



REPORT OF THE TENTH  
REGULAR MEETING OF  
THE EXECUTIVE COMMITTEE

San Jose, Costa Rica

27-29 August 1990

## WHAT IS IICA?

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

IICA was founded as an institution for agricultural research and graduate training in tropical agriculture. In response to changing needs in the hemisphere, the Institute gradually evolved into an agency for technical cooperation and institutional strengthening in the field of agriculture. These changes were officially recognized through the ratification of a new Convention on December 8, 1980. The Institute's purposes under the new Convention are to encourage, facilitate and support cooperation among its 32 Member States, so as to better promote agricultural development and rural well-being.

With its broader and more flexible mandate and a new structure to facilitate direct participation by the Member States in activities of the Inter-American Board of Agriculture (IABA) and the Executive Committee, the Institute now has a geographic reach that allows it to respond to needs for technical cooperation in all of its Member States.

The contributions provided by the Member States and the ties IICA maintains with its 12 Permanent Observer Countries and numerous international organizations provide the Institute with channels to direct its human and financial resources in support of agricultural development throughout the Americas.

The 1987-1993 Medium Term Plan, the policy document that sets IICA's priorities, stresses the reactivation of the agricultural sector as the key to economic growth. In support of this policy, the Institute is placing special emphasis on the support and promotion of actions to modernize agricultural technology and strengthen the processes of regional and subregional integration.

In order to attain these goals, the Institute is concentrating its actions on the following five Programs: Agricultural Policy Analysis and Planning; Technology Generation and Transfer; Organization and Management for Rural Development; Marketing and Agroindustry; and Agricultural Health.

The Member States of IICA are: Antigua and Barbuda, Argentina, Barbados, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, the Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, the United States of America, Uruguay and Venezuela.

The Permanent Observer Countries of IICA are: Arab Republic of Egypt, Austria, Belgium, Federal Republic of Germany, France, Israel, Italy, Japan, Netherlands, Portugal, Republic of Korea and Spain.

# IICA



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



IICA/CE/ACTA 10(X-0-90)  
27 August 1990

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

The Tenth Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture (IICA) was held in compliance with the Rules of Procedure of the Executive Committee and Resolution No. 133 of that body.

The members of the Committee on this occasion were: Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, Jamaica, Mexico, Nicaragua, Panama, Peru and Trinidad and Tobago.

PREPARATORY SESSION

- 0.1 The preparatory session of the Tenth Regular Meeting of the Executive Committee was called to order at 09:15 on August 27, 1990, in the United States Room at IICA Headquarters. The meeting was chaired by the Minister of Agriculture and Livestock of Costa Rica, Mr. Juan Rafael Lizano, Representative of the country which had chaired the Ninth Regular Meeting.
- 0.2 During the session, agreements were reached on the following items for subsequent submission to the consideration of the Executive Committee at the Inaugural Session:

- Election of the Chair and the Rapporteur
- Agenda
- Membership of the Credentials Committee and the Style Committee
- Membership of the working committees and identification of items to be addressed
- Deadline for submitting proposals
- Approximate duration of the meeting
- Other business

0.3 The session was adjourned at 09:50.

#### INAUGURAL SESSION

0.4 The Inaugural Session of the Tenth Regular Meeting of the Executive Committee was called to order at 09:55 on August 27, 1990, in the United States Room at IICA Headquarters. The Session was chaired by Mr. Juan Rafael Lizano.

0.5 After welcoming the participants, Mr. Lizano pointed out that agriculture, normally viewed as a primary sector producing basic commodities, was now being seen as an expanded sector, as a result of its ties with industry and agroindustry, and the strengthening of links between the overall economy and agriculture. He added that international technical and financial cooperation was fundamental to the consolidation of the agricultural sector, both nationally and regionally.

0.6 The Director General of IICA took the floor and welcomed a new member country to the Institute: St. Kitts and Nevis. He went on to point out

that, although the Institute's progress over the past year would be reviewed at the current meeting, three topics of special importance were also on the agenda: the updating of the Medium Term Plan, the reports on Program I and V activities, and the topic for the Tenth Inter-American Conference of Ministers of Agriculture, to be held concurrently with the next Meeting of the IABA in Madrid, Spain, in 1991.

0.7 In compliance with Article 48 of the Rules of Procedure of the Executive Committee, the Committee endorsed the agreements reached at the Preparatory Session, and proceeded as follows:

0.7.1 Election of the Chair and the Rapporteur

The Committee approved by acclamation the election of Mr. Ezequiel Rodríguez, Minister for Agricultural Development of Panama, as Chairman of the meeting. The Representative of Panama took his seat at the head table and proceeded to nominate Mrs. Evangelina Beltrán, Representative of Mexico, for the office of Rapporteur. Mrs. Beltrán was elected by acclamation. The officers of the meeting were:

Chair:	Ezequiel Rodríguez, Panama
Rapporteur:	Evangelina Beltrán, Mexico
<u>Ex-officio</u> Secretary:	Martín E. Piñeiro

0.7.2 Agenda of the Meeting

The Executive Committee approved the agenda presented by the Director General.

0.7.3 Membership of the Credentials Committee

The Executive Committee decided that the Credentials Committee should be made up of the Representatives of Canada, Costa Rica, Mexico and Trinidad and Tobago.

0.7.4 Membership of the Style Committee

The Executive Committee chose the Representatives of Brazil, Canada, Dominica and Peru as members of the Style Committee.

0.7.5 Working Committees

It was decided that the ad-hoc committee to examine the study by Peat Marwick on the remuneration of the Director General and of International Professional Personnel should be made up of the Representatives of Canada, Chile, Nicaragua, Peru and Trinidad and Tobago.

0.7.6 Deadline for Submitting Proposals

The Executive Committee set August 28, 1990, at 10:00, as the deadline for submitting proposals, with the understanding that the deadline would not apply to draft resolutions issued by the working committees.

0.7.7 Duration of the Meeting

The Plenary agreed to hold the closing session at 18:00 on August 29.

0.8 The session was adjourned at 10:20.



**FIRST PLENARY SESSION**

1. The first plenary session was called to order at 11:30 on August 27, 1990, in the United States Room at IICA Headquarters. The meeting was chaired by Mr. Ezequiel Rodríguez.
- 1.1 1989 ANNUAL REPORT (IICA/CE/Doc.197(90))
  - 1.1.1 The Director General said he would address the more pertinent aspects of the report, namely, the consolidation of the PLANLAC, changes in administrative procedures and the actual implementation of the PLANLAC. He noted that formulation of the Plan had helped define a general overview of the agricultural sector in Latin America, in addition to establishing a special mandate for IICA's five Programs and providing a framework for identifying and promoting project development at the hemispheric level.
  - 1.1.2 As an example, mention was made of the hemisphere-wide project on agricultural and rural development strategies, implemented with the cooperation of the Canadian International Development Agency (CIDA). It stressed identification of those factors with the greatest impact on modernization of the agricultural sector and aimed to effectively coordinate macroeconomic and sectoral policies, within Program I. Another key project was the program of joint action for the development and utilization of agrobiotechnology, which was designed to provide a conceptual and analytical framework for the formulation of biotechnology-related policies and strategies in Latin America and the Caribbean. Other projects cited by the Director General included PROCITROPICOS, which dealt

with the conservation of natural resources, and the project on participation of rural women, which received support from UNICEF and UNIFEM.

- 1.1.3 The Director General noted that projects had been identified at the regional level for harmonizing policies and for promoting animal health and plant protection, as prerequisites for the elimination of non-tariff barriers to subregional trade and as a means of bringing about effective integration. He also mentioned the Andean Rural Development Fund, designed to mobilize financial resources for the implementation of rural development projects in the Andean region.
- 1.1.4 The Director General also indicated that the PLANLAC's strategic approach had served as a framework for identifying projects at the country level. Likewise, the Plan stressed sectoral assessments and profiles, as well as the connection between technical cooperation efforts and sectoral adjustment programs and investment projects financed by the IDB, the World Bank and other funding agencies.
- 1.1.5 On the subject of institutional management, the Director General referred to changes in the internal structure of the Institute, and cited the case of the former Center for Investment Projects (CEPI), which was now also responsible for preparing sectoral assessments and drawing up the agricultural sector adjustment program. Its new name is Center for Programs and Investment Projects (CEPPI). Another change introduced in the internal structure of the Institute entailed strengthening the Inter-American Agricultural Documentation and Information Center (CIDIA), to bring together all

IICA-related information and dissemination efforts. He added that greater emphasis was also being placed on coordinating national and multinational projects and promoting greater participation, on the part of the Program Directorates, in the preparation of projects at the country level in order to upgrade their technical quality.

1.1.6 The Director General discussed the system adopted to evaluate IICA's activities, which was now fully operational. Evaluations of IICA's Offices in Venezuela and Paraguay, as well as of Program V, had already been carried out, and an evaluation was currently under way of IICA's Offices in the Eastern Caribbean. On the subject of human resources, the Director General indicated that the Institute was continuing to implement its policy of gradually reducing the number of international professional personnel and increasing the number of local professional personnel. He also mentioned that adjustments had been made to the staff evaluation system and that a new recruitment system had been introduced.

1.1.7 The Director General reported that inter-institutional relations had been strengthened. Closer ties had been established with the IDB for providing technical cooperation in connection with the formulation of sectoral adjustment programs and investment projects. Talks were under way with the World Bank to identify countries and programs, for purposes of defining investment projects. Technical cooperation activities had also been upgraded with other agencies, including the Andean Development Corporation (CAF), the CBI, IFAD and the Central American Bank for Economic Integration

(CABEI). As for agencies concerned with regional integration, the Director General noted that efforts had been made to enhance links with such organizations as SELA, ALADI, the Board of the Cartagena Agreement (JUNTA), CARICOM and SIECA, in conjunction with which several PLANLAC activities were being coordinated. Other international agencies mentioned by the Director General in his presentation were CARDI, FAO and ECLAC.

- 1.1.8 The Director General went on to say that in view of changes which had taken place on the regional and international scene, the countries had requested support from the Institute for short-term action in connection with three specific areas, namely, international trade, policy harmonization, and non-tariff barriers to international trade. In view of the fact that the economies were opening up rapidly, the agricultural sector would have to rise to the challenge of how to take advantage of new trade opportunities. At the same time, there was a need for internal structural adjustments with high social costs. All these circumstances called for specific solutions such as those provided for in the PLANLAC.
- 1.1.9 Lastly, the Director General addressed two other vital items on the world agenda for the new decade, namely, natural resources and the environment, and training of human resources.
- 1.1.10 The Representative of Canada pointed out that the Annual Report reflected the guidelines set forth in the Medium Term Plan. With regard to the PLANLAC, he suggested that the Executive Committee examine follow-up on the PLANLAC and that the Director General present those follow-

up results to the IABA. He asked what effect cutbacks in the public sector of many of the member countries would have on the orientation and delivery mechanisms of IICA's Programs. He referred to a table in the Annual Report which showed support given to Argentina and Brazil, without clearly indicating how much came from IICA funds. He asked if funds for multiple-agency projects were administered by IICA.

- 1.1.11 The observer Representative for the United States of America expressed his satisfaction with the improved caliber of the Annual Report. He requested that the countries of origin of newly appointed IICA officials mentioned in the Report be included.
- 1.1.12 The Representative of Jamaica expressed her satisfaction with the contents of the Annual Report, and noted that the reference to Hurricane Hugo on page 101 should read Hurricane Gilbert.
- 1.1.13 The observer Representative of the Dominican Republic expressed his satisfaction with the inclusion in IICA's work plan, of topics related to the forestry and natural resources sector. He also noted his satisfaction with the reduction in the number of international professional personnel, which was one way to save the Institute's resources, so that they could be allocated to other areas of interest.
- 1.1.14 The observer Representative of Haiti asked the Director General to explain why Haiti was treated differently than other member countries, as it had been placed under the supervision of the Assistant Deputy Director General for Operations. The Director General noted

that the special treatment had been adopted simply for practical operational purposes. He explained that the rest of the countries had been grouped according to structures that already existed in the region, as it had been found that linkage through those subregional bodies had proved to offer greater opportunity for dialogue. Since Haiti did not belong to any specific regional structure, the aforementioned treatment had been decided upon for Haiti's own benefit and advantage.

- 1.1.15 The Observer for CATIE noted that the institution he represented was doing work in some of the same subject areas mentioned by the Director General, including those related to environment, natural resources and biotechnology.
- 1.1.16 The Observer for the IDB said that in IICA-IDB relations, IICA had become the Bank's technical arm. CEPPI was worthy of special mention; the IDB was pleased with the work being conducted by that Center in response to the countries' needs.
- 1.1.17 The Observer for the Inter-American Commission of Women (IACW) stated that, although the IACW was not mentioned in the Report presented by the Director General, the substantive aspects of women's participation were indeed mentioned. She added that IACW would be interested in resuming discussions with IICA with a view to developing projects to benefit women.
- 1.1.18 The Observer for CARDI thanked IICA for its technical support and financial contribution to the core budget of that Caribbean institution, and requested that this be explicitly recorded in the minutes. He added that the projects

being conducted by CARDI in conjunction with IICA were aimed at closing the gap between the Caribbean and Latin America.

- 1.1.19 There being no further comments, the Draft Resolution to approve the 1989 Annual Report was submitted for consideration.

The Observer for CARDI proposed that the Draft Resolution be amended by replacing the phrase "Having seen," on the second line, with the phrase "Having examined." Draft Resolution No. 1, 1989 Annual Report, was approved with the amendment proposed by CARDI.

- 1.1.20 The session was adjourned at 12:10.

## SECOND PLENARY SESSION

### 2.1 Report of the External Auditors (IICA/CE/Doc.-198(90))

- 2.1.1 The Second Plenary Session, presided over by the Representative from Peru, began at 14:30 on August 27, 1990. The Chair invited the Director General, Martín E. Piñeiro, to present the Report of the External Auditors. In turn, the Director General gave the floor to Gordon Mair, Director of Finances.

- 2.1.2 The Director of Finances expressed that the financial statements of the Institute are the product of an ongoing effort aimed at providing increasingly clear and concise information on the financial position of IICA and its financial activities during the year, as well as

data for comparison with the preceding year. He noted that, since 1988, IICA's financial statements have been presented in a combined, consolidated fashion for greater clarity and comprehension of the Institute's overall financial position, including quota and trust fund activity. He emphasized that the external auditors' statement established that IICA complied entirely with generally accepted accounting practices and its Combined Financial Statements fairly present the Institute's financial position through December 31, 1989. The governing bodies and third parties can then place full reliance on the integrity of the financial data contained therein.

- 2.1.3 The Director of Finances explained that the IICA Combined Financial Statements comprised the Balance Sheet, the Statement of Revenues and Expenses, the Statement of Changes in Fund Balances, and the Statement of Changes in Financial Position, and referred the Representatives to the pertinent supporting documents.
- 2.1.4 The summarized Balance Sheet indicated that the Institute had some US\$15 million in current fixed assets at year end. These comprised US\$6 million in cash and marketable securities, US\$8.5 million in quotas receivable, and about US\$0.5 million in other assets. By comparison, the Institute's liabilities totalled US\$11 million. These comprised accounts payable of approximately US\$2.2 million, net trust funds due to donors of US\$2.6 million, and reserves for severance pay and other obligations of US\$6 million. Therefore, Mr. Mair noted, there was a Regular Fund equity balance of US\$4.2 million. By comparing the figures on the Balance Sheet to those of the previous year, it was



seen that the total assets of the Institute had increased by US\$1.1 million from 1988, or 3.5 percent.

In addition, the ratio of current assets as opposed to current liabilities remained at a healthy 2.1/1.0, unchanged from the previous year.

- 2.1.5 For the Combined Statement of Revenues and Expenses (incorporating quota funds activity, miscellaneous income, overhead recovery and trust funds), there was a difference between revenues and expenditures of almost US\$157,000, representing the net increase in the Regular Fund, as well as an increase in the Fixed Assets Fund of US\$476,000. In summary, the combined effect of the Institute's positive performance was to increase the funds of the Institute by US\$633,000 or 3.4% over the previous year. The Director of Finances informed the Committee that, in compliance with Resolution 113 of the Ninth Regular Meeting of the Executive Committee held in June 1989, additional explanatory detail on the amounts of "other income" and "other expenditures" was included in the supplementary material available.

- 2.1.6 Mr. Mair then presented the Statement of Changes in Financial Position, and reported that there had been a decrease of US\$2,422,000 in cash and marketable securities. Thus, the financial liquidity of the Institute declined in 1989 to 31% of current assets, from 45% in 1988.

This was due primarily to an increase in quotas receivable to 50% at the end of 1989, compared to only 33% in 1988. In spite of the decline in quota collections, Mr. Mair was pleased to convey that according to the Director General's

report, IICA was successfully able to fulfill its mandate for technical cooperation actions, with expenditures on Program initiatives amounting to virtually 100% of the approved budget for 1989.

- 2.1.7 The Director of Finances concluded his presentation by noting that the restricted liquidity situation had required the Institute to adopt a program of austerity for 1990. However, he foresaw that with monies carried over into the new year from the Regular Fund balance, and with the continued support of its Member States, IICA would be able to effect full delivery of its Programs in 1990, and maintain a strong and stable financial position for 1991.
- 2.1.8 The Representative from Canada made two comments: 1) that the Executive Committee should note with concern the liquidity problem, and strive to stimulate prompt and complete quota payments; 2) that more information should be given on the types of austerity measures taken by IICA to improve its financial situation. The Director General explained that the austerity program for 1990 had three basic steps: 1) identifying international professional personnel vacancies that could be left unfilled, and eliminating significant equipment purchases (e.g., computers); 2) targeting certain Program components or projects that could be postponed or only partially implemented; 3) once savings from the above had been identified, then establish a feasible percentage for cutbacks in objects of expenditure 3-9 (travel, equipment, purchase of services, transport, postage, etc.). The Director of Finances further clarified that this across-the-board budget cut had been fixed at 18%, which allowed IICA a real budget

ceiling of US\$20 million for 1990, whereas the IABA had approved a 1990 budget of US\$23 million.

- 2.1.9 Finally, the Deputy Director General informed the Committee that the OAS decision to change the quota scale would be adopted by IICA in its 1992-1993 Program Budget. The observer Representative from Barbados requested a clarification of this point, expressing surprise that it should be applied in 1991 without debate on the floor. The Deputy Director General then printed out that Article 23 of the 1978 Convention stated that IICA would use the OAS quota scale, excluding non-IICA members. The Director General further clarified that the 1991 Program Budget, incorporating the individual Member State quota levies, was already approved, but since there would not be another IABA meeting until 1991, the OAS quota scale changes would not be adopted by IICA until 1992.

The Chair then asked the Rapporteur to read Draft Resolution No. 2, "Financial Reports of the Institute," which was unanimously approved.

2.2 Status of the Resolutions of the Ninth Regular Meeting of the Executive Committee (IICA/CE/Doc. 199(90))

- 2.2.1 The Director General asked the Technical Secretary, J. André Ouellette, to present the topic.
- 2.2.2 Mr. Ouellette referred the Representatives to the appropriate support documents, noting that IICA had complied with Resolution No. 123 of the Ninth Regular meeting of the Executive Committee "Relations of IICA with other International Organizations" by strengthening its relations with other international organizations,

especially in the Caribbean; with Resolution No. 124, "Securing of External Resources," by successfully broadening its search for external financing, and with Resolution No. 125, "IICA Participation in the Funding of CARDI," by giving financial support to CARDI.

2.2.3 The Chair then asked the Rapporteur to read the Draft Resolution on "Report on Compliance with the Resolutions of the Ninth Regular Meeting of the Executive Committee," which was approved.

2.3 Report on the Status of the Resolutions of the Fifth Regular Meeting of the Inter-American Board of Agriculture (IICA/CE/Doc.200(90))

2.3.1 The Technical Secretary then moved on to Resolution No. 156 of the Fifth IABA, which concerns the damage caused by coca in all sectors of LAC. He explained that a discrepancy had been found between the language of the Provisional Report and that of the Final Report. The text of IABA Resolution No. 156 in the Provisional Report would be henceforth considered as the correct one.

2.3.2 The observer Representative from the United States expressed concern about two IABA Resolutions, Nos. 157 and 158. He noted that the former instructed IICA to report on PLANLAC progress to the FAO General Conference, which had not occurred; he then asked the Director General to clarify IICA's current relationship with FAO. He went on to convey the concern of the United States Deputy Assistant Secretary for Science and Education, Harry C. Mussman (former Director of IICA's Program V), that no action had been taken on training and education programs (Resolution No. 158), without which,

he said, no meaningful technological transfer can take place.

2.3.3 In reply, IICA's Director General explained that first, the President of the Fifth IABA and then, its Vice-President, had been obliged to cancel their trips to the FAO meeting at the last minute. Nevertheless, he said, IICA officials have met twice with personnel from the FAO Regional Office to increase efforts at coordination, possibly including joint projects, although these are still in the preliminary stage. The Director General further noted that the FAO Plan is really a frame of reference for setting priorities at the country level, while IICA's PLANLAC is specifically focused on the subregional and multinational level, hence joint or coordinated activities are not always feasible. As regards Resolution No. 158, on training/education, the Director General clarified that it was directed at the countries, and not IICA per se. Mr. Piñeiro went on to say that several of IICA's Programs have captured the spirit of Resolution No. 158 through their numerous training activities and projects. Also, the ex-President of Costa Rica, Mr. Oscar Arias, had urged IICA to develop an on-site Training and Conference Center, a project which soon drew interest from external funding agencies. Lastly, said the Director General, IICA was contemplating the creation of an in-house cross-Program Training Coordinator, to coordinate their efforts.

2.3.4 The Representative from Canada echoed the concern of the United States, but was satisfied with the explanations dealing with IABA Resolutions 157 and 158. However, he also wished to be informed on the follow-up to IABA Resolution

No. 155, in which it was agreed to solicit OAS support for the PLANLAC. The Director General explained that, given the widely known financial difficulties of the OAS, funding support was never contemplated. Discussion of the Plan was indeed fomented in OAS fora, and it has agreed to lend political support in the organization of the Tenth ICMA in Spain in 1991.

- 2.3.5 The observer Representative from Barbados then asked the Director General if official communication with FAO concerning the PLANLAC had been established. He further stated that his Government would take to heart the content of IABA Resolution No. 183, where support in times of natural disaster (hurricanes, earthquakes) is pledged; this sentiment was echoed by the Representative from Dominica. The Director General reiterated that IICA had ongoing communications with the FAO Regional Office concerning the PLANLAC. He also said that IICA would do all it could in times of natural disaster.
- 2.3.6 The Rapporteur then read the Draft Resolution on "Report on the Status of the Resolutions of the Fifth Regular Meeting of the Inter-American Board of Agriculture," which was approved.
- 2.4 Report of the Director General on the PLANLAC (IICA/CE/Doc.206(90))
- 2.4.1 Mr. Piñeiro gave the floor to his Special Advisor and Coordinator of the PLANLAC, Manuel Otero.
- 2.4.2 Mr. Otero distributed a brochure on the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean, and a detailed outline of his presentation. He stated that the

report on the PLANLAC could be divided into two sections: the first, a historical summary of the evolution of the Plan, a synthesis of its characteristics and structure, and a description of the mechanisms for its implementation at the subregional level. The second section deals with dissemination of the PLANLAC, the strategy for preparing and executing projects, the strategy for obtaining financing, and a reflection on the nature of the PLANLAC in a changing world. He emphasized the need to coordinate the Plan's conceptual aspects with its operational ones, so as to produce a new profile for technical cooperation. The PLANLAC Coordinator said that the new role for agriculture must have four main facets: modernization, equity, sustainability and improved intersectoral relations. Overall follow-up, a key part of the operations, would be carried out by the ICMA, the IABA and the Executive Committee; supervision at the subregional level would be the responsibility of subregional fora (CORECA, CARICOM, JUNTA, CONASUR - the creation of this last forum was promoted by IICA); and at the national level by the IICA Offices and the countries themselves. The subregional mechanisms, he said, were the heart of the PLANLAC. Then he mentioned several of the ongoing and proposed dissemination actions: national seminars, meetings with journalists, printed materials and participation in international fora, among others.

- 2.4.3 Mr. Otero also sketched out the project preparation process, noting the importance of subregional coordination groups. The distribution of PLANLAC projects by IICA Program was described through 1990. Funding strategies, he said, should stress not only what IICA itself

can do (e.g., coordination of IFAD and IDB potential through the RUTA Project), but also what needs to be done at the national level (harmonization of policies, strengthening of sectoral adjustment projects and the investment component). A list of funded projects, as well as current and projected donors, was presented. Mr. Otero said that general support for the PLANLAC by EEC countries and others would stimulate a chain reaction at other levels. He concluded by pointing to a key topic for the Tenth ICMA: focusing thought on the contribution a modern, interdependent agriculture can make to development in LAC, and the role of the sector in the changing international context.

- 2.4.4 The Representative of Jamaica opened the discussion by noting that while the PLANLAC reflected a clear understanding of the problems of the Caribbean countries, and the solutions it proposed took into account complementary activities in addition to those being implemented, she nevertheless suggested that there was a need for close follow-up on activities being implemented in the framework of the PLANLAC, to ensure that it achieved the desired impact. In that context, she believed that a reporting system should be put into operation.
- 2.4.5 The Representative of Canada said that his country was open to the multinational and regional-integration approach embodied in the PLANLAC. In any case, considering the rapid changes taking place in the world, which affect the region's market relations, funding sources and consumption patterns, he wanted to know what, if any, changes had been made in the Plan to reflect these changes. In that regard, he believed that by the next ICMA meeting, PLANLAC



reports should discuss strategic options, results obtained and major impediments to its implementation, as well as specific policies for each country. Inasmuch as the PLANLAC is the result of shared responsibilities, he emphasized the need for the member countries to give clear mandates to the other agencies operating in the region so as to facilitate the implementation of the Plan. The observer Representative for the United States endorsed the comments and suggestions made by the Canadian Representative and added that IICA should intensify its efforts to obtain collaboration from the private sector and from other international organizations.

- 2.4.6 The Coordinator of PLANLAC noted that the Plan was at an initial stage and hence could be adjusted. He stressed that responsibility for the initiative was shared among the countries, IICA and regional organizations, and that all the parties were aware of the need for financial resources and of the circumstances which made it difficult to obtain them. Many efforts were, however, being directed towards meeting that need and finding ways to increase the participation of the private sector in PLANLAC activities.
- 2.4.7 The Observer for the International Commonwealth Agricultural Bureaux (CABI) stated that the organization was willing to work with IICA in implementing activities of mutual interest.
- 2.4.8 In response to a request by the Representative of Mexico for clarification of certain aspects concerning the hemisphere-wide programs, the PLANLAC Coordinator described the hemisphere-wide projects, pointing out the geographic

areas concerned, funding sources, amount of resources involved and progress made. He also reported on the progress being made in connection with projects for which resources were not yet available. The Coordinator of the Plan pointed out the importance of Mexico's participation, both because of its potential and because of the caliber of the links that would be established with the Latin American community for purposes of technology exchange.

- 2.4.9 The Director General added that the ideas in the PLANLAC had undergone qualitative changes since the discussions at the Ottawa Meeting. The changes aimed to orient the countries' activities to the new options and movements taking place in the world, and were a credit both to the Ottawa Meeting and to the Plan.
- 2.4.10 The Chair read out Draft Resolution No.10: "Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean (PLANLAC) ."
- 2.4.11 The observer Representative of Barbados suggested that the above-mentioned Draft Resolution include mention of the progress made by regional organizations.
- 2.4.12 In response to a request by the Representative of Canada to the effect that the recommendation be revised and that complementary activities pertaining to the Tenth ICMA be considered, the Chair stated that approval of Draft Resolution No.10 would be left pending.
- 2.5 Proposed Topic for the Tenth Inter-American Conference of Ministers of Agriculture (IICA/CE/Doc.205(90)rev.)

- 2.5.1 The Director General introduced the item by explaining that the central idea was to allow for discussion of issues that had not been dealt with in the PLANLAC and which had arisen as a result of recent changes in the international context affecting Latin America and the Caribbean to different degrees. Those topics were inter-sectoral relations, equity, the small-farm economy and sustainable agriculture.
- 2.5.2 The PLANLAC Coordinator added that the topic proposed is intended to be a logical extension of the strategic approach set forth in the PLANLAC, as a response to changing patterns in international relations, which provide new challenges and opportunities for trade. These include agroindustry, rural development, international cooperation, strategies for international trade and the development of sustainable production models.
- 2.5.3 The floor was opened to discussion. The observer Representative of Barbados stated that the forthcoming ICMA provided an appropriate forum for discussion of the topic proposed; he, therefore, supported the Draft Resolution.
- 2.5.4 The Representative of Canada said that the topic proposed warranted attention and he supported the concept it conveyed. However, the title of the Draft Resolution was ambiguous, and therefore should be left pending.
- 2.5.5 The Chair suggested that the topic be left pending for the third plenary session.
- 2.5.6 The session was adjourned at 17:30.

**THIRD PLENARY SESSION**

3.0 The Third Plenary Session, presided over by the Representative of Panama, began at 09:15 on August 28, 1990.

3.1 Proposal to Update the 1987-1991 Medium Term Plan (IICA/CE/Doc.203(90)rev.)

3.1.1 In introducing the item, the Director of Programming and Evaluation, Mr. Diego Londoño, explained the need for the adjustment, stressing that the Medium Term Plan was a programming tool setting out guidelines for the Institute's activities over a five-year period. It establishes IICA's objectives, strategies, specific policies, program descriptions, guidelines for institutional organization, operational systems and financial requirements. An internal programming exercise had made it possible to identify and make the adjustments required. Those adjustments were reflected principally in chapters 2, 4 and 6 of the Medium Term Plan, which had been completely revised to reflect changes in sectoral problems, the guidelines for the five Program areas and CEPPI, and in the resource requirements for the 1992-1993 biennium. The adjustments proposed reflected an overall diagnosis of the region, particularly with regard to new agroexport patterns, the international economy, regional integration and trade, the technological revolution, the economic crisis and the external debt, and the structure of the State and its capacity to direct a viable and sustainable development process. The adjustments proposed arose from the need to move from adjustment with recession to adjustment with growth and equity. In

reference to the adjustments made in the content of IICA's Programs and CEPPI, he noted that both the goals and the different areas of concentration, had been redefined. Referring to the adjustments made in the budget requirements, he reviewed the assumptions on which they had been based, and described the movement of resources, as well as the criteria used for the 1992-1993 period. After reviewing the criteria for the budget adjustment, the Director of Programming and Evaluation presented an analysis of the quota and external resources budgets for the years 1986, 1992 and 1993 to support a 4% annual budget increase for the 1992-1993 biennium, designed to maintain the real value of quotas. He concluded his presentation by describing proposed budgetary allocations.

- 3.1.2 The Representative of Canada endorsed the adjustments proposed for the Medium Term Plan. He stressed the efforts made by IICA to support sustained development, and underlined the importance of two meetings to be held on the environment soon in Chile and in Mexico, as well as the FAO meeting on the same topic, adding that IICA should participate in and follow the deliberations of those meetings. He also pointed out the importance of devoting more time to women's issues and sustained development in IICA's Programs. He also stated that greater attention should be paid to the influence of market forces on technology generation and transfer, and suggested that Program III work more closely with the other Programs. Finally, he stressed that the effectiveness of IICA's Plan and of its Programs would depend in part on its establishing closer links with other multilateral organizations working in similar areas.

3.1.3 The Representative of Mexico said that the purposes of Program II should include initiating a diagnostic study and defining a strategy for cooperation and coordination of technological activities with the private sector, especially with producer organizations. In addition, it was felt that there was still inadequate linkage between overall technological policies, institutional models, and resources for research and transfer, on the one hand, and the real needs of producers, on the other. None of the proposals mentioned how to identify the demands of producers, the degree to which they would be taken into account in the design of policies and operating mechanisms, or the training that producer organizations would need with regard to technology validation and transfer processes. A determination should be made of the areas that were most important to the requesting countries, and not simply to state that support will be given to plans and programs to modernize national agricultural research and technology transfer. She recommended that emphasis be placed on the establishment of data banks dealing with the supply of and demand for technological services, that existing studies be carried further and that concrete experience gained in the countries of the region be compiled. The Representative of Mexico went on to suggest that IICA should establish more realistic strategies for funding Program V activities, pointing out that, to date, the support received through the multinational project had not been significant. She asked IICA to strengthen the programs to support the modernization of plant health services, with a view to promoting agricultural imports and exports. Finally, the Representative of Mexico announced that she could not

endorse the proposed budget increase. She asked the Director General to provide more information on the justifications for the increase and asked the Committee to approve the other adjustments to the Plan.

- 3.1.4 The Representative of Brazil expressed his satisfaction with IICA's interest in environmental matters, adding that his country was not in a position to approve the proposed budget increase. That viewpoint was endorsed by the observer Representative of Haiti.
- 3.1.5 The observer Representative for the United States said he shared the concerns regarding the budgetary adjustments. He emphasized the importance of the activities of the private sector and NGOs and of including the topic of women in IICA's activities. He was opposed to the proposed budget increase.
- 3.1.6 The Representative of Canada said he endorsed the statements made by the Representatives of Brazil, Haiti, Mexico and the United States in opposition to the 4% budget increase and suggested that, instead of approving it, the Committee should urge the countries in arrears to bring their quota payments up to date.
- 3.1.7 The Observer for the IACW expressed her organization's interest in strengthening ties with IICA to help solve the problems of rural women and to prevent duplication of the two organizations' efforts.
- 3.1.8 The observer Representative for the United States expressed his support for the comments made by the Observer for the IACW and pointed

out that the IACW was a dynamic organization, in a position to complement IICA's efforts.

- 3.1.9 The Observer for the World Food Council (WFC) mentioned the common policies and objectives shared by WFC and IICA, and indicated that his organization would like to see IICA channel greater efforts toward food security and the alleviation of hunger. He referred to an upcoming inter-regional consultation meeting called by the President of the WFC, Dr. A. Wally, Deputy Prime Minister and Minister of Agriculture of Egypt, to discuss research and agricultural technology which, beginning in 1990, will have to contribute significantly to meeting the challenges of food production in developing areas. This meeting will be held in Cairo, Egypt, in January or February 1991. He added that he had come to this meeting on behalf of his organization to discuss with the Director General of IICA cooperation between the two institutions, prior to the Cairo meeting.
- 3.1.10 The Representative of Chile made some comments concerning the updating of the Medium Term Plan. He pointed out that there appeared to be no direct correlation between the Programs and the proposed solutions, suggesting this issue be addressed when designing the Institute's plan of action as of 1993. He noted that the MTP did not really address the question of "environment," which warranted being dealt with as a separate issue. He suggested that IICA operations be simplified so that they prove less costly for member countries.
- 3.1.11 The Director General responded to the various comments and suggestions made by the



Representatives and Observers. He reiterated IICA's willingness to work with the World Food Council and with the Inter-American Commission of Women and said that, while there was no specific program at IICA dealing with rural women, the issue was related to all of IICA's five Programs. On the issue of the environment, he stressed that IICA was fully aware of the importance of conserving natural resources for self-sustaining development, and of the role the private sector must play in reactivating agriculture. With regard to other international agencies, he pointed out that he had given considerable attention to them in his address. In response to recommendations from some of the Representatives, he indicated that, by its very nature, a document such as the Medium Term Plan had to be general. It was not feasible for the Medium Term Plan to enter into a discussion of specific projects, as that was the function of the Biennial Program Budget. He pointed out that the issue being discussed was changes being made in the Medium Term Plan, not a new Plan. The thorniest issue was the 4% budget increase. In that connection, he pointed out that the Committee would not be approving an increase, inasmuch as the Medium Term Plan was merely a projection, an indication of intent. The proposal did not entail any binding decisions. The Director General explained that a Plan of that nature could not be presented without making provision for budget increases, since inflation had to be taken into account. He suggested that the Committee commit itself to the spirit of the proposal and not discuss a specific percentage figure.

- 3.1.12 The Rapporteur read out the draft resolution on the proposal to update the 1987-1991 Medium

Term Plan. Given that certain amendments of style had been proposed by the Representative of Canada and observer Representative of Barbados, approval of the resolution was left pending until the next plenary session.

3.2 Proposal to Evaluate the 1987-1993 Medium Term Plan and to Prepare the 1994-1997 Medium Term Plan (IICA/CE/Doc.204(90))

3.2.1 The Director of Programming and Evaluation provided general background information on the evaluation procedures followed in the Institute. The pertinent draft resolution envisaged evaluation of the Medium Term Plan currently in effect by a group of external experts with the support of IICA technical staff. The results of the work of the group of experts would be used as inputs by the Director General to be elected at the Regular Meeting of the Inter-American Board of Agriculture in 1993, for preparing a draft of the 1994-1997 Medium Term Plan. The Representative of Mexico expressed her concern that the countries not sitting on the Executive Committee in 1994 will not be able to voice their opinions during the discussion of this evaluation. She suggested that some mechanism be established to allow for greater participation in this decision.

3.2.2 In response to the concern expressed by the Representative of Mexico, the Director General explained that the draft resolution proposed one of the three alternatives available to the Institute in regard to the subject under discussion and that, in effect, all three had both advantages and disadvantages, as pointed out by the Representative of Mexico.

- 3.2.3 The Rapporteur read the Draft Resolution "Proposal to Evaluate the 1987-1993 Medium Term Plan and to Prepare the 1994-1997 Medium Term Plan," which was approved.
- 3.3 Topic for the Tenth Inter-American Conference of Ministers of Agriculture
- 3.3.1 The Rapporteur read the draft resolution on the Topic for the Tenth Inter-American Conference of Ministers of Agriculture, to be held in Madrid, Spain, in 1991. The Representative of Canada and the observer Representative of Haiti suggested that the objective of the strategies proposed should be clarified. The Committee took note of the proposed changes and approved the draft resolution, "Proposed Topic for the Tenth Inter-American Conference of Ministers of Agriculture."
- 3.4 Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean (PLANLAC)
- 3.4.1 The Rapporteur read the draft resolution on the Report of the Director General on PLANLAC, which was approved.
- 3.5 Report of the Director General on IICA's Programs (IICA/CE/Doc.201(90))
- 3.5.1 The Director General recalled that, at previous meetings of the Executive Committee, the member countries had expressed their interest in discussing IICA's Programs. At the current meeting, the Committee would be considering Program I - Agricultural Policy Analysis and Planning - and Program V - Animal Health and Plant Protection. He invited the Director of

the Agricultural Health Program (the newly-adopted name for the reorganized Animal Health and Plant Protection Program) to deliver his report.

- 3.5.2 The Director of Program V - Agricultural Health reported on the activities carried out. He divided his statement into three parts: achievements in 1989 and early 1990, performance evaluation, and post-evaluation implementation of Program activities. The actions implemented to date included training courses, regional meetings, project preparation and evaluation, and other activities. He also referred to activities relating to pest and disease prevention, and to emergency measures adopted in that regard. As for the evaluation, he discussed constraints on Program implementation, critical objectives identified, and strategies proposed. He then discussed the relationship between Program V projects and PLANLAC projects, and concluded his report with a discussion of national projects.
- 3.5.3 The observer Representative of the United States highlighted, among other issues, the importance of improving all activities relating to quarantine procedures and animal health. The observer Representative of Trinidad and Tobago requested that two programs be included in the emergency programs for the Caribbean, namely, one to combat the common locust and one to combat the white fly. The Representative of the Dominican Republic suggested that Program V strengthen its coordination with OIRSA, with a view to maximizing international trade opportunities, and that IICA learn from the successes of other countries. The Representative of Canada stated that he agreed with the critical

objectives set forth by the Director of Program V, made some formal recommendations, and called attention to the support provided by his country, particularly through the CARAPHIN Program. The observer Representative of Barbados joined other colleagues in expressing satisfaction at the achievements of the Program. He said that Barbados had joined the CARAPHIN Program and had succeeded in eradicating locusts; his country now needed support to combat pests affecting cotton production. The Representative of Jamaica said that her country had also benefited extensively from the CARAPHIN Program.

3.6 The session was adjourned at 12:30.

#### FOURTH PLENARY SESSION

#### 4.1 Report of the Director General on IICA's Programs

4.1.1 The Fourth Plenary Session, presided over by the Representative from Peru, began at 14:15 on August 28, 1990. The Chair invited the Director General to continue "The Report of the Director General on IICA's Programs," and Mr. Piñeiro in turn gave the floor to Carlos Pomareda, Director of Program I: Agricultural Policy Analysis and Planning.

4.1.2 Mr. Pomareda's presentation consisted of three parts: the international political context, the areas of concentration of Program I and the major successes achieved within this context. He pointed up the importance of designing macroeconomic policies that support

self-sustaining development. The Program focuses its efforts on: a) generating proposals for agricultural development strategies; b) strengthening national institutions in connection with the analysis and execution of economic policies; and c) improving national and regional capabilities to harmonize agricultural policies. He pointed out some of his Program's achievements in the areas mentioned above, as well as the closer ties established with international institutions such as the IDB, the World Bank, ALIDE and ECLAC, and the efforts being made in the Caribbean to strengthen relations with the CDB. In concluding, Mr. Pomareda highlighted efforts being carried out related to information exchange, through the development and installation of computerized data systems such as SIAPA and ICAPPA.

4.1.3 The observer Representative from the United States congratulated IICA's Program I for recognizing the importance of well-planned policy and inter-sectoral linkages, but reminded the Committee that the growth-oriented strategies advocated by Program I do not address social equity of natural resource conservation, and, more particularly, sustainable agriculture. We must not, he said, allow today's ambitious plans to prevent future generations from making their own decisions.

4.1.4 The Representative from Canada echoed the views of the United States and added that IICA's sectoral strategies must also take into account the dynamics of rural development. He sensed a fragmentation or lack of communication between IICA's Program I and Program III, the former stressing growth and the latter social equity

and rural development. This should not be the case, he said, and steps should be taken to promote an interdisciplinary approach.

- 4.1.5 The Representative from Brazil then broached the topic of the newly-created subregional forum CONASUR, noting that a recent meeting to establish the group brought together five Southern Cone Ministers of Agriculture, an infrequent occurrence. As a result of their discussions, they were able to present a unified position as regards the Uruguay Round of GATT in the last FAO regional meeting in Chile, and thus the Cairns Group was also able to reach a rapid consensus on the GATT. The subregional integration focus stressed by IICA has been extremely useful, he concluded.
- 4.1.6 The observer Representative from Barbados made it clear that, while tourist-oriented food production was important, he strongly felt it should not displace international exports, which were an important source of foreign exchange.
- 4.1.7 The Representative from Jamaica addressed the topic of strategic economic planning, where simultaneous, sometimes overlapping efforts were being made by several international agencies. FAO, for example, was currently attempting to accomplish many of the goals set out in the Program I presentation. Because of the impact of macroeconomics on agricultural activity, she said, a serious attempt must be made to coordinate these multiple efforts.
- 4.1.8 The Representative from Dominica requested that the minutes show that, while he recognized Program I's activities in the Caribbean through

the CDB and CARICOM, the Organization of Eastern Caribbean States (OECS) also had its own diversification unit and that it, too, should receive the direct assistance from Program I.

- 4.1.9 In response to some of the preceding comments, Mr. Pomareda assured the Committee that his Program had indeed taken into account the balance required between growth/modernization and social equity/rural development. In that sense, he said, Program III truly served as the "conscience" of Program I, and feedback did occur. Regarding the apparent conflict between growth and sustainability, Mr. Pomareda stated that his Program was especially concerned with this issue and was going to present a paper on the topic at the upcoming Congress of Agricultural Economists. Again addressing the rural development issue, the Director of Program I reminded the Committee that the focus and task of IICA was agriculture and that there were numerous other organizations dedicated to aspects of rural development (e.g., public health), without which successful rural development could not be achieved; IICA's role in this field was a relatively minor one. Mr. Pomareda concluded by thanking the Representative from Brazil for his praise, and by assuring the Representative from Dominica that the OECS would indeed receive Program I attention.
- 4.1.10 The Chair then asked the Rapporteur to read the Draft Resolution on "Report of the Director General on IICA's Programs," which was approved.
- 4.2 Report of the Director General on the Securing of External Resources (IICA/CE/Doc.220(90))



- 4.2.1 The Chair gave the floor to the Director General, who in turn asked Jorge Werthein, Director of External Relations, to present the topic.
- 4.2.2 The Director of External Relations divided his presentation into three parts: an historic overview of external resources secured at IICA, the international political situation and its effect on the securing of resources, and the strategy to be followed in the future. Regarding the securing of external resources from 1987 to the present, the same have increased at an average annual rate of 25%. If projections are correct, this rate of growth will be maintained in 1990. With regard to the current international context, Mr. Werthein observed that the political changes in eastern Europe would unavoidably divert quota funds from LAC. The new strategy designed to confront these circumstances, said Mr. Werthein, gives priority to: a) seeking new, non-traditional donors who share one or more of IICA's priorities, including Japan, Korea, Germany, and the Scandinavian countries; b) the forging of new links with international agencies, including the IDB, World Bank, IFAD, PEC, CABEI, CAF and others; c) approaching foundations and NGOs in developed countries, many of which have lost interest in LAC; d) establishing agreements with universities and other academic centers, which can provide human and technical resources; and e) arranging subregional meetings with potential donors, to make them more aware of current conditions in LAC. The difficulties facing IICA today in relation to its access to external funding, concluded IICA's Director of

External Relations, are: the eastern European situation and the relative lack of interest in agriculture. IICA and the countries, he said, must join forces to show that there can be no real development in LAC without agriculture playing a leading role.

- 4.2.3 The Representative from Mexico said that he recognized the increase in external resources obtained, but wished to know how much of the increase came from the national budgets of LAC countries, as opposed to funds from outside the region. Mr. Werthein replied by giving the following figures:

	<u>1989</u> (millions)	<u>1990</u> (millions)
LAC countries	US\$ 4.5	US\$ 6.2
International agencies, banks	US\$10.8	US\$ 8.5
Donor countries (developed)	US\$12.3	US\$11.3

- 4.2.4 The observer Representative from Barbados thanked Mr. Werthein for his presentation and reminded the participants that the previous Executive Committee had resolved to increase the securing and provision of resources for the Caribbean. He was gratified by the reported increase and hoped that the Caribbean would benefit further. He pointed out that the IICA/CARDI agreement provides for the allocation of IICA core budget funds to CARDI and asked if these could not also be increased. In his

response, Mr. Werthein said that IICA would continue its support of CARDI. He assured the Committee that IICA currently contributes and will continue to contribute 5% of the funds in its core budget to CATIE.

- 4.2.5 The Representative from Canada asked if resources, other than monetary, were being sought. The observer Representative from the United States then stated that the precarious situation of CATIE had also required IICA's financial assistance and that the 5% of total IICA budget, stipulated in the agreement, should be maintained in the future if CATIE were to continue its functions.
- 4.2.6 In response to Canada's query, Mr. Werthein also stated that non-financial resources were now an important IICA focus, as demonstrated by the numerous scholarships, training courses and workshops supported recently by Canada, France, the Kingdom of the Netherlands and Spain.
- 4.2.7 The Chair then asked the Rapporteur to read the Draft Resolution "Securing of External Resources," which was approved.
- 4.3 Date and Site of the Eleventh Regular Meeting of the Executive Committee (IICA/CE/Doc. 208(90))
- 4.3.1 The Technical Secretary submitted the proposal for the site of the next meeting of the Executive Committee. He indicated that the proposed dates had been chosen bearing in mind that the Committee would have to meet prior to the Sixth Regular Meeting of the IABA, in order to review the documents to be presented on that occasion.

- 4.3.2 The observer Representative of Barbados asked whether, given that the FAO Conference was scheduled for November 1991, a change of date could be considered in order to allow the Ministers to attend the FAO meeting immediately after the ICMA conference, without having to return to their respective countries. The Technical Secretary explained that, although IICA was the organizer of the meeting, it was not the host, and therefore it had only limited maneuvering room. He added that the date of the FAO Conference had been taken into account in setting the date of the ICMA, in the expectation that certain ideas could arise which would need to be further developed before being submitted to the FAO Conference.
- 4.3.3 The Rapporteur read the Draft Resolution "Date and Site of the Eleventh Regular Meeting of the Executive Committee," which was approved.
- 4.3.4 The Chair gave the floor to the Observer for Spain, who expressed his satisfaction at hosting the Tenth ICMA. He outlined the steps being taken by his Government to ensure the success of the meeting, and reiterated Spain's commitment to provide maximum dissemination of its outcome. His Government would be interested in working together with IICA in preparing for the discussions on the general topic selected for the meeting.
- 4.4 Report of the Credentials Committee
- 4.4.1 The Rapporteur of the Credentials Committee indicated that the credentials presented by the Representatives of Brazil, Canada, Chile, Costa Rica, Dominica, Jamaica, Mexico, Nicaragua, Panama, Peru and Trinidad and Tobago had been

examined by the Committee and were found to be in order.

4.5 Draft Resolution "Proposal to Update the 1987-1991 Medium Term Plan"

4.5.1 The Chair asked the Rapporteur to read the draft resolution "Proposal to Update the 1987-1991 Medium Term Plan," which was still pending. There being no objections, the resolution was approved.

4.6 Remuneration of the Director General and of International Professional Personnel (IICA/CE/Doc.207(90))

4.6.1 The Chair invited the Representative of Trinidad and Tobago to present the report of the Special Committee of which he was the Chair, which had been specifically set up to study the remuneration of the Director General and of international professional personnel.

4.6.2 The Representative of Trinidad and Tobago read the report, stressing that the document submitted by Peat Marwick did not provide sufficient information to allow the Committee to issue a recommendation regarding any increase in remuneration levels. Therefore, he suggested that the study should be supplemented with additional information concerning all of the benefits (monetary and non-monetary) granted by IICA to its international professional personnel and to the Director General, and that those benefits be compared to those of international organizations of a similar nature. The expanded report should then be submitted for consideration to the Executive Committee at its Eleventh Regular Meeting.

- 4.6.3 The Representative of Brazil expressed his concern about the lack of information on the subject, which did not allow his delegation to take a position on the matter. He stressed his country's concern that remuneration levels for technical personnel be adequate, so as to attract and retain qualified personnel. The Representatives of Peru and Jamaica endorsed that view.
- 4.6.4 In response to a request for further clarification from the observer Representative for the United States, the Legal Advisor of IICA explained that the Executive Committee was not authorized to make decisions concerning remuneration levels, and that, in the present instance, it was acting on authority delegated to it by IABA; moreover, that delegated authority was very limited.
- 4.6.5 There being no further discussion, the Rapporteur read the Draft Resolution on "Remuneration of the Director General and of International Professional Personnel," which was submitted for consideration by the Committee and approved.
- 4.7 Other Business
- 4.7.1 The Technical Secretary informed the Committee that the Closing Session would take place on August 29, 1990, at 11:00.
- 4.8 The session was adjourned at 17:45.

## CLOSING SESSION

- 5.0 The Closing Session of the Tenth Regular Meeting of the Executive Committee was called to order at 11:08 a.m. on August 29, 1990, with the Representative of Panama presiding. The Technical Secretary announced that the Provisional Report of the meeting, which included the minutes of the preceding sessions, and the Verbatim Record, had been distributed. The Representatives were asked to review the Report before leaving the room and to submit any corrections to the Technical Secretariat during the day. In the ensuing discussion, there were no comments of substance.
- 5.1 Signing of the Provisional Report of the Tenth Regular Meeting of the Executive Committee
- 5.1.1 The Rapporteur proceeded to read the document relevant to the signing of the Provisional Report, which was signed by the Chair of the Meeting, Mr. Ezequiel Rodriguez, Minister of Agricultural Development of Panama and by the Ex-officio Secretary of the meeting and Director General of IICA, Mr. Martín E. Piñeiro.
- 5.2 Address by the Representative of Dominica
- 5.2.1 The Representative of Dominica spoke of his impressions of the meeting and of the experience of the other participants. He referred to the valuable exchange of ideas and experiences that had been made possible, and commented on some of the projects being carried out in the Caribbean: development of agricultural technology, marketing of perishable commodities and plant pathology. He also emphasized the

countries' need for technical assistance in marketing.

### 5.3 Address by the Director General

- 5.3.1 In his closing address, the Director General reviewed the activities of the meeting and summarized some of the comments made by the delegations. He pointed out the importance of the analyses made in regard to progress in implementing the PLANLAC and to decision made concerning adjustments to the 1987-1991 Medium Term Plan, extended now to 1993. In speaking on the topic selected as the theme for the Tenth Inter-American Conference of Ministers of Agriculture, to be held in Madrid, Spain, in September 1991, he reminded those present that this was the beginning of a process of intense reflection which would culminate a year later with the presentation of several issue documents designed to enhance the discussions of the Conference. In concluding, he thanked the Chair, all participants in the meeting and the support personnel for their efforts.

### 5.4 Address by the Chairman of the Tenth Regular Meeting

- 5.4.1 The Chairman of the Meeting, Mr. Ezequiel Rodriguez, thanked all the participants for the work they had done over the last three days. He stated that his designation as Chairman had been for his country, Panama, an honor in recognition of steps it was taking to strengthen its democratic system, and that the future looked better for agriculture throughout the hemisphere, especially for farmers and their families. He made special reference to the comments made on behalf of rural women, as



key players in agriculture, by the Observer of the Inter-American Commission of Women. To conclude, he mentioned progress being made in his country as a result of IICA's technical cooperation, and adjourned the meeting.

The Closing Session of the Tenth Regular Meeting of the Executive Committee was adjourned at 11:50 on August 29, 1990.

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## **RESOLUTIONS**



IICA/CE/Res.134(X-0/90)  
27 August 1990  
Original: Spanish

RESOLUTION No. 134

1989 ANNUAL REPORT

The EXECUTIVE COMMITTEE, at its Tenth Regular Meeting,

HAVING EXAMINED:

The 1989 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 1989 Annual Report was studied by the Committee at its Tenth Regular Meeting and accepted as presented by the General Directorate,

RESOLVES:

1. To submit the 1989 Annual Report to the consideration of the Inter-American Board of Agriculture.

2. To recommend to the Inter-American Board of Agriculture that it approve the 1989 Annual Report.
3. To congratulate the Director General and the IICA staff on the work carried out and on the high calibre of the 1989 Annual Report.

IICA/CE/Res.135(X-0/90)  
27 August 1990  
Original: Spanish

RESOLUTION No. 135

FINANCIAL REPORTS OF THE INSTITUTE

The EXECUTIVE COMMITTEE, at its Tenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.198(90), "Report of the External Auditors and Comments by the Director General on the Report of the External Auditors,"

CONSIDERING:

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

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

That in the opinion of the external auditors, the financial reports accurately represent the financial status of the Institute to December 31, 1989 and the

results achieved that year; and that the Institute's accounting principles are completely consistent with generally accepted accounting practices,

RESOLVES:

1. To accept document IICA/CE/Doc.198(90), "Report of the External Auditors and Comments by the Director General on the Report of the External Auditors."
2. To recommend to the Inter-American Board of Agriculture that it approve document IICA/CE/Doc.198(90), "Report of the External Auditors and Comments by the Director General on the Report of the External Auditors."



IICA/CE/Res.136(X-0/90)  
27 August 1990  
Original: Spanish

RESOLUTION No. 136

REPORT ON COMPLIANCE WITH THE RESOLUTIONS OF THE  
NINTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE.

The EXECUTIVE COMMITTEE, at its Tenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.199(90), "Report on Compliance with the Resolutions of the Ninth Regular Meeting of the Executive Committee,"

CONSIDERING:

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

RESOLVES:

To accept Document IICA/CE/Doc.199(90), "Report on Compliance with the Resolutions of the Ninth Regular Meeting of the Executive Committee."

IICA/CE/Res.137(X-0/90)  
27 August 1990  
Original: Spanish

RESOLUTION No. 137

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

The EXECUTIVE COMMITTEE, at its Tenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.200(90), "Report on the Status of the Resolutions of the Fifth Regular Meeting of the Inter-American Board of Agriculture,"

CONSIDERING:

That after examining the aforementioned document, it has been noted that the General Directorate of the Institute has satisfactorily complied with the recommendations of the Inter-American Board of Agriculture,

RESOLVES:

To accept Document IICA/CE/Doc.200(90), "Report on the Status of the Resolutions of the Fifth Regular Meeting of the Inter-American Board of Agriculture."

IICA/CE/Res.138(X-0/90)  
28 August 1990  
Original: Spanish

RESOLUTION No. 138

PLAN OF JOINT ACTION FOR AGRICULTURAL REACTIVATION  
IN LATIN AMERICA AND THE CARIBBEAN (PLANLAC)

The EXECUTIVE COMMITTEE, at its Tenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.206(90)rev., "Report of the Director General on the PLANLAC,"

CONSIDERING:

That the Fifth Regular Meeting of the Inter-American Board of Agriculture (IABA), in Resolution No. 154, approved the PLANLAC;

That this same Resolution establishes that overall follow-up of the implementation of the PLANLAC and of the hemispheric programs will be the responsibility of the Inter-American Conference of Ministers of Agriculture (ICMA), the Inter-American Board of Agriculture (IABA) and the Executive Committee of IICA, and that IICA should present the necessary reports for each case;

That the Member States of IICA have assigned high priority to the implementation of the Plan;

That the Institute has complied with the mandates of the IABA with regard to the immediate tasks involved in implementing the Plan,

RESOLVES:

1. To accept with satisfaction Document IICA/CE/-Doc.206(90)rev., "Report of the Director General on the PLANLAC."
2. To request IICA to present a progress report on the PLANLAC to the next meeting of the Executive Committee, including information on the status of the different programs and projects, and the external resources that have been secured.
3. To urge the countries to continue playing an active role in the subregional sectoral forums identified by the PLANLAC for each of the subregions.

IICA/CE/Res.139(X-0/90)  
28 August 1990  
Original: Spanish/English

RESOLUTION No. 139

PROPOSAL TO UPDATE THE 1987-1991 MEDIUM TERM PLAN

The EXECUTIVE COMMITTEE, at its Tenth Regular Meeting,

HAVING SEEN:

Resolution IICA/JIA/Res.168(V-0/89) "Proposal to Update the 1987-1991 Medium Term Plan," presented with the purpose of introducing amendments for strengthening the ties between the current Medium Term Plan (MTP) and the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean,

CONSIDERING:

That the Institute needs a standard-setting instrument for its activities for the remainder of the term of the current administration;

That the document submitted by the Director General reflects the mandate received from the Inter-American Board of Agriculture (IABA);

That the Executive Committee, during its analysis of the Director General's proposal, indicated its support of the philosophy underlying the Medium Term Plan;

That during the discussion of this proposal, representatives of the Member States and observers expressed their strong interest in the issues of the participation of women in development, environmental protection, and sustainable development, in the Medium Term Plan;

That the Director General indicated, during the discussion, that the budgetary growth provided for in Chapter 6 of the Medium Term Plan reflects the intent of IICA to maintain zero growth, while at the same time compensating for inflation,

**RESOLVES:**

1. To approve Document IICA/CE/Doc.203(90)rev. "Proposal to Update the 1987-1991 Medium Term Plan" and to recognize it as the frame of reference for the action of the Institute.
2. To extend the effective life of the Medium Term Plan, as adjusted, to December 1993.
3. To authorize the Director General, prior to publishing the corresponding official document, to introduce such changes in style as may be deemed necessary.

IICA/CE/Res.140(X-0/90)  
28 August 1990  
Original: Spanish

RESOLUTION No. 140

EVALUATION OF THE 1987-1993 MEDIUM TERM PLAN  
AND PREPARATION OF THE PROPOSED 1994-1997  
MEDIUM TERM PLAN

The EXECUTIVE COMMITTEE, at its Tenth Regular Meeting,

HAVING SEEN:

Resolution IICA/JIA/Res.168(V-0/89), "Proposal to Update the 1987-1991 Medium Term Plan," in which the Director General is requested to submit proposals to this Committee for evaluating the current Medium Term Plan (MTP) and for preparing the Plan for the 1994-1997 period,

CONSIDERING:

That the current MTP, the effective life of which was extended with the approval of this Committee to December 1993, has shown to be a valuable instrument for the operations of the Institute;

That, as with all prospective planning instruments, it should be reviewed and updated on a regular basis to reflect the changing needs for cooperation of the Member States;

That the process to evaluate the MTP and to prepare the new Plan must take into account the latest technological developments and political changes at the international and regional levels;

That it is in the interest of the Institute and its Member States to participate fully, along with external experts, in evaluating the current Medium Term Plan;

That this process involves costs that must be covered with resources from the 1992-1993 Program Budget,

**RESOLVES:**

1. To request the Director General to earmark resources in the 1992-1993 Proposed Program Budget for hiring a group of external experts of recognized prestige to evaluate the current Medium Term Plan, as well as the programs and projects executed under it.
2. To request that the results of the work of the group of experts be used as inputs by the Director General, to be elected at the Regular Meeting of the Inter-American Board of Agriculture (IABA) in 1993, in preparing a draft 1994-1997 Medium Term Plan.
3. To recommend to the IABA that, during its Seventh Regular Meeting, to be held in 1993, it expressly empower the Executive Committee to study and approve the draft Medium Term Plan submitted by the Director General to the 1994 Regular Meeting, and the necessary adjustments



to the 1994-1995 Program Budget, in order to bring it into line with the new guidelines set forth in the approved Plan.

IICA/CE/Res.141(X-0/90)  
28 August 1990  
Original: Spanish

RESOLUTION No. 141

TOPIC FOR THE TENTH INTER-AMERICAN  
CONFERENCE OF MINISTERS OF AGRICULTURE

The EXECUTIVE COMMITTEE, at its Tenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.205(90)rev., "Proposed Topic for the Tenth Inter-American Conference of Ministers of Agriculture,"

CONSIDERING:

That the Inter-American Board of Agriculture (IABA), in Resolution 185, authorized the Tenth Regular Meeting of the Executive Committee to approve the topical and organizational aspects of the Tenth Inter-American Conference of Ministers of Agriculture;

That one of the challenges that the agricultural sectors of Latin America and the Caribbean must meet is to find a way to effectively participate in the changing world scenario,

**RESOLVES :**

To approve as the topic of the Tenth Inter-American Conference of Ministers of Agriculture, to be held concurrently with the Sixth Regular Meeting of the IABA, in Madrid, Spain in 1991: "Latin American and Caribbean Agriculture and the International Context of the Nineties: Strategies for the Close of the Century," as well as the general guidelines contained in Document IICA/CE/Doc.205 (90)rev. "Proposed Topic for the Tenth Inter-American Conference of Ministers of Agriculture."

IICA/CE/Res.142(X-0/90)  
28 August 1990  
Original: Spanish

RESOLUTION No. 142

REPORT OF THE DIRECTOR GENERAL ON IICA'S PROGRAMS

The EXECUTIVE COMMITTEE, at its Tenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.201(90), "Report of the Director General on IICA's Programs,"

CONSIDERING:

That the document presented by the Director General informs the Executive Committee on the development of Program I: "Agricultural Policy Analysis and Planning" and Program V: "Animal Health and Plant Protection";

That the remarks made on this subject by the Director General and the pertinent Program Directors supplement the information contained in the aforementioned document,

**RESOLVES:**

To accept Document IICA/CE/Doc.201(90), "Report of the Director General on IICA's Programs."

IICA/CE/Res.143(X-0/90)  
28 August 1990  
Original: Spanish

RESOLUTION No. 143

SECURING OF EXTERNAL RESOURCES

The EXECUTIVE COMMITTEE, at its Tenth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.202(90), "Report of the Director General on the Securing of External Resources,"

CONSIDERING:

That the document submitted by the Director General provides the Executive Committee with information on the action strategy being carried out by the Institute, within the framework of the 1987-1991 Medium Term Plan, to secure external resources;

That the Committee acknowledges the efforts made by the General Directorate of IICA to secure resources with which to complement and expand actions it carries out with external funding,

**RESOLVES:**

1. To accept with satisfaction Document IICA/CE/-Doc.202(90), "Report of the Director General on the Securing of External Resources."
2. To request the Member States to continue to support IICA in securing external resources, in order to strengthen the action of the Institute in its Member States.

IICA/CE/Res.144(X-0/90)  
28 August 1990  
Original: English

RESOLUTION No. 144

REMUNERATION OF THE DIRECTOR GENERAL  
AND OF INTERNATIONAL PROFESSIONAL PERSONNEL

The EXECUTIVE COMMITTEE, at its Tenth Regular Meeting,

HAVING SEEN:

IICA/JIA/Res.165(V-0/89), "Remuneration of the Director General for the 1990-1991 Biennium and Request for a Study of the Remuneration of International Professional Personnel"; and

The June 1990 Report by Peat Marwick entitled "International Institute for Cooperation on Agriculture, Analysis of Compensation for International Positions" ("Peat Marwick Report"),

CONSIDERING:

That Article 20(b) of the Convention of the International Institute for Cooperation on Agriculture authorizes the Director General: "To determine the number of staff members... fix their remuneration; and to appoint and remove them in accordance with the standards established by the Board or Committee";



That Sections II (1) (c) of the System for the De\_termination of Remuneration for IICA Personnel, imple\_mented pursuant to IICA/JIA/Res.67(III-0/85), states that "salary schedules will be adjusted as approved in the budget by the Board";

That by Resolution IICA/JIA/Res.165(V-0/89), the Inter-American Board of Agriculture ("IABA") instructed the General Directorate to hire Peat Marwick to prepare a study of the remuneration of the Director General and International Professional Personnel including: "(1) a comparison of that remuneration with salaries and other emoluments provided to officials of similar rank of other international organizations, such as CGIAR, PAHO, FAO, and OAS; and (2) recommendations for appropriate remuneration for the Director General and International Professional Personnel";

That by that same Resolution, the IABA authorized the Executive Committee, "based on the study, to consid\_er and approve an appropriate adjustment to the remu\_neration of the Director General for the 1990-1991 biennium";

That the Executive Committee, during the inaugural session of its Tenth Regular Meeting, asked Canada, Chile, Nicaragua, Peru and Trinidad and Tobago to ap\_point representatives to serve on a committee to ana\_alyze the remuneration of the Director General and the International Professional Personnel ("Special Commit\_tee");

That the Special Committee concluded:

1. That the Report prepared by Peat Marwick pursu\_ant to Resolution IICA/JIA/Res.165(V-0/89) and

presented to the Executive Committee for review does not present sufficient information to permit the Executive Committee to authorize an additional adjustment in the remuneration of the Director General for the 1990-1991 biennium or to recommend adjustments in the remuneration of the international professional personnel;

2. That to facilitate a meaningful analysis of the compensation provided by IICA to its Director General and international professional personnel, additional information on basic salaries, emoluments, comparable post adjustments, and/or cost of living allowances for corresponding officials at comparable organizations is necessary;
3. That the information contained in the Peat Marwick Report suggests that further detailed study of remuneration levels at CGIAR is not warranted because the salary levels in that organization far exceed those in force at other comparable international organizations,

**RESOLVES:**

To instruct the Director General, through the Institute's Directorate of Human Resources, to supplement the Peat Marwick Report with a more detailed comparative analysis of total compensation (including, but not limited to, basic salaries, salary adjustment, benefits and emoluments) provided to the chief executive officers and international professional staff at IICA and comparable

international organizations such as those named in IICA/JIA/Res.165(V-0/89), and including ECLAC and ILPES. The analysis should facilitate meaningful comparison of total compensation in select duty stations and should take into account the size of each organization in comparing the salary levels of the chief operating officers and other senior level staff. The Director General should make this analysis available to the members of the Executive Committee by May 1, 1991.

IICA/CE/Res.145(X-0/90)  
28 August 1990  
Original: Spanish

RESOLUTION No. 145

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

The EXECUTIVE COMMITTEE, at its Tenth Regular Meeting,

CONSIDERING:

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

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

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

RESOLVES:

1. To hold the Eleventh Regular Meeting of the Executive Committee at IICA Headquarters in San Jose, Costa Rica during the last week of June, 1991.

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



**SIGNING OF THE FINAL REPORT**





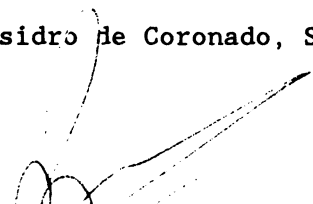
SIGNING OF THE FINAL REPORT OF THE TENTH  
REGULAR MEETING OF THE EXECUTIVE COMMITTEE

In compliance with the provisions of Article 91 of the Rules of Procedure of the Executive Committee, the Provisional Report of the Tenth Regular Meeting of the Executive Committee is hereby signed at 11:00 on the twenty-ninth day of August of the year nineteen hundred ninety, at the Headquarters of the Inter-American Institute for Cooperation on Agriculture.

The Report, which is submitted in the official languages of the Tenth Regular Meeting of the Executive Committee: English, French, Portuguese and Spanish, all versions being equally authentic and valid, will be edited by the Secretariat before its publication in the Official Documents Series. The changes adopted during the Closing Session will also be included.

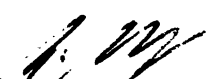
The Secretary shall file the original texts in the archives of the Inter-American Institute for Cooperation on Agriculture, and the General Directorate shall send copies of the official version of this report to the Governments of the Member States, the Permanent Observers of the Institute and other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

San Isidro de Coronado, San Jose, Costa Rica,



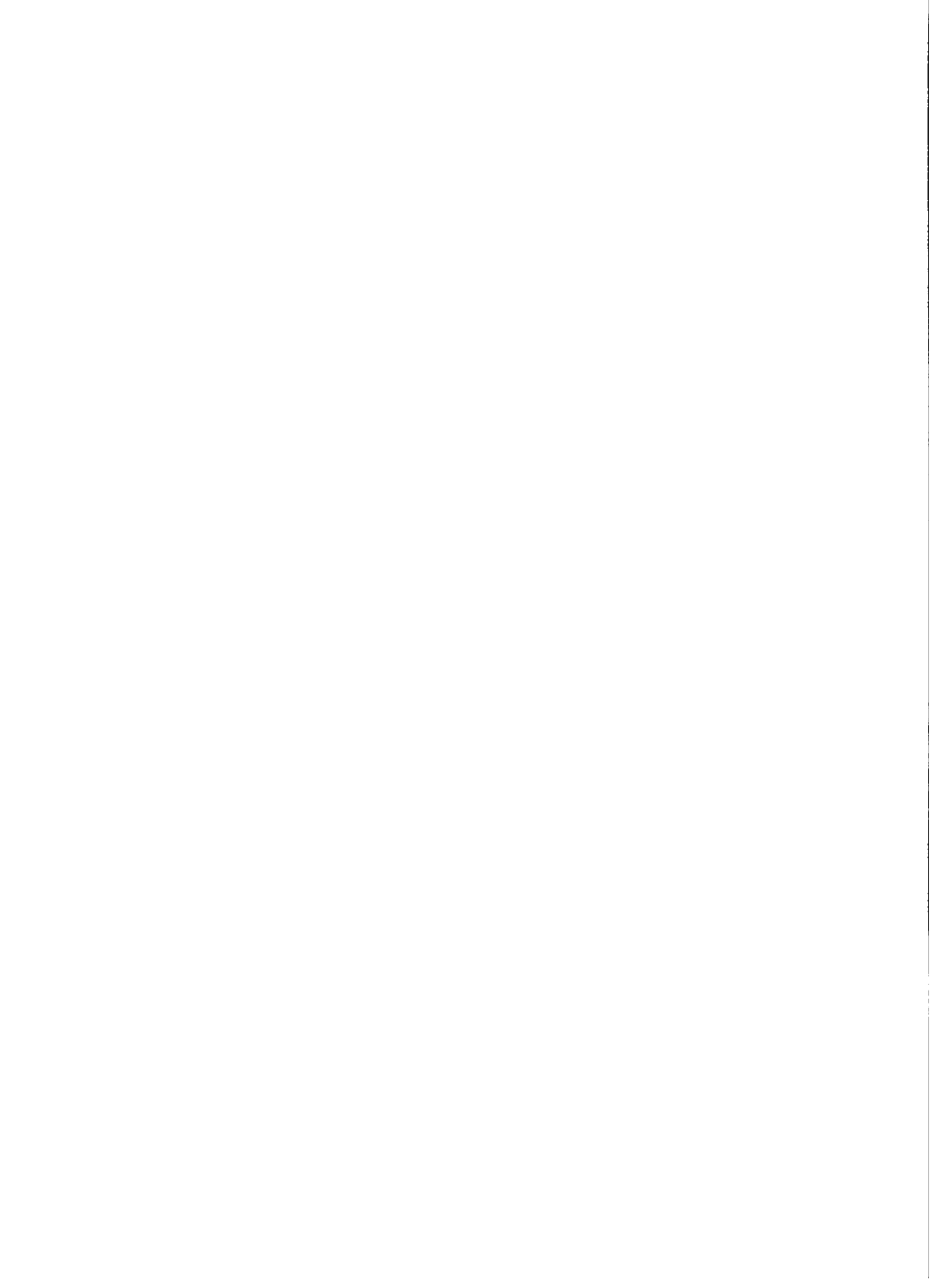
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Martín B. Piñeiro  
Director General and  
Secretary ex-officio

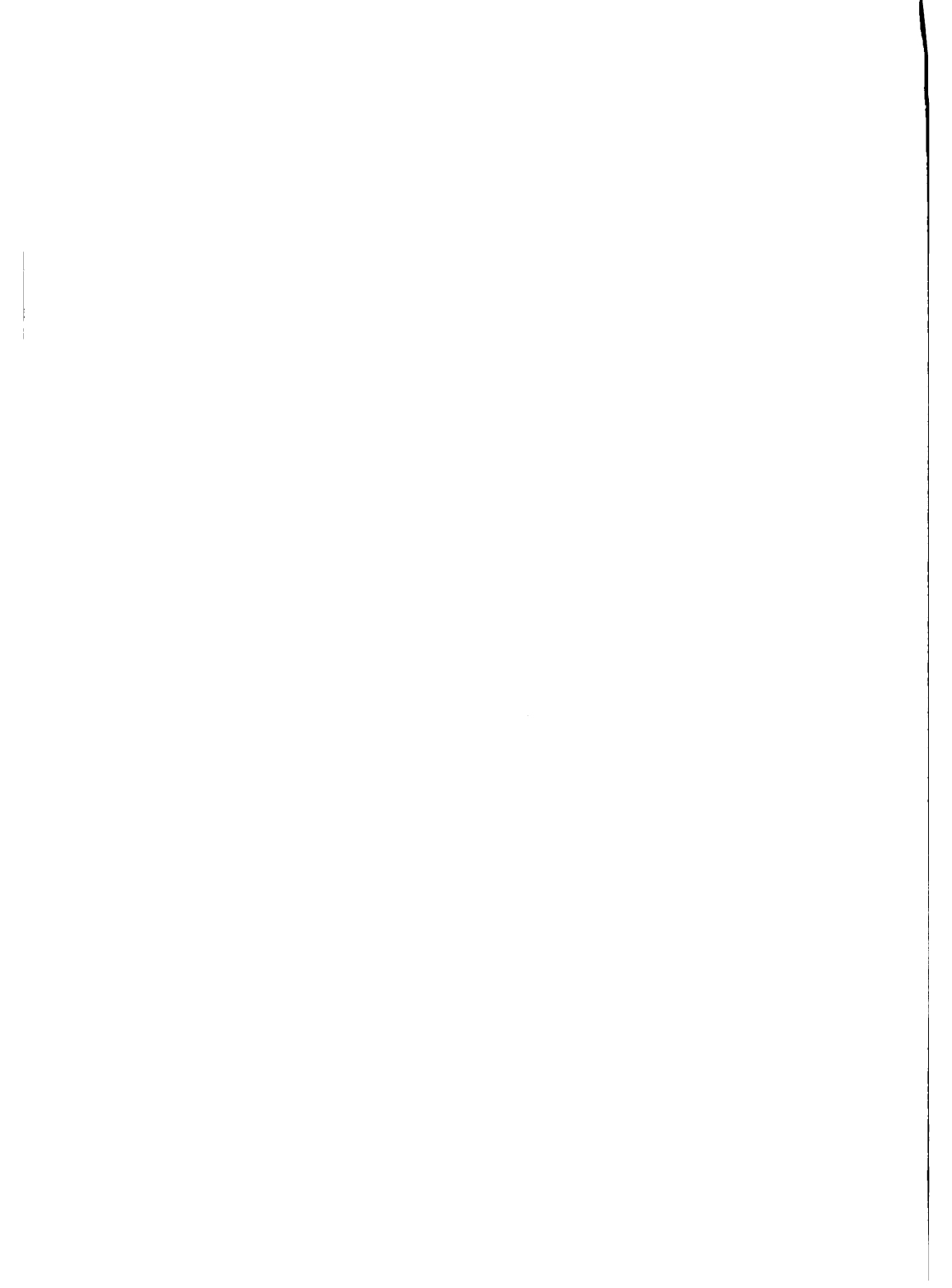


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Ezequiel Rodríguez  
Chairman



**REPORT OF THE CREDENTIALS COMMITTEE**



REPORT OF THE CREDENTIALS COMMITTEE OF THE TENTH  
REGULAR MEETING OF THE EXECUTIVE COMMITTEE

In compliance with the provisions of Article 50 of its Rules of Procedure, this Executive Committee designated a Credentials Committee for the Tenth Regular Meeting, composed of the Representatives of Canada, Costa Rica, Mexico and Trinidad and Tobago.

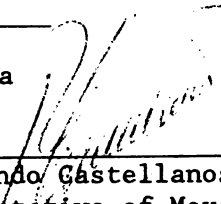
The Committee examined the credentials presented by the Representatives of the Member States on the Executive Committee: Brazil, Canada, Chile, Costa Rica, Dominica, Jamaica, Mexico, Nicaragua, Panama, Peru and Trinidad and Tobago, and found that they were in order.

San Jose, Costa Rica, August 28, 1990.



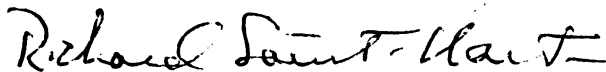
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José Joaquín Acuña  
Representative of Costa Rica  
Chair




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Raymundo Castellanos  
Representative of Mexico  
Rapporteur



---

Richard Saint-Martin  
Representative of Canada

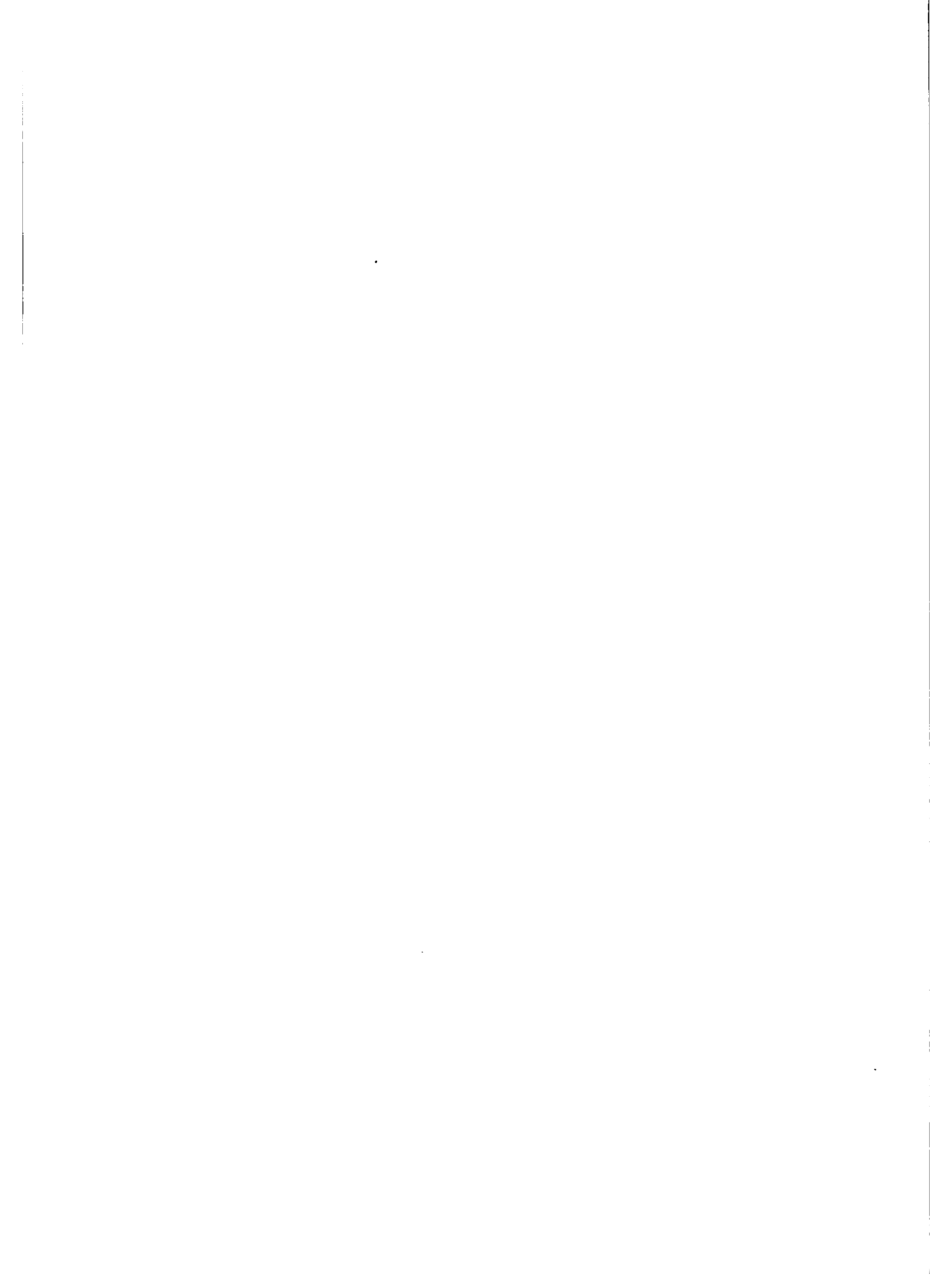


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Ronald Barrow  
Representative of Trinidad and Tobago



## **AGENDA**





IICA/CE/Doc.195(90)rev.2

**AGENDA**

## Document No.

1. Provisional Schedule (IICA/CE/Doc.196(90)rev.)
2. 1989 Annual Report (IICA/CE/Doc.197(90))
3. Report of the External Auditors and Comments of the Director General on the Report of the External Auditors (IICA/CE/Doc.198(90))
4. Report on Compliance with the Resolutions of the Ninth Regular Meeting of the Executive Committee (IICA/CE/Doc.199(90))
5. Report on the Status of the Resolutions of the Fifth Regular Meeting of the Inter-American Board of Agriculture (IICA/CE/Doc.200(90))
6. Report of the Director General on IICA's Programs (IICA/CE/Doc.201(90))

7. Report of the Director General on the Securing of External Resources (IICA/CE/Doc.202(90))
8. Proposal to Update the 1987-1991 Medium Term Plan (IICA/CE/Doc.203(90)rev.)
9. Proposal to Evaluate the 1987-1993 Medium Term Plan and to prepare the 1994-1997 Medium Term Plan (IICA/CE/Doc.204(90))
10. Proposed Topic for the Tenth Inter-American Conference of Ministers of Agriculture (IICA/CE/Doc.205(90)rev.)
11. Report of the Director General on the PLANLAC (IICA/CE/Doc.206(90)rev.)
12. Study by KPMG Peat Marwick on the Remuneration of the Director General and of International Professional Personnel (IICA/CE/Doc.207(90))
13. Date and Site of the Eleventh Regular Meeting of the Executive Committee (IICA/CE/Doc.208(90))
14. Other Business

**LIST OF PARTICIPANTS**



MEMBER STATES OF IICA ON THE EXECUTIVE COMMITTEEBRAZIL**Regular:**

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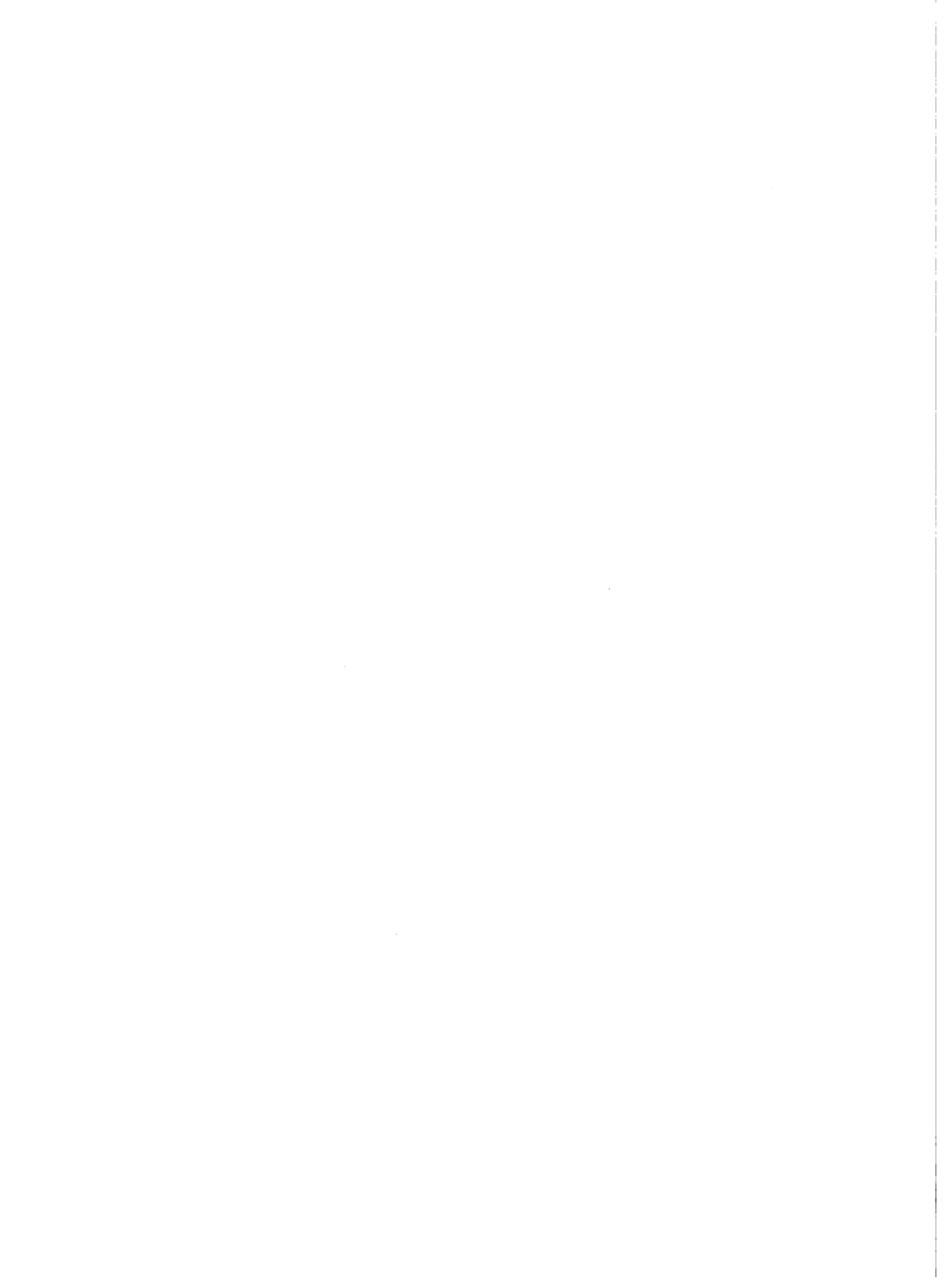
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## MEETING STAFF

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IICA/CE/Doc.195(90)rev.2	Agenda
IICA/CE/Doc.196(90)rev.	Provisional Schedule
IICA/CE/Doc.197(90)	1989 Annual Report
IICA/CE/Doc.198(90)	Report of the External Auditors and Comments of the Director General on the Report of the External Auditors
IICA/CE/Doc.199(90)	Report on Compliance with the Resolutions of the Ninth Regular Meeting of the Executive Committee
IICA/CE/Doc.200(90)	Report on the Status of the Resolutions of the Fifth Regular Meeting of the Inter-American Board of Agriculture
IICA/CE/Doc.201(90)	Report of the Director General on IICA's Programs
IICA/CE/Doc.202(90)	Report of the Director General on the Securing of External Resources
IICA/CE/Doc.203(90)rev.	Proposal to Update the 1987-1991 Medium Term Plan

IICA/CE/Doc.204(90)	Proposal to Evaluate the 1987-1993 Medium Term Plan and to Prepare the 1994-1997 Medium Term Plan
IICA/CE/Doc.205(90)rev.	Proposed Topic for the Tenth Inter-American Conference of Ministers of Agriculture
IICA/CE/Doc.206(90)rev.	Report of the Director General on the PLANLAC
IICA/CE/Doc.207(90)	Study by KPMG Peat Marwick on the Remuneration of the Director General and of International Professional Personnel
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#### LIST OF INFORMATIONAL DOCUMENTS

No number	Activities for the Evaluation of Technical Cooperation and Compliance with Recommendations
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No number	1989 Combined Financial Statements: Analysis of "Other Income" and "Other Expenditures" - Note (8) Commercial and Miscellaneous Operations
No number	Consolidated Budget Statement to 31 July 1990 (bilingual)
No number	Amendment to the IICA Quota Scale 1992-1993
No number	Report on the Utilization of National and International Consultants



## **APPENDIXES**



ADDRESS BY MR. JUAN RAFAEL LIZANO, MINISTER OF  
AGRICULTURE AND LIVESTOCK OF COSTA RICA, DURING THE  
INAUGURAL SESSION OF THE TENTH REGULAR MEETING  
OF THE EXECUTIVE COMMITTEE

Distinguished Ministers; Representatives of IICA's Mem\_ber States; Delegates; Director General of IICA, Dr. Martín Piñeiro; Ladies and Gentlemen:

In my capacity as Minister of Agriculture and Live\_ stock, I am pleased to welcome you to Costa Rica, head\_ quarters of the Inter-American Institute for Coopera\_ tion on Agriculture since its founding in 1948.

IICA has been both witness and participant in the development of agriculture in this hemisphere. Only co\_ operation between nations and institutions can save humanity from the problems it now faces.

According to United Nations data, the current world population of 5.3 billion will exceed 8 billion by the year 2025.

Latin America and the Caribbean will also experi\_ ence sharp population growth. Therefore, it is neces\_ sary to make full use of the hemisphere's enormous ag\_ ricultural wealth, bearing in mind that of the region's 82 million rural poor, more than 42 million live in ex\_ treme poverty.

It should be recalled that sectoral policies have bypassed a broad sector of small-scale producers. The current model for modernization encourages the use of capital-intensive inputs for production -largely im\_ ported-, thus excluding small-scale producers from the benefits of those policies.

And it is those small- and medium-scale producers who, despite limited access to important technological innovations, produce a significant volume of food\_ stuffs, raw materials and export products.

It is important to mention that in recent years the agricultural sector in Central America has been at the forefront of subregional negotiations and efforts toward coordination, very much in keeping with the aims of the Esquipulas accords.

IICA, and in particular the Regional Council for Agricultural Cooperation in Central America (CORECA), have played a prominent role in such processes.

The first meeting of the Special Commission of Ministers of Agriculture, held in Honduras in July, gave the Institute a clear mandate to support the har\_ monization of agricultural policies in Central America.

Similar processes are taking place in other parts of the hemisphere, which augurs well for our acting as a bloc in response to changes occurring worldwide, es\_ pecially as regards new political and economic condi\_ tions that our region cannot ignore.

Agricultural policies should take into account not only our potential and our peculiarities, but also cur\_ rent trends in world trade, as well as technological progress and its impact on consumer habits.

We must also encourage the participation of the private sector in the agriculture through State incen\_ tives for the institutions representing the different groups that operate in markets.

The old concept of agriculture as a sector produc\_ ing raw materials has been replaced by a broader view, shaped by the framework of integration.

Our goal is to reflect more deeply on the concept of an expanded agriculture, one that recognizes intersectoral linkages: agriculture, industry and agroindustry; the ties between the macroeconomy and agriculture, and promotes policies that ensure that producers realize the selling price.

In line with the proposals of the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean promoted by IICA, my aim, since I became Minister of Agriculture, has been to promote the modernization of production and pertinent institutions. We are, therefore, encouraging specialization in the sector as part of our efforts to make full use of resources and improve efficiency.

At the same time, we are moving ahead with unprecedented structural adjustments in the Costa Rican agricultural sector, for which we hope to obtain financing in excess of US\$ 60 million from the World Bank.

In this regard, we consider international financial and technical cooperation to be a fundamental element in consolidating the agricultural sector both nationally and regionally.

In opening the Tenth Regular Meeting of IICA's Executive Committee, I would like to underscore and express my gratitude for this Institute's role in designing a new strategy for agricultural development in Latin America and the Caribbean as we enter the twenty-first century, the topic that brings us here today.

Once again, welcome! I wish you a very pleasant stay in Costa Rica.

Thank you very much.

**ADDRESS BY MR. MARTIN E. PIÑEIRO, DIRECTOR GENERAL OF  
IICA, DURING THE INAUGURAL SESSION OF THE TENTH REGULAR  
MEETING OF THE EXECUTIVE COMMITTEE**

Thank you very much, Mr. Minister and outgoing Chairman of this Executive Committee; Ministers of Panama and Dominica, Representatives, ladies and gentlemen.

I would like to welcome you cordially to IICA, the house of agriculture of the Americas, and thank you for taking time from your work to participate in this meeting. I would particularly like to thank the countries that are not members of the Executive Committee, which have sent special delegations as observers, and also the international organizations that are with us today.

Although it is not represented at this meeting, I would also like to announce that the Institute has a new member. St. Kitts and Nevis, a Caribbean island, joined IICA this year, and this is the first official occasion we have had to welcome it to the Institute.

This Committee is meeting at a particularly important time for Latin America and, consequently, for the Institute itself. As the Costa Rican Minister of Agriculture has just mentioned, the world is undergoing profound and rapid changes which will undoubtedly have a significant impact on agriculture in Latin America. What is happening in Europe, the events in Eastern Europe, the GATT negotiations, and President Bush's recent initiative, are going to have a significant impact on world trade and, especially, we believe, on agricultural trade. This will provide new opportunities for our countries: trade opportunities and opportunities for the agricultural sector to play a new role in economic development strategies. At the same time as these events are taking place internationally,



integration in Latin America is moving ahead with renewed vigor. Here in Central America, the proposal put forward by the Presidents of the countries, for an economic program for the region, has given new impetus to regional integration, and the accords between Brazil and Argentina stand as a political and economic milestone. All this has an impact on agriculture and creates new demands, which has led the Institute to rethink some of its priorities.

I will return to these topics when I submit the Annual Report, because I believe that is the framework in which the Committee should instruct this administration, when providing guidance, support and advice, not only on how to manage the Institute from the administrative point of view, but also on how to reorient its actions in response to these new demands. Since this is a Committee meeting between two meetings of the Inter-American Board of Agriculture, general information is provided on the Institution's progress in the field of technical cooperation, as well as on finances, administration and external resources. I would say that this is the main purpose of Committee meetings: to present information on developments during the past year, and follow up on and monitor the Institute's activities.

The agenda includes three topics that I consider of singular importance for the Committee and for IICA. First is a proposal to update the Medium Term Plan - the document that serves as a guide for the Institute's activities - and a proposal to prepare the 1993-1997 Medium Term Plan. This responds to instructions from the last Executive Committee. The second topic is the reports on Programs I and V. The report on Program V, in particular, describes a fairly thorough reorganization of the Program. This is the result of the evaluation we carried out last year, which produced the recommended changes that we are going to discuss at this

meeting of the Executive Committee. The third is the proposed topic for the forthcoming Inter-American Conference of Ministers of Agriculture (ICMA), which, as you are aware, will be held in Madrid in 1991 together with the next meeting of the Inter-American Board of Agriculture.

The ICMA is a highly important agricultural forum. The last Conference, held in Ottawa, Canada, had a significant impact on the Institute's activities and also, I believe, on all the member countries' thinking on agricultural topics. We expect that the next ICMA will have a similar impact. I want to take advantage of this opportunity to mention the topics that this administration considers particularly important, and on which we hope to receive guidance and recommendations from the Executive Committee. I believe that these topics are important for the Institute, but I also hope that they will be of interest to the Committee. It is fortunate that, at this Committee meeting, the administrative matters that have taken up so much time at other meetings, are few. I think that this is partly the result of the Institute's maturing, which means that administrative and managerial problems have largely been solved and can now take second place to more important topics in terms of the Institute's operations.

I would like to conclude by again thanking all of you for your participation in this Executive Committee meeting, and by repeating that the Institute is at your disposal during the course of the meeting for anything you may need in terms of institutional support.

Thank you very much, Mr. Chairman.

**ADDRESS BY MR. MAYNARD JOSEPH, MINISTER OF AGRICULTURE  
OF DOMINICA, AT THE CLOSING SESSION**

Mr. Chairman, Director General, other officers of the meeting, Delegates, Observers. On behalf of the Caribbean Representatives and Delegates present here, I wish to say a few words of thanks to the Director General and, of course, to the rest of the staff. Of the four Delegates from the Caribbean, two of us, Jamaica and Dominica, are here for the very first time. Barbados and Trinidad and Tobago have been here before, so they have experience. What is important is that for Jamaica and Dominica these three days have been exciting and a learning experience. For me personally, in my present post, what has happened here has clearly given me a little more insight into the kind of activities that I should be looking at when I return home. I want to say that the experience that I gained here did not come only from the reports and discussion of the learned men at the head table, but also from conversations with my colleagues from the Caribbean region. The mere fact that I was here means that when I return to my country I will be able to make reference to certain discussions and information that came out of this meeting, and I am sure that, considering the number of persons of different skills and abilities that have been here, my Ministry in Dominica will be better able to tap the kind of resources that I have learned of at this meeting. We all think this way and believe that what has happened over these three days is something that should continue, bringing together people involved in agriculture, whether they be technical personnel, administrators or ministers. The opportunity to attend these meetings definitely allows them time to pause and review what they have done over the past year and evaluate what should be done next. I am sure that our being here has also given IICA the opportunity for self-evaluation, in addition to what we

have actually done over these three days. I would like to say that the planning has been excellent. I heard someone say that this is a small organization. Maybe it is because I come from a small country, but I am going to say that it is a big organization, with the potential to become even larger. May be next year, or in a few years, we will all call it a big organization.

The planning was good, the reporting was good, and your staff was great. I say this here and I will repeat it when I return home. Certainly, we expect you to maintain current levels of assistance. Indeed, we hope that everything expressed during our stay becomes a reality. IICA has offices in all of the Caribbean islands represented here. At this point in time, there are ongoing projects in each of them. Barbados is part of the CARAPHIN project involving fruit. In Jamaica, they are now engaged in a farming systems research project for minisett yam production technology. In Trinidad and Tobago, they are involved in the development of post-harvest handling techniques for perishables and standards and grades for agricultural commodities. In Dominica, as I said in an interview yesterday and in one of my statements to the Chair, we are engaged in plant pathology activities. As a matter of fact, your Representative there is a trained plant pathologist. What I want to say is that in the Caribbean we will not survive without the continued assistance of IICA. Therefore, we want to make this plea for your continued efforts at assisting us with our production, our post-harvest problems and even our market situation. One of the reports on exports did not include any reference to inputs. Certainly, your assistance and your technology could help us to determine whether or not some of the things we import in an effort to increase our agricultural production are truly beneficial.

On behalf of those of us from the Caribbean, I want to say that we are very grateful, we were treated very well, everything has been good and we look forward to meeting again.

Thank you very much.

**ADDRESS BY MR. EZEQUIEL RODRIQUEZ,  
MINISTER OF AGRICULTURAL DEVELOPMENT OF PANAMA,  
AT THE CLOSING SESSION OF THE TENTH REGULAR MEETING  
OF THE EXECUTIVE COMMITTEE**

Thank you very much, Mr. Piñeiro, for your kind words. Mr. Minister of Agriculture of Dominica, Deputy Ministers, representatives from the Member States, representatives from international agencies, participating delegates, ladies and gentlemen.

Upon receiving, on my behalf and on behalf of all of you, the symbol of authority which served to guide us in presiding over the sessions of this extremely interesting Tenth Regular Meeting of IICA's Executive Committee, I want to express my sincere gratitude for the contributions each and every one of you made to the meeting, which, although it was one of the shortest on record, we hope it will have been one of the most effective.

I would like to thank you for bestowing upon me the honor of presiding over this meeting, which represents your acknowledgement of my country's move toward democracy, after so many years of political, social and economic frustration. We know that we face the difficult challenge of improving conditions in our country and our institutions, which in one way or another will have an important role to play in the dawning of better times.

Once again we thank Costa Rica for hosting this meeting. We have benefited from her friendship, camaraderie, and traditional hospitality. We have breathed deeply, although briefly, of her legendary democracy; delighted in the fragrance of her national flower, the royal orchid, and taken time to remember her illustrious forefathers, who forged this great and noble democracy.

In considering the actions to strengthen the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean, we must not lose sight of what the agricultural sector expects from these meetings. We should take these meetings very seriously, and the benefits of what is said, discussed and agreed upon must move directly and quickly from here to our farmers, who are anxiously awaiting better times for agriculture.

We must focus all our efforts on small farmers and their families. Along these lines, we were deeply moved by the forceful and straightforward way in which the representative from the Inter-American Commission on Women expressed the need to consider the important role played by rural women in agricultural development in the Americas. They provide our farmers with moral support, and play an important role in both work and the family. No sacrifice is too great for them and they unselfishly work to establish good relations wherever they work.

We must work diligently to strengthen private enterprise, so that it can have an active and creative role in the development of our countries. As we enter the twenty-first century, we must work to overcome their social and economic limitations. We can no longer look upon them as second-class citizens. They must be afforded the same respect as any other citizen.

In Panama, we have joined forces with the Inter-American Institute for Cooperation on Agriculture (IICA) in implementing agricultural policies. IICA and the ministry of agriculture signed an agreement establishing a special fund for agricultural reactivation, with IICA serving as the fiduciary of the fund.

We are working on institutional strengthening; we have worked on eradicating witches' broom and other

diseases that affect our crops and on controlling the leaf miner, which has caused serious damage in Costa Rica and Panama. We have held seminars to determine price and market trends, and have worked with great interest and dedication as the first extension agents in the history of the country to organize farmers into the Panamanian Chamber of Agriculture.

Our farmers expect much of us. They may not know the agenda of our meetings, nor when we meet, but they do notice when we fail to act. I think the time has come for all the countries of the Americas to make a maximum effort to serve the needs of farmers.

In closing, I want to express my deep gratitude to all of you for your patience, and beg your indulgence for any errors we might have committed during the meeting, remembering that we are human and not infallible. We would also like to thank the Director General of IICA, Dr. Martín Piñeiro; the Deputy Director General, my dear friend, Harlan Davis; a key person in this Organization, our Technical Secretary, André Ouellette; our distinguished Rapporteur, Evangelina Beltrán; the Representative from Peru, Dr. Larrosa, without whose vitality and guidance we would not have been able to achieve what we did in our deliberations; the Program Directors; the translators and interpreters; the staff of the secretariat and other support personnel; the IICA Representatives in the countries, international organizations, the delegates and each and every one of you. I wish you the best of luck and success until we meet again.



**ADDRESS BY MR. MARTIN E. PIÑEIRO, DIRECTOR GENERAL OF  
IICA AT THE CLOSING SESSION OF THE TENTH REGULAR  
MEETING OF THE EXECUTIVE COMMITTEE**

Thank you very much Mr. Chairman, heads of delegations, representatives of international organizations, representatives of the countries, ladies and gentlemen.

After three days of intense work, we are coming to the end of the Tenth Regular Meeting of the Executive Committee. I feel the meeting has been very productive, and we have received valuable recommendations with regard to the main items on the agenda. These recommendations will help the Institute to operate more efficiently and keep up with changing times.

In looking over some of the resolutions approved during the meeting, as regards the PLANLAC, I am convinced that the effort we have made together with the countries since its approval has been both useful and important for the region. We must double our efforts as we enter this new stage of the Plan, speeding up the implementation of programs and projects and intensifying the search for external resources. To accomplish this, we must have the continued political support of our member countries, both in subregional fora and in dealing with potential donor countries from outside the region.

Also, we have taken note of the Representatives' comments regarding the need for greater inter-institutional coordination, so that each regional or international agency will be able to focus its activities on those areas in which it is capable of achieving excellence.

Closely linked to the PLANLAC are the adjustments made to the 1987-1991 Medium Term Plan, extended now to

1993. The changes made in this document are absolutely essential in light of the Institute's new priorities and the changes occurring in the region and the world. This modification of the Medium Term Plan, originally approved by the ministers in Mexico in 1986, was a necessary and vital step.

Another accomplishment of this meeting was the approval of the general topic of the Tenth Inter-American Conference of Ministers of Agriculture, to be held in Spain in September of next year. This marks the beginning of an intense process of reflection that will culminate in a year's time when we submit to the Conference several issue papers directly related to the theme of the event. The documents we will prepare on agroindustry, rural development, conservation of natural resources and changes in the international context, we hope, will be one more step in making these topics an integral part of the strategy first expressed in the Ottawa Declaration and further developed while preparing the PLANLAC.

With regard to the two Programs examined, Agricultural Health and Agricultural Policy Analysis and Planning, your expressions of support are very encouraging. Concerning Program V, we hope that the approved reorganization of the Program will enable it to more effectively support the countries in overcoming barriers to trade inside and outside the region.

As a result of IICA's own consolidation, I feel the Institute will have the opportunity to grow and strengthen its position as a major technical cooperation agency. The coming years will be difficult for the countries of the region, but ones filled with opportunities and challenges. IICA is ready to assist the countries in identifying and making full use of the opportunities.

Also, I would like to underscore and express my appreciation for the spirit of camaraderie and support for the Institute that has prevailed throughout the sessions. This spirit made it possible for us to address thoroughly all the items on the agenda in less than the time allotted. Perhaps all the Representatives are not aware of it, but this Committee has set a record. This has been the shortest Executive Committee Meeting in the history of the Institute.

I would like to finish by thanking all the IICA personnel who participated directly in preparing the meeting, the translators and interpreters, those who made the meeting run so smoothly, especially the staff members who made presentations and were responsible for the different items on the agenda, and, of course, all the rest of the personnel. I would like to give special recognition to the Technical Secretary, on whom, as you know, the success of this type of meeting greatly depends.

I would also like to thank the Representative of Dominica for his kind words, and tell him that, of course, we will consider his request and recommendations.

Lastly, I want to thank the Representative and Minister of Agricultural Development of Panama for his exceptional efficiency in presiding over the proceedings, which made it possible for us to cover the entire agenda in record time. My thanks also go to the Representative of Peru, First Vice Chair of the meeting, for temporarily occupying that position. In keeping with a tradition of the IICA Executive Committee, I want to thank the Chairman for a job well done and award him the gavel he used during the meeting.

To conclude, I want to thank all the Representatives for attending this meeting and participating in

the proceedings, and for the support they have expressed for the Institute. I wish you a safe journey home and invite you to join us at the next Executive Committee meeting in June of 1991. Thanks to all of you, and thank you, Mr. Chairman.

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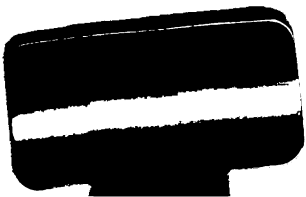
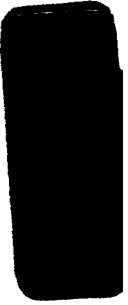
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