audit Unit of the Institute, underscored the level of coordination between the Internal Auditor and the Consortium for Planning and Coordination, specifically with the Directorate of Programming and Evaluation (DIPRE), and acknowledged the support provided by the Directorate of Finance.
- 2.3.6 The Representative of Saint Lucia wanted to know why the creation of a fund for natural catastrophes, which was approved last year, had not been considered in the report, as he believed that the recurrence of disasters demanded that action be taken in that regard.
- 2.3.7 The Director General reported that the steps taken to secure external funds from the Inter-American Development Bank, the World Bank, FAO and OAS, among others, had been unsuccessful. He also recalled that it had been agreed that this fund could not be established with quota resources.
- 2.3.8 The Representative of the United States congratulated the members of the Audit Review Committee and proposed that a draft resolution incorporating the ARC's suggestions be drawn up.
- 2.3.9 The Representative of Argentina seconded the comments of the Representative of the United States of America and asked whether BAAN was a pilot plan applied only in Brazil.

- 2.3.10 The Director General gave an account of BAAN and explained that it was a management information system that had been operating in IICA's Cooperation Agency in Brazil for about a year. He said the reports on its operation were satisfactory, that doubts about the situation of the company providing the computer package had been dispelled, and that consideration was being given to expanding its use throughout the Institute, given the advantages of having a single management information system. He added that plans called for it to be implemented first in other Member States that handle a significant volume of projects.
- 2.4 Amendments to the Staff Rules, Financial Rules and the Rules of Procedure of the General Directorate (IICA/CE/Doc.374(00))
- 2.4.1 The Chair announced that the next item to be discussed would be the proposed amendments to the Staff Rules, Financial Rules and the Rules of Procedure of the General Directorate, and opened for discussion the draft resolution "Proposed Amendments to the Rules of Procedure of the General Directorate, the Staff Rules, the Financial Rules and the Standards for IICA Personnel Classification."
- 2.4.2 Next, he gave the floor to the Manager of the Consortium for Corporate Services, who explained that, in response to comments from the representatives of the Member States, the amendment of Article 5.8.3 of the Staff Rules and Article 2 of the "System for the Determination of Remuneration for IICA Personnel" had been withdrawn from the proposal. He also stated that the only proposed amendment to the financial aspects of the Rules of Procedure of the General Directorate, specifically Article 80, had been omitted in the English version of the draft resolution, and that same would be distributed forthwith.
- 2.4.3 The Legal Advisor explained the criteria used in defining the proposed amendments to the Staff Rules and the Financial Rules. He emphasized the fact that this was the first time the Executive Committee would be approving such changes. Approval of changes had been the bailiwick of the IABA until its last meeting, in Brazil, at which time the Executive Committee was authorized to do so. He noted that any amendments approved would take effect immediately, even though they would have to be approved *ad referendum* by the IABA.
- 2.4.4 The Representative of the United States of America expanded upon the comments of the Legal Advisor, stating that the authority to approve amendments to the Rules had recently been granted to the Executive Committee, that it should

not take this new responsibility lightly, and that more time would be needed to study the proposed amendments, as well as any other draft resolutions, carefully.

- 2.4.5 The Director General concurred with the opinion of the Representative of the United States of America and suggested to the Chair that the discussion of the draft resolutions be transferred to the following day.
- 2.4.6 The Observer Representative of Canada asked for clarification regarding the proposed amendments to Article 10.2 and 10.3 of the Staff Rules. Specifically, he wondered whether a conflict of interest would exist if the Director General were to have to grant authorization for a member of the local personnel to settle a conflict with the Institute before the OAS Administrative Tribunal.
- 2.4.7 The Legal Advisor explained that the OAS Administrative Tribunal had jurisdiction only in the case of International Professional Personnel and that local personnel were required to exhaust all existing administrative channels within the Institute. If the staff member was not satisfied with the results of this process, he/she could turn to the national judicial system. However, he argued that a local staff member could come to an agreement with the Director General to request arbitration by the OAS Administrative Tribunal as an alternative means of settling a conflict, to avoid the costs and delays involved in resorting to national courts. He added, however, that this procedure, while possible, was not spelled out in the Institute's rules and regulations, and that the purpose of the proposed amendment was to clarify rather than modify the existing rule.
- 2.4.8 The Observer Representative of Brazil asked for an explanation regarding the hearing with the Director General called for in Article 10.3.5 of the Staff Rules, and suggested that the hearing take place before an internal committee.
- 2.4.9 The Legal Advisor stated that such rules were common in a number of international organizations such as the OAS and the UN, and that IICA had adopted it as a cost-cutting measure. The establishment of an internal committee to discuss an administrative measure affecting the interests of a staff member would imply the expenditure of additional resources.
- 2.4.10 The Chair pointed out that, in response to the proposal made by the Representative of the United States of America, the representatives would be given more time to study in greater detail the proposed amendments and the content of the draft resolution.

- 2.5 Proposed Regulations for the Protocol Governing the Election of the Director General of IICA**
- 2.5.1** The Director General mentioned the concern of the Special Advisory Commission on Management Issues regarding the need to establish procedures for the election of the Director General, especially as regards candidates who are Institute staff members. He noted that the few provisions that existed were contradictory in some cases, and that the Commission agreed unanimously that special rules should be established to govern such situations. He added that the staff member who was presently a candidate for the position of Director General should be informed of these rules so that he could request leave without pay while he conducted his campaign. He pointed out that the staff member in question argued that this rule had not been applied in the past and, therefore, was not applicable in his case, since it would have a serious impact on his candidacy.
- 2.5.2** The Director General underscored the fact that the proposal of the Special Advisory Commission was based on the belief that a conflict of interest could arise when a candidate for the position of Director General was also an IICA staff member, and that such a circumstance could be harmful to the Institute. He added that the Commission had also expressed concern in the sense that the election of the Director General was a function of the Member States, and that, therefore, Institute staff members should not be involved in supporting or promoting a given candidate.
- 2.5.3** In summarizing, he said that it was important for the Executive Committee to take a position regarding Institute staff members who were also candidates for the position of Director General, and reiterated the position of the Special Advisory Commission, which was that they should take leave of absence without pay.
- 2.5.4** The Director General also noted that the proposed regulations called for presentations by the candidates to the Executive Committee. He announced that, probably in the first quarter of next year, he would invite all the candidates to Headquarters for the purpose of sharing with them any information they might need, and, through the Directorate of External Relations, arranging for them to visit some of the Cooperation Agencies in the Member States.
- 2.5.5** After a thorough and detailed discussion, many of the Representatives argued that the election process should be transparent and fair, and that any internal candidates should take a leave of absence without pay. The ensuing discussion dealt with when the leave should begin, but no agreement was reached. The Chair

suggested that the discussion of this topic be postponed to give the Legal Advisor opportunity to prepare a proposal that would be submitted to vote at the next plenary session.

2.5.6 The Chair adjourned the Second Plenary Session at 19:40.

### **THIRD PLENARY SESSION**

3. The Third Plenary Session was called to order at 10:15 on November 3, 2000.
- 3.1 The Chair submitted to the consideration of the Representatives the minutes of the Preparatory, the First and the Second Plenary Sessions, which were approved as presented.
- 3.2 Report of the Special Advisory Commission on Management Issues
- 3.2.1 The Chair gave the floor to the Coordinator of the Commission, the Representative from Canada, Mr. Bill Doering, who presented the Commission's report to the Executive Committee.
- 3.2.2 Mr. Doering thanked the Director General and the Institute's staff as a whole for their support to the Commission's efforts, adding that this was the first time it was presenting a report.
- 3.2.3 He noted that it was a consensual document of the entire Commission and represented one more step in IICA's institutional transformation process, based on progress made to date.
- 3.2.4 Next he explained that the report contained conclusions and recommendations regarding: i) the planning, coordination and execution of activities; ii) the compilation and dissemination of qualitative and quantitative information; iii) the impact of decentralization, including financial implications, quality and impact on program delivery; and iv) information and consultation on the decision-making process for major acquisitions. He noted that specific topics, such as salary proposals, the Program Budget for the next biennium, and the protocol for the election of the Director General had also been analyzed.
- 3.2.5 The Director General thanked Mr. Doering for his presentation, and all the members of the Commission for their work. In his view, the work of the

Commission had been a very positive, constructive and timely experience, in that it would contribute to consolidating a number of initiatives aimed at institutional transformation. He noted that the report would be used as the foundation for a plan for action and follow-up which he would prepare with his colleagues. He added that the second report of the Commission would be presented at the next meeting of the Executive Committee, and that he hoped to meet with its members a couple of times before then. He also said that the most important way to develop an organization was to get its stakeholders involved. He underscored the fact that IICA could become a model for institutional transformation, since the progress achieved and the guidelines approved were ambitious and comprehensive.

3.2.6 The Director General then asked any Representatives who had questions or comments regarding the Commission's report to speak directly with Mr. Doering or Mr. Roberto Martinez, Technical Secretary of the Executive Committee and Associate Deputy Director General of IICA.

3.2.7 The Deputy Director General referred to the importance of mechanisms such as the Commission, whose members offered valuable ideas and recommendations, after learning the details of the complexities of managing an international agency such as IICA. He explained that the management team and the Director General were swamped with recommendations and demands of all types, from both within and outside of IICA, and that the creation of the Commission was a step toward providing the Director General with sound advice.

### 3.3 Report on the Contract of the Tropical Agriculture Research and Higher Education Center (CATIE)

3.3.1 The Chair gave the floor to the Director General of IICA, who reported that the Legislative Assembly of Costa Rica had recently ratified the new CATIE Contract for the next 20 years. He pointed out that, under the new Contract, the Government of Costa Rica had recognized CATIE as an international organization.

3.3.2 He mentioned that, as a result of collaboration between IICA and CATIE, IICA had pledged to support CATIE in its efforts to encourage other IICA Member States to join CATIE and grant it the same recognition and legal standing as in Costa Rica.

3.3.3 He then invited Mr. Pedro Ferreira, Director General of CATIE, to address the topic in greater detail. Mr. Ferreira explained that the law in which the new Contract was approved also modified other aspects of CATIE, such as the procedure for electing the Director General, and the powers of the Governing Council and the Board of Directors, among others.

3.3.4 Mr. Ferreira described how CATIE would benefit from being granted its own legal status, and explained some of the disadvantages of not having it. He reiterated his interest in having the other Member States of IICA treat CATIE as Costa Rica does, and thanked the Director General of IICA for his support in this regard.

#### 3.4 Reading and Approval of Draft Resolutions

3.4.1 The Chair invited discussion on the following draft resolutions: 1999 Annual Report; The Upcoming Eleventh Regular Meeting of Inter-American Board of Agriculture; First Report of the Special Advisory Commission on Management Issues; Draft Amendments to the Rules of Procedure of the General Directorate, the Staff Rules, the Financial Rules and the Standards for IICA Personnel Classification; 1999 Financial Statements of the Institute; Sixth Annual Report of the Audit Review Committee (ARC); Legal Personality and Privileges and Immunities for CATIE; Report on the Status of the Resolutions of the Tenth Regular Meeting of the Inter-American Board of Agriculture; Report on the Status of the Resolutions of the Nineteenth Regular Meeting of the Executive Committee; Date and Site of the Twenty-first Regular Meeting of the Executive Committee; and IICA Technical Cooperation in the Harmonization of Risk Analysis and the Regulatory Framework for the Application of WTO Sanitary and Phytosanitary Measures. He announced that the resolution "Protocol Governing the Election of the Director General of the Institute" would be discussed later.

3.4.2 Next he reported that in the case of the resolution "Draft Amendments to the Rules of Procedure of the General Directorate, the Staff Rules, the Financial Rules and the Rules for Classification of IICA Personnel," two changes had been made in Rules 10.2 and 10.6 of the Staff Rules: the words "without the express, written permission of the Director General" had been eliminated at the end of the text of both rules.

3.4.3 The Representative of the United States proposed modifying and expanding the draft resolution "IICA Technical Cooperation in the Harmonization of Risk

**Analysis and the Regulatory Framework for the Application of WTO Sanitary and Phytosanitary Measures” as follows: to replace in the first operative paragraph the text “be the consultative and support agency...” with “... provide consultative and support services...”, and to include a third operative paragraph instructing the Institute to cover the costs associated with this resolution with regular resources from the Program Budget and with other resources. This proposed modification and amendment was seconded by the Observer Representative of Colombia.**

- 3.4.4 The Representative of Argentina proposed modifying the draft resolution “Legal Personality and Privileges and Immunities for CATIE” in order to clarify operative paragraph 1, changing it to read as follows: “...urge the Member States that are also members of CATIE...”**
- 3.4.5 The draft resolutions were approved, including the modifications proposed for the resolutions mentioned in points 3.4.2, 3.4.3 and 3.4.4 above.**
- 3.5 Draft Resolution “Protocol Governing the Election of the Director General of the Institute”**
- 3.5.1 The Chair asked the Legal Advisor to report on the new version of the draft resolution “Protocol Governing the Election of the Director General of the Institute.”**
- 3.5.2 The Legal Advisor indicated that, based on the suggestions made by the Representatives during the Second Plenary Session, the draft resolution had been modified. He then explained in detail Annex A of same: “Draft Special Rules to Govern the Presentation of Candidates for the Position of Director General.”**
- 3.5.3 The Representative of the United States asked why the word “normally” had been included in paragraph 2.2 of the Annex in question, and suggested that it be removed.**
- 3.5.4 The Legal Advisor explained why he thought the term had been included and recommended that the text for the first sentence of paragraph 2.2 be modified to read as follows: “The period for presenting candidates shall begin six months prior to the date of the election, and it shall end 45 days before that date, unless otherwise permitted by the Inter-American Board of Agriculture during the election.”**



- 3.5.5 The Representative of Canada asked if the 45 days referred to in paragraph 2.2 were calendar or business days, to which the Legal Advisor responded that they were calendar days and that this would be specified in the text.
- 3.5.6 The Representative of Argentina questioned the use of the terms "employees" and "staff members" in paragraph 4.6 of the "Draft Special Rules to Govern the Presentation of Candidates for the Position of Director General," since this could cause confusion, and suggested that a single term be used. He also requested that failure to observe the provisions of article 4 be classified as serious misconduct, in accordance with the Rules of Procedure of the General Directorate.
- 3.5.7 The Representative of Saint Lucia stated that paragraph 4.6 should also make reference to consultants hired by the Institute.
- 3.5.8 The Legal Advisor stated that the terms "employees" and "staff members" would be replaced with "Institute personnel," as per Articles 13 and 14 of the Rules of Procedure of the General Directorate. He noted that a paragraph would be added to Article 4 to clarify that consultants hired by the Institute would be subject to the provisions established in said article.
- 3.5.9 He went on to say that a clause would be added to consultants' contracts prohibiting consultants from campaigning on behalf of candidates for the position of Director General. He also stated that non-compliance with the provisions of Article 4 would be classified as a serious misconduct.
- 3.5.10 The Representative of El Salvador asked that paragraph 4.7 be modified to read: "Failure to observe the provisions established in this article shall result in disciplinary action, which may include summary dismissal, under the applicable staff rules."
- 3.5.11 The draft resolution was approved as modified.
- 3.5.12 The Representative of Mexico requested that, given that one of the current candidates was a member of the Institute's personnel, the Director General immediately put into effect the relevant Staff Rules and the Special Rules to Govern the Presentation of Candidates for the Position of Director General.
- 3.5.13 The Director General informed the Executive Committee that other delegations had made similar requests on an informal basis. He indicated that the General

Directorate would study the current situation and report back to the member countries shortly on the matter.

#### **FOURTH PLENARY SESSION**

4. **The Fourth Plenary Session of the Twentieth Regular Meeting of the Executive Committee was called to order at 14:15 on November 3, 2000, with James Schroeder, Representative of the United States of America, presiding.**
- 4.1 **The New Institutional Dimension and the Process of Strengthening the Links between the Institute and other OAS Bodies (IICA/CE/Doc.373(00))**
- 4.1.1 **The Director General referred to Resolution No. 341 of the Tenth Regular Meeting of the Inter-American Board of Agriculture, and reported that the General Assembly of the OAS, at its thirtieth session, held in Canada in June 2000, had approved the resolution "Strengthening and Revitalizing the Linkages between the Inter-American Institute for Cooperation on Agriculture and other Organs of the OAS for Addressing Issues of Hemispheric Concern Involving Agriculture." This resolution abolished the Inter-American Conference of Ministers of Agriculture (ICMA) and recognized the Inter-American Board of Agriculture (IABA) as the principal ministerial forum for analyzing and building consensus on policies and strategic priorities for improving agriculture and rural life in the hemisphere.**
- 4.1.2 **The Director General described the possibilities opening up for public and private organizations to participate in the deliberations of the new IABA, mentioning, among others, the Regional Council for Agricultural Cooperation (CORECA), the Andean Forum of Ministers of Agriculture and the Forums on Agricultural Education, which can now meet within the framework of the IABA. He added that this development was another step forward in the process to modernize and transform IICA, and underscored the importance of such actions for the agricultural sector and the rural milieu. The IABA's new dimension would make it possible to become familiar with and articulate conceptual approaches, initiatives, strategies, mechanisms for action and resources of regional and hemispheric entities serving the agrifood sector in the Americas. He concluded by mentioning that preparations were underway for the Ministerial Forum that would take place as part of the Eleventh Regular Meeting of the IABA, scheduled to take place in the Dominican Republic in November 2001.**

## CLOSING SESSION

5. The Closing Session was called to order at 14:30 on November 3, 2000, with James Schroeder, Representative of the United States of America, presiding.
- 5.1 Signing of the Report of the Twentieth Regular Meeting of the Executive Committee
  - 5.1.1 The Chair explained the procedure for reviewing the Preliminary Report and the Verbatim Record. The Chair and the Director General then signed the Preliminary Report of the Executive Committee meeting.
  - 5.1.2 The Representative of Jamaica stated that during Caribbean Week, supported by IICA, the Caribbean Alliance of Ministers of Agriculture for Sustainable Agricultural Development had been created, replacing CARICOM's Standing Committee of Ministers Responsible for Agriculture. This development was of great importance for the future of agriculture in the region. He also thanked IICA for its timely and effective support and added that, in the name of CARICOM, his delegation would do everything possible to help the Institute grow and prosper. He concluded by expressing appreciation for the hospitality they had been shown in Costa Rica, congratulated the Director General on his efforts over the years, and commended him for leaving guidelines for his successor to follow in the work to transform IICA.
  - 5.1.3 The Representative of the Dominican Republic expressed his appreciation for the resolution ratifying that the next meeting of the IABA would be held in his country. He reiterated the commitment of his government, the private sector and President Hipolito Mejia to this important hemispheric activity. He concluded by saying that President Mejia was an agronomist and identified fully with the agrifood sector and IICA's activities.
  - 5.1.4 On behalf of his government, the Representative of Saint Lucia recognized IICA's outstanding work in the agrifood sector. He said he had been encouraged and inspired by the meeting, not only because it was well organized, but also because it had afforded him the opportunity to share experiences with others and consider new possibilities. He added that it was refreshing to see the transformation that IICA had undergone in a few years, and applauded the fact that Canada had rejoined the IICA family, bringing with it renewed vigor and a new vision, which constituted an extraordinary contribution to the Institute. He

also reaffirmed the commitment of the government of Saint Lucia to ensuring that sustainable agriculture would continue to be a top priority, and encouraged the Ministers of Agriculture to work together to ensure that agriculture was given the importance it deserved.

- 5.1.5 The Rapporteur and Representative of Costa Rica thanked the delegates of Saint Lucia and Jamaica for their remarks. He noted that, thanks to the disciplined efforts of its members, the Committee had met all its objectives. He recognized that the Institute had undergone a major transformation and that it had benefited enormously from the process. Lastly, he said that he had been honored by the presence of so many distinguished visitors and wished them a safe return to their countries.
- 5.1.6 The Director General considered that this meeting of the Executive Committee had been both enlightening and constructive, and had further consolidated the Institute's transformation process. He stressed that this forum was cognizant of the efforts taken in the agrifood sector of the Americas to achieve common goals. He added that the Administration and staff appreciated the words of support they had received, and thanked the Representatives of Jamaica and Saint Lucia and the Rapporteur for their remarks. He called attention to the fact that the entire IICA family was committed to positioning the Institute as a model organization, one that was capable of perceiving and taking advantage of opportunities, even in times of crisis. He also thanked the Representatives, Observers, special guests, the members of the ARC and the Special Commission, and the Managers and Directors of the Institute. He thanked the former Ministers of Agriculture of Venezuela, Costa Rica and Uruguay, who had helped develop the new corporate strategic framework. He also thanked the Legal Advisor, Bill Berenson, for his customary, valuable collaboration, and the Associate Deputy Director General and Technical Secretary of the Committee, Roberto Martinez, who had put his experience and vision of the future at the service of the Institute. He expressed satisfaction for the support received from Deputy Director General, Larry Boone, who, with his even temperament and broad experience, had contributed much over the years. He also recognized the efforts of the Senior Management Committee, thanking them for constantly striving to perform their duties to the best of their abilities. He underscored the job done by Roxana Montero and her team, and thanked the representative of other organs and collaborators of IICA for attending the meeting. Lastly, as a sign of affection and friendship, he presented the Chairman of the Executive Committee with a gift, describing him as a wise man who had brought a dimension of realism to the Institute.

- 5.1.7 **The Chairman of the Executive Committee thanked the Director General, the personnel of the Institute and the Representatives for the honor and privilege they had bestowed upon him by electing him to the position. He went on to say that, in his opinion, the process of globalization had replaced the system that prevailed during the Cold War, and would continue to spread and eventually encompass areas other than trade. It was ironic that international organizations such as the United Nations, the World Bank, and more recently, the World Trade Organization, were facing difficulties at a time when, in a globalized world, they should be playing an even more important role. He underscored how important it was for these organizations to reform and adapt to new needs and demands, and warned that institutions can help or hinder progress, adding that he expected IICA to contribute to progress. He said that what was important in any institution were the people responsible for carrying out its programs and policies, and encouraged the management of the Institute to work to ensure the success of the institution and its policies.**
- 5.1.8 **The Chair adjourned the Twentieth Regular Meeting of the Executive Committee at 15:10 on November 3, 2000.**

### **INAUGURATION OF THE LAS AMERICAS INTER-AMERICAN CONFERENCE AND MEETING CENTER**

6. **On Thursday, November 2, the Las Americas Inter-American Conference and Meeting Center was inaugurated in a ceremony presided over by Costa Rican Minister of Agriculture and Livestock, Mr. Alberto Dent Zeledon, the Chairman of the Twentieth Regular Meeting of the Executive Committee and Representative of the United States of America, Mr. James Schroeder, and the Director General of the Institute, Dr. Carlos E. Aquino.**

### **PRESENTATION OF THE VIDEO "THE MILLENNIUM ROUND AND THE LIFE SCIENCES"**

7. **As follow-up to last year's Executive Committee meeting, the Canadian delegation presented the new and adapted version of the video entitled "The Millennium Round and the Life Sciences," and officially launched the Spanish language version of the "Great Globalization Game." These training tools, which**

deal with international trade, were developed jointly by Agriculture and Agri-Food Canada and IICA/Canada.

- 7.1 Attention was called to the fact that IICA/Canada was responsible for coordinating the project and had sent copies of both to all of IICA's Regional Centers and Cooperation Agencies. The Canadian delegation indicated that one of the next steps in implementing the project would be the organization, through IICA/Canada, of a training course for trainers, to be held in Montreal in February 2001. They also mentioned that the IADB had been contacted in connection with the development and adaptation of training tools based on the "Great Globalization Game."
- 7.2 The Executive Committee expressed satisfaction with the results of the project, and recognized the need for capacity building in almost every country vis-à-vis matters related to international trade. In concluding, some members of the Executive Committee supported the further development of the project, and asked the Director General of IICA to strengthen contacts with the IADB, with a view to developing new and adapted versions of the "Great Globalization Game."
- 7.3 Complimentary copies of the game were distributed to the members of the Executive Committee.

## **RESOLUTIONS**





IICA/CE/Res.332(XX-O/00)  
3 November 2000  
Original: Spanish

**RESOLUTION No. 332**

**1999 FINANCIAL STATEMENTS OF THE INSTITUTE**

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

**HAVING SEEN:**

**Document IICA/CE/Doc.375(00) "Financial Statements of the Institute, Report of the External Auditors and Comments by the Director General on the 1999 Report of the External Auditors,"**

**CONSIDERING:**

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

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

**That, in the opinion of the External Auditors, the financial statements "present fairly, in all material respects, the financial situation of IICA as of December 31, 1999 and December 31, 1998, 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 Sixth Annual Report, the Audit Review Committee states that it has reviewed the report of the External Auditors and found the work performed to be thorough and in accordance with the rules of IICA and Generally Accepted Auditing Standards;**

**RESOLVES:**

1. To accept Document IICA/CE/Doc.375(00), "Financial Statements of the Institute, Report of the External Auditors and Comments by the Director General on the 1999 Report of the External Auditors".
2. To forward Document IICA/CE/Doc.375(00), "Financial Statements of the Institute, Report of the External Auditors and Comments by the Director General on the 1999 Report of the External Auditors" to the Inter-American Board of Agriculture, for consideration at its next regular meeting.
3. To congratulate the firm KPM Peat Marwick for its report.
4. To thank the Member States that have responded to the Director General's request concerning the payment of quotas, and to urge the others to follow their example, providing like support to the Institute so that it can continue to serve agriculture and the rural milieu of the member countries.

IICA/CE/Res.333(XX-O/00)  
3 November 2000  
Original: English

**RESOLUTION No. 333**

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

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

**HAVING SEEN:**

Document IICA/CE/Doc.376(00) "Sixth Annual Report of the Audit Review Committee" (the "Report"),

**CONSIDERING:**

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

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

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

**RESOLVES:**

1. To approve the Sixth 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 effective work.**
3. **To commend the Director General for his continued positive response to the recommendations of the Audit Review Committee and to request that he proceed to implement the recommendations in the Committee's Sixth Annual Report.**

IICA/CE/Res.334(XX-O/00)  
3 November 2000  
Original: Spanish

**RESOLUTION No. 334**

**IICA TECHNICAL COOPERATION IN THE HARMONIZATION OF RISK ANALYSIS AND THE LEGAL REGULATORY FRAMEWORK FOR THE APPLICATION OF WTO SANITARY AND PHYTOSANITARY MEASURES**

The EXECUTIVE COMMITTEE, at its Twentieth Regular Meeting,

**CONSIDERING:**

That international trade in agrifood products is a fundamental part of the socioeconomic development of the countries of the Americas;

That effective implementation of the WTO Agreement on the Application of Sanitary and Phytosanitary Measures (ASPM) is fundamental for attaining effective development in the agricultural sector, public health, environmental protection and competitiveness in international agrifood trade;

That there is an imbalance in the member countries among the regulatory, institutional and technological aspects of agricultural health and food safety, which hinders implementation of the ASPM of the WTO;

That there is a need to speed up the process to modernize of the agricultural health and food safety systems currently being executed by the member countries,

**RESOLVES:**

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

1. That the Institute, through its technical areas, provide consultative and support service for the modernization of the three frameworks (institutional, regulatory and technological) of agricultural health and food safety systems.
2. To urge the member countries to foster harmonization by updating the legal regulatory framework, promoting the scientific basis of sanitary and phytosanitary decisions through risk analysis, and strengthening transparency. To that end the Institute shall carry out actions at the national, regional and hemispheric levels.
3. To instruct the Institute that all of the above actions must be accomplished within the approved Program Budget or other resources.

ICA/CE/Res.335(XX-O/00)  
3 November 2000  
Original: Spanish

**RESOLUTION No. 335**

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

The EXECUTIVE COMMITTEE, at its Twentieth Regular Meeting,

**CONSIDERING:**

That in Resolution IICA/JIA/Res.343(X-O/99), the Inter-American Board of Agriculture thanked the Government of Dominican Republic and accepted its generous offer to serve as the site of the Eleventh Regular Meeting of the Inter-American Board of Agriculture (IABA);

That at the Nineteenth Regular Meeting of the Executive Committee, the Dominican Republic delegation announced its Government's decision to hold the Eleventh Regular Meeting of the Inter-American Board of Agriculture (IABA) in Santo Domingo, Dominican Republic;

That the General Directorate of the Institute has begun, together with the Government of the Dominican Republic, the relevant actions to ensure the success of the Eleventh Regular Meeting of the Inter-American Board of Agriculture,

**RESOLVES:**

1. To thank the Government of the Dominican Republic and accept its generous offer to serve as the site of the Eleventh Regular Meeting of the Inter-American Board of Agriculture (IABA).
2. To hold the Eleventh Regular Meeting of the Inter-American Board of Agriculture (IABA) in the Dominican Republic in November 2001.

3. **To instruct the Director General to undertake the corresponding actions necessary to ensure a successful meeting.**



IICA/CE/Res.336(XX-O/00)

3 November 2000

Original: Spanish

**RESOLUTION No. 336**

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

The EXECUTIVE COMMITTEE, at its Twentieth Regular Meeting,

**HAVING SEEN:**

Document IICA/CE/Doc.380(00), "Date and Site of the Twenty-first Regular Meeting of the Executive Committee,"

**CONSIDERING:**

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

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

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

**RESOLVES:**

1. To hold the Twenty-first Regular Meeting of the Executive Committee at IICA Headquarters in San Jose, Costa Rica, during the last week of July 2001.

2. **To request that the Director General issue the call to meeting and invite the Member States and other participants, in compliance with the rules in effect.**

IICA/CE/Res.337(XX-O/00)  
3 November 2000  
Original: Spanish

**RESOLUTION No. 337**

**1999 ANNUAL REPORT**

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

**HAVING SEEN:**

**Document IICA/CE/Doc.370(00), "1999 Annual Report,"**

**CONSIDERING:**

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

**That the General Directorate, in compliance with the recommendations of the Sixth Regular Meeting of the Inter-American Board of Agriculture, prepared and published a summarized report for 1999 to be used as an instrument for dissemination;**

**That the 1999 Annual Report was restructured in compliance with Resolution 307 of the Eighteenth Regular Meeting of the Executive Committee, focusing same on substantive technical, programming and financial issues, strengthening analytical and evaluative aspects, and does not include detailed information on projects and extra-quota agreements and contracts, which is available on the Institute's website on Internet,**

**RESOLVES:**

- 1. To approve Document IICA/CE/Doc.370(00) "1999 Annual Report," presented by the Director General.**

2. **To congratulate the Director General on the contents and presentation of the Annual Report.**

IICA/CE/Res.338(XX-O/00)  
3 November 2000  
Original: Spanish

**RESOLUTION No. 338**

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

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

**HAVING SEEN:**

**Document IICA/CE/Doc.378(00), "Report on the Status of the Resolutions of the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA),"**

**CONSIDERING:**

**That the Executive Committee, at its Twentieth Regular Meeting, examined Document IICA/CE/Doc.378(00), "Report on the Status of the Resolutions of the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA),"**

**RESOLVES:**

**To accept Document IICA/CE/Doc.378(00), "Report on the Status of the Resolutions of the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA)," considering it in compliance with the recommendations of the IABA, and congratulating the General Directorate for such positive institutional achievements.**

IICA/CE/Res.339(XX-O/00)  
3 November 2000  
Original: Spanish

**RESOLUTION No. 339**

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

The EXECUTIVE COMMITTEE, at its Twentieth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.379(00), "Report on the Status of the Resolutions of the Nineteenth 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.379(00), "Report on the Status of the Resolutions of the Nineteenth Regular Meeting of the Executive Committee."

IICA/CE/Res.340(XX-0/00)  
3 November 2000  
Original: English

**RESOLUTION No. 340**

**FIRST REPORT OF THE SPECIAL ADVISORY COMMISSION ON  
MANAGEMENT ISSUES**

The EXECUTIVE COMMITTEE, at its Twentieth Regular Meeting,

**HAVING SEEN:**

The document entitled "Special Advisory Commission on Management Issues, Summary of Conclusions and Recommendations, October 20, 2000,"

**CONSIDERING:**

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

That since its creation, the Special Advisory Commission has convened three times to assist the Director General on a variety of issues, including: the program budget formulation for the next biennium, the analysis of salary proposals, rules for the election of the Director General, proposed changes in the staff rules and financial rules of the Institute, the activity planning, coordination and execution process, the compilation and dissemination of qualitative and quantitative information, an evaluation of the decentralization process, and procurement policies;

That the Report of the Special Advisory Commission suggests that the Commission has achieved during its first year of operations its principal objectives of advising and assisting the Director General in developing, evaluating, and implementing proposals for

**improving, modernizing, and transforming the administration and financial management of the Institute, and in facilitating consultations among the Member States on administrative and financial matters;**

**RESOLVES:**

- 1. To congratulate and thank the Members of the Special Advisory Committee and their representatives for their Report, their dedication, and their valuable contributions to the work of the Institute during the past year.**
- 2. To instruct the Director General to take into account the recommendations set out in the Special Advisory Committee's Report in his efforts to improve, modernize, and transform the administrative and financial management of the Institute.**



IICA/CE/Res.341(XX-O/00)  
3 November 2000  
Original: English

**RESOLUTION No. 341**

**PROTOCOL GOVERNING THE ELECTION OF THE  
DIRECTOR GENERAL OF THE INSTITUTE**

The EXECUTIVE COMMITTEE, at its Twentieth Regular Meeting,

**HAVING SEEN:**

The document entitled "Draft Special Rules to Govern the Presentation of Candidates for the Position of Director General,"

**CONSIDERING:**

That the election of the Director General of the Institute ought to proceed with transparency and equity to strengthen the Institution;

That Article 105 of the Rules of Procedure of the Inter-American Board of Agriculture (IABA) provides that the Member States "shall normally submit nominations for the post of Director General 45 days before the date of the election";

That Article 30 of the Rules of Procedure of the General Directorate provides that no Director General seeking re-election, nor any employee of the Institute that may have been nominated to the position of Director General may make direct or indirect use of their positions to further their candidacies;

That Article 27 of the Rules of Procedure of the General Directorate states that the acceptance by a staff member of nomination to elective public office of a political nature shall imply resignation from the Institute;

That Staff Rule 3.08 authorizes the Director General to "grant leave without pay, upon request, to a staff member who is seeking the nomination or has been nominated by his government to the position of Director General";

That Article 22 of the Rules of Procedure of the General Directorate prohibits any staff member from engaging in any activity that may be incompatible with his/her position as an employee of an international organization and which the Director General considers undesirable from the standpoint of the effective performance of the staff member's duties or of the good name of the Institute;

That the Special Advisory Commission on Management Issues ("Special Advisory Commission"), at the request of the Director General, reviewed and commented on the document entitled "Draft Special Rules to Govern the Presentation of Candidates for the Position of Director General";

That the Special Advisory Commission on Management Issues recommended that this issue be referred to the Executive Committee; suggested that no change be made in the present timetable for nominations; noted the need for several editorial corrections, and further recommended that the Regulations not enter into force until after the next election, except for Article IV, which contains special provisions for the Institute's staff members who are also candidates;

That pursuant to Article 3(h) of its Rules of Procedure, the Executive Committee may modify the Staff Rules, provided such modifications are consistent with the Rules of Procedure of the Inter-American Board of Agriculture (IABA), of the Executive Committee, and of the General Directorate, and provided they do not require a change of the budget resolution in force;

That pursuant to its authority under Article 3(o) of its Rules of Procedure, the Executive Committee has authority to provisionally amend its own Rules of Procedure and those of the General Directorate, and to put those provisional modifications into force, *ad referendum* of the Board,

#### RESOLVES:

1. To approve the Special Draft Rules to Govern the Presentation of Candidates for the Position of Director General attached as Annex A.

2. To amend Staff Rule 3.8 by replacing the current text of that Rule with the text of Article IV of the Special Draft Rules to Govern the Presentation of Candidates for the Position of Director General.
3. To amend Article 30 of the Rules of Procedure of the Executive Committee by adding to the items on the Committee's Agenda an item "i", which states: "i. Presentations of the candidates for the position of Director General in the year of election."
4. To recommend to the Inter-American Board of Agriculture (IABA) that it modify Article 105 of its Rules of Procedure at its next regular meeting to state:

**Article 105. The Member States shall submit nominations in accordance with the Rules of Procedure to Govern the Presentation of Candidates for the Position of Director General approved by the Executive Committee. The nominations shall be submitted by means of a communication addressed to the Director General, who shall immediately forward them to all the Member States as it receives them.**

**SPECIAL RULES TO GOVERN THE PRESENTATION OF CANDIDATES  
FOR THE POSITION OF DIRECTOR GENERAL**

**ARTICLE I  
CANDIDATE QUALIFICATIONS**

- 1.1 Candidates for the Office of Director General ("Candidate") must be nationals of an IICA Member State.
- 1.2 A former Director General may be nominated as a Candidate; however, a Director General currently serving in his first term of Office may only be reelected once consecutively, and a Director General, having been so reelected, shall not be a candidate for the immediately following term.
- 1.3 A Candidate for Director General, other than the incumbent, cannot be of the same nationality of the current Director General.
- 1.4 Candidates shall possess the high level of demonstrated competence, efficiency, and integrity required for carrying out the duties of the Director General as specified under Article 20 of the Convention on the Inter-American Institute for Cooperation on Agriculture and the Rules of Procedure of the Institute.

**ARTICLE II  
PRESENTATION OF NOMINATIONS**

- 2.1 No person may be a candidate unless nominated in writing by an IICA Member State. The nomination must be endorsed by the duly authorized entity or official of the Member State.
- 2.2 The period for presenting candidates shall begin six months prior to the date of the election, and it shall end 45 calendar days before that date, unless otherwise permitted by the Inter-American Board of Agriculture during the election. For the purposes of these rules, the term "election" means the voting process described in Article 106 of the Rules of Procedure of the Inter-American Board of Agriculture ("IABA Rules").
- 2.3 The forgoing Section 2.2 shall not apply, however, when:

- (i) an election is required under Article 104 of the IABA Rules because the position of Director General becomes vacant before the completion of a term of office; and
- (ii) after two rounds of voting under Article 106 of the IABA Rules, no Candidate has received the required majority vote of the Member States.

2.4 The requirement for a written nomination shall not apply to nominations made by a duly accredited representative of a Member State under the circumstances described in Section 2.3(ii) above.

### **ARTICLE III THE EXECUTIVE COMMITTEE**

- 3.1 In the year of the election, the Director General shall include in the Agenda of the Executive Committee the item "Presentations by the Candidates for the Position of Director General." Under that item, each Candidate shall be allowed no more than 15 minutes to make an oral presentation to the Executive Committee and may distribute written materials relating to his or her candidacy to the Committee.
- 3.2 No later than thirty days prior to the meeting of the Executive Committee in the year of the election, the Director General shall invite all Candidates nominated in accordance with Section 2.1 above to make the corresponding presentations at that meeting.
- 3.3 The forgoing provisions of this Article shall not apply if a vacancy in the position of Director General arises prior to expiration of the term of office, but after the meeting of the Executive Committee in the year an election is to take place, in accordance with Article 104 of the IABA Rules.

### **ARTICLE IV CANDIDATES WHO ARE INSTITUTE STAFF MEMBERS**

- 4.1 For purposes of this Article, a Director General seeking reelection, staff members of the Institute, and any other person in an employment relationship with the Institute that has been nominated for or who is otherwise seeking the nomination

for the position of Director General shall be included under the term "Internal Candidates."

- 4.2 As established under Article 30 of the Rules of Procedure of the General Directorate ("General Directorate Rules"), no Internal Candidates may make direct or indirect use of their positions to further their candidacies.
- 4.3 In pursuing their candidacy, no Internal Candidates shall communicate restricted, confidential, or otherwise privileged information to anyone or use that information to their private advantage.
- 4.4 Internal Candidates for Director General shall either resign or take leave from the Institute once they begin to campaign openly for nomination to the position of Director General or once they are nominated as a Candidate under these Rules, whichever happens first. The period of leave shall last until the election or until such time as the Internal Candidate withdraws his or her candidacy. The Internal Candidate may take that leave without pay, or at his or her option, may exhaust any accumulated annual leave with pay credited to his or her account before going on leave without pay. A candidate who opts to take leave and whose contract does not expire during the period on such leave shall have the right to return to a post in the Institute at a level equal to the grade held previously to taking such leave if the candidacy is not successful.
- 4.5 The forgoing Section 4.4 shall not apply to the Director General in office. Nonetheless, the Director General shall strictly conform to the requirements of Sections 4.2 and 4.3 of these Rules, as well as Articles 24 and 30 of the General Directorate Rules, for the entire period preceding the election.
- 4.6 For the purpose of conserving the independence and impartiality inherent to their status as personnel of a public international organization, and to assure that a level playing field is maintained in the election of the Director General, the Institute's personnel, as defined under Article 14 of the Rules of Procedure of the General Directorate, shall not engage in campaign activities for or otherwise support any candidate for the position of Director General.
- 4.7 Persons defined under Article 13 of the Rules of Procedure of the General Directorate ("Consultants") shall not engage in campaign activities for or otherwise support any candidate for the position of the Director General. Failure of a Consultant to observe this provision shall constitute a breach of the Consultant's contract and grounds for termination for cause.

- 4.8 Failure to observe the provisions established in this Article constitutes serious misconduct and shall result in disciplinary action, which may include summary dismissal, under the applicable Staff Rules.

**ARTICLE V**  
**TRANSITORY PROVISIONS**

- 5.1 Except for Articles III, IV and V, these Rules shall not apply to the year 2001 election of the Director General; however, they shall apply to all such elections thereafter.

IICA/CE/Res.342(XX-O/00)  
3 November 2000  
Original: English

## **RESOLUTION No. 342**

### **AMENDMENTS TO THE RULES OF PROCEDURE OF THE GENERAL DIRECTORATE, THE STAFF RULES, THE FINANCIAL RULES, AND THE RULES FOR CLASSIFICATION OF IICA PERSONNEL**

The EXECUTIVE COMMITTEE, at its Twentieth Regular Meeting,

#### **HAVING SEEN:**

The documents "Amendments to the Staff and Financial Rules, and to the Rules of Procedure of the General Directorate and the Executive Committee," IICA/CE/Doc.374(00) and "The Sixth Report of the Audit Review Committee," IICA/CE/Doc.376(00),

#### **CONSIDERING:**

That changes in the staffing needs of the Institute require the occasional presence of Local Personnel away from their duty stations and modification of the Institute's Rules so as to reflect that need;

That the procedures for renewing the contracts of international personnel require greater uniformity and precision;

That minor technical corrections to the Staff Rules are required to reflect more faithfully the 1997 amendments to those Rules and the Rules of the General Directorate, which eliminated the possibility of a Regular Appointment for all staff members who did not have one before October 31, 1997;

That the likelihood of disagreements between staff members and the administration over the appropriate procedures for processing internal grievances can be reduced by improving the text of the Staff Rules governing Discipline and Reconsideration;

That to comply with recent resolutions on gender adopted by the OAS General Assembly and international standards of due process and equal protection, IICA's Staff



Rules should establish clear policies and procedures for defining, preventing, and sanctioning sexual harassment, similar to those adopted by other public international organizations;

That an expert study of classification and salaries within the Institute suggested the need to review the classification of D level posts in accordance with standards adopted by the International Civil Service Commission;

That the Sixth Report of the Audit Review Committee recommends that IICA's rules and practices regarding the execution of "closing year obligations" should be modified to reflect generally accepted accounting principles and to improve the Institute's financial controls;

That pursuant to Article 3(h) of its Rules of Procedure, the Executive Committee is authorized to approve or modify the Staff Rules, the Financial Rules, and the Classification Standards, provided that such approval or modification is consistent with the Rules of Procedure of the Inter-American Board of Agriculture, of the Executive Committee, and of the General Directorate, and would not require a change in the budget resolution in force;

That pursuant to Article 3(o) of its Rules of Procedure, the Executive Committee may amend provisionally its own Rules of Procedure and the Rules of Procedure of the General Directorate, and put those amendments into force *ad referendum* of the Board;

That the Director General has proposed changes in the Staff Rules, the Financial Rules, and the Classification Standards which do not require a change in the budget resolution in force and satisfy the other conditions for modifying those Rules as set out above,

**RESOLVES:**

1. To recommend that the Inter-American Board of Agriculture adopt at its next Regular Meeting the modifications to the Rules of Procedure of the General Directorate also set out in Annex A.
2. To adopt the modifications to the Staff Rules, the Financial Rules, and the Classification Standards attached as Annex A. Those changes to the Staff Rules and Financial Rules which simply incorporate the proposed changes to the Rules of Procedure of the General Directorate shall enter into force provisionally *ad referendum* of the Board.

## RULES OF PROCEDURE OF THE GENERAL DIRECTORATE

CHAPTER III  
PERSONNEL

## Current Text

## Proposed Text

## Article 14.

## Article 14.

b. LOCAL PROFESSIONAL: specialists with professional degrees, associated with the Institute by a work contract that are in accordance with labor laws and practices of the countries in which they provide their service, and with all pertinent stipulations of -- Institute Rules of Procedure and regulations which do not contradict local laws and practices. (October 1983)

LOCAL PROFESSIONAL: are specialists hired locally not subject to lengthy transfers to or assignments at a duty station in a country other than the one in which they were hired. These staff members have professional degrees and are associated with the Institute by a work contract in accordance with labor laws and practices of the country in which they provide services. Their labor relations are also covered by all pertinent stipulations of the Institute's Rules of Procedure and regulations which do not contradict these local labor laws. These staff members need not be nationals of the country in which they work. However, they must have the appropriate documentation that allows them to legally work in the country.

c. GENERAL SERVICES: persons performing tasks for which specific technical training may or may not be necessary, but do not necessarily require a professional degree, hired locally to perform functions of an administrative nature or to provide secretarial or auxiliary services. They shall be hired in accordance with the labor laws and practices of the countries in which they provide their services, and with all pertinent stipulations of Institute Rules of Procedure and regulations which do not contradict local laws and practices. (October 1983)

GENERAL SERVICES: persons performing tasks for which specific technical training may or may not be necessary, but do not necessarily require a professional degree. They are hired locally to perform support functions or to provide auxiliary services, not subject to lengthy transfers to or assignments at a duty station other than the country in which they were hired. Their labor relations are also covered by all pertinent stipulations of the Institute's Rules of Procedure or regulations that do not contradict these local labor laws. These staff members need not be nationals of the country in which they work. However, they must have the appropriate documentation that allows them to legally work in the country.

Rule 4 b) and c) is amended because, as a result of the modernization of the Institute, Local Personnel are being required to perform support functions involving greater responsibility away from their duty stations.

NOTE: Current text that has been struck out is to be deleted or changed; underlined proposed text is new language.

**RULES OF PROCEDURE OF THE GENERAL DIRECTORATE**

**CHAPTER III  
PERSONNEL**

**Current Text**

**Proposed Text**

**Article 14.a.**

**Article 14.a.**

ii. **TEMPORARY** – persons with contracts for a fixed term of up to two years and renewable for successive of up to two years each. Although a temporary appointment is renewable, it carries no right to renewal. (October 1986)

**TEMPORARY:** Appointed for fixed periods of up to two years. Fixed term contracts of temporary personnel may be renewed for additional periods of up to two years, depending on the performance of the official, the needs of the Institute and the availability of funds. This does not imply any automatic right to renewal. A contract that has not been renewed through a document duly authorized by the Director General and signed by the Director of Human Resources, shall expire automatically without previous notification or compensation on the date indicated in same.

The language of Article 14.a.ii is changed to bring it into line with amendments proposed to Article 1.5.b of the Staff Rules, with refers to types of personnel.

**STAFF RULES**

**CHAPTER I  
ORGANIZATION OF PERSONNEL**

**Current Text**

**Proposed Text  
Becomes:**

**Rule 1.5 Types of Personnel**

**Rule 1.5 Types of Personnel**

**1.5.1 International Professional Personnel**

**1.5.1 International Professional Personnel**

b. Temporary Personnel: Appointed for fixed periods of up to two years. Fixed term contracts of temporary personnel may be renewed for additional periods of up to two years—~~each~~—~~however~~—~~there is no right to renewal.~~ (Article 12.a.ii)

b. Temporary Personnel: Appointed for fixed periods of up to two years. Fixed term contracts of temporary personnel may be renewed for additional periods of up to two years, depending on the performance of the employee, the needs of the Institute and the availability of funds. This does not imply any automatic right to renewal. A contract that has not been renewed through a document duly authorized by the Director General and signed by the Director of Human Resources, shall expire automatically without previous notification or compensation on the date indicated in same. (Article 14.a.ii)

The language of Rule 1.5.1 (b) is changed to bring it into line with amendments proposed to Article 14.a.ii of the Rules of Procedure of the General Directorate, which refers to types of personnel.

STAFF RULES  
CHAPTER I  
ORGANIZATION OF PERSONNEL

Current Text

Rule 1.5 Types of Personnel

1.5.2 Local Personnel

a. Local Professional Personnel: are specialists hired locally and not subject to international assignment, with professional degrees, associated with the Institute by a work contract in accordance with labor laws and practices of the country in which they provide services. Their labor relations are also covered by all pertinent stipulations of the Institute's Rules of Procedure and regulations which do not contradict these local labor laws or practices. These staff members need not be nationals of the country in which they work. However, they must have the appropriate documentation that allows them to legally work in the country. (Article 12.b.)

b. General Services Personnel: perform tasks for which specific technical training may or may not be necessary, but do not necessarily require a professional degree. They are hired locally to perform functions of an administrative nature or to provide secretarial and auxiliary services. These staff members are hired in accordance with labor laws and practices in the countries in which they provide their services. Their labor relations are also covered by all pertinent stipulations of the Institute's Rules of Procedure or regulations that do not contradict these local labor laws or practices. These staff members need not be nationals of the country in which they work. However, they must have the appropriate documentation that allows them to legally work in the country (Article 12.c.)

Proposed Text

Rule 1.5 Types of Personnel

1.5.2 Local Personnel

a. Local Professional Personnel: are specialists hired locally not subject to lengthy transfers to or assignments at a duty station in a country other than the one in which they were hired, with professional degrees, associated with the Institute by a work contract in accordance with labor laws and practices of the country in which they provide services. Their labor relations are also covered by all pertinent stipulations of the Institute's Rules of Procedure and regulations which do not contradict these local labor laws. These staff members need not be nationals of the country in which they work. However, they must have the appropriate documentation that allows them to legally work in the country. (Article 14.b.)

b. General Services Personnel: perform tasks for which specific technical training may or may not be necessary, but do not necessarily require a professional degree; are hired locally to perform support functions or to provide auxiliary services, not subject to lengthy transfers to or assignments at a duty station other than the country in which they were hired. Their labor relations are also covered by all pertinent stipulations of the Institute's Rules of Procedure or regulations that do not contradict these local labor laws. These staff members need not be nationals of the country in which they work. However, they must have the appropriate documentation that allows them to legally work in the country (Article 14.c.)

Rule 1.5.2 a) and b) is modified because, as a result of the modernization of the Institute, Local Personnel are performing support functions involving greater responsibility away from their duty stations.

**STAFF RULES**

**CHAPTER II  
RECRUITMENT, SELECTION AND APPOINTMENT OF STAFF**

**Current Text**

2.2.2 Regular international appointments shall be made through a selection process open to all qualified staff members, in which the candidates are evaluated on the criteria set out in Articles 12.a, 14, 26 and 39 of the Rules of Procedure of the General Directorate, including competence, efficiency, experience, and integrity. All interested staff members shall have an equal opportunity to apply.

Deleted.

**Proposed Text**

This rule is deleted since appointments of Regular International Professional Personnel were eliminated at the Ninth IABA (UCA/JIA/Res.310(DX-O/97)).

**STAFF RULES**  
**CHAPTER II**  
**RECRUITMENT, SELECTION AND APPOINTMENT OF STAFF**

**Current Text**

**Proposed Text**

**Rule 2.12 Conversion of Appointment**

2.12.1 ~~When a temporary or trust international professional staff member becomes a regular International Professional staff member, he will not have the right to reappointment under his original trust or temporary appointment if he is hired to a new duty station under the terms of his new appointment. The terms of his new regular appointment will supersede the terms of his original appointment.~~

**Deleted.**

**This rule is deleted since appointments of Regular International Professional Personnel were eliminated at the Ninth IABA (IICA/JIA/Res.310(DX-097)).**

STAFF RULES

CHAPTER X  
DISCIPLINE AND RECONSIDERATION

Current Text

Rule 10.2 Disciplinary Measures for Local Professional and General Rule 10.2 Disciplinary Measures for Local Professional and General Services Personnel Services Personnel

Proposed Text

Disciplinary measures for Local Professional and General Services personnel will be applied on the basis of local labor laws and the Basic Agreements between the Institute and the Member States. In accordance with the foregoing, personnel in this category may not seek recourse before the Administrative Tribunal of the OAS.

Pursuant to the Rules of Procedure of the General Directorate, local personnel are individuals who perform tasks under a contract in accordance with the labor laws of the country in which they provide their services, and are therefore not covered by the rules of the Administrative Tribunal of the OAS.



**STAFF RULES  
CHAPTER X  
DISCIPLINE AND RECONSIDERATION**

**Current Text**

Rule 10.3.5 A request for a hearing on an administrative measure affecting a staff member's interests must be filed with the Director General within twenty-one working days following the date on which the staff member requesting the hearing first received notice of that measure; and must contain an explanation of why he considers the measure inappropriate. The date on which a staff member receives such notice shall be deemed to be the date stated on the official document implementing the measure, unless the staff member can prove otherwise. International Professional staff members must exhaust the hearing process in accordance with this Rule in order to satisfy the requirements referenced in Article VI.1 (a) of the Statute of the Administrative Tribunal and the corresponding provisions of the Agreement between IICA and the OAS General Secretariat on the Tribunal's jurisdiction. Failure to do so will result in the loss of the right to seek recourse before the tribunal. Similarly, a local staff member seeking recourse before the tribunals of the country of the duty station to which he is assigned must first exhaust the hearing process under this Rule prior to pursuing his claim in those tribunals, provided, however, that the requirement is not in conflict with the labor laws of the country of his duty station.

**Proposed Text**

Rule 10.3.5 A request for a hearing on an administrative measure affecting a staff member's interests must be filed with the Director General within twenty-one working days following the date on which the staff member requesting the hearing first received notice of that measure; and must contain an explanation of why he considers the measure inappropriate. The date on which a staff member receives such notice shall be deemed to be the date stated on the official document implementing the measure, unless the staff member can prove otherwise. The hearing referred to in this Article is a procedure that must be exhausted before initiating the reconsideration process under Article 10.6 of these Rules and in accordance with the meaning of Article VI.1.(a) of the Statute of the Administrative Tribunal; otherwise, as specified in that Article, the right to seek recourse before the Administrative Tribunal with regard to the matter shall be revoked. International Professional staff members must exhaust the hearing process in accordance with this Rule in order to satisfy the requirements referenced in Article VI.1 (a) of the Statute of the Administrative Tribunal and the corresponding provisions of the Agreement between IICA and the OAS General Secretariat on the Tribunal's jurisdiction. Failure to do so will result in the loss of the right to seek recourse before the tribunal. Similarly, a local staff member seeking recourse before the tribunals of the country of the duty station to which he is assigned must first exhaust the hearing process under this Rule prior to pursuing his claim in those tribunals, provided, however, that the requirement is not in conflict with the labor laws of the country of his duty station.

Rule 10.3.6 Within the 30 working days following the date on which the affected staff member has presented his request in writing, the Director General shall make the decision to confirm the measure, modify it, or render it void. The decision shall be communicated in writing to the interested party within the following 20 working days. If the staff person has not been notified of the decision within 50 working days after having presented his written request, the hearing process shall be considered exhausted.

Because this Rule has long proved to be a source of confusion, Rule 10.3.5 is amended and 10.3.6 created to clarify what procedures must be followed before having recourse to the Administrative Tribunal of the OAS.

**STAFF RULES  
CHAPTER X  
DISCIPLINE AND RECONSIDERATION**

**Rule 10.6** Reconsideration

If a staff member claims that a decision taken by the Director General in accordance with Rules 10.1.2, 10.1.3 and 10.3.1, or any other administrative measures that may have affected his interests, constitutes noncompliance with the conditions of his appointment or of any pertinent provision of the Rules of Procedure of the General Directorate or of the Staff Rules, he may present a written request for reconsideration, explaining his reasons to the Director General, within twenty-one working days following the day on which he received notification of the decision being questioned. International Professional staff members must exhaust the reconsideration process in accordance with this Rule in order to satisfy the requirements referenced in Article VI.1 (a) of the Statute of the Administrative Tribunal and the corresponding provisions of the Agreement between IICA and the OAS General Secretariat on the Tribunal's jurisdiction. Failure to do so will result in the loss of the right to seek recourse before the Tribunal. Similarly, a local staff member seeking recourse before the tribunals of the country of the duty station to which he is assigned, must first exhaust the reconsideration process under this Rule prior to pursuing his claim in those tribunals, provided, however, that this requirement is not inconsistent with the labor laws of the country of his duty station. (Article 60)

**Rule 10.6** Reconsideration

If a staff member claims that a decision taken by the Director General in accordance with Rules 10.1.2, 10.1.3 and 10.3.1, or any other administrative measures that may have affected his interests, constitutes noncompliance with the conditions of his appointment or of any pertinent provision of the Rules of Procedure of the General Directorate or of the Staff Rules, he may present a written request for reconsideration, explaining his reasons to the Director General, with a copy to the Directorate of Human Resources, within twenty-one working days following the day on which he received notification of the decision being questioned. International Professional staff members must exhaust the reconsideration process in accordance with this Rule in order to satisfy the requirements referenced in Article VI.1 (a) of the Statute of the Administrative Tribunal and the corresponding provisions of the Agreement between IICA and the OAS General Secretariat on the Tribunal's jurisdiction. Failure to do so will result in the loss of the right to seek recourse before the Tribunal. Similarly, a local staff member seeking recourse before the tribunals of the country of the duty station to which he is assigned, must first exhaust the reconsideration process under this Rule prior to pursuing his claim in those tribunals, provided, however, that this requirement is not inconsistent with the labor laws of the country of his duty station. Local staff members may not seek recourse before the Administrative

Tribunal of the OAS. (Article 60)

Rule 10.6 is amended to clarify the order of internal due process with regard to claims by staff members, before such claims can be presented to the Administrative Tribunal of the OAS, in the case of International Professional Personnel, or to a local tribunal in the case of local personnel. The text clarifies that there are two previous steps: the hearing and the reconsideration. The hearing takes place before reconsideration and a staff member may not proceed to reconsideration unless he/she has first exhausted the hearing process. In addition, it reiterates what is established clearly in the agreement between the General Secretariat of the OAS and IICA regarding the jurisdiction of the Administrative Tribunal. In other words, the jurisdiction of the Tribunal does not extend to conflicts between local IICA staff members and the Institute.

CHAPTER X  
DISCIPLINE AND RECONSIDERATION

Current Text

Proposed Text

New

**Rule 10.10 Sexual Harassment**

- a.** Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when it interferes with work, is made a condition of employment or creates an intimidating, hostile, or offensive work environment. It is particularly serious when engaged in by an official who is in a position to influence career or employment conditions (including hiring, assignment, contract renewal, performance evaluation or promotion) of the recipient of such behavior. When any unwanted, unwelcome, or unsolicited sexual conduct in or related to the workplace is imposed on a person who regards it as offensive or undesirable, it is sexual harassment.
- b.** The General Directorate recognizes the right of every staff member and independent contractor of the Institute to work in an environment which is free of sexual harassment.
- c.** No staff member, consultant or other contractor may sexually harass another staff member, consultant or contractor, nor any visitor to ICA's premises. Sexual harassment is an unacceptable form of behavior and will not be tolerated within the Institute or in relation to the activities derived from the position held by a staff member.
- d.** The Institute, through the Directorate of Human Resources, shall deal in a timely and serious manner with any claim regarding sexual harassment stemming from the performance of IICA activities.
- e.** All supervisors, staff members and independent contractors shall comply with the Institute's policy regarding sexual harassment, as established in its rules and regulations.
- f.** Any violation of the Institute's policy and rules governing sexual harassment may result in the application of the disciplinary measures set forth in this chapter. The Institute may terminate the contracts of consultants and independent contractors who violate this policy and the corresponding rules.
- g.** The Institute shall afford due protection to complainants and any other person who provides truthful information or reliable evidence concerning the cause, and shall ensure that reprisals are not taken by individuals affected by a complaint. Nonetheless, complaints that are not based on true facts and that have been presented for inappropriate reasons shall not be tolerated and may be sanctioned in accordance with the provisions on discipline contained in these Rules.

As proposed by the member countries, and in order to be consistent with the regulations of other international organizations, this new rule is included which prohibits sexual harassment of any member of the Institute. As in the case of the OAS General Secretariat's policy on this matter, the policy of the General Directorate protects the rights of persons accused falsely, or in bad faith, as well as those who suffer harassment

## RULES FOR THE CLASSIFICATION OF IICA PERSONNEL

### CATEGORIES D-1 AND D-2

#### Current Text

Categories D-1 and D-2 are reserved for "positions of trust" and are therefore not categories of the "classification of personnel."

#### Proposed Text

Categories D-1 and D-2 are reserved for "positions of trust" and are therefore not categories of the "classification of personnel." In view of the fact that these are trust positions, they shall be classified in accordance with the system of the International Civil Service Commission (ICSC) until such time as IICA's classification standards are amended.

Pursuant to the recommendations in the report by Dr. Paul Belanga (consultant hired at the request of the Permanent Representative of the United States of America to the Organization of American States (OAS) to conduct a study of the classification and remuneration system of International Professional Personnel), the classification standards of the International Civil Service Commission (ICSC) are to be adapted to the Personnel Classification System.

The standards of the ICSC will be used to classify categories D-1 and D-2 (positions of trust) until ICSC standards are adapted to the specific needs of IICA.

MODIFICATION TO THE FINANCIAL RULES

CURRENT

PROPOSED

RULE 2.14

DISBURSEMENTS

RULE 2.14

DISBURSEMENTS

Article 80 of the Rules of Procedure of the General Directorate establishes the following:

Appropriations shall be available to meet the payment of all obligations incurred during the fiscal year for which they were approved.

~~They shall also be available to pay those obligations approved before the closing date of the fiscal year but which are carried over for payment in subsequent years. Such appropriations shall remain available for these purposes up to two years after the closing date of the fiscal year in which an obligation was incurred and approved. At the end of that time, the appropriations shall expire and all remaining obligations shall be debited and the associated funds transferred to the Working Subfund of the Regular Fund as uncommitted. (October 1985)~~

In the case where obligations charged to the regular fund are contracted before the closing of the fiscal year, such resources shall remain available during the following year. Allocations and the corresponding obligations not executed by the end of that period shall become null and void.

For the purpose of this article, obligations shall be understood as those emanating from any agreement, contract, purchase order, or other document that enters into force prior to the close of fiscal year and by which the Institute commits itself to make the corresponding expenditures.

Payment of Institute obligations shall be made in accordance with the terms of the approved Program Budget and Plans of Operations and with the terms of appropriate supporting documentation, duly processed and approved by authorized staff member, as stipulated in the above Article.

Payment of Institute obligations shall be made in accordance with the terms of the approved Program Budget and Plans of Operations and with the terms of appropriate supporting documentation, duly processed and approved by authorized staff members.

Advantage shall be taken of all time discounts offered by vendors by making payments within the quoted time limits.

Advantage shall be taken of all time discounts offered by suppliers by making payments within the quoted time limits.

Justification: Most obligations are executed during the period of one year; the purpose of this amendment is to bring the rule into line with the true situation.

**MODIFICATIONS TO THE RULES OF PROCEDURE OF THE GENERAL DIRECTORATE  
(FINANCIAL MATTERS)**

**CURRENT**

**CHAPTER IV  
ARTICLE 89**

Appropriations shall be available to meet the payment of all obligations incurred during the fiscal year for which they were approved.

**PROPOSED**

**CHAPTER IV  
ARTICLE 89**

Appropriations shall be available to meet the payment of all obligations incurred during the fiscal year for which they were approved.

~~They shall also be available to pay these obligations approved before the closing date of the fiscal year but which are carried over for payment in subsequent years. Such appropriations shall remain available for these purposes up to two years after the closing date of the fiscal year in which an obligation was incurred and approved. At the end of that time, the appropriations shall expire and all remaining obligations shall be debilitated and the associated funds transferred to the Working Subfund of the Regular Fund as uncommitted (October 1985)~~

In the case where obligations charged to the regular fund are contracted before the closing of the fiscal year, such resources shall remain available during the following year. Allocations and the corresponding obligations not executed by the end of that period shall become null and void.

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For the purpose of this article, obligations shall be understood as those emanating from any agreement, contract, purchase order, or other document that enter into force prior to the close of the fiscal year and by which the Institute commits itself to make the corresponding expenditures.

**Justification:** Most obligations are executed during the period of one year; the purpose of this amendment is to bring the rule into line with the true situation.

IICA/CE/Res.343(XX-O/00)  
3 November 2000  
Original: English

**RESOLUTION No. 343**

**LEGAL PERSONALITY AND PRIVILEGES  
AND IMMUNITIES FOR CATIE**

The EXECUTIVE COMMITTEE, at its Twentieth Regular Meeting,

**HAVING SEEN:**

The document "Contract of the Tropical Agriculture Research and Higher Education Center," (the "Contract"),

**CONSIDERING:**

That in accordance with Article 32 of the Contract, the Tropical Agriculture Research and Higher Education Center ("CATIE") and its personnel enjoy in Costa Rica all the privileges and immunities conferred upon IICA and its staff in accordance with the bilateral agreements in force;

That those privileges and immunities include recognition of the Center's own legal personality, which enables the Center in its own name and right to enter into contracts in Costa Rica, pursue its legal rights, and comply with its legal obligations;

That other IICA Member States have not recognized CATIE's independent legal personality nor have they granted to the Center or its staff all of the privileges and immunities enjoyed by IICA and its staff;

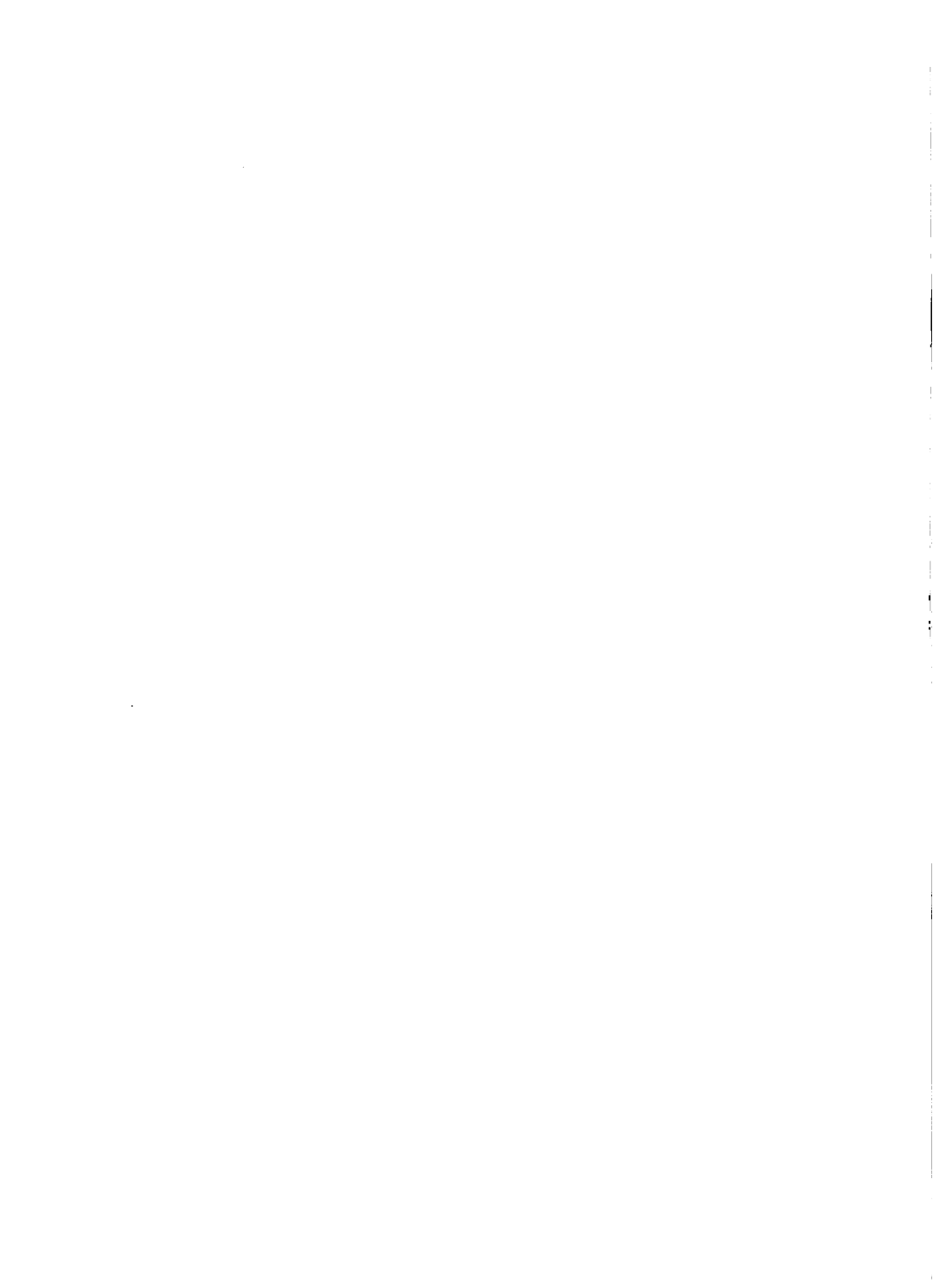
That the lack of recognized legal personality and the appropriate privileges and immunities for the Center and its Staff in all the Member States impedes the Center from fulfilling its mandates, objectives and purposes in those States,

**RESOLVES:**

1. **To urge the Member States that are also member of CATIE to take the necessary measures, in accordance with their national legislation, to recognize CATIE's legal personality and to extend to the Center and its personnel the same privileges and immunities accorded IICA and its staff;**
2. **To ask the Director General to support CATIE in pursuing legal personality and other privileges and immunities for the Center and its staff by negotiating, where appropriate, amendments to the bilateral agreements between the Institute and Member States extending those privileges and immunities to CATIE and its Staff;**
3. **To urge the Director General and the Director of CATIE to coordinate their programs and projects in areas of mutual interest so as to maximize the comparative advantage of each institutions, minimize duplication of efforts, and maximize the use of the limited resources of both institutions.**



**SIGNING OF THE REPORT**



## **SIGNING OF THE REPORT OF THE TWENTIETH REGULAR MEETING OF THE EXECUTIVE COMMITTEE**

In compliance with the provisions of Article 97 of the Rules of Procedure of the Executive Committee, the Report of the Twentieth Regular Meeting of the Executive Committee, in English and Spanish, the official languages of that meeting, is hereby signed at 16:00 hours of the third day of November of the year two thousand, 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.

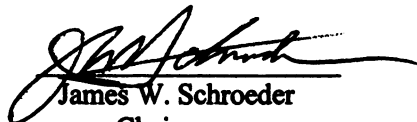
The Secretary shall file the original texts in the archives of the Inter-American Institute for Cooperation on Agriculture, and the General Directorate shall send copies of the official version of this report to the Government of the Member States, the Permanent Observers of the Institute and other participants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

San Isidro de Coronado, San José, Costa Rica



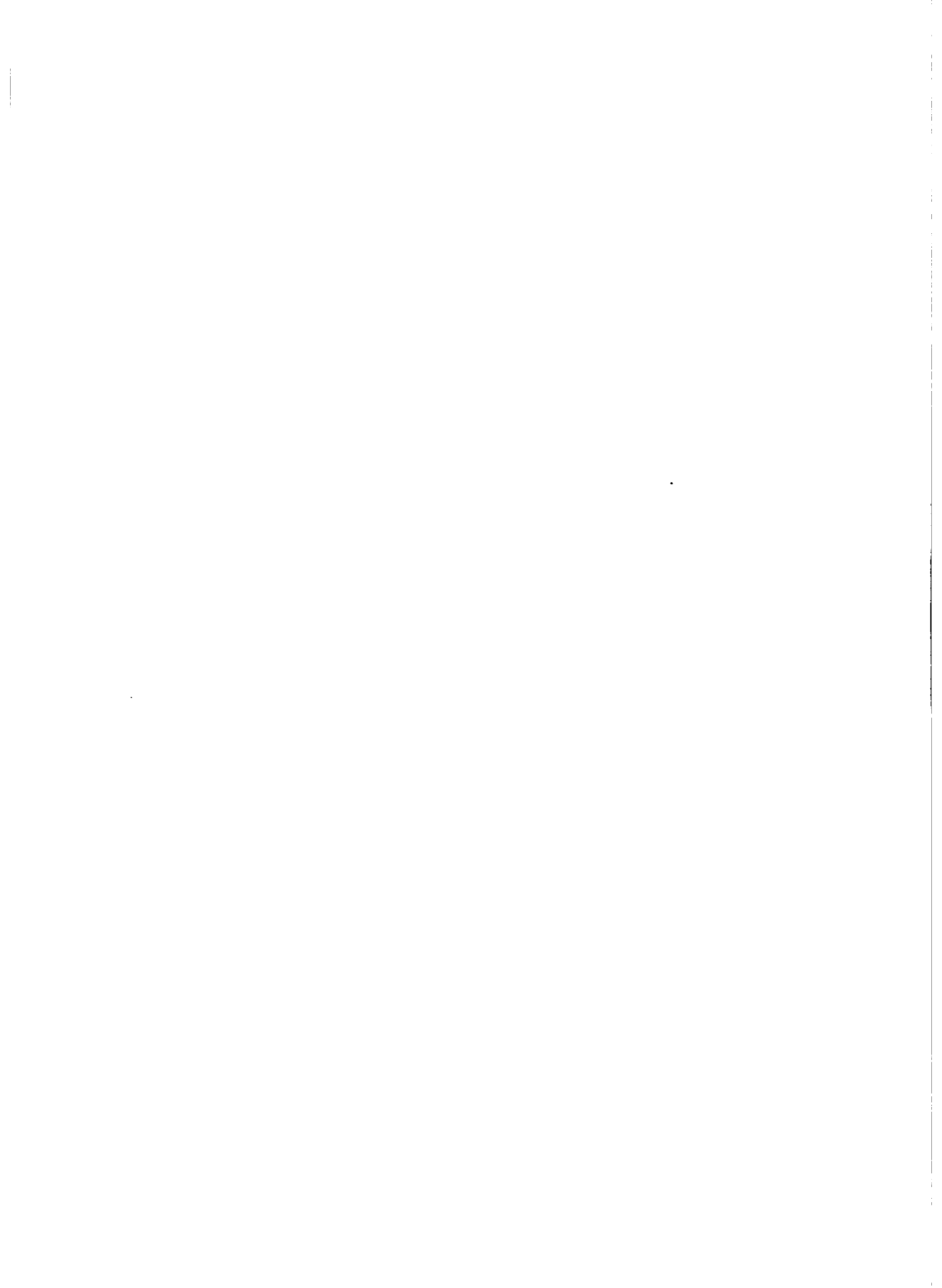
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**Carlos E. Aquino G.**  
Director General and  
*ex-officio* Secretary

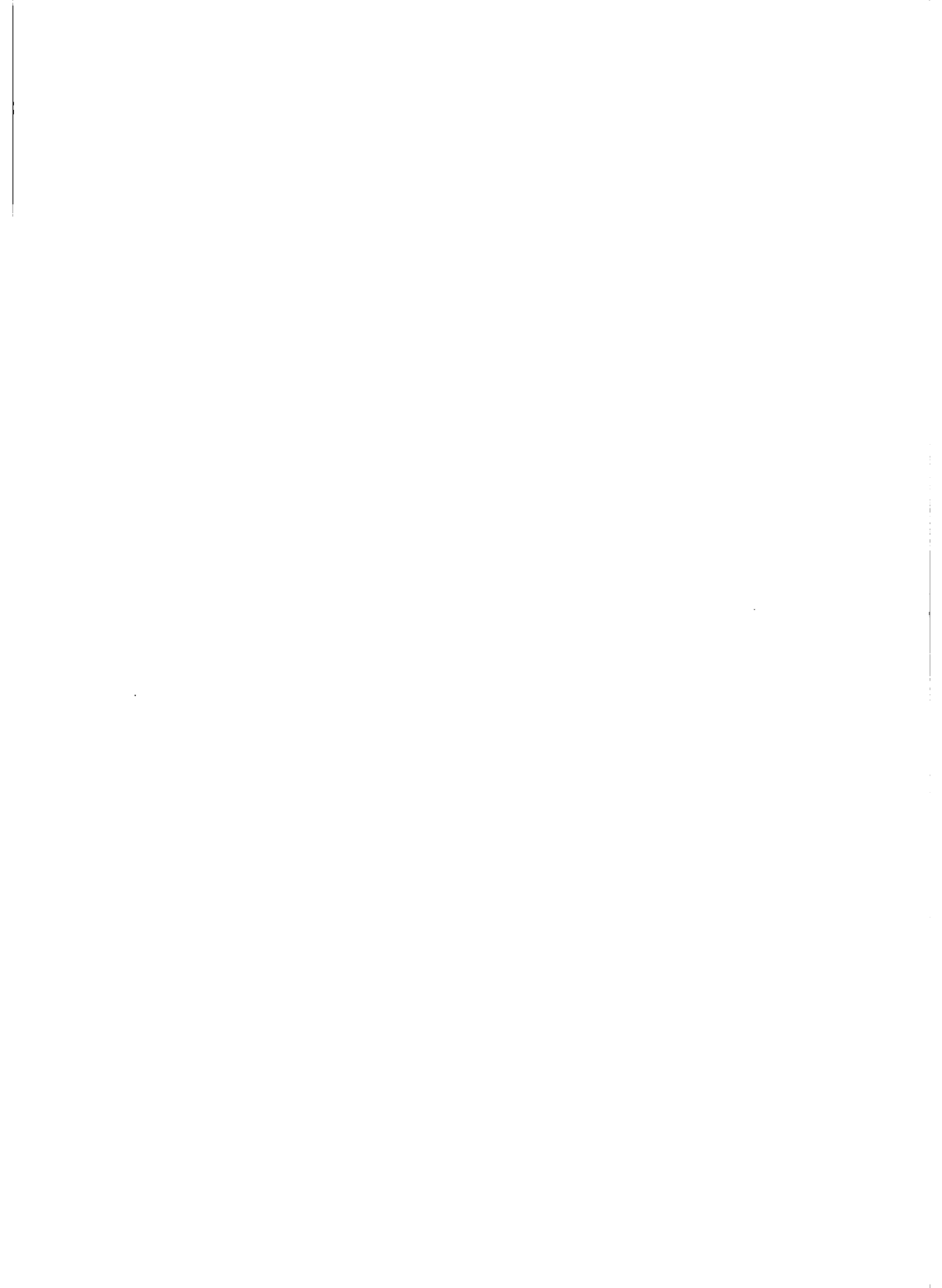


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**James W. Schroeder**  
Chairman



## **AGENDA**



IICA/CE/Doc.368(00)

**AGENDA****Provisional Schedule**

IICA/CE/Doc.369(00)rev.

**1. Reports of the Director General**

1.1 1999 Annual Report

IICA/CE/Doc.370(00)

1.2 The Upcoming Eleventh Regular Meeting of the Inter-American Board of Agriculture

IICA/CE/Doc.371(00)

1.3 First Report of the Special Advisory Commission on Management Issues

IICA/CE/Doc.372(00)

**2. Institutional Development Policy**

2.1 The New Institutional Dimension, The Modernization Process, and the Strengthening and Revitalization of Links between the Institute and other OAS Bodies

IICA/CE/Doc.373(00)

2.2 Amendments to the Staff and Financial Rules, and to the Rules of Procedure of the General Directorate

IICA/CE/Doc.374(00)

**3. Financial and Administrative Issues**

3.1 Financial Statements of the Institute, Report of the External Auditors and Comments by the Director General on the 1999 Report of the External Auditors

IICA/CE/Doc.375(00)

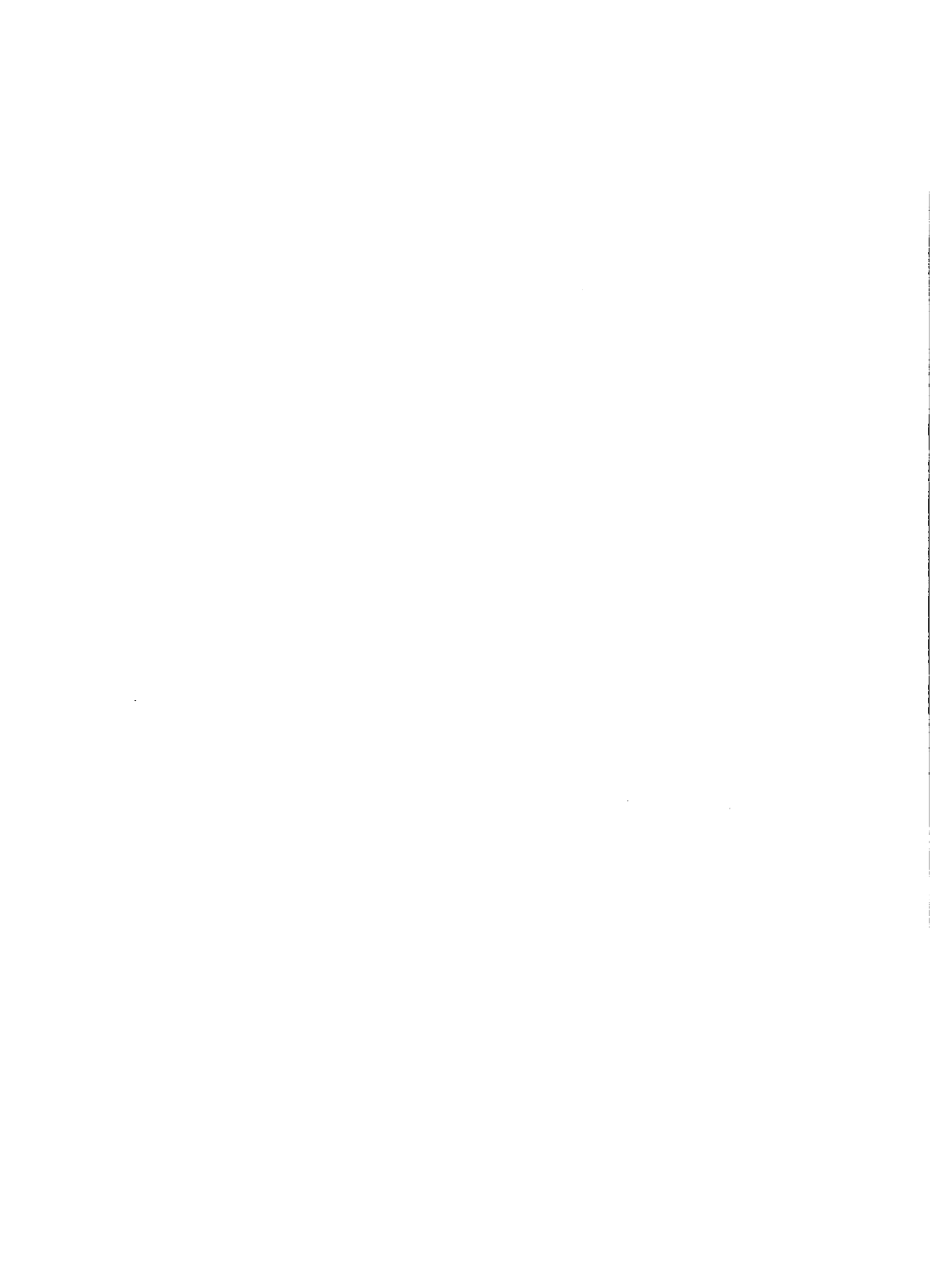
3.2 Sixth Report of the Audit Review Committee (ARC)

IICA/CE/Doc.376(00)

- 3.3 **The Modernization Process** No document
4. **Discussion on Technical and Thematic Issues**
- 4.1 **Trade-related issues in Agriculture** IICA/CE/Doc.377(00)
5. **Other Institutional Issues**
- 5.1 **Report on the Status of the Resolutions of the Tenth Regular Meeting of the Inter-American Board of Agriculture (IABA)** IICA/CE/Doc.378(00)
- 5.2 **Report on the Status of the Resolutions of the Nineteenth Regular Meeting of the Executive Committee** IICA/CE/Doc.379(00)
- 5.3 **Date and Site of the Twenty-first Regular Meeting of the Executive Committee** IICA/CE/Doc.380(00)
6. **Other Business**
- 6.1 **Protocol Governing the Election of the Director General of the Institute.** No document
- 6.2 **Report on the Contract of the Tropical Agriculture Research and Higher Education Center (CATIE) recently approved by the Legislative Assembly of Costa Rica.** No document



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## **APPENDICES**



**INAUGURAL SESSION**



**ADDRESS BY THE DIRECTOR GENERAL, CARLOS E. AQUINO G.,  
DURING THE OPENING SESSION OF THE TWENTIETH REGULAR  
MEETING OF THE EXECUTIVE COMMITTEE AND THE  
INAUGURATION OF THE LAS AMERICAS INTER-AMERICAN  
CONFERENCE AND MEETING CENTER**

Welcome to this, the House of Agriculture, and to the beautiful country of Costa Rica.

The member countries have honored me twice; by electing me as Director General in 1993, and by entrusting me with a second term, which will come to an end fourteen months from now.

I think it is fitting to take a look back at where we have been and take stock of our actions, and also to look down the road and reflect on the actions to be taken in the immediate future.

It is time to renew our commitments and make necessary adjustments in our actions.

**1. *Our commitment has been to lay the groundwork for an IICA capable of meeting the challenges of today and tomorrow***

When I took over the helm of the Institute in 1994, profound changes were taking place at a dizzying pace throughout the world, and, of course, in the countries of our region. These dramatic transformations had an impact on all aspects of the economic, social, cultural, technological, political and institutional lives of the countries and, therefore, on agriculture and the rural milieu, a situation which continues today in this part of the world.

This situation posed great challenges for IICA, for two basic reasons:

The first was that the environment we worked in had changed. Profound transformations were taking place in the economies of the countries, with a greater role being assigned to markets and a smaller one to the State; the relationship between the public and private sectors was changing; agriculture was facing competition from abroad; and a new technological paradigm was emerging. Also, the problems of social inequity, discrimination against what is rural, and misuse and poor management of natural resources continued and were growing more severe.

All this led to an increase in requests for technical cooperation from IICA, at a time when the Institute was facing a decline in the availability of strategic resources.

Secondly, the Presidents of the hemisphere launched a political process in which the inter-American dialogue was resurrected and the goal of hemispheric integration reaffirmed. However, despite their direct relationship to the four major commitments assumed at the Miami Summit of 1994, agriculture and the rural milieu were not even mentioned.

Our reading of this situation led us to the conclusion that the changes in the context demanded an IICA that:

- could internalize the challenges of a changing context;
- could build upon its strengths and capabilities, with a view to meeting the increased demand for cooperation while using fewer resources (in other words, do more with less);
- could develop a network of external strategic alliances, as a means of expanding its capability to meet clients' needs; and
- would be capable of supporting the countries in their efforts to meet the complex challenges related to the development of agriculture and the rural milieu.

Accordingly, laying the groundwork for an IICA capable of moving into the new millennium became the focus of our actions.

## 2. *A look back*

As we look back and take stock of our actions, we can point modestly, but proudly, to the following accomplishments:

- Given the fact that the true value of agriculture is overlooked by most people in our societies, we launched a campaign to restore it to its rightful place, expanding the definition of the sector, emphasizing the many ways in which it is related to the rest of the economy, and demonstrating how it contributes to the comprehensive development of countries, to culture, to nutrition, to health and to the very governability of political systems.

We were pleased to see that many of the ideas and concepts contained in a recent World Bank report on development coincided with proposals we

have been making since the mid-1990s for the development of agriculture and the rural milieu in our region.

- Inasmuch as neither agriculture nor the rural milieu were part of the inter-American political dialogue, we initiated a series of contacts with the Presidential Summits and the most important inter-American and Ibero-American forums, with a view to ensuring that both topics would be addressed at the highest political levels in the Americas.
- As a result of economic policy reforms, rural development was no longer a priority for policymakers or on the agendas of multilateral banks. Together with other international agencies, we began to review concepts and ideas, work to revive interest in the sector, make strategic proposals and consolidate joint efforts.

In the same vein, within our Directorate of Sustainable Rural Development, we have established the Inter-American Center for Rural Development (CIDER), located at the City of Knowledge, in Panama. This center is at the heart of inter-agency efforts related to the new rurality, and aimed at articulating actions intended to promote sustainable rural development and combat rural poverty, both at IICA and beyond it.

- On the threshold of a new era, one in which knowledge and information will govern society, our agricultural education and training system, especially at the university level, was out of step with the needs of an agricultural sector in which human resources are the key to gaining competitive advantages at the international level; this is of paramount importance as education is the means for the advancement of individuals and society in general. Consequently, we undertook efforts to encourage and support reforms in our higher and vocational agricultural education systems, and to modernize the instruments used to share knowledge and disseminate information.

In order to be able to act with greater authority and more effectively in this new society of knowledge and information, we have also taken important steps to create forums for analysis, discussion and action in areas such as agricultural technology, agricultural health and food safety, and agricultural education; regional agribusiness networks; documentation and information systems; networks of institutions; mechanisms for matching supply with demand; and a distance education

and training system. The heart of this system, which is the "Mexico Distance Education and Training Center," was inaugurated two years ago during an Executive Committee meeting held here at IICA Headquarters. Today, we are inaugurating another facility we have named the Las Americas Inter-American Conference and Meeting Center. This Center, comprising four rooms named after IICA's geographic areas (Caribbean Area, Southern Area, Central Area, Andean Area) makes use of the most advanced communications equipment. Together with other existing facilities, IICA will be able to conduct conferences, meetings and seminars for up to 1,500 participants.

- IICA needed to be revamped and to find ways to draw closer to its clientele. As a result, we undertook an institutional reform process that involved its governing bodies, Headquarters and the Cooperation Agencies in the member countries.

As part of this process, a proposal was put forth to reform the Institute's governing bodies. At the last OAS Assembly, held in Canada, the Inter-American Board of Agriculture (IABA) was recognized as the principal ministerial forum of the inter-American system for the discussion of matters related to agrifood policy and rural life. Also, we undertook a decentralization process, as a result of which more than 75% of the Institute's strategic resources are now earmarked for the five Regional Centers. In addition, a systematic effort is underway to improve the capabilities and quality of our human resources, and of the Institute's financial and administrative systems.

Furthermore, we have doubled our efforts to develop networks of specialists throughout the hemisphere for the purpose of addressing specific technical-thematic issues, and we have expanded and strengthened our strategic alliances with other agencies so as to enable IICA to better meet the needs of the countries.

### 3. *The road ahead*

As the member countries know, our financial situation is growing more acute, and with our budget frozen, it is not likely the situation will improve in the near future.

We are convinced that, in order to overcome these financial difficulties and ensure that our cooperation activities will have maximum impact, we must continue to strive for an



IICA that is more efficient, more dynamic, more competitive and more creative and innovative in identifying alternative sources of human, physical and financial resources. This means that we must introduce additional institutional reforms; decentralize even further, to bring us closer to our clients; focus our technical cooperation actions on those topics in which the technical capabilities of the Institute can be applied most effectively to meet the most pressing needs of the countries; improve internal articulation and efficiency in the technical-thematic and administrative-financial areas; and, in particular, develop strategies that will enable the Members States and Permanent Observers to provide nontraditional types of support. An example is the establishment of a Permanent Liaison Office in Spain in facilities provided by its Ministry of Agriculture, Fisheries and Food, a country we hope will join IICA in the near future as an Associate Member State.

As part of our corporate strategy for the remainder of this administration, we propose to focus our efforts on two strategic purposes:

- to promote the competitiveness of agrifood chains, within a framework of equity and sustainability; and
- to improve living conditions in the rural milieu.

We plan to focus available resources on these purposes and are in the process of defining the corporate products we will strive to attain in 2001, which is right around the corner.

Also, we will continue to consolidate the strategic planning system. This will enable the Institute to define its future course and improve its technical, administrative and financial efficiency, with the participation of the Member States.

In concluding, I would like to share with you the words of an anonymous author, which accurately reflect the direction of our efforts. He said:

**“We cannot control the wind, but we can trim the sails”**

In truth, neither we nor our institution can change the context in which agriculture and the rural milieu develop. However, we have promoted changes we believe are necessary for transforming an institution as complex as IICA, so that it will be better prepared to carry out its mission as the new millennium gets under way. We have done so with enthusiasm, interest, and dedication, while overcoming many obstacles and difficulties, resistance, a lack of understanding both in and outside the Institute, and implementing, from the beginning, an inclusive and participatory process.

We have not completed the task. However, we hope that an objective evaluation made of this administration at the next IABA meeting, in the Dominican Republic, will recognize that we have made considerable progress and that, as one of our poets said "the journey ahead is not plotted out for us; we plot the journey as we go." We trust that we will have left behind an IICA that is better prepared to face the challenges of the future and to meet the member countries' growing demands for cooperation in connection with agriculture and the rural milieu. Allow me to close by quoting another verse "farmer, you must continue to farm: never stop farming. You must farm for those who do not."

Thank you very much.

## **CLOSING SESSION**



## REMARKS BY MR. ROGER CLARKE, MINISTER OF AGRICULTURE OF JAMAICA

As the curtain comes down on the Twentieth Regular Meeting of the Executive Committee of IICA, I think that it is appropriate that mention be made of a new initiative that took place recently under the auspices of IICA. I speak first of all of the celebration of Caribbean Week, which took place in Jamaica, an occasion that afforded us the opportunity to put in place a much needed entity, which we have called the Caribbean Alliance of Ministers of Agriculture for Sustainable Agricultural Development. In a sense, it is filling a void created by the virtual abolition of the Standing Committee of Ministers of Agriculture of CARICOM.

The meeting gives us an opportunity to begin to focus on agriculture in a sustained way and to bring to the fore the importance of the agricultural sector within the region. We have just put the basic outline together and we intend to use it as that forum in the Caribbean to bring to our minds and the wider region what we regard as the lifeblood of our economy: the agricultural sector in the Caribbean Region.

We face many challenges but we have the opportunity at this point in time to share some of the experiences we have gained in our different countries and to work together to solve some common problems. We are just begun, we are in the embryonic stage but I am confident that that movement will gain momentum and in the years to come we will be a force to be reckoned with.

IICA has played a tremendous role in facilitating the process and I would really like to commend IICA for the job it did in giving birth to that organization.

I conclude by saying that with all the difficulties that we are facing on the agricultural landscape, I am heartened by the fact that IICA is alive and well. As far as I am concerned, and my delegation and I speak for the CARICOM region, we will do whatever is possible to make sure this organization continues to grow and to prosper. We see it as the hope for the agricultural sector within the region and within the Americas.

It has been two wonderful days. As usual, Costa Rica has always put out the red carpet for us; we are beginning to feel as though it is our second home. I am happy that I came; I will leave with very, very pleasant memories of my being here and, as always, IICA will be in our minds. I want to commend the Director General, as usual. Already the lines are drawn as far as succession goes, and I do hope and pray that whoever comes on the scene will seek to carry on the work that you have started and I know that you will always

be there to offer advice to whoever comes after you, but it is a big pair of shoes that that person will have to step into because you indeed have been a great Director General.

On behalf of the Jamaican Delegation, thank you very much.

**REMARKS BY MR. CASSIUS B. ELIAS, MINISTER FOR  
AGRICULTURE, FORESTRY AND FISHERIES OF  
SAINT LUCIA**

I wish to place on record the appreciation of the Government of Saint Lucia for the fine work that IICA continues to render to our agricultural sector under the distinguished leadership of Dr. Barbara Graham, led by Dr. Chesney out of Trinidad and Tobago. I find new hope and inspiration every time I visit Costa Rica, not only for the arrangements made by IICA to ensure our comfort, but the tremendous possibilities I see in Costa Rica as it relates to the sharing of new experiences, new processes in agricultural development. This morning I visited with an official of IICA a very interesting laboratory where honey is made out of bananas and, in addition to honey, I understand that several other products are possible. I also visited the ripening facility for organic bananas of one of the well-known manufacturers of baby food in North America.

I could go on about several agro-processing facilities that are right here in Costa Rica from which we can benefit as we struggle to survive the challenges of some of the multinationals that continue to challenge our presence in the banana trade on the European market.

The transformation that has taken place in this great organization over the last three years, since I have had the honor to be attending various meetings, is indeed refreshing. When I first attended this forum, I got the impression that we were on a path that was not too steady, and it is with great pleasure that I record the renewed vigor with which Canada has continued to support this organization. One of the first experiences I had in this forum was to encourage Canada to stay with us as a family and I have seen them return with a greater vigor, with a vision that is new. They say you never miss the water until the well runs dry and it may have been a good strategy to threaten to withdraw so that we can truly appreciate the tremendous contribution that they have always made and that they have the capacity to make.

Yesterday I made brief comments about the need for appropriate technology to be developed so that the farmers in the field, the farmers in the rural areas, the women, the young farmers of the Caribbean and Latin America, and indeed the world, should derive greater benefits from technologies that are developed aimed at lessening the burden of agricultural development on the rural folks of the world.

I repeat my concern that I do not see the benefit of such technology being practiced in the field, and I am sure that with the focus of national governments on this particular issue, IICA will as usual respond to assist in this direction.

As we leave this very successful discussion, I commit the support of the Government of Saint Lucia to ensure that the approach of sustainable agriculture continue to remain uppermost in our minds.

The perception in Latin America and the Caribbean sometimes borders on a feeling that agriculture is dead, and I recall the great meeting in Jamaica referred to by the distinguished Minister from Jamaica, when the Director General had the occasion to remind the Caribbean and those who were thinking otherwise, that agriculture was not dead. I recall the passion with which he made his presentation, with that kind of concern for the restructuring of the agricultural sector so that it continues to maintain its place as we struggle to feed the world, providing them with wholesome food at all times, providing them with nutritious foods. As we speak of the multidisciplinary components of the agricultural sector, I urge my fellow ministers, I urge the experts, the professionals to continue to work together to ensure that the world truly respects the noble profession of agriculture.

With these few remarks, Mr. Chairman, I wish my fellow delegates a safe journey back home and I look forward for the rest of my political career to continue to work with IICA because it is truly one of the institutions that I enjoy collaborating with the most.

Thank you very much.



**REMARKS BY MR. JESUS DE LOS SANTOS, UNDERSECRETARY  
OF STATE FOR AGRICULTURAL SECTOR PLANNING OF  
THE DOMINICAN REPUBLIC**

The delegation from the Dominican Republic wishes to express its appreciation for the resolution in which the Committee accepted our government's request to host the Eleventh Regular Meeting of the Inter-American Board of Agriculture. We would like to take this opportunity to ratify our commitment to this activity, especially since a new administration has taken office in our country.

I should also like to stress that the meeting of the IABA enjoys the support of the President of the Dominican Republic. Our President, who is an agronomist, has said that he identifies closely with the agricultural sector and the activities of the Inter-American Institute for Cooperation on Agriculture.

We have already initiated actions with the private and public sectors and the IICA Cooperation Agency in the Dominican Republic to ensure that the meeting next year is a great success.

Thank you.

**REMARKS BY MR. SALVADOR MONGE, EXECUTIVE DIRECTOR  
OF THE EXECUTIVE SECRETARIAT FOR PLANNING  
OF COSTA RICA**

First, I should like to express my appreciation for the kind words that the representatives of Jamaica and St. Lucia had to say about Costa Rica, which are a great encouragement to us as we endeavor to do a good job.

My dual role as the Rapporteur and the Representative of the Government of Costa Rica has been very difficult, as I have had to listen to some very interesting comments without being able to participate actively in the discussion.

I would like to thank all of you for the hard work and disciplined effort you have put in over the past few days. One of the big winners has been IICA, which has been strengthened. The resolutions approved have a clear objective, which is to ensure participation.

Each of the delegations has proposed and presented topics that have enriched this process. We believe that all the objectives of the meeting were achieved and that the Institute has been strengthened considerably, basically by focusing our attention on important technical and administrative issues.

Our delegation wishes you all a safe trip home and hopes that you have received during your brief stay the hospitality for which Costa Rica is famous. For the agricultural sector, and especially for the minister in charge of the sector, it has been a great honor to have had you here in Costa Rica.

Thank you very much.

## **REMARKS BY CARLOS E. AQUINO G., DIRECTOR GENERAL OF THE INSTITUTE**

We have completed our work in record time, in two days. It has been a very enriching and interesting experience, as we have further developed and consolidated a process that has been underway for some time at this Institute. IICA has enjoyed great prestige for many years and has always adapted to developments in the context in which it operates.

Another important page has been written in the history of the agri-food sector in the Americas, this time related to institution building and joint efforts and attempts to achieve goals in support of the transformation of the agrifood sector.

The administration of IICA and all the members of our team are extremely grateful to all of you, for your encouragement, for the remarks of the minister from Jamaica, the Chairman of the Caribbean Alliance for Sustainable Development, Agriculture and the Rural Milieu, the minister from St. Lucia, the Rapporteur, Dr. Salvador Monge, and all of you, ladies and gentlemen, delegates and observers.

All of us who make up the IICA family are working together to move forward, trying to be a model organization, an organization which, despite its limitations and constraints, is trying to seize the opportunities available and even use those limitations and even critical situations, as opportunities to improve, to strengthen ourselves, to work together. I think these sessions have been exemplary, since the process of transparency and participation is another example of what our organizations can do.

I wish to thank all the delegates, the observers and the special guests who have been with us throughout the meeting, including Bob Berry and Joe Caracuel of the Bank of America, who have said how much they have enjoyed being here and seeing the Institute evolve in a positive direction. I should also like to thank our entire team, the different directors, the representatives, the regional directors, the members of the ARC, the members of the Advisory Commission, and the entire Secretariat, headed by an extraordinary, dynamic woman, Roxana Montero. Thanks to her efficiency, the Institute enjoys a high reputation for the organization of events like these. My thanks also go to the team that we do not see and who work behind the scenes: the editors, the translators, the drivers, the messengers and everyone involved in this effort, those who work long into the night and round the clock, to make these meetings a success.

I also want to thank all those who helped us to prepare our Corporate Strategy for consolidating the Institute's leadership in the Americas, especially the individuals from outside the Institute who have taken part in this effort. I would like to mention the former Minister of Agriculture of Venezuela, Raul Alegret, the former Minister of Agriculture of Costa Rica, Esteban Brenes, and the former Minister of Agriculture and Foreign Relations of Uruguay, Alvaro Ramos, all of whom were involved in the preparatory work of the Corporate Strategy. I want us all to be involved in this process of paving the way towards our goal of consolidating our efforts, so that, together, we make agriculture and the rural milieu more competitive, within a framework of equity and sustainability.

I want to thank the Chairman of the Executive Committee and our good friend, James Schroeder, who attended the first meeting of the Executive Committee under this administration and whom you chose to chair the meeting on this occasion. I greatly appreciate the support we have always received from the Government of the United States, through him and the members of the various delegations. Indeed, I thank all the governments that make up the IICA family.

My special thanks to our Legal Advisor and dear friend Bill Berenson, who has been a rock throughout the process of institutional transformation, and our distinguished and dear friend the Technical Secretary, Roberto Martinez, who is one of my country's outstanding professionals and will be supporting me during the remaining months of my administration, contributing his experience, expertise and vision of the future to the process of strengthening and consolidating the Institute.

I also believe that the steps we have taken in our efforts to make IICA an institution of excellence, a successful institution, are essential. It is good for a family as culturally diverse and heterogeneous as ours, representing different regions of the Americas, to share its differences and reach consensus on how to improve, how to construct and contribute to building a better world. We thank all of you, and the members of our team.

Someone who is always there supporting me, quiet and calm, allowing us Latins, and Caribbean Latins at that, to avail ourselves of his wisdom is our dear Deputy Director General and friend, Larry Boone. With his experience and tranquility, he has shown us that our variety of temperaments and positions is one of our greatest riches. My sincere thanks to Larry.

Every week we have a meeting of the senior management, the Steering Committee, at which we discuss many issues in depth, from different perspectives. Some wonder why we make presentations at these meetings, but the fact is that we learn a lot

from them. When we hear them, we can better appreciate what we are doing. We are very self-critical, perhaps because we are perfectionists and want everything to be perfect, losing sight of the fact that perfection is the enemy of what is good. Our strategic thinking and action, also based on collaboration and input from many sources, is a very innovative process that we hope, with the involvement of the Member States, can also provide a model for supporting modernization and transformation, and input for the new institutional framework that everyone is seeking.

So, my deepest thanks go to the Chairman, the delegates, to all of you, the IICA family. The past six-and-a-half years I have spent here have been some of the most stimulating and special of my life. I was in the dairy farming business for a number of years. The day I got involved in dairy farming I was very happy, but the day that I got out of it I was even happier. I was also very happy when I joined this institution, but I am going to be even happier when I leave, thanks to the great experience I have had during my eight years at the helm. If we are successful in our endeavors, even if we encounter some obstacles and difficulties along the way, we shall always have an IICA that looks to the future. You are some of our organization's most valuable resources. Without you, without this great family, there would be no great institution. This institution will be great provided that all its Member States are actively involved, together with our management team, our professionals, our staff, in constructing the new institution for this century.

Thank you, Mr. Chairman. I should also like to take this opportunity, on behalf of our family, on behalf of all of us, to present the Chairman, James Schroeder, with a token of our affection. I think this will probably be his last Executive Committee meeting, although I hope he will join us at the IABA in the Dominican Republic. However, it is possible that James Schroeder will have other political responsibilities in the future, but I am certain he will always remember us. We will always remember him as a wise man, as well as a man with a sense of humor, who has helped us and often brought us back to earth when we were up in the clouds. Dear friend, allow me to give you this small gift on behalf of the IICA family.

**REMARKS BY MR. JAMES SCHROEDER, DEPUTY UNDER  
SECRETARY FOR AGRICULTURE OF THE UNITED STATES OF  
AMERICA AND CHAIRMAN OF THE TWENTIETH REGULAR  
MEETING OF THE EXECUTIVE COMMITTEE**

I want to thank the staff and all those who have been thanked previously by the Director General and who have done such a great job in supporting, in servicing this meeting. I want to thank my colleagues for the honor and privilege of serving as your chairman at this meeting. I have been thinking here what I should say, shall I get nostalgic about Dr. Aquino, because I sat out there six and a half years ago when he was inaugurated, but frankly I can not do that. I am getting older, just like the fellow who said: "I have seen it all, I have heard it all, I have done it all, I just can't remember it all."

I suppose I ought to comment on the American political situation but that would probably be inappropriate and I am not sure I know any more than anybody else does. After watching television and talking to my colleagues at lunch about the inability or ability of our Congress to even fund and keep our government running, I guess we should fall back on the wisdom of Winston Churchill who said "democracy is the worst form of government, except any other."

So let me just leave you with three thoughts. Number 1: Globalization is here to stay. I carry around an article by Thomas Friedman, of the New York Times, who also has written a book on the subject. He says, and I quote: "Globalization is not just a trend, not just a phenomenon, not just an economic fad: it is the international system that has replaced the cold war system." And by that he of course means the integration of markets of our nation states and our information technologies all founded on the basis of free market capitalism.

The second point is our international institutions: what is the problem with our international institutions? I believe our forebears were quite perceptive when they founded the United Nations, a political organization; the International Monetary Fund, a financial organization; the World Bank (the International Bank for Reconstruction and Development) after World War II, when it was clear that we were going to become more and more interdependent. Now, of course, we have a fourth one, one they didn't form after World War II, which is the World Trade Organization. But these organizations are being picketed and being demonstrated against, and it is ironic because in a time of globalization it seems that international organizations should be more important and necessary. Again, I think many have pointed out that it is not these institutions that are the problem; the question is

how will they operate, who will make the rules, what policy will they pursue? That brings us to IICA, an organization which was formed about the same time and exists today.

The organizations are essential but they must reform, they must be responsive, they must adapt their rules and their policies to the new climate, the new demands and the new situations. And to quote Mr. E. J. Deonne from the New York Times, the issue is whether international institutions will help or hinder the spread of prosperity. That's what we have been debating here in the agricultural sector: can IICA, as it has in the past, continue to spread, nurture and foster prosperity, particularly in the agricultural and rural sector?

But the final point: whatever the institution, whatever the policy, whatever the program, it still comes down to individuals and to the people who run the organizations or try to carry out the policies and the programs. I think that is clear and however we reform an institution or whatever policy or program we dream up or devise, it is still up to individuals to carry those programs out, to give the leadership the service and the dedication that is necessary for success. So again I salute the staff and employees of IICA, the Director General, his Deputy and his staff and particularly my colleagues and friends here who serve in government, because you all are the ones who, through your careers and offices, are trying to make these institutions and policies and programs work for the better prosperity of all our citizens.

Thank you again, I've really enjoyed these meetings and made many good friends here, and look forward to seeing you all again in the future, in some capacity.





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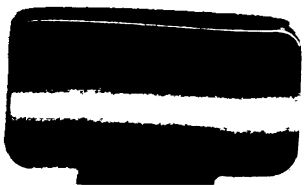
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