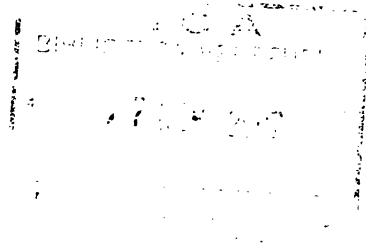


IICA



REPORT OF THE EIGHTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

SAN JOSE, COSTA RICA 1-4 AUGUST 1988

00001418

The Inter-American Institute for Cooperation on Agriculture would like to express its gratitude to the Government of Canada for its valuable cooperation in providing the French translation of this document.

TABLE OF CONTENTS

Page

MINUTES OF THE EIGHTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

Preparatory Session.....	1
Inaugural Session.....	2
First Plenary Session.....	4
Second Plenary Session.....	9
Third Plenary Session.....	14
Fourth Plenary Session.....	16
Fifth Plenary Session.....	23
Sixth Plenary Session.....	31
Closing Session.....	38

RESOLUTIONS OF THE EXECUTIVE COMMITTEE

Resolution No. 93	1987 Annual Report.....	43
Resolution No. 94	Financial Reports of the Institute.....	44
Resolution No. 95	Financial Statements of CATIE.....	45
Resolution No. 96	Report on Compliance with the Resolutions of the Seventh Regular Meeting of the Executive Committee.....	46
Resolution No. 97	Report on Compliance with the Resolutions of the Fourth Regular Meeting of the Inter-American Board of Agriculture.....	47
Resolution No. 98	Report on Compliance with the Recommenda- tions of the Ninth Inter-American Confer- ence of Ministers of Agriculture (ICMA)...	48
Resolution No. 99	Report on the Status of Resolutions Ap- proved by the Board of Directors, the Inter-American Board of Agriculture and the Executive Committee.....	49
Resolution No. 100	Report of the Director General on IICA's Programs.....	54
Resolution No. 101	Securing of External Resources.....	55
Resolution No. 102	Plan for Reactivating Agriculture.....	56
Resolution No. 103	Plan for Reactivating Agriculture.....	58
Resolution No. 104	Request to the Chairperson of the Fourth Regular Meeting of the IABA for Further Support of the Plan of Reactivation.....	59

IICA/CE/ACTA8(VIII-0/88)

1 August 1988

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

San Jose, Costa Rica

August 1-4, 1988

The Eighth 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 Resolutions 92(87) of that body.

PREPARATORY SESSION

- 0.1 The preparatory session of the Eighth Regular Meeting of the Executive Committee was called to order at 08:50 hours on August 1, 1988 in the United States Hall of IICA Headquarters and was chaired by Dr. Brian Perkins, Delegate of Canada, the country which presided over the Seventh Regular Meeting.
- 0.2 During the session, agreements were reached on the following items, for subsequent submission to the Executive Committee at the inaugural session:
 - Election of the Chair and the Rapporteur
 - Adoption of the agenda
 - Membership of the Credentials Committee and the Style Committee
 - Membership of the working committees and items to be addressed thereby
 - Deadline for submitting proposals
 - Approximate duration of the meeting
 - Drawing of lots to establish the order of precedence of the Member States
 - Other business
- 0.3 The preparatory session was adjourned at 09:15 hours.

INAUGURAL SESSION

- 0.4 The inaugural session of the Eighth Regular Meeting of the Executive Committee was called to order at 09:45 hours in the United States Hall of IICA Headquarters on Monday, August 1, 1988. The session was chaired by Dr. Brian Perkins, Delegate of Canada; the country which presided over the Seventh Regular Meeting of the Executive Committee.
- 0.5. The Provisional Chair, after regretting the absence of Mr. McGowan, the Delegate from Canada who presided over the the Seventh Regular Meeting, offered a warm welcome to those present and expressed his wishes for a productive meeting.
- 0.6. The Chair then recognized IICA Director General Dr. Martín Piñeiro, who offered cordial greetings to the participants, thanking the large number of delegates in attendance this year from countries not members of the Committee for their participation.
- 0.7 Dr. Piñeiro also emphasized the importance of the meeting -held halfway through his administration whose agenda could contribute to a retrospective analysis of what had been carried out so far, and which offered a fitting opportunity for receiving guidelines to govern the next two years.
- 0.8 The Chair informed the plenary of what had transpired during the course of the preparatory session and submitted the following agreements for due consideration:

-Election of the Chair and the Rapporteur

The Executive Committee approved by acclamation the election of the Delegate of Venezuela, Elvira Vargas Rodríguez, as Chair of the meeting. The Delegate of Canada invited his colleague from Venezuela to take up the Chair. Ms. Vargas thanked the plenary for the display of confidence in her country, as reflected in her election to the Chair of the meeting. Thereafter, she invited the delegations to proceed with the election of a rapporteur.

The Chair then proposed that Mr. Jaime Muñoz-Reyes, member of the Bolivian delegation, act as Rapporteur. The proposal was approved by acclamation. The Rapporteur took up his position at the head table which was composed as follows:

Chair:	Elvira Vargas Rodríguez
Rapporteur:	Jaime Muñoz-Reyes
Ex officio Secretary:	Dr. Martín E. Piñeiro, Director General of IICA

-Agenda of the Meeting

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

- 0.9 The Executive Committee then proceeded to endorse the agreements of the preparatory session.

-Membership of the Credentials Committee

The Executive Committee approved the appointment of the Delegations of Bolivia, Grenada, Dominican Republic and Ecuador as members of the Credentials Committee.

-Membership of the Style Committee

The Chair proposed to the plenary that the Style Committee be made up of the Delegations of Guatemala and Argentina for Spanish, and Barbados and the United States for English. The plenary ratified the proposal.

-Working Committees

It was agreed to establish working committees, if and when necessary, according to items under discussion. The proposal was ratified by the plenary.

-Deadline for Submitting Proposals

The Executive Committee agreed to set Tuesday, August 2 at 16:00 hours, as the deadline for submitting proposals, with the understanding that this would not apply to proposals issued by any working committee that might be set up.

-Approximate Duration of the Meeting

Before proceeding to the approval of the approximate duration of the Eighth Regular Meeting of the Executive Committee, the Chair gave the floor to Dr. Piñeiro so that he could inform those in attendance about the inclusion of a special activity: the inauguration of the International Meeting of Econometrics, at which Nobel Prize Laureate in Economics, Dr. Theodore W. Schultz was the keynote speaker, on Tuesday August 2, at 08:30 hours. This modification was accepted and the Committee approved holding the closing session of the Eighth Regular Meeting of the Executive Committee on Thursday, August 4 at 16:00 hours.

-Order of Precedence of the Member States

The Executive Committee ratified the following order of precedence established by the drawing of lots in the preparatory session:

1. Grenada
2. El Salvador
3. Bolivia
4. Barbados
5. United States
6. Dominican Republic
7. Suriname
8. Paraguay
9. Argentina
10. Guatemala
11. Ecuador

-Other Business

No other business was raised by the Delegations.

The Chair, having officially inaugurated the Eighth Regular Meeting of the Executive Committee, called the first plenary session to order following a brief break.

0.10 The inaugural session came to a close at 10:05 hours.

FIRST PLENARY SESSION

1.1 The first plenary session of the Eighth Regular Meeting of the Executive Committee, presided over by the Delegate of Venezuela, opened at 10:05 a.m. on August 1, 1988.

1987 Annual Report (IICA/CE/Res.93(VIII-O/88))

- 1.2 In his presentation of the 1987 Annual Report, the Director General said he wished to emphasize a few topics pertaining to the Institute's efforts during 1987 to comply with the guidelines set forth in the Medium Term Plan. Specifically, action concentrated in three areas: adjustment of technical cooperation actions to the new program guidelines of the Medium Term Plan; adjustments in internal management operations; and the search for external resources.
- 1.3 In reference to the first topic, Dr. Piñeiro highlighted three types of actions in which IICA had concentrated its efforts during 1987. The first of these concerned the initiation of operations by the Program Directorates, which, in addition to being reduced from 10 to 5, had further defined their areas of interest, placing special emphasis on the

management of international projects, which are central elements in the application of the MTP. The gradual structuring of these Directorates enhanced their ability to offer technical support services.

- 1.4 A second point of this topic referred to the adjustment of technical co-operation actions at the country level, which made it possible not only to streamline actions, but also to select new areas of concentration, in accordance with the priorities of the countries and the guidelines set forth in the MTP.
- 1.5 The last point referred to the strengthening of subregional actions, which clearly characterize IICA as an inter-American agency. As examples, the Director General mentioned CORECA and the establishment of technology networks in Central America. As regards the Caribbean subregion, he mentioned that two countries, Antigua and Barbuda, and Saint Vincent and the Grenadines, recently joined IICA, and referred to two special activities agreed upon with CARICOM: the establishment of a regional agricultural plan and the initiation of a program for young professionals, which will allow this subregion to become more involved in the activities of the Institute as the young professionals begin work at Headquarters. For the Andean Area, Dr. Piñeiro mentioned the formulation of a reactivation plan, in addition to a new agreement with JUNAC, which will encourage joint projects on rural development, agroindustry, and technology transfer in areas of mutual competence. Finally, with regard to the Southern Area, he alluded to IICA's participation in regional integration arrangements, in which countries such as Brazil, Argentina and Uruguay, through the signing of protocols, are reaching agreement on how best to face common problems.
- 1.6 The Director General then referred to the second topic: adjustment in the internal procedures of the Institute. He briefly described the four phases of a project cycle: preparation of the Program-Budget to reflect priority areas of work previously agreed upon with the country; definition of the technical cooperation project within the framework of the operating program, for purposes of resource allocation; implementation of and follow-up on the project; and evaluation. He further stated that these projects are administered by a system of committees, which allows for adequate participation on the part of the units, as well as decentralization of operations.
- 1.7 Lastly, in reference to the third type of efforts carried out by the Institute, the Director General underscored IICA's success in obtaining external resources, as compared to the previous year. He also pointed to the slow progress of negotiations relating to the actual execution of projects financed with external resources; reminded members of the need to consider not only the quantity, but also the quality of resources provided, and drew attention to the importance of the countries' collaboration in the process of securing external resources.
- 1.8 Next, Dr. Piñeiro went on to refer to the outlook for 1988. He said that, in order to improve the quality of technical cooperation, IICA would have to increase its capacity for reflection, along with the countries, on agricultural topics and priorities, and it must recognize the specific situations of subregion, as in the case of the Caribbean.

In this context, he said that the Plan for Agricultural Reactivation was one of the most ambitious tasks to be undertaken by the Institute during 1988 and 1989. It would consist primarily of an exercise in reflection and analysis conducted jointly with other agricultural and subregional agencies as well as with the countries. Also, the new evaluation system, applied so far in four Representations, was another action begun by IICA in 1988 that constituted one of the new management mechanisms.

- 1.9 Dr. Piñeiro went on to comment briefly on the problems the institution must solve in the future. Firstly, he referred to the heavy pressure placed on IICA as a result of the demand for technical cooperation projects in areas of concentration outlined in the MTP.
- 1.10 A second concern had to do with internal adjustments of a technical nature proposed in the MTP and requested by the countries, concerning personnel policies and mechanisms for the internal transfer of technical staff. With regard to this question, he also mentioned the growing problem of competitiveness faced by the Institute in connection with the hiring of high-level technical personnel, since there have been difficulties in attracting the best people due to the salaries currently offered by IICA. The findings of a comparative analysis of salary levels at other institutions, such as the UN, FAO, OAS and PAHO, reveal that in this area IICA is 20% below the rest. Thus, adjustments in educational and housing subsidies were proposed, in order to bring them more in line with the international labor market.
- 1.11 The Chair opened the floor for discussion of the 1987 Annual Report, which was presented by the Director General.
- 1.12 The delegates who took the floor expressed their satisfaction with the designation of Mrs. Elvira Vargas as Chair of the meeting; they furthermore congratulated the Director General on the Report and made some comments on the document.
- 1.13 The Delegation of Bolivia expressed its concern that the results of research conducted by multinational programs such as PROCISUR and PROCIANDINO should be transferred to the farmers; it also suggested that the evaluation of programs and projects should be conducted on an ongoing basis, and should provide for follow-up activities; lastly, it added that it was necessary to upgrade the quality of IICA's technical cooperation, establish a sounder personnel policy in the Institute and respect the geographical distribution factor when appointing technical personnel.
- 1.14 The Delegation of Canada noted that the Annual Report had placed more emphasis on activities than on results, and suggested that this might be due to the fact that 1987 had marked a period in which IICA had set new priorities; it was to be hoped that the next Report would focus on results. Also, in future, the report might explain in greater detail some aspects concerning overhead costs and program expenditures.
- 1.15 The Delegation of Barbados stated that the report under discussion clearly reflected what had in fact taken place in the Institute during the period under review, and indicated that it shared some of the

concerns aired by the Delegations of Bolivia and Canada. It congratulated the Director General on his swift response to problems which had arisen in the Caribbean and lauded the Institute on its efforts to eradicate plant and animal diseases and pests.

- 1.16 The Delegation of Grenada expressed its desire to see the establishment of technology transfer mechanisms and, in that connection, recommended the creation of a program which would help overcome language barriers.
- 1.17 The Delegation of Mexico stated that the changes taking place in the Institute seemed perfectly justifiable; it noted that the Medium Term Plan approved for the 1987-1991 period reflected the countries' support of these changes in progress. It furthermore referred to the question of the remuneration of personnel, mentioned by the Director General, and to the need for inter-institutional coordination to avoid duplication of efforts. Finally, it asked that the General Directorate provide a detailed report on the financial activities of the Representations and that the Annual Report include a table comparing the budget approved by the IABA with the expenditures actually made during the year, broken down by country.
- 1.18 The Delegation of Ecuador stressed that one of IICA's functions was to play a key role in advising the countries, and added that all assistance concerning transfer of technology was essential.
- 1.19 The Delegation of the Dominican Republic agreed with the proposals set forth by the Mexican, Ecuadorian and Bolivian delegations. It stressed the importance of setting priorities for the use of resources, the need for technology transfer and the fact that actions of the international organizations ought to complement rather than compete with one another.
- 1.20 The Delegation of Dominica highlighted the similarity between the problems of its country with those of the Dominican Republic. It also underlined the Director General's concern for the Caribbean subregion, where IICA acted as an advisor. It stressed the support which IICA had provided to facilitate the transition in the subregion from single-crop farming to production of non-traditional crops, including marketing aspects. In this connection, it noted that since the meeting in Ottawa, there had been a clear move toward joint efforts. As an example, he cited the fact that in the area of transfer of technology (particularly in agroindustry) work was progressing from the phases of laboratory design to marketing.
- 1.21 The Delegation of the United States pointed to the need to improve certain aspects of the Annual Report concerning specific achievements and the overhead cost related to activities, adding that it was imperative for IICA to coordinate its efforts with other institutions, in order to avoid their competing with one another. It furthermore made some observations concerning the recruitment of technical personnel and the problems associated with their remuneration.
- 1.22 The Delegation of Nicaragua said it felt it was speaking for its fellow Central Americans when it praised the new IICA administration for having sought to identify the true concerns of the countries and recognizing

the importance of subregional cooperation arrangements, as in the case of CORECA. It stressed the importance of considering an alternative model, developed by the region itself, to take advantage of horizontal cooperation opportunities.

- 1.23 The Delegation of Paraguay expressed its satisfaction with the new focus of the system for evaluating IICA's activities, including its programs and projects, which should make them more conducive to comprehensive rural development.
- 1.24 The Delegation of Guatemala, referring to the presentation of the Annual Report, suggested that the illustrations should correspond, in each case, to the countries under discussion. It then referred to activities carried out in Guatemala that brought about changes in the dynamics of the agricultural sector, especially as a result of the incorporation of 3,800 farmer representatives into the national production system. That was particularly important in a country such as Guatemala, which has 30 dialects, or rather, 30 different cultural realities.
- 1.25 The Chair thanked the delegates for their comments and invited the Director General to respond to the points raised by the delegates.
- 1.26 The Director General thanked the delegates for their observations and suggestions concerning the 1987 Annual Report, and commented briefly on some specific points. With regard to the issue of multinational projects for the transfer of technology among countries, raised by several delegations, he noted that transferring technology to the farmer was the responsibility of the individual countries. He stressed that networks were not the means for reaching the farmers. He furthermore reminded the Delegations that those responsible for research in the countries were represented on each council of directors and that through these Councils each country could implement new activities.
- 1.27 On the subject of personnel, the Director General pointed out that the Institute had a clearly defined policy which, as a matter of fact, represented one of the major achievements of 1986-1987. In this context the Institute continued working quite well. As regarded geographical distribution, he stated that a decline in representation of some countries which traditionally had had many of their nationals on the technical staff could be observed. He explained that changes in that area were slow.
- 1.28 According to the Director General, complementarity with other organizations was extremely important. He recalled that in the case of Central America, for example, several activities were being undertaken in several different forums. Within the context of the hemisphere, IICA ought to concern itself with the region as a whole (Latin America and the Caribbean), while the subregional organizations should focus on their respective areas. Lastly, he said that the evaluation system would be discussed at various points in the meeting, in connection with specific items on the agenda.
- 1.29 The Chair submitted the draft resolution, on the 1987 Annual Report, which was read by the Rapporteur for the consideration of the Executive Committee.

- 1.30 The Delegation of Mexico said that perhaps the resolution should reflect some of the suggestions made by the delegations concerning the Annual Report. It therefore proposed that the session be adjourned and that discussion of the item be resumed during the Second Plenary Session. The proposal was accepted.
- 1.31 The session was adjourned at 12:30 hours.

SECOND PLENARY SESSION

- 2.1 The second plenary session of the Eighth Regular Meeting of the Executive Committee, presided over by the Delegate from Venezuela, was called to order at 14:37 hours on August 1, 1988. After reading the seven points of the order of business for the session, the Chair asked that amendments to the draft resolution on the 1987 Annual Report be submitted in written form to the Technical Secretary, after which they would be read on the floor.
- 2.2 After the Delegation from Mexico asked to comment orally instead of in written form, the Technical Secretary suggested the addition of a third paragraph to the Draft Resolution as follows: "To ask the Director General to take into account comments from the Executive Committee in future Annual Reports."
- 2.3 The Chair noted that previous observations made by the Delegations from Canada and Mexico would be taken into account by the Technical Secretary, along with any other written comments submitted, all to be reviewed in the next plenary session. The Delegation from Mexico concluded this discussion by congratulating the General Directorate on a job well done in the preparation of the Annual Report.

Financial Reports of the Institute and Report of the External Auditors (IICA/CE/Res.94(VIII-O/88))

- 2.4 The Chair asked the Director General to introduce the item. The Director General, in turn, gave the floor to Mr. Paul Sisk, Director of Finances.
- 2.5 After clarifying that he would be discussing only the IICA audited statements and the Director General's comments thereupon, Mr. Sisk went on to say that, in the opinion of the external auditors, the IICA financial statements present fairly the financial position of the Institute as of December 31, 1987, and that underlying accounting principles of the 1987 financial statements comply entirely with generally-accepted accounting practices, thus completing a rigorous program of improvements carried out over the last two years, which included the elimination of revolving funds.
- 2.6 Mr. Sisk then continued with his general presentation of IICA's financial report, placing emphasis in his conclusions on trends observable during the last four years. Among them: (1) For the fourth

consecutive year, income from quota collection increased, from US\$16,923,323 in 1984 to US\$21,926,150 in 1987, a 30% increase. (2) Quota receipts in 1987 represent 108% of the total assessed for that year, of which US\$7,191,475 pertained to quotas outstanding from previous years. The successful efforts in debt reduction and quota collection made over the past two years demonstrate the firm support IICA has received from its Member States. (3) Regular fund income, comprised of assessed quotas, overhead and miscellaneous income, reached an all-time high of US\$21,302,158 in 1987. Budget execution was also improved and, in general, liquid assets increased by almost 10 percent from 1986 to 1987.

- 2.7 The Delegation from the United States expressed the opinion that the current IICA financial reports represent clear improvements over those presented in the past, but also made a series of queries on specific budget headings, which were answered and clarified individually by the Director of Finances and the Director General; the latter concluded his remarks by noting that IICA had underestimated the number of requests for technical cooperation it would receive, a situation that will improve in 1988, as the Programs are now better organized.
- 2.8 Having heard and accepted the responses to its queries, the Delegation from the United States commended IICA's increased efforts to recover overhead costs, urging that these continue, and noted that consideration should be given to communicating variations of more than 10% between expenditures and budget by the General Directorate to the Member States.
- 2.9 The Delegation from Mexico congratulated the Director of Finances and the Director General on their concise presentations, and solicited clarification on a technical point concerning administrative costs, which the Director General answered to their satisfaction.
- 2.10 The Delegation from Canada noted with satisfaction the presentation of a financial report conforming to generally-accepted accounting principles and, while praising the substantial efforts of the Director General and Member States in 1987 in reducing the level of quota arrears by some \$2 million, representing a trend Canada hopes will be continued, he stressed that 18 Member States were still in arrears, and the recent progress in this regard would have to continue.
- 2.11 The Chair then asked the Rapporteur to read the draft resolution "Financial Reports of the Institute," which was subsequently approved by the Committee.

Financial Reports of CATIE and Report of The External Auditors (IICA/CE/kes.95(VIII-O/88))

- 2.12 The Director General asked Mr. Oscar Fonseca, Deputy Director of CATIE, to make the presentation.

- 2.13 Mr. Fonseca began by noting that his presentation was prepared following a special resolution of the Executive Committee, as the usual CATIE financial report to the Inter-American Board of Agriculture (IABA), is only due biannually, as stipulated in the CATIE Charter. He went on to detail various aspects of the financial crisis in CATIE during 1984-1985, including lack of liquidity in operating funds, debts to donor agencies and non-existence of the retirement fund, among others. Solutions to these problems began to be found in 1986, he said, thanks to IICA collaboration, assistance from AID, an improved accounting system, and a new fund-raising campaign focusing on non-traditional donors.
- 2.14 Upon conclusion of the CATIE presentation, the Chair asked for comments, whereupon the Delegation from the United States noted that it had only received the CATIE document the previous week, a breach in the Executive Committee Rules of Procedure. He also asked if IICA would reduce its contribution to CATIE in proportion to quota arrearages expected in the future. The Director General explained that the language of the IICA-CATIE agreement allows for some leeway in this regard, and that the contribution would be made according to the rate of quota expenditures, a response the United States Delegation found satisfactory.
- 2.15 The Chair then asked the Rapporteur to read the Draft Resolution "Financial Statements of CATIE," which was subsequently approved by the Committee.
- Report on Compliance with the Resolutions of the Seventh Regular Meeting of the Executive Committee (IICA/CE/Res.96(VIII-0/88))
- 2.16 The Technical Secretary explained the document format to the plenary. Since there were no comments, the Rapporteur proceeded to read the draft resolution.
- 2.17 The delegation of Dominica asked for clarification of Resolution No. 85 (VII-0/87), appearing on page 3 of Document 163(88), concerning criteria for distribution of resources for technical cooperation to the relatively more and the relatively-less developed countries in the region.
- 2.18 The Director General explained that said criteria were already used by other agencies of the inter-American system, and mentioned some of the parameters employed, such as country size and per capita income.
- 2.19 The draft resolution was approved unanimously.

Report on Compliance with the Resolutions of the Fourth Regular Meeting of the Inter-American Board of Agriculture (IICA/CE/Res.97(VIII-Q/88))

- 2.20 Upon presenting the document, the Technical Secretary informed the plenary that two minor changes had been made in Resolutions No. 122, 142 and 143, and read out the new wording.
- 2.21 The Delegation of Mexico made a number of observations concerning several resolutions contained in the document, highlighting, in some instances, the lack of information on actions undertaken and, in others, such as Resolution No. 152, its disagreement with the course taken. The Director General replied to the queries of the Mexican Delegation, explaining that in the case of Resolution No. 152 it had been at the request of the donor agencies themselves that the scholarship program had been extended to include the universities of the hemisphere and not only CATIE.
- 2.22 The Delegation of Barbados requested information on Resolution No. 136 regarding negotiations with Member States to settle arrearages in quota payments to the Institute. The Director General explained that IICA had reached agreement with the member countries, which had effected their payments in local currency.
- 2.23 The Delegation of Brazil asked for the floor to inform the Committee of the preparations underway for the next meeting of the Inter-American Board of Agriculture, scheduled to take place in Brazil. The Delegation read a communiqué from the Minister of Agriculture of Brazil, Mr. Iris Fezende Machado, addressed to the Director General of the Institute, indicating that a specific item had been included in the budget of the Ministry to cover the costs of the 1989 meeting, and that the President of his country had given his approval for the holding of the IABA meeting in Brazil.
- 2.24 The Chair, on behalf of the plenary, thanked Brazil for its generous offer to host the next meeting of the Board.
- 2.25 The Chair then asked the Rapporteur to read out the draft resolution which was approved unanimously.

Report on Compliance with the Recommendations of the Ninth Inter-American Conference of Ministers of Agriculture (IICA/CE/Res.98(VIII-Q/88))

- 2.26 The Technical Secretary presented the document to the participants, noting that IOMA Recommendation No. X would be explained in detail during the course of the Meeting.

- 2.27 The Delegation of the United States made several observations on the content of some of the resolutions, expressing its support for the growing process of consultation between the Institute and other international organizations, and reiterating the need to provide further information to the Member Countries by way of technical meetings. The Delegation of Mexico endorsed the comments of its colleague from the United States and expressed its interest in learning of the results of actions mentioned in some of the resolutions. Lastly, the Delegation congratulated the General Directorate on the volume of work produced.
- 2.28 The Delegation of El Salvador, followed by that of Paraguay, requested IICA's support in providing more technical resources in the field of technology generation and transfer. In this regard, the Director General detailed the different multinational actions being carried out by the Institute in the countries, particularly in Central America with the future PROCICENTRAL, and with technology networks such as PROMECAFE and PROCAAO.
- 2.29 The Chair then asked the Rapporteur to read out the draft resolution which was approved by the Committee.

Report on the Status of Resolutions Approved by the Board of Directors of the Inter-American Board of Agriculture and the Executive Committee (IICA/CE/Res.99(VIII-O/88))

- 2.30 In his presentation, the Technical Secretary reminded the participants that this document was the product of an analysis of the pertinence of the resolutions adopted by the different bodies of the Institute.
- 2.31 The Chair's proposal to discuss a procedure for approving the extensive 52-page document was followed by a lengthy exchange of views and suggestions on whether to study each resolution in detail or to approve the proposal in its entirety, giving a vote of confidence to the General Directorate, which had performed this task in compliance with an IABA mandate.
- 2.32 The majority of the delegations discussed the implications of the term "to file" and whether it meant that a resolution was to be eliminated or kept in reserve. They also discussed the validity of those resolutions that were considered to be "in effect"; the Bolivian Delegate made several comments on this matter.
- 2.33 In response to the foregoing, Dr. Piñeiro focused more on the spirit of these resolutions, be they in effect or ready for filing, than on the document itself, which is simply a tally of actions carried out or to be carried out; he furthermore described the study as part of an effort to clearly reflect the administrative processes at work within the Institute in response to the Board's accent on accountability.

- 2.34 Lastly, the Delegation of Mexico requested that the wording on Resolution No. 99(III-0/85) "Support for the Regional Council for Agricultural Cooperation-CORECA", be amended, in view of the fact that said action had not been carried out. It suggested that the words "complied with" should be replaced by "under way" and "file" should be replaced by "maintained in effect."
- 2.35 The Chair asked the Rapporteur to read out the draft resolution, which was subsequently approved with the foregoing modification.
- 2.36 The Second Plenary Session was adjourned at 18:00 hours.

THIRD PLENARY SESSION

- 3.1 The Third Plenary Session of the Eighth Regular Meeting of the Executive Committee, presided over by the Delegate from Venezuela, was called to order at 11:21 on August 2, 1988. After reading the order of business for the session, the Chair gave the Committee time to read the minutes of the preparatory, inaugural, and the first and second plenary sessions, and to comment thereupon if they wished.
- 3.2 The Delegation from the United States stated that it wished to make slight changes in the wording of some of its statements, but would submit the changes in writing to the Technical Secretary, who in turn informed the floor that the verbatim record so far distributed had been lightly edited, and that each Delegation could clarify the wording of its own declarations if it so desired.
- 3.3 The Chair then moved on to Point 2 in the order of business, asking the Rapporteur to read the draft resolution on the "1987 Annual Report" which, after the Delegation from Bolivia had suggested a slight stylistic change in the last paragraph, was approved by the Committee.
- 3.4 Report of the Director General on IICA's Programs (IICA/CE/Res.100(VIII-0/88))

The Director General began by stating that the actions of IICA's five programs of technical cooperation reflect suggestions previously put forth by the Executive Committee. He also said that the present exposition would cover only two of the five programs, the idea being to thus begin a cycle of evaluation for two programs and four IICA Representations in the countries every year hereafter.

- 3.5 After noting that the first two programs to be presented and evaluated would be Program I - Agricultural Policy Analysis and Planning, and Program II - Technology Generation and Transfer, the Director General proceeded to describe the general frame of reference in which IICA's current programs worked. He emphasized that all five programs had three basic tasks: (1) to initiate dialogue with the appropriate agencies

and individuals in each country where their actions were carried out, through seminars, other technical events and substantive actions; (2) to coordinate and/or administer multinational technical cooperation networks (such as PROCISUR, PROCIANINO and RISPAL, among others) that help the Member States to join forces at the regional and subregional levels; and (3) to formulate and carry out technical cooperation projects at the national level. Such projects include institutional strengthening, the solution of specific substantive problems in agriculture, and the provision of administrative services for local or external resources (such as contracts, the purchase and maintenance of equipment, and monitoring of scholarships, among others).

- 3.6 The Director General then described the several facets of IICA Program organization, beginning at the apex with the Program Director, who is responsible for coordinating technical cooperation actions with the IICA Representations in the respective Member States; serving as a liaison with national agencies; and organizing multinational networks. A second level is formed by full-time Program technicians, who are assigned to specific projects through the IICA Representations in each country. A third level is made up of external technical consultants hired on a temporary basis.
- 3.7 Dr. Piñeiro further indicated that advisory committees for the Programs were planned for the near future. He concluded his remarks by emphasizing the role of the IICA Programs in the Joint Plan for Agricultural Reactivation in Latin America and the Caribbean, stressing that the actions of the Programs and the Plan were at once parallel and reciprocal, producing mutually beneficial corrective and feedback processes.
- 3.8. The Chair thanked the Director General for his presentation and then gave the floor to Dr. Carlos Pomareda, Director of Program I - Agricultural Policy Analysis and Planning.
- 3.9 Dr. Pomareda began by noting that the very nature of Program I linked it closely to national policy-making institutions in the Member States; allowing it to closely monitor the problems perceived in each country and adapt its actions accordingly. He then said that the three main problems most often addressed by Program I were: (1) the need to change the style of development policies; for example, political institutions must coordinate effective incentive and macroeconomic policies, among others, so as to stimulate the right kind of growth in agriculture; (2) institutions dealing with agriculture in the Member States must be strengthened, upgrading their capacity to work within the sector; (3) there is a need to develop agricultural policy instruments and plan investments properly.
- 3.10 The Director of Program I went on to describe how his team was working to solve these problems, at both the national and sub-regional levels. He noted the Program's need for a larger number of professional staff and more external resources, and described several concrete actions under way in the Member States. Dr. Pomareda concluded his presentation

by framing Program I actions in the context of the 1987-1991 Medium Term Plan, showing how the Program is addressing many of the goals stipulated therein, among them the formulation of effective macroeconomic policies, the efficient institutional mobilization of capital and the reshaping of the public agricultural sector in light of the current world economic situation.

- 3.11 The Chair thanked Dr. Pomareda for his presentation and adjourned the session at 12:31 hours.

FOURTH PLENARY SESSION

- 4.1 The Fourth Plenary Session of the Eighth Regular Meeting of the Executive Committee, chaired by the Delegate from Venezuela, was called to order at 14:25 hours on August 2, 1988.
- 4.2 The Chairperson gave the floor to Dr. Eduardo Trigo, Director of Program II: Technology Generation and Transfer, who elaborated on the Report of the Director General on IICA's Programs.
- 4.3 The Director of Program II first referred to the elements that would constitute the frame of reference of his statement, which had to do with the growing demand for technology and the scientific aspects of the subject. He also discussed a number of advances which had been made at the institutional level, focusing on the importance of the private sector in the area of research.
- 4.4 Dr. Trigo pointed out that the Program involved two main lines of actions: those concerned with the improvement of management capacity, for the purposes of tapping existing scientific and financial resources; and those designed to take maximum advantage of the opportunities conducive to scientific change with the aim of reaching all sectors.
- 4.5 He explained that during the course of the year, a total of 72 technical cooperation instruments had been implemented. 13 at the multinational level and 59 at the national level. Of the latter, 10 were carried out in Area 1 (Central), 10 in Area 2 (Caribbean), 16 in Area 3 (Andean) and in 23 in Area 4 (Southern).
- 4.6 The Director of Program II went on to explain the basic guidelines for multinational action in terms of support for policy-setting, organization and management of research and technology transfer; and design and implementation of technical cooperation networks. Of these, he made special reference to PROCISUR, PROCIANDINO, RISBAL and IICA-TROPICOS, which are fully operational; to new networks (such as PROCACAO) and to new efforts (PROCI-CENTRAL and the proposed Technology Generation and Transfer Network for Small Farmers of Basic Grains in Central America, Panama and the Dominican Republic).

- 4.7 On the subject of national technical cooperation projects, Dr. Trigo reported that in 1987, more than 50 projects and short-term actions had been carried out in 25 member countries. He also explained that much importance had been attached to the design and implementation of investment projects for research and technology transfer institutions. He then made some closing remarks on the prospects for Program II for 1988-89.
- 4.8 The Chair left the floor open to discussion of the statements presented by the Director General and the Directors of Programs I and II. In general terms, the delegates who spoke on the item expressed their satisfaction with the reports and made several pertinent comments and suggestions.
- 4.9 The Delegation of the Dominican Republic congratulated Dr. Pomareda for his presentation and the approach used by Program I. The Delegation expressed its understanding that lack of modernization in the public sector and macroeconomic policy measures were having a negative impact on agricultural development in the countries of Latin America and the Caribbean (LAC). For this reason, it believed that efforts to address this issue must be broadened and intensified. It also supported Dr. Pomareda's proposal for forming a multidisciplinary team, with participation of regional specialists, that would prepare basic documents on policy analysis for these regions, with the aim of providing more elements for discussion and saving time and money. It also pointed out that in various LAC countries, specific organizations exist for examining policy measures, and that forces should be joined with these organizations to improve their management skills and to maximize results. Then the Delegation made specific reference to the technology transfer project on cacao (PROCACAO), which is part of Program II. It requested that the Director General of IICA take steps to obtain funding from other organizations so that the Dominican Republic can participate on equal terms with the other countries. It pointed out that otherwise, the Dominican Republic, in order to participate, would have to seek funding on the national level at the expense of high-priority national projects.
- 4.10 The Delegation of Ecuador suggested that some international assistance arrangements which exceed the countries' own implementation capabilities might be assumed at the subregional level.
- 4.11 The Delegation of Bolivia, referring to the remarks of the Director of Program I, said that it shared some of the sentiments of the delegations from the Dominican Republic and Ecuador concerning the need to modernize technology, however, with the participation of both small-scale farmers and private farmers. He indicated that Program II projects were markedly academic, and that the results thereof were not reaching the farmers. He pointed out that this was a widespread problem and that 90% of the results of agricultural research in Bolivia do not reach the farmers. He also noted that in many instances there were other priorities. While recognizing the importance of biotechnology, he mentioned that the usefulness of current research efforts benefitting farmers should not be overlooked. Lastly, he said that, in the specific case of PROCISUR, PROCINDINO and IICA-TROPICOS, efforts should be made to ensure that results are transferred to the farmers.

- 4.12 The Delegation of Grenada pointed out that in the technology transfer process, technical personnel are trained to be able to transmit their know-how to small-scale farmers, yet a large percentage of the professionals of Grenada and other Caribbean countries emigrate to the

United States, Canada or other more developed countries in the Caribbean. He underlined that the capabilities of national organizations naturally suffer as a result of this brain drain. In this connection, he proposed that IICA work to keep these specialists in the countries.

- 4.13 The Delegation of Suriname said it shared the concerns expressed by the Bolivian Delegation with regard to the subject of technology transfer, as concerns the need to ensure that extension and research programs reach the farmers; this was important in order to respond to a problem mentioned earlier by Grenada, namely, the migration of specialists to countries offering better conditions.
- 4.14 The Delegation of the United States, after commending the General Directorate for its presentation, pointed out that efforts undertaken should concentrate more on specific achievements. In reference to the Institute's actions in agricultural policy analysis and planning, it expressed its concern with regard to the difference that must be maintained between the role of policy advisor to governments, and that of policymaker. Also, it urged that the implementation capability of the Technology Generation and Transfer Program be increased, and asked for clarification as to the delimitation of responsibilities between the action of this Program and that of the Marketing and Agroindustry Program.
- 4.15 Regarding the form that cooperation projects in Program I could take, the Delegation of Nicaragua expressed agreement with the alternative of making these projects more subregional in nature, which permits a greater, more efficient capacity for mobilizing qualified technical resources in accordance with the differing demands of the countries. Also, this modality would allow horizontal cooperation in the region to be more effectively promoted.
- 4.16 For its part, the Delegation of Dominica underlined the problems affecting that country and the Caribbean in general, and alluded to the gap that exists between the level of the analyses presented and the concrete needs of small-scale farmers. It emphasized the usefulness of designing methodologies suited to conditions in the small countries, and of making efforts to draw the attention of the international community to the critical problems of Latin America and the Caribbean.
- 4.17 The Delegation of Mexico expressed support for what had been said by the Director of the Agricultural Policy Analysis and Planning Program with regard to the need for increased participation by the Ministers of Agriculture of the region in the process of macroeconomic policy design, in order to protect the interests of farmers. On the subject of technology, it expressed its concern over the fact that Mexico is not included

in subregional programs such as PROCISUR, PROCIANDINO, PROCICENTRAL, and suggested that it might join in such an effort with other countries having a similar technological level, such as Argentina and Brazil. Finally, it said it would be worthwhile to have a presentation of the remaining Programs during this Plenary Session.

- 4.18 The Delegation of Barbados, reviewing some of the observations made by the Delegations of Dominica and Mexico, commented on several of the problems faced by Barbados in the transfer of technology and other related fields. It questioned the real scope of agricultural reactivation in Latin America and the Caribbean, and concluded with a comment on the wisdom of ensuring that each country of the Caribbean subregion receive individual attention.
- 4.19 The Delegation of Canada said it shared the interest of the United States Delegation in strengthening the Institute's multinational projects, while recalling that, at the present time, the administration of IICA is facing strategic issues relative to its objectives, priorities, and mandates. Furthermore, it suggested that two program areas be dealt with in detail without repeating the information contained in the Annual Report, but rather stressing what is now under way and what is planned for the future. Finally, it supported the suggestion that the five Programs be presented at this meeting of the Committee.
- 4.20 The Chairperson invited the Directors of Programs I and II to respond to the comments and concerns of the delegations.
- 4.21 Dr. Carlos Pomareda, referring to the comments by the Delegation of the United States, clarified the scope of the support and advisory services Program I offers the countries in an effort to strengthen their capacity for policy analysis and design. He pointed out, however, that this assistance consists only of recommendations and that the most important aspect is the exchange of information and experiences with countries of the region. In response to Barbados and Dominica, Dr. Pomareda mentioned the project for young professionals from the Caribbean as an example of efforts to increase involvement with the subregion.
- 4.22 Following this, Dr. Eduardo Trigo referred to the issues raised by Mexico, and indicated that efforts will be made to integrate this country into the subregional processes. Next, he addressed the subject of technology transfer from a multinational point of view, while stressing that efforts in that area are carried out at the national level with a view to finding concrete answers to the specific problems arising in each case. Finally, with regard to the problems of biotechnology, he drew attention to the urgent need to make the most strategic decision, and reminded participants of IICA's responsibility in this process.
- 4.23 Next, the Director General, after reminding the delegates that the spirit of this Meeting is precisely to discuss and reflect on the

programs, explained that the system followed in presenting the program was based on the evaluation cycle, and said that it might be possible to present the remaining programs later in more concise form.

- 4.24. The Delegations of Bolivia, Barbados and Mexico supported the suggestion of the Director General.
- 4.25 The Chair asked the Rapporteur to read out the draft resolution. The Delegation of Dominican Republic requested that two additional points be added to it, which it read out to the plenary.
- 4.26 The Chair asked the Delegation to submit its amendments to the draft resolution in writing, in order that they might be taken up at another plenary session.
- 4.27 Report of the Director General on the Securing of External Resources (IICA/CE/Res.101(VIII-O/88))

The Chair recognized Dr. Piñeiro, who in turn gave the floor to Dr. Jorge Werthein, Director of External Relations.

- 4.28 Dr. Werthein began his presentation by noting that he would not go over the working document distributed to the Committee, but would instead focus on actions carried out mostly in 1988, as they were especially illustrative of the new paths IICA must follow in an increasingly competitive search for ever-scarcer external resources. He emphasized IICA's push to identify new, non-traditional donor countries, and to consolidate relations with several international funding agencies with interests in Latin America and the Caribbean (IAC) and agriculture.
- 4.29 As an example of this strategy, Dr. Werthein noted IICA's growing relationships with Japan and Korea, wherein IICA serves as a conduit to explain to the representatives of these countries the dynamics of IAC agriculture, and the Member States' mandate to IICA as expressed in the 1987-1991 Medium Term Plan (MTP) and the more recent Joint Plan for Agricultural Reactivation in IAC. While the maturation of these new relationships is naturally a slow process, efforts are under way to accelerate the identification of possible areas of cooperation, he said, giving as an example the placing of Japanese nationals in CEPI, to better design projects apt to be accepted for funding by their country.
- 4.30 IICA, said Dr. Werthein, typically obtains four different types of external resources: (1) grants, donations or "soft" loans from international agencies like IDB, IDRC, the Ford and Kellogg Foundations, and ICI, among others; (2) multinational or subregional projects involving several countries (for example, PROCISUR, PROCIANDINO, TRIFINIO); (3) bi- or trilateral ("triangular") agreements, in which IICA serves as executor/administrator for funds flowing from a donor to a recipient country or institution; (4) resources originating in a Member State and earmarked for a project in that State.

4. 31 Recently, IICA fund-raising efforts have also targeted agencies based in Europe or Asia, using international meetings, or missions invited to visit IICA Headquarters so as to better prepare avenues of cooperation. To date, France, Germany, Spain, OPEC and IDB are among the countries or agencies that have agreed to financially assist the Joint Plan for Agricultural Reactivation in IAC. The IICA Representations in the United States and Canada are key elements in providing a liaison with national and international agencies, foundations and academic centers in those countries.
4. 32 The Director of External Relations concluded his presentation by noting that, from 1986 to 1988, IICA secured more external resources than originally planned, although the sum so far calculated for 1989 is somewhat lower.
4. 33 The Chair thanked Dr. Werthein and opened the floor for questions and comments.
4. 34 The Delegation from the United States lauded the efforts of the General Directorate in securing external resources, noting that the 1987 total obtained was approximately equal to the regular budget for that year, greater focus on international agencies like the World Bank, the IDB and UNDP was singled out for special praise. While impressed with the level of IICA fund-raising activity, the United States Delegation reminded the General Directorate of the importance of obtaining a proper return of overhead and of channeling external resource funds to the least-developed countries of IAC instead of more developed ones. The United States Delegation concluded by stressing that IICA funds and technical cooperation should be distributed among its own Member States, inquiring in that context about the nature of the IICA-RNTC agreement. The Delegation from Bolivia seconded both the praise and the questions forthcoming from the United States Delegation, especially as regards the need to funnel aid to the less-developed countries.
4. 35 The Delegation from Canada congratulated the General Directorate for succeeding in a difficult task and expressed satisfaction with the increasing focus on international financial and funding agencies. The IICA Representation in Ottawa was also praised. It then called attention to the downward trend for 1989 and beyond, as expounded in Dr. Werthein's report. How might this affect the goals of the MTP and the Joint Plan for Agricultural Reactivation?
4. 36 In response to some of these concerns, the Director General noted that the amount and final destination of funding is very frequently a bilateral decision made between the donor agency and the recipient country. Larger countries usually obtain more funds, often in the form of loans, not donations. Many of the funds executed or administrated by IICA are the country's own, and the decision to involve IICA is made by the respective countries involved. Dr. Piñeiro concluded his response by assuring the Committee that IICA is complying fully with the mandate of the IABA by charging appropriate overhead costs.

- 4.37 The Delegation from Mexico clarified that the point under discussion was only the "securing" of external resources, and that discussions of how they were spent were not germane. It went on to congratulate IICA on its fund-raising efforts, but reiterated the Canadian Delegation's concern about a possible negative trend after 1988. Can IICA be the pivot for a major plan of agricultural reactivation if funding becomes inadequate?
- 4.38 The Delegation from the United States thanked the Director General for his explanation, and expressed satisfaction with the nascent IICA/Japan relationship, noting that the IICA Representation in Washington, D.C. has also begun discussions with the Japanese Development Agency (JAICA).
- 4.39 The Delegations from Paraguay and Argentina both praised the General Directorate's fund-raising efforts, and said that IICA was key in their countries' negotiations with international funding agencies. The Member States, through their respective embassies, should give IICA all possible assistance in this regard, it was stressed. The Delegation of Paraguay also expressed interest that the resources from the IICA/IDB agreement -which are earmarked for identification and formulation of priority projects- be used primarily to support countries that need this kind of cooperation, especially relatively less developed countries.
- 4.40 Dr. Werthein then took the floor to clarify that the 1989 projections did not include contracts and agreements still under negotiation, and that the upward trend in securing external resources will very probably continue through that and future years, in increasing contacts with international funding agencies. The Director of External Relations thanked the Committee for its expressions of support.
- 4.41 The Chair asked the Rapporteur to read the draft resolution on "Report of the Director General on the Securing of External Resources," after which it was approved by the Committee.
- 4.42 The Chair then recognized the Delegations from the United States, Bolivia, Venezuela and Guatemala, all of whom notified the Committee of their intentions to submit in writing new draft resolutions for consideration.
- 4.43 The session was adjourned at 18:21 hours.

FIFTH PLENARY SESSION

- 5.1 The Fifth Plenary Session of the Eighth Regular Meeting of the Executive Committee, presided over by the Delegation from Grenada following the order of precedence, was called to order at 9:00 hours on August 3, 1988. After reading the order of business for the session, the Chair allowed time for the Committee to read the minutes of the Third and Fourth Plenary Sessions, and to comment thereupon if they wished.
- 5.2 The Delegation from Mexico suggested that comments on the minutes be delivered directly to the Secretariat, in order to proceed directly to the central points of the agenda.
- 5.3 The Delegation from Barbados requested to the Secretariat that numeral 4.24 of the minutes reflect the proposal he called for the day before. Then, the Delegation from the Dominican Republic requested that his declaration appearing in numeral 4.9 be expanded. The Delegation from Bolivia, taking the floor as Rapporteur, reminded the Plenary that there are two kinds of minutes: summarized minutes, that obviously cannot contain the complete declarations of the delegates, and the verbatim report, which is a complete record of what was said at the meeting. Nonetheless, the Delegation from the Dominican Republic restated his interest in having the minutes reflect his comments more fully.
- 5.4 The minutes of the Third and Fourth Plenary Sessions were approved.

Progress Report of the Director General on the Plan for Reactivating Agriculture (IICA/CE/Res.102, 103, 104(VIII-O/88) 86)

- 5.5 The Chair gave the floor to the Director General so that he, by way of introduction, could make some general comments on the document to be presented by Mr. Felix Cirio, Coordinator of the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean.
- 5.6 After mentioning that this document was, first and foremost, a proposal for the plan of action aiming to facilitate the organization of the task, the definition of objectives and the determination of the final products, the Director General informed the delegates that two presentations besides that of Mr. Cirio would be made. He explained that the presentation by Mr. Lars Pira and Dr. John Spence, consultants for the Central and Caribbean subregions respectively, consisted of progress reports on implementation of the Plan at the subregional level, since early 1988.
- 5.7 Next, Mr. Felix Cirio briefly described the structure of the "Plan of Action" document to the Delegations. He reminded them of the context within which preparation of the Plan was initiated, emphasizing the input of the excellent FAO studies concerning diagnosis and outlook. This process was reinforced with collaboration from the countries, within a framework of complementarity with other institutions working on this issue.

- 5.8 Likewise, he stressed that the Plan is not a document, but rather an active process for generating, discussing and reaching agreement on ideas and proposals concerning the role of agriculture in the region, which will give impetus to projects and programs for developing and reactivating that sector. He emphasized that this Plan is not normative in nature, but rather, it proposes to raise ideas that will generate consensus among decision makers in the sector, so that concrete proposals for action can be made. Regarding the institutional significance of the Plan, he pointed out that the nature of its mandate was notably different from that of the Medium Term Plan, and that its role was complementary. To increase the capacity of the Institute to attract and negotiate resources.
- 5.9 Referring to the topic of organization, Mr. Cirio went on to describe the different support groups participating in the consultation and preparation process for the Plan: a Technical Group, an institutional task force, an International Advisory Commission and a consultation mechanism, carried out through meetings with the countries on the regional level and through subregional organizations such as CORECA, CARICOM and JUNAC.
- 5.10 The Coordinator of the Plan of Action then invited the delegations to look at the timetable for the Work Plan on the last page of the document. He spoke briefly on the main activities. The first one, "Identifying the conceptual framework and identifying possible actions," which will be concluded at the end of September, comprises the preparation of various topical documents, which will help define the broad areas for joint efforts at the subregional and hemispheric levels. An example of this are the studies made on the growing ties between overall and sectoral policies, which led to more emphasis being given to strengthening the capacity of the ministries of agriculture to analyze policy design.
- 5.11 Next, Mr. Cirio listed the different consultation activities pertaining to the topical areas, which consist of high-level forums and seminars held in collaboration with international organizations such as the IDB, and preparation and publication of documents summarizing the theoretical elements and specific contributions of these discussions. He also emphasized the active participation of IICA's five Programs in this process.
- 5.12 Regarding subregional strategies, he repeated the need to focus on the particular characteristics of each subregion, and turned to the criteria of technical and political viability for carrying out joint actions among a group of countries. He mentioned the efforts made to gather and disseminate information through informative bulletins, among other mechanisms, and within the context of subregional forums such as CORECA, CARICOM and JUNAC, as well as in consultation meetings on the ministerial level in the Southern Area, which will be held in the next two months.

- 5.13 Referring to the final part of the activities for the Plan of Action, "Preparation of the proposals for action," Mr. Cirio remarked on the anticipated products of this exercise: a portfolio of programs and projects for the hemispheric, intersubregional and subregional levels that has been discussed and agreed upon. These proposed operating guidelines for implementing the Plan will require different types of financial cooperation. For this, a process of dissemination and consultation, and participation of the countries and organizations that may cooperate in this regard, is envisioned. The aim is to anticipate the fund-raising process that must take place once the Plan has been approved by the countries. For 1988, IICA allocated US\$ 40,000 for Plan-related activities. It has also obtained US\$275,000 from organizations such as IDRC, the OIEC Fund, IDB, World Bank-EDI, as well as cooperation from France and Spain. Currently, an additional US\$300,000 is in negotiation.
- 5.14 In conclusion, Mr. Cirio mentioned the Executive Committee and the IABA, which are other consultative bodies where the Plan will be presented next year.
- 5.15 The Chair, following a question from Dr. Piñeiro, suggested to the plenary that it continue immediately with the presentations of Mr. Pira and Dr. Spence on subregional strategies for the Plan.
- 5.16 Mr. Lars Pira summarized a document on a strategy for joint action for agricultural reactivation in the Central American isthmus and the Dominican Republic (ideas for discussion). Essentially, this document points out that given the new potential of the countries, it becomes necessary to reconsider the development strategy adopted during the 1960s and 1970s, which focused on diversification of the agro-export sector and import substitution. The new development process must be aimed at recreating conditions in the region that will favor accumulation sustained over the long term, while at the same time recognizing the need for a simultaneous process of income redistribution that will allow the most backward sectors to be incorporated into development and to benefit from it.
- 5.17 Mr. Pira's statement then focused on the central elements of a reactivation and development strategy for the agricultural sector, which are, in summary: to modernize, expand and diversify the export sector; to redefine the industrialization process, assigning a major role to agriculture; to promote food security by increasing production of basic foods; to channel external cooperation in such a way as to improve access to export markets; and to increase the flow of investment to agriculture.
- 5.18 Finally, the speaker referred to the instruments to be used in implementing the strategy (policies, institutional strengthening, and programs and projects). He also mentioned areas for joint action, such

as possible initiatives pertaining to ecology, the environment and natural resources; food security; support for small farmers; promotion of agroindustrial development; development of fisheries and aquaculture; development of irrigation and drainage; implementation of sanitation programs; scientific and technological development; and promotion of non-traditional exports.

- 5.19 The coordinator of the Plan, Mr. Cirio, commented that Mr. Pira's presentation was a summary of the preliminary version of a document for the Central Area, prepared for discussion in CORECA. With regard to the programs and projects mentioned therein, he explained that they consisted of exercises for designing a regional strategy. He also mentioned that an English version of this summary was being distributed.
- 5.20 Dr. John Spence spoke on agricultural reactivation in the Caribbean area. He emphasized, to begin with, that conditions in this subregion are very different from those in the rest of the region. He pointed out, also, that the actions envisioned would complement those being carried out by CARICOM. Dr. Spence discussed the negative conditions that confront the subregion, including the traditional connection with key countries, the problems of unemployment, the reduction by the United States of sugar quotas (although a change seems likely in 1988), and the problems the Caribbean countries have with qualifying for loans.
- 5.21 Among the positive conditions in the Caribbean subregion, Dr. Spence mentioned high caliber of human resources, the rapid pace of the integration process, and the prominent role that development of the agricultural sector can play in an overall reactivation of the economy. In this context, the speaker noted two broad levels of work in the joint action strategy for the Caribbean. Firstly, he pointed out that IICA is in a very good position to contribute to strengthening relations between Latin America as a whole and the Caribbean subregion. As an example, he pointed out that IICA's extensive experience with networks could be very useful for the Caribbean countries. Secondly, he said that niches for Caribbean products can be found in Latin America; in this regard, he said that within the framework of the Caribbean Basin Initiative, Latin American raw materials could be processed in the Caribbean and marketed in the United States (and in Canada and the European Economic Community, as well).
- 5.22 With respect to the presentations made so far, the Director General explained that the first, Mr. Cirio, concerned the working document for the Plan of Joint Action for Agricultural Reactivation, while the reports by Mr. Pira and Dr. Spence were part of a progress report on that subject.
- 5.23 The Chair opened discussion on the "Progress Report of the Director General on the Plan for Reactivating Agriculture." In general, the delegations who took the floor were pleased with the presentations made and added their comments and suggestions on specific subjects.

- 5.24 The Delegation of the United States requested more information on the budgetary resources assigned to the Reactivation Plan. It said that IICA was in a good position to act, along with entities such as IDB and the World Bank, as a facilitator in connection with efforts to deal with the problems of the region. It also recalled that FAO had carried out its own studies. Finally, it said that it planned to keep up to date on developments pertaining to the Plan of Reactivation which, it hoped, would be successful.
- 5.25 The Delegation of Ecuador began its intervention by formally recommending that in addition to in-depth theoretical studies, there should be a conscious effort to use mechanisms for direct assistance to small farmers. It added that the studies should be presented in a practical way, if possible with timetables. It noted that the reports presented contained no information on agricultural studies, particularly concerning pests and diseases, which were a factor limiting the regions's exports. This delegation went on to say that it felt a lack of support from the General Directorate of IICA for the Representation in Ecuador, and pointed out that the necessary coordination with the national agricultural research agency did not exist. Finally, it stressed that the problems of small countries must be addressed as carefully as those of the rest, in this respect, it noted a lack of concern with regard to the positions outlined by Grenada, Dominica and Barbados during the meeting.
- 5.26 The Delegation of Bolivia mentioned some specific points which, in its opinion, should be taken into account by IICA and its advisors with regard to the Plan of Reactivation. Concerning rural development, it noted that there had been an effort to transfer all tasks to the agricultural sector, when actually, other sectors must also take responsibility (transportation, health, education, housing). For this reason, there must be coordination with other organizations in and outside the sector. It stressed the need for complementarity with the efforts entrusted by the countries to FAO. It also asked how much time would be needed to prepare the Plan and expressed concern over possible delays.
- 5.27 In this regard, the Delegation of Bolivia also displayed interest in determining the true cost of preparing the Plan, and in knowing what suggestions would be presented to the countries with regard to credit for small farmers. In the same vein, he asked what mechanisms would be used for technology transfer directly linked to farmers. The Delegation said it shared the concern of the Delegation of Ecuador regarding the need for dealing with problems of small countries and for the Representations to respond to the approach taken by the Governments.
- 5.28 The Delegation of the Dominican Republic echoed the proposal set forth by the Delegation of Bolivia concerning the need to achieve concrete results within the framework of the Plan of Reactivation, adding some pertinent remarks on the subject of rural development as integrated

development of the family, with special emphasis on women and youth. It also recalled that, whereas in the 1960s the countries of the region were largely self-sufficient in the production of foodstuffs for domestic consumption, they had now become net food importers.

- 5.29 The Delegation of Panama called for effective participation of small-scale farmers in the programs and projects to be implemented. It also agreed with other delegations concerning the need to coordinate external cooperation efforts with the international community. The delegations made special mention of the Declaration of Panama, issued at the CORECA meeting of July 22-23, 1988, and the basic premise of said declaration that peace is vital to agricultural development. It furthermore maintained that the countries should refrain from using the marketing of foodstuffs as a political pressure tactic. Lastly, the Delegation expressly requested that the minutes reflect its rejection of the views set forth in the report of the external auditors of CATIE concerning the situation in Panama.
- 5.30 The Delegation of Barbados stated that it was particularly interesting to note the interrelationship of different activities, programs and projects within the framework of the Reactivation Plan currently being prepared. It made special reference to the way in which Dr. Spence had explained the problems and opportunities of the agricultural sector in the Caribbean and its links with Latin America. Like the Bolivian Delegation, it also felt that the success of the Plan depended on its reaching the farmers. Lastly, the Delegation of Barbados made some remarks concerning financial matters, such as the generation of foreign exchange to effect purchases in hard-currency countries, and made some additional comments on the expectations of donors and the procurements of external resources.
- 5.31 The Delegation of Grenada expressed its agreement with some of the remarks made during the session on the strengthening of the IICA Representations. In reference to the Plan of Reactivation, it pointed out that the structural organization of its various components was not clear, and said that perhaps it would be fitting to draw up an organizational chart. The Delegation also noted that Dr. Spence's presentation failed to mention the very important issues of environment and soil erosion, water supply and excessive exploitation of forest resources. Lastly, it stressed the need for collaboration with other organizations.
- 5.32 The Delegation of Canada mentioned a number of matters that it considered to be the responsibility of the countries, such as wage levels and other problems, where the specific actions to be taken ultimately depended on the member countries. It asked IICA for clarification with respect to the Plan of Reactivation; although it was promoted in Ottawa by the Ministers of Agriculture, there were some doubts as to whether it was meant to be a plan with a specific timeframe or strategy. It further suggested that the countries should voice their opinions on the matter and that national and regional priorities should be established.

- 5.33 The Delegation of Nicaragua pointed out that the preparatory material for the Plan of Reactivation was being used to develop a set of guidelines, with quite satisfactory objectives. It added that the countries should recognize the importance of these proposals, in order to reach a consensus. It went on to say that the portfolio of projects will be fundamental in obtaining resources. It fully agreed with the main proposal, the strategic approaches and the central ideas. Finally, it said it hoped for practical results, but it was up to the countries to make the relevant concrete proposals.
- 5.34 The Delegation of Mexico said that the guidelines of the Plan of Reactivation that had been discussed interpreted the Ottawa Mandate. It agreed with the Delegation of Canada that the word "plan" may not be the most appropriate, if one considers the commonly-accepted meaning of the word, and added that what was needed now was a widespread awareness of the timeliness and importance of the issue of agricultural reactivation. It stressed the need to coordinate efforts with other international organizations, and asked the organizers of the meeting whether FAO and other specialized agencies had been invited to attend. Likewise, it stated that the mandates emanating from these meetings must be clear, so as to establish clear objectives for the Plan. It expressed concern over the decreasing amounts shown in respect to some of the resources of the Plan, and stressed that a Plan such as this cannot exist if it does not have sufficient resources available. It requested that specific times be set for the activities to be carried out by Mexico in conjunction with the United States and Canada, with the Central Area, with the Caribbean Area, and with Argentina and Brazil. In this regard, it asked for specific time limits and definitions. Finally, it added that once the Plan of Reactivation is approved (in Brasilia, in 1989), there should be concern for ensuring its continuity.
- 5.35 The Delegation from Argentina congratulated the Director General and his advisers on their clear presentation of the Plan, noting the inherent dialectical nature of the relationship between the Plan and the countries in which it is to be applied. Argentina seconded the comments of the Mexican and Canadian Delegations as regards the probable long-term repercussions of the Plan, and went on to highlight two points: 1) How can concrete, substantive steps, like the insertion of correct macroeconomic thinking into each country's policies, be built into the Plan? 2) The importance of defining the shared challenges faced by most of the participant countries, challenges that may go beyond the agricultural realm: questions of production, trade, logistics and language, to name several. The Plan should instruct the countries how to proceed.
- 5.36 The Delegation from Paraguay emphasized the importance of the topics under discussion, and suggested that they also be considered at a forthcoming meeting of agriculture ministers in Asuncion.

- 5.37 The Delegation from the United States seconded the remarks of the Mexican Delegate, noting that IICA is sometimes not invited, perhaps inadvertently, to key international meetings dealing with agriculture, such as a recent FAO meeting in Rome on the tropical bont tick. IICA should do its utmost, it was said, to assure the attendance of other international agencies at its meetings and attend theirs in turn, so as to maintain optimum levels of communication.
- 5.38 The Chair then gave the floor to IICA's Director General to respond to the questions and comments on the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean (the Plan).
- 5.39 The Director General began by noting that many of the queries from the floor had been answered in great part by subsequent interventions and discussion, and stated his intention to address only the major preoccupations that had arisen concerning the Plan, the first of which was the adequacy of the word "plan" to describe what was contemplated.
- 5.40 Dr. Piñeiro urged the Delegations to visualize the Plan in the context of its inception, the IQMA and IABA meetings of 1987 in Ottawa, where a consensus was reached on 1) the importance of the agricultural sector in today's political reality, and 2) the recognition that joint efforts transcend individual ones. The Ottawa Mandate states that IICA and its Member States must identify viable joint projects that simultaneously reflect the economic and political priorities of the countries, so that, with the help of international agencies, concrete steps to be followed can be defined. The Plan, then, is not just a "document", but rather a process of reflection followed by practical action with consequences for the future. Thus, participant Member States must make recommendations to IICA, which in turn must make its role in the Plan clear to all; through this reciprocal process, each country will come to understand what is expected of it.
- 5.41 The Director General then noted, in response to a question from the Mexican Delegation, that FAO had indeed been invited to the present Executive Committee meeting, but had not sent a representative. He also said that SELA was present, and will sign an agreement with IICA concerning technical training and events. Dr. Piñeiro stressed, furthermore, that efforts in the securing of external resources will be redoubled in order to avoid a shortfall in the critical later stages of the Plan. He gave the strengthening of ties with the IDB as an example, and reminded the Committee that successful concrete actions within the context of the Plan will also depend on strategic, effective use of the resources now in hand.
- 5.42 The Director General went on to clarify to the Bolivian Delegation that the projected calendar for the Plan reflected the schedule of official IICA meetings, but is also being accelerated through sub-regional actions (i.e., CORECA in Central America) carried out before the next IABA in Brazil.

- 5.43 Finally, Dr. Pinheiro explained to the Delegation from Ecuador that a recent IICA mission to that country to consult with members of the new, incoming government (as of August 10, 1988) was planned with the full awareness of the current Ministry of Agriculture, and this is usual IICA procedure, designed to ensure the continuity of its actions.
- 5.44 The Chair then asked the Rapporteur to read the three draft resolutions concerning the Plan. Before this was done, however, the Delegations from Ecuador, Bolivia, Panama and Mexico made brief comments on slight changes of wording in the first two draft resolutions (Nos. 10 and 16) and the desirability of combining the three in view of their similarity. The Chair clarified that the draft resolutions were best kept separate, and the Rapporteur continued to read them.
- 5.45 After the reading of draft resolutions 10, 16 (both titled "Plan for Reactivating Agriculture") and 18 ("Request for Support from the Chairperson of the Fourth Regular Meeting of the IABA in Disseminating the Plan of Reactivation"), the Delegation from Canada requested a slight change in the wording of No. 18. The United States Delegation seconded Canada, and further requested that an expression of thanks to Minister of Agriculture John Wise be added. The Delegations from Mexico and Barbados seconded the motions of both Canada and the United States and, as no further modifications were forthcoming, the three draft resolutions (Nos. 10, 16, 18) concerning the Plan were approved by the Committee.
- 5.46 The Chair, after noting that all amended resolutions would be read on the floor in their new form in the next plenary, adjourned the session at 12:50 hours.

SIXTH PLENARY SESSION

- 6.1 The Sixth Plenary Session of the Eighth Regular Meeting of the Executive Committee, chaired by the Delegate from Venezuela, was called to order at 14:45 hours on August 3, 1988.
- 6.2 After having read the order of business, the Chair recognized the Delegation of Ecuador, which proposed that the delegation of the Dominican Republic present the Report of the Credentials Committee to the plenary.

Report of the Credentials Committee

- 6.3 The Delegation of the Dominican Republic read out the report of the Credentials Committee, which had examined the credentials of the twelve delegations making up the Executive Committee, having found them to be in order. The Chair acknowledged receipt of the report, and the plenary then agreed to proceed to the second item on the agenda.

Proposed Amendments to the Rules of Procedure of the IABA and the Executive Committee (IICA/CE/Res.105(VIII-O/88))

- 6.4 The Technical Secretary explained the format of the document to the delegates, noting that it included several articles of the Rules of Procedure of both bodies of the Institute, which had been amended with a view to facilitating the discussions. In some instances, the changes sought to clarify certain aspects of the constitution and operation of the Institute's governing bodies, so as to avoid different interpretations. In others, minor changes had been introduced to eliminate provisions which were no longer functional or were not actually applied in practice. Several of these changes also reflected an effort to improve the wording of the rules, by clarifying or simplifying them.
- 6.5 Upon the suggestion of the Technical Secretary, the Plenary proceeded to review the Rules of Procedure of the IABA and of the Executive Committee, article by article, making the necessary changes and suggestions as the need arose. The Venezuelan Delegation asked the United States Delegation to replace the word "reviewing" by "presenting" in its proposed amendments to article 36 of Rules of the Board and article 39 of the Rules of the Executive Committee.
- 6.6 A draft resolution proposing the aforementioned amendments, to which the United States Delegation proposed several additional changes, was approved, thus, all the recommendations made by the Plenary were adopted.

Report of the Director General on the Actions to Evaluate IICA Technical Cooperation (IICA/CE/Res.106(VIII-O/88))

- 6.7 The Chairperson gave the floor to the Director General, who briefly explained that the evaluation system, established pursuant to a mandate of the IABA, had been tested in recent months, and that the results would be discussed by Dr. Diego Londoño, Director of the Unit responsible for its implementation.
- 6.8 The Director of Programming and Evaluation (DIPROE), having provided some background on the input which, from 1974 to the present had been used to help define methodologies in this field, described the four elements of the evaluation efforts undertaken at IICA. He noted that the preparation of the Medium Term Plan, the design of methodologies for project evaluation, the improvement of guidelines for the preparation of projects and operating programs, and the establishment of procedures for setting up projects and preparing agreements and contracts were important features of this process. Dr. Londoño did point out, however, that there were gaps that remained to be filled --methods had still not been defined for evaluating programs and Representantions, and specific procedures had not yet been institutionalized for making use of evaluation results.

- 6.9 Dr. Londoño then drew the attention of the Plenary to one of the guidelines established in the 1987-1991 Medium Term Plan, which states that the programming and evaluation system should afford central management the opportunity to provide feedback through evaluation of actions by the technical cooperation units. Accordingly, in 1987, DIPROE designed the present system. In this effort, it first analyzed methods employed by other technical cooperation agencies, such as FAO, UNDP, AID and PAHD, designed for external evaluation of programs run by international centers. In the second place, it considered policy decisions for designing useful decision-making systems. Emphasis was placed on the forward-looking approach, using past experience as input for the evaluation process. Priority was given to evaluation of the operating units, that is, Programs and Representations, with individual projects being considered only when so required by contractual obligations and based on their importance to the Institute in terms of generating sufficient returns or as part of an operating unit undergoing evaluation. And, finally, an effort was made to ensure that the most efficient use possible was made of the limited resources available for evaluation purposes.
- 6.10 Dr. Londoño added that the model adopted was based on the utilization-focused evaluation system, which consists of guided research designed to obtain information needed by the institution in order to ensure that the decision-making process improves IICA's programs and projects. This would entail collecting and systematizing information on activities carried out and products generated, their impact, and the determining factors and conditions that play a part in achieving the desired results. In turn, analysis of the information obtained should facilitate identification of options for the General Directorate in its decision-making process.
- 6.11 Dr. Londoño then summarized the major components of the model, as follows: prior definition of the results expected from the evaluation exercise conducted with the participation of the parties concerned; evaluation missions made up of external consultants and a Technical Secretariat from DIPROE; timely evaluation reports that are both reliable and viable; and clear procedures for analysis of the reports and utilization of the recommendations. Referring to the procedures employed by DIPROE, he then enumerated the three stages of the evaluation process: preparation, implementation and decision-making.
- 6.12 Dr. Londoño briefly described the testing of the system in 1988 in two countries, Colombia and Argentina, the evaluations having been conducted by three external consultants. This exercise produced positive results which, in the case of Colombia, with the evaluation of INCA, led to the preparation of a new project and agreement with the Colombian Government. Dr. Londoño then informed the delegates of future evaluations to be conducted over the course of the next two months in El Salvador and Jamaica. Lastly, he pointed out that the aims of this evaluation system included supporting the decision-making process in order to improve the

Institute's performance; inspiring confidence in IICA among the member countries and other institutions; expanding the institutional and financial base of support; and encouraging the learning process within the Institute to ensure repeated success and avoid error.

- 6.13 The Chair welcomed comments from the floor on the subject of the evaluation system.
- 6.14 The Delegation of Bolivia acknowledged the great importance of this system. However, it did not agree with the statement that the projects are IICA's, when in fact they are the countries'. Likewise, it stressed the need to have the evaluation results reviewed together with the country, and called for maximum openness with regard to the procedure used for hiring external consultants; it also said that the evaluation method should be as concrete as possible.
- 6.15 The United States Delegation endorsed the remarks made by the Bolivian Delegation and noted the importance and usefulness of the evaluation system for an organization such as IICA, particularly from the donor institutions' point of view; it also stressed the importance of making the evaluation results available to the countries, to the Committee and to other organizations.
- 6.16 The Delegation of Mexico congratulated the General Directorate for having established the system. It expressed disagreement with the Bolivian Delegation regarding the idea that the evaluation applied to IICA actions and not to the countries' programs. Furthermore, in reference to a negative response received from the IDB concerning a project proposal on animal health and agricultural development, the Mexican Delegation asked the Director General to negotiate with the Bank in a effort to find a solution.
- 6.17 The Delegation of Barbados made some comments on the evaluation system, noting that there were efficient systems and deficient systems, but that basically, they are management tools. It stressed the importance of ensuring that evaluation mechanisms are in keeping with the situation prevailing in each country.
- 6.18 The Delegation of Guatemala endorsed Mexico's proposal. For its part, the Delegation of Canada expressed agreement with some parts of Mexico's presentation, which referred to the parameters of the evaluation system. It also congratulated the Director of Planning and Evaluation for his efforts, which, doubtless, will contribute to the decision-making process at the Institute. The Delegation of Canada added that poverty-reduction indexes should be included in the evaluation of some projects.
- 6.19 The Delegation of Barbados pointed out that, as an administrative tool, the evaluation system must allow for self-evaluation. It referred to the evaluation system used by FAO (which, according to the United

Nations, was the only agency that has succeeded in developing a process of ongoing evaluation.) Finally, it added that, as a first step, considerable progress had been made at IICA in the establishment of such a system.

- 6.20 The Director General pointed out that during the course of the discussions, some important comments and suggestions had been made on the evaluation system, to which the Institute had dedicated considerable effort. He recalled that a first cycle had been completed with the evaluation of a national project (INCA), a multinational project (PROCIANDINO), and four Representations. In the case of the latter, IICA Representations in four countries had been studied, both from the standpoint of their own operations and from that of the "Representation system." He emphasized that the main objective of the evaluation was not to analyze national projects in general, but rather large-scale projects.
- 6.21 The Deputy Director General, for his part, pointed out that IICA was in the process of developing the new system, and suggested that it should already be in use in the majority of projects. The Delegation of Canada supported this view.

Actions to Evaluate IICA Technical Cooperation (IICA/CE/Res.106(VIII-O/88))

- 6.22 The Rapporteur proceeded to read out the draft resolution, which was approved by the Plenary.

Proposed Amendments to the Regulations for Conferring the Inter-American Awards in the Rural Sector (IICA/CE/PR.14(VIII-O/88))

- 6.23 In his initial explanation of the reasons that led to the preparation of the draft resolution, the Director General noted that during the meeting of the IABA in Ottawa in 1987, some difficulties had arisen with regard to the interpretation of the existing regulations. Consultations had been held, and it had been suggested that the opportunity could be used to enhance the prestige of the awards (reduce the number of awards and make them more meaningful). The Director General then asked Mr. Fernando Suárez de Castro, advisor to the Institute, to provide further information on the subject.
- 6.24 Mr. Suarez de Castro pointed out that the regulations, having been adopted a long time ago, had become outdated. He explained that in order to bring them up to date, it had been decided to prepare two proposals (with some points in common). He then proceeded to read out the main proposals.

- 6.25 The Delegation of the United States said that it had received the document under discussion very late, and for that reason would need more time to consider it. It suggested that the document be examined at a future meeting of the Executive Committee. The Delegation of Ecuador was of the same opinion. The Mexican Delegation enumerated what it thought, in general terms, should be the basic criteria for analyzing the problem: that it was incumbent on the IABA to grant the awards and that there ought to be a high-level selection committee, in order to avoid compromising situations with the countries. The Mexican Delegation remarked that it was surprised by the fact that the prize envisaged for the Inter-American Award for the Participation of Women in Rural Development, unlike the other awards, was not made of gold, had no cash content, and was not conferred at the IABA meeting, but rather in the winner's own country.
- 6.26 The Bolivian Delegation said that it agreed with the Delegates of the United States and Ecuador, and shared, in part, the Mexican viewpoint.
- 6.27 The Director General stated that he agreed with the delegations that it would be inappropriate to take a hasty decision; he was supported in this view by other delegates. Accordingly, it was agreed to defer discussion of the resolution until the next meeting of the Executive Committee.

Dates and Places of the Ninth Regular Meeting of the Executive Committee (IICA/CE/Res.111 (VIII-0/88))

- 6.28 The Technical Secretary noted that, in view of the complexity of the 1989 Executive Committee agenda, it would be advisable to divide the Ninth Regular Meeting into two parts, the first to be held in San Jose, Costa Rica, from June 12-16, and the second in Brasilia, Brazil, from September 28-29, immediately prior to the Fifth Regular Meeting of the IABA. The Rapporteur read out the draft resolution, which was approved by the plenary.

Report of the Director General on IICA's Programs (IICA/CE/Res.100 (VIII-0/88))

- 6.29 The Rapporteur read out the draft resolution, which was approved by the plenary.

The Program Budget and its Execution (IICA/CE/Res.108 (VIII-0/88))

- 6.30 The Rapporteur read out the draft resolution, which was approved by the Plenary with the amendments proposed by the Mexican Delegation.

Report on Utilization of International and National Consultants (IICA/CE/Res.109 (VIII-0/88))

- 6.31 The Rapporteur read out the draft resolution. The Director General asked the United States Delegation, which had presented the draft resolution, whether specific reference to the anticipated duration of the consultancies was necessary, since it posed problems of an administrative order. After a brief discussion, the text was adjusted and the resolution was approved by the Plenary.

Request to the Chairperson of the Fourth Regular Meeting of the IABA for Further Support of the Plan of Reactivation (IICA/CE/Res.104(VIII-O/88))

- 6.32 The Rapporteur read out the draft resolution, which was approved as amended on the previous day.

Improving Coordination among International Organizations in the Agricultural Sector (IICA/CE/Res.110(VIII-O/88))

- 6.33 The Rapporteur read out the draft resolution, which was approved by the Plenary.

Transfer of Program Budget Resources (IICA/CE/PR.20(VIII-O/88))

- 6.34 The Rapporteur read out the draft resolution, whose operative paragraph read as follows: "To ask the Director General to notify the Executive Committee if he intends to transfer funds from one program area to another within the same chapter in excess of 10% of the program budget approved by the Inter-American Board of Agriculture." Discussion of this matter ensued and the draft resolution was ultimately withdrawn by the United States Delegation, which had presented it initially.

Equipment Procurement (IICA/CE/PR.21(VIII-O/88))

- 6.35 The Rapporteur read out the draft resolution, which was rejected and ultimately withdrawn by the United States Delegation, which had submitted it initially.

Regional Cooperation and Technological Exchange (IICA/CE/Res.107(VIII-O/88))

- 6.36 The Rapporteur read out the draft resolution, whose operative paragraph read as follows: "To request that the Director General intervene in the negotiations with the IDB and help formulate a proposal that is consistent both with the needs of the countries and the guidelines of the Bank." The United States Delegation stated that it thought the Director General and the Institute could help draft a proposal for formalities of this kind, concerning technical cooperation actions and technology exchange in animal health in Area 1 (Central), the processing of which had been suspended.
- 6.37 The Delegation of Mexico explained that the draft resolution, submitted by Guatemala, referred to formalities which had been interrupted in a IDB-funded training program concerned with the borer worm, foot and mouth disease and Africanized bees, which was very important for the region. The United States Delegation indicated that the problem with the resolution was the fact that the Executive Committee was being requested to adopt what could be considered to be a political strategy, and added that it would be more practical to pursue the issue informally

and not by means of a resolution. The Guatemala Delegation stated that in its opinion, the spirit of the resolution was very important, because it referred to animal health problems, and added that concerted support was required to handle this matter with the IDB or any other financing organization.

6.38 The session was adjourned at 18:30 hours.

CLOSING SESSION

- 7.1 The Closing Session of the Eighth Regular Meeting of the Executive Committee was called to order by the Chair at 16:48 hours, August 4, 1988. After the minutes of the Fifth and Sixth Plenary Sessions were presented and the Delegation from Barbados made a slight correction in the order of business, the minutes were approved by the Committee.
- 7.2 The Chair then recognized the Technical Secretary, who advised the floor of two small omissions in the Spanish version of the Provisional Report, which was then accepted by the Committee.
- 7.3 The Rapporteur then read the motion "Signing of the Final Report of the Eighth Regular Meeting of the Executive Committee," which was duly accepted by the Committee. The signatories were Dr. Martín E. Piñeiro, Director General of IICA and Ms. Elvira Vargas Rodríguez, Chair of the meeting and member of the Delegation from Venezuela.
- 7.4 The Chair then recognized Mr. Clifton E. Maynard, Delegate from Barbados, who addressed the floor on behalf of all the participants in the meeting. Mr. Maynard began by acknowledging and accepting the challenge presented him, as spokesman for all the delegations present, in his first Executive Committee meeting. He then expressed his admiration for the Director General of IICA who, he said, carried out his office with a poise, grace and understanding rarely seen in the ranks of large international agencies. The hand of Dr. Piñeiro, Mr. Maynard said, could be recognized in a new vitality in IICA's cooperative actions in the Member States, in the excellence of the 1987 Annual Report, and especially in the progress made on the Joint Plan for Agricultural Reactivation in Latin America and the Caribbean. The Plan, said the Delegate from Barbados, was perhaps IICA's most important achievement to date. In only a matter of months, a complex, hemisphere-wide framework had been mounted, on which the sturdy edifice of a transformed, revitalized agricultural sector could be built, given the hard work, will power and technical capacity of the governments, institutions and individuals involved.

- 7.5 Mr. Maynard then went on to praise the work of all the Executive Committee support staff, whose ever-increasing professionalism and efficiency reflected the same qualities displayed by the Director General and IICA as a whole. This, he said, boded well for beneficial changes in the hemisphere's agricultural sector. Mr. Maynard concluded his remarks by thanking Dr. Reginald Pierre, Director of Operations for the Caribbean Area, for his skillful orientation of all the Caribbean delegations. In reiterating his grateful appreciation to all those involved in organizing the meeting, the Barbados Delegate declared that the success of the Eighth Regular Meeting of the Executive Committee of IICA was only a forerunner of greater things to come.
- 7.6 The Chair then recognized the Delegate from Ecuador who, after expressing sincere thanks to those involved in coordinating the meeting, spoke on behalf of the Latin American delegations by expressing their combined feelings of optimism and anguish as they contemplated the future of the Plan. Swift action was needed by IICA to transfer better technology to the really needy, the small farmers. The sobering cost of these efforts must be faced by each country. The Delegate concluded by assuring the floor that the sometimes critical observations during the course of the meeting should be taken as a sign of faith in those institutions, like IICA, that have shouldered the burden of transforming the agricultural sector in Latin America and the Caribbean.
- 7.7 The Delegate from Guatemala then remarked on the benefits of regional fora like the Executive Committee in sharing experiences and reflections. We should not waste time trying to find ways to do the impossible, the Delegate said, but instead do the possible today. The roads to follow in a new style of development will be shown to us by those who work the land themselves, and who may be unaware of what our technology and modes of cooperation can accomplish. It is a challenge we must accept.
- 7.8 The Director General then took the floor to sum up the agenda and the accomplishments of the Eighth Regular Meeting of the Executive Committee. He expressed hope that all the delegations had acquired a vision of the path IICA had chosen to take, and reminded them that their commentaries, supportive or not, were taken as mandates to the Institute from its Member States.
- 7.9 Dr. Piñeiro then highlighted three important themes discussed during the meeting:
1. The Securing of External Resources: IICA's capacity to obtain adequate funding of this kind will depend on the attitudes and actions of the Member States as regards international financial agencies and other potential donors.
 2. Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean: This principal framework for IICA's actions in the countries will be what the Member States make of it. IICA will be the hub of interaction for participants and will facilitate ongoing discussion, but only the wholehearted collaboration of all Member States will result in the successful implementation of the Plan.

3. Institutional Relations. It is patent that FAO, SELA, the UN and many other international agencies are made up in great part of IICA Member States. It is imperative that each one of the Member States exert efforts complementary to those of IICA itself in these fora; concomitantly, the Member States should define the nature of IICA's approach to other agencies.
- 7.10 The Director General concluded his discourse by thanking the Delegates from Barbados, Guatemala and Ecuador for their closing remarks. He also expressed his sincere gratitude for the capable work of the Technical Secretariat and other support staff, to all the delegations and participants for their valuable contributions, and to the Chair for effectively guiding the progress of the meeting.
- 7.11 In her closing remarks, the Chair of the Eighth Regular Meeting of the Executive Committee, Ms. Elvira Vargas Rodríguez of Venezuela, gave a succinct summation of the meeting's events that echoed many of the same themes set forth by IICA's Director General and the Delegations from Guatemala and Ecuador. The participants in the meeting shared a consensus on the nature of the problems confronting the agricultural sector in Latin America and the Caribbean, and on how the resources of IICA should be organized to address them. It only remained for the Member States to cogently define their individual priorities and to marshal their collective forces under IICA's banner so as to achieve optimum coordination among the multiple facets of the Joint Plan for Agricultural Reactivation.
- 7.12 After extending her thanks to the Director General of IICA, the Technical Secretariat and support staff, and all those who participated in the meeting, the Chair adjourned the session at 17:35 hours.

RESOLUTIONS

IICA/CE/Res.93(VIII-O/88)
1 August 1988
Original: Spanish

RESOLUTION No. 93

1987 ANNUAL REPORT

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN,

The 1987 Annual Report,

CONSIDERING,

That Article 4.f of the Rules of Procedure of the Executive Committee establishes that the Committee should analyze the annual report of the activities of the General Directorate;

That, in preparing the 1987 Annual Report, the General Directorate of the Institute took into account the recommendations approved by the Inter-American Board of Agriculture; and

That the 1987 Annual Report was studied by the Committee at its Eighth Regular Meeting and accepted as presented by the General Directorate,

RESOLVES,

1. To remit the 1987 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 1987 Annual Report.
3. To request the Director General to take into account the pertinent comments of the Executive Committee when preparing future annual reports.
4. To congratulate the Director General and the IICA Staff on the work carried out and on the calibre of the Annual Report.

IICA/CE/Res.94(VIII-O/88)
1 August 1988
Original: Spanish

RESOLUTION No. 94

FINANCIAL REPORTS OF THE INSTITUTE

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN,

Document IICA/CE/Doc.162(88), "Financial Reports of the Institute and Report of the External Auditors,"

CONSIDERING,

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

That the external auditors attested that the financial resources are well managed, in accordance with the stipulations of the Rules of Procedure 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, 1987 and the results achieved that year, and that the Institute's accounting principles are completely consistent with generally accepted accounting practices,

RESOLVES,

To recommend to the Inter-American Board of Agriculture that it approve the Document IICA/CE/Doc.162(88), "Financial Reports of the Institute and Report of the External Auditors."

IICA/CE/Res.95(VIII-O/88)
1 August 1988
Original: English

RESOLUTION No. 95

FINANCIAL STATEMENTS OF CATIE

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN:

Appendix to Document IICA/CE/Doc.162(88), "Financial Statements of CATIE,"

CONSIDERING:

That by Resolution IICA/CE/Res.35(IV-0/84), the Executive Committee instructed the Director General of IICA, beginning in 1984, to send to the Committee the Financial Statements of CATIE along with the Report of the External Auditors of IICA's Financial Statements,

RESOLVES:

To acknowledge receipt of the Financial Statements of CATIE.

IICA/CE/Res.96(VIII-0/88)
1 August 1988
Original: Spanish

RESOLUTION No. 96

REPORT ON COMPLIANCE WITH THE RESOLUTIONS OF THE
SEVENTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN,

Document IICA/CE/Doc.163(88), "Report on Compliance with the Resolutions of the Seventh Regular Meeting of the Executive Committee,"

CONSIDERING,

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

RESOLVES,

To accept Document IICA/CE/Doc.163(88), "Report on Compliance with the Resolutions of the Seventh Regular Meeting of the Executive Committee."

IICA/CE/Res.97(VIII-O/88)
1 August 1988
Original: Spanish

RESOLUTION No. 97

REPORT ON COMPLIANCE WITH THE RESOLUTIONS OF THE FOURTH
REGULAR MEETING OF THE INTER-AMERICAN BOARD OF AGRICULTURE

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN,

Document IICA/CE/Doc.164(88), "Report on Compliance with the Resolutions of the Fourth Regular Meeting of the Inter-American Board of Agriculture,"

CONSIDERING,

That upon examining the aforementioned document, it was found that the General Directorate of the Institute has complied satisfactorily with the recommendations of the Inter-American Board of Agriculture,

RESOLVES,

To accept Document IICA/CE/Doc.164(88), "Report on Compliance with the Resolutions of the Fourth Regular Meeting of the Inter-American Board of Agriculture."

IICA/CE/Res.98(VIII-0/88)
1 August 1988
Original: Spanish

RESOLUTION No. 98

REPORT ON COMPLIANCE WITH THE RECOMMENDATIONS OF THE NINTH
INTER-AMERICAN CONFERENCE OF MINISTERS OF AGRICULTURE (ICMA)

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.165(88), "Report on Compliance with the Recommendations of the Ninth Inter-American Conference of Ministers of Agriculture (ICMA),"

CONSIDERING,

That the document reflects the efforts and actions taken by the General Directorate to follow up on the recommendations of the Ninth Inter-American Conference of Ministers of Agriculture;

That the Committee recognizes that fulfillment of the recommendations requires the participation of the Member States and of financial and technical cooperation organizations,

RESOLVES,

1. To recognize the work being done by the Institute to fulfill the Mandate of Ottawa.
2. To urge the governments of the Member States, and the financial and technical cooperation organizations, to continue providing support to the Institute in this task.

IICA/CE/Res.99(VIII-0/88)

1 August 1988.

Original: English

RESOLUTION No. 99REPORT ON THE STATUS OF RESOLUTIONS APPROVED BY
THE BOARD OF DIRECTORS, THE INTER-AMERICAN BOARD OF AGRICULTURE
AND THE EXECUTIVE COMMITTEE

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.171(88) "Report on the Status of Resolutions Approved by the Board of Directors, the Inter-American Board of Agriculture, and the Executive Committee,"

CONSIDERING:

That by Resolution IICA/CE/Res.88(VII-0/87), the Executive Committee instructed the Director General to prepare a report on the resolutions contained in the inventory of current IICA resolutions to determine which, if any: (a) required further action; (b) had been fully complied with and could be deleted from the inventory thereby extinguishing any obligation on the part of the General Directorate to continue reporting on them; and (c) should be codified into the Rules of Procedure or other compilations of the Institute's rules and regulations;

That by that same Resolution, the Executive Committee recommended that the Inter-American Board of Agriculture (IABA), after reviewing the aforementioned report by the Director General, "eliminate from the inventory of current resolutions of the Board all those resolutions which are no longer pertinent,"

That by Resolution IICA/JIA/Res.132(IV-0/87), the IABA observed: "that there are resolutions which should be eliminated from the inventory of current resolutions of the Inter-American Board of Agriculture because the actions required by those resolutions have been fully completed or because they are otherwise no longer pertinent, and that there are resolutions of the Board and the Committee which have a continuing normative impact, which should be incorporated into the pertinent rules and regulations of the several organs of the Institute;"

That by the same Resolution, the IABA requested the Director General to present the report referred to in Resolution IICA/CE/Res.88(VII-0/87) to the Executive Committee at its Eighth Regular Meeting, and resolved to include that report on the agenda of the Board's Fifth Regular Meeting,

RESOLVES.

1. To recommend that the Inter-American Board of Agriculture declare that the following resolutions are no longer current and instruct the Director General to delete them from the Institute's inventory of current resolutions and to file them in the Institute's archives:

IICA/JD-602-13(1967)	IICA/JIA/Res.4(I-E/81)
IICA/JD/Res.18(40/80)	IICA/JIA/Res.5(I-E/81)
IICA/RAJD/Res.62(16/77)	IICA/JIA/Res.6(I-E/81)
IICA/RAJD/Res.81(17/78)	IICA/JIA/Res.7(I-E/81)
IICA/JD-658-28	IICA/JIA/Res.8(I-E/81)
IICA/RAJD/Res.34(14/75)	IICA/JIA/Res.9(I-E/81)
IICA/RAJD/Res.63(16/77)	IICA/JIA/Res.10(I-E/81)
IICA/RAJD/Res.94(18/79)	IICA/JIA/Res.11(I-E/81)
IICA/RAJD/Res.124(19/80)	IICA/JIA/Res.12(I-E/81)
IICA/JD-531-16rev.	IICA/JIA/Res.1(I-O/81)
IICA/JD-565-11rev.	IICA/JIA/Res.2(I-O/81)
IICA/JD-648rev.3	IICA/JIA/Res.3(I-O/81)
IICA/JD-634-14	IICA/JIA/Res.4(I-O/81)
IICA/JD-634-16	IICA/JIA/Res.5(I-O/81)
IICA/JD-658-15	IICA/JIA/Res.6(I-O/81)
IICA/JD-658-13	IICA/JIA/Res.8(I-O/81)
IICA/JD-740-16	IICA/JIA/Res.9(I-O/81)
IICA/JD-810-72-13	IICA/JIA/Res.10(I-O/81)
IICA/RAJD/Res.1(12/73)	IICA/JIA/Res.11(I-O/81)
IICA/RAJD/Res.4(12/73)	IICA/JIA/Res.12(I-O/81)
IICA/RAJD/Res.13(27/78)	IICA/JIA/Res.14(I-O/81)
IICA/RAJD/Res.69(17/78)	IICA/JIA/Res.15(I-O/81)
IICA/RAJD/Res.115(19/80)	IICA/JIA/Res.16(I-O/81)
IICA/RAJD/Res.20(13/74)	IICA/JIA/Res.17(I-O/81)
IICA/RAJD/Res.26(14/75)	IICA/JIA/Res.18(I-O/81)
IICA/RAJD/Res.43(15/76)	IICA/JIA/Res.19(I-O/81)
IICA/RAJD/Res.119(19/80)	IICA/JIA/Res.20(I-O/81)
IICA/RAJD/Res.28(14/75)	IICA/JIA/Res.21(I-O/81)
IICA/RAJD/Res.82(17/78)	IICA/JIA/Res.23(I-O/81)
IICA/RAJD/Res.107(18/79)	IICA/JIA/Res.24(I-O/81)
IICA/RAJD/Res.102(18/79)	IICA/JIA/Res.14(II-E/82)
IICA/JD-137rev.	IICA/JIA/Res.15(II-E/82)
IICA/JD-682	IICA/JIA/Res.16(II-E/82)
IICA/JD-698rev.2	IICA/JIA/Res.17(II-E/82)
IICA/JD-Res.14(28/78)	IICA/JIA/Res.18(II-E/82)
IICA/JD-565-12rev.	IICA/JIA/Res.19(II-E/82)
IICA/JD-810/72-25	IICA/JIA/Res.20(II-E/82)
IICA/RAJD/Res.10(12/73)	IICA/JIA/Res.21(II-E/82)
IICA/RAJD/Res.93(18/79)	IICA/JIA/Res.22(II-E/82)
IICA/RAJD/Res.3(12/73)	IICA/JIA/Res.23(II-E/82)
IICA/JD/Res.730-5rev.3	IICA/JIA/Res.25(II-E/82)
IICA/JD/810-72-17	IICA/JIA/Res.26(II-E/82)
IICA/JD-810-72-28	IICA/JIA/Res.27(II-E/82)
IICA/RAJD/Res.121(19/80)	IICA/JIA/Res.28(II-E/82)
IICA/JIA/Res.1(I-E/81)	IICA/JIA/Res.29(II-E/82)
IICA/JIA/Res.3(I-E/81)	IICA/JIA/Res.30(II-E/82)

IICA/JIA/Res. 31(II-E/82)
 IICA/JIA/Res. 32(II-E/82)
 IICA/JIA/Res. 33(II-E/82)
 IICA/JIA/Res. 34(II-E/82)
 IICA/JIA/Res. 25(II-O/83)
 IICA/JIA/Res. 26(II-O/83)
 IICA/JIA/Res. 27(II-O/83)
 IICA/JIA/Res. 28(II-O/83)
 IICA/JIA/Res. 30(II-O/83)
 IICA/JIA/Res. 31(II-O/83)
 IICA/JIA/Res. 32(II-O/83)
 IICA/JIA/Res. 33(II-O/83)
 IICA/JIA/Res. 34(II-O/83)
 IICA/JIA/Res. 35(II-O/83)
 IICA/JIA/Res. 36(II-O/83)
 IICA/JIA/Res. 37(II-O/83)
 IICA/JIA/Res. 38(II-O/83)
 IICA/JIA/Res. 39(II-O/83)
 IICA/JIA/Res. 40(II-O/83)
 IICA/JIA/Res. 41(II-O/83)
 IICA/JIA/Res. 42(II-O/83)
 IICA/JIA/Res. 43(II-O/83)
 IICA/JIA/Res. 44(II-O/83)
 IICA/JIA/Res. 45(II-O/83)
 IICA/JIA/Res. 46(II-O/83)
 IICA/JIA/Res. 47(II-O/83)
 IICA/JIA/Res. 48(II-O/83)
 IICA/JIA/Res. 49(II-O/83)
 IICA/JIA/Res. 50(II-O/83)
 IICA/JIA/Res. 51(II-O/83)
 IICA/JIA/Res. 53(II-O/83)
 IICA/JIA/Res. 54(II-O/83)
 IICA/JIA/Res. 55(II-O/83)
 IICA/JIA/Res. 56(II-O/83)
 IICA/JIA/Res. 57(II-O/83)
 IICA/JIA/Res. 58(II-O/83)
 IICA/JIA/Res. 59(II-O/83)
 IICA/JIA/Res. 60(II-O/83)
 IICA/JIA/Res. 61(III-O/85)
 IICA/JIA/Res. 63(III-O/85)
 IICA/JIA/Res. 64(III-O/85)
 IICA/JIA/Res. 65(III-O/85)
 IICA/JIA/Res. 66(III-O/85)
 IICA/JIA/Res. 68(III-O/85)
 IICA/JIA/Res. 69(III-O/85)

IICA/JIA/Res. 70(III-O/85)
 IICA/JIA/Res. 71(III-O/85)
 IICA/JIA/Res. 72(III-O/85)
 IICA/JIA/Res. 73(III-O/85)
 IICA/JIA/Res. 74(III-O/85)
 IICA/JIA/Res. 75(III-O/85)
 IICA/JIA/Res. 78(III-O/85)
 IICA/JIA/Res. 80(III-O/85)
 IICA/JIA/Res. 81(III-O/85)
 IICA/JIA/Res. 82(III-O/85)
 IICA/JIA/Res. 83(III-O/85)
 IICA/JIA/Res. 84(III-O/85)
 IICA/JIA/Res. 85(III-O/85)
 IICA/JIA/Res. 86(III-O/85)
 IICA/JIA/Res. 87(III-O/85)
 IICA/JIA/Res. 88(III-O/85)
 IICA/JIA/Res. 89(III-O/85)
 IICA/JIA/Res. 90(III-O/85)
 IICA/JIA/Res. 91(III-O/85)
 IICA/JIA/Res. 92(III-O/85)
 IICA/JIA/Res. 93(III-O/85)
 IICA/JIA/Res. 94(III-O/85)
 IICA/JIA/Res. 95(III-O/85)
 IICA/JIA/Res. 96(III-O/85)
 IICA/JIA/Res. 97(III-O/85)
 IICA/JIA/Res. 98(III-O/85)
 IICA/JIA/Res. 101(III-O/85)
 IICA/JIA/Res. 102(III-O/85)
 IICA/JIA/Res. 104(III-E/86)
 IICA/JIA/Res. 105(III-E/86)
 IICA/JIA/Res. 106(III-E/86)
 IICA/JIA/Res. 107(III-E/86)
 IICA/JIA/Res. 108(III-E/86)
 IICA/JIA/Res. 109(III-E/86)
 IICA/JIA/Res. 110(III-E/86)
 IICA/JIA/Res. 111(III-E/86)
 IICA/JIA/Res. 112(III-E/86)
 IICA/JIA/Res. 113(III-E/86)
 IICA/JIA/Res. 115(III-E/86)
 IICA/JIA/Res. 116(III-E/86)
 IICA/JIA/Res. 117(III-E/86)
 IICA/JIA/Res. 118(III-E/86)
 IICA/JIA/Res. 119(III-E/86)
 IICA/JIA/Res. 120(III-E/86).

2. To declare that the following Executive Committee resolutions are no longer current and to instruct the Director General to delete them from the Institute's inventory of current resolutions and file them in the Institute's archives:

IICA/CE/Res.1(I-O/81)	IICA/CE/Res.39(V-O/85)
IICA/CE/Res.2(II-O/82)	IICA/CE/Res.40(V-O/85)
IICA/CE/Res.3(II-O/82)	IICA/CE/Res.41(V-O/85)
IICA/CE/Res.4(II-O/82)	IICA/CE/Res.42(V-O/85)
IICA/CE/Res.5(II-O/82)	IICA/CE/Res.43(V-O/85)
IICA/CE/Res.6(III-O/83)	IICA/CE/Res.44(V-O/85)
IICA/CE/Res.7(III-O/83)	IICA/CE/Res.45(V-O/85)
IICA/CE/Res.8(III-O/83)	IICA/CE/Res.46(V-O/85)
IICA/CE/Res.9(III-O/83)	IICA/CE/Res.47(V-O/85)
IICA/CE/Res.10(III-O/83)	IICA/CE/Res.48(V-O/85)
IICA/CE/Res.11(III-O/83)	IICA/CE/Res.49(V-O/85)
IICA/CE/Res.12(III-O/83)	IICA/CE/Res.50(V-O/85)
IICA/CE/Res.13(III-O/83)	IICA/CE/Res.52(V-O/85)
IICA/CE/Res.14(III-O/83)	IICA/CE/Res.53(VI-O/86)
IICA/CE/Res.15(III-O/83)	IICA/CE/Res.54(VI-O/86)
IICA/CE/Res.17(IV-O/84)	IICA/CE/Res.55(VI-O/86)
IICA/CE/Res.18(IV-O/84)	IICA/CE/Res.56(VI-O/86)
IICA/CE/Res.19(IV-O/84)	IICA/CE/Res.57(VI-O/86)
IICA/CE/Res.20(IV-O/84)	IICA/CE/Res.58(VI-O/86)
IICA/CE/Res.21(IV-O/84)	IICA/CE/Res.59(VI-O/86)
IICA/CE/Res.22(IV-O/84)	IICA/CE/Res.60(VI-O/86)
IICA/CE/Res.24(IV-O/84)	IICA/CE/Res.61(VI-O/86)
IICA/CE/Res.25(IV-O/84)	IICA/CE/Res.62(VI-O/86)
IICA/CE/Res.26(IV-O/84)	IICA/CE/Res.63(VI-O/86)
IICA/CE/Res.27(IV-O/84)	IICA/CE/Res.64(VI-O/86)
IICA/CE/Res.28(IV-O/84)	IICA/CE/Res.65(VI-O/86)
IICA/CE/Res.29(IV-O/84)	IICA/CE/Res.66(VI-O/86)
IICA/CE/Res.31(IV-O/84)	IICA/CE/Res.67(VI-O/86)
IICA/CE/Res.32(IV-O/84)	IICA/CE/Res.68(VI-O/86)
IICA/CE/Res.33(IV-O/84)	IICA/CE/Res.69(VI-O/86)
IICA/CE/Res.36(IV-O/84)	IICA/CE/Res.70(VI-O/86)
IICA/CE/Res.37(IV-O/84)	IICA/CE/Res.71(VI-O/86).
IICA/CE/Res.38(V-O/85)	

3. To instruct the Director General to prepare for the Executive Committee's consideration at its Ninth Regular Meeting, a proposal for codifying into the Rules of Procedure and other compilations of the rules and regulations of the several organs of IICA, those normative provisions of a continuing and regulatory nature contained in the current resolutions listed below:

IICA/JD-652.rev.2
 IICA/JD-658-7
 IICA/JD-673.rev.3
 IICA/JD/Res.7(9/74)

IICA/JIA/Res.2(I-E/81)
 IICA/JIA/Res.7(I-0/81)
 IICA/JIA/Res.62(III-0/85)
 IICA/CE/Res.16(IV-0/84)

4. To request that the Director General update the study of the current resolutions of the Institute for all future regular meetings of the Executive Committee to assist the Committee in: 1) determining which of the resolutions should be deleted from the inventory of current resolutions, and 2) recommending to the IABA which of the resolutions should be deleted or codified within the Rules of Procedure or other compilations of the rules and regulations of the Institute's several organs. The updated studies need not include or otherwise make reference to resolutions already deleted from the list of current resolutions or codified by prior decision of the competent political organs of the Institute.

IICA/CE/Res.100(VIII-0/88)
3 August 1988
Original: Spanish

RESOLUTION No. 100

REPORT OF THE DIRECTOR GENERAL ON IICA'S PROGRAMS

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.166(88), "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 II: "Technology Generation and Transfer;"

That the remarks made by the Director General supplement the information contained in the aforementioned document,

RESOLVES:

1. To accept with satisfaction Document IICA/CE/Doc.166(88), "Report of the Director General on IICA's Programs," and thank the Director General for his remarks.
2. To accept the recommendation of the Director of Program I, with regard to setting up multidisciplinary teams, of regional specialists to prepare the basic documents on policy analysis for these regions.
3. To request the Director General of IICA take the necessary steps to obtain financing on equal terms for countries participating in regional programs (such as PROCACAO). To this end, arrangements may be made with different agencies.

IICA/CE/Res.101(VIII-O/88)
2 August 1988
Original: Spanish

RESOLUTION No. 101

SECURING OF EXTERNAL RESOURCES

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.167(88), "Report of the Director General on the Securing of External Resources,"

CONSIDERING:

That the document presented by the Director General informs the Executive Committee of the action strategy developed by the Institute to obtain external resources, within the framework of the 1987-1991 Medium Term Plan;

That the Committee recognizes the efforts of the IICA General Directorate to obtain resources that allow it to complement and increase its actions, financed with external resources,

RESOLVES:

1. To accept with satisfaction Document IICA/CE/Doc.167(88), "Report of the Director General on the Securing of External Resources," and the remarks by the Director General.
2. To thank donor countries and organizations for their trust in IICA and to request that they provide ongoing support, given that at IICA, external resources represent a real benefit to the Member States.
3. To request that the Member States support IICA's efforts to secure external resources, with the aim of strengthening the action of the Institute in those States.

IICA/CE/Res.102(VIII-0/88)
3 August 1988
Original: Spanish

RESOLUTION No. 102

PLAN FOR REACTIVATING AGRICULTURE

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN,

Document IICA/CE/Doc.168(88), "Progress Report of the Director General on the Plan for Reactivating Agriculture,"

CONSIDERING,

That the Inter-American Board of Agriculture, at its Fourth Regular Meeting (Resolution IICA/JIA/Res.122(IV-0/87)), requested the Director General to initiate the necessary actions to provide adequate response and follow up to the recommendations of the Ninth Inter-American Conference of Ministers of Agriculture;

That Recommendation No. X of the Ninth IOMA entrusts IICA to prepare, in collaboration with the Member States, other organizations of the interAmerican system and other specialized organizations, a "strategic plan of joint action in support of agricultural revitalization and economic development in Latin America and the Caribbean;"

That the draft of the Plan is to be presented for consideration by the Eighth Regular Meeting of the Executive Committee,

RESOLVES,

1. To express its satisfaction with the work initiated by the Institute.
2. To recognize the intense process of consultation carried out by the Institute in preparation of the draft of the Plan and indicate the advisability of continuing with this approach in subsequent phases, as provided for in the aforementioned draft.
3. To thank the governments of the Member States, the members of the International Advisory Commission and of the financial and technical cooperation organizations for offering their support and interest to the Institute in preparing the draft of the Plan; and to urge them to continue with these efforts throughout the course of the Plan's preparation.

4. To approve the guidelines contained in the Document IICA/CE/Doc. 168(88), "Progress Report of the Director General on the Plan for Reactivating Agriculture," which fulfills Resolution IICA/JIA/Res. 122(IV-0/87), clause q., concerning preparation of the draft of the Plan.
5. To request that the Director General present a report on the final contents of the Plan of Action, during the first part of the Ninth Regular Meeting of the Executive Committee, to be held in 1989; the report should also be presented to the Fifth Regular Meeting of the IABA, which will take place in Brazil in October 1989.

IICA/CE/Res.103(VIII-0/88)
3 August 1988
Original: Spanish

RESOLUTION No. 103

PLAN FOR REACTIVATING AGRICULTURE

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN,

Document IICA/CE/Doc.168(88) "Progress Report of the Director General on the Plan for Reactivating Agriculture,"

CONSIDERING,

That the process to formulate the Plan of Reactivation for Agriculture has progressed satisfactorily,

That IICA presented the document "Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean. Guidelines for Preparation",

That based on the needs of the CORECA countries, IICA prepared a document on a joint strategy of action for agricultural reactivation in the countries of the Central American isthmus and the Dominican Republic, focusing on ideas for discussion, which was presented to the CORECA Council of Ministers, and which constitutes the first subregional document that has been drafted,

That an important role has been assigned to subregional mechanisms and international organizations in the process to formulate the Plan,

RESOLVES,

1. To request that the Director General take steps to involve the other international cooperation agencies in formulating the Plan for Agricultural Reactivation.
2. To emphasize the importance of subregional forums for coordinating joint actions and recommend that the Director General take additional steps to involve them.

IICA/CE/Res.104(VIII-0/88)
3 August 1988
Original: Spanish

RESOLUTION No. 104

REQUEST TO THE CHAIRPERSON OF THE
FOURTH REGULAR MEETING OF THE IABA FOR
FURTHER SUPPORT OF THE PLAN OF REACTIVATION

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

CONSIDERING,

That the Inter-American Board of Agriculture instructed IICA, as a specialized organization of the inter-American system, to prepare the Strategic Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean,

That during the Eighth Regular Meeting of the Executive Committee, member countries were informed of the progress made in preparing the Plan of Reactivation,

That the efforts involved in the design and implementation of the Plan must be continued and increased;

That the Chairman of the Fourth Regular Meeting of the Inter-American Board of Agriculture and the Ninth Inter-American Conference of Ministers of Agriculture, the Honorable Mr. John Wise, Minister of Agriculture of Canada, has taken a number of initiatives to bring to the attention of the international community the Ottawa Declaration and the related recommendations and resolutions.

RESOLVES,

1. To express to the Chairman of the Fourth Regular Meeting of the Inter-American Board of Agriculture and the Ninth Inter-American Conference of Ministers of Agriculture the appreciation of the Executive Committee for his actions already taken to facilitate the implementation of the Plan.
2. To kindly request the Chairman of the Fourth Regular Meeting of the Inter-American Board of Agriculture to further promote the objectives of the Plan of Reactivation by seeking support for the Plan from international organizations and other funding sources.

IICA/CE/Res.105(VIII-O/88)
3 August 1988
Original: Spanish

RESOLUTION No. 105

AMENDMENTS TO THE RULES OF PROCEDURE OF THE INTER-AMERICAN
BOARD OF AGRICULTURE AND THE EXECUTIVE COMMITTEE

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN,

Document IICA/CE/Doc.169(88), "Proposed Amendments to the Rules of Procedure of the Inter-American Board of Agriculture and the Executive Committee,"

CONSIDERING,

That Article 4.s of the Rules of Procedure of the Executive Committee establishes that the Committee may propose to the Board any amendments to the Institute's norms and regulations that it considers necessary,

RESOLVES,

To recommend to the Inter-American Board of Agriculture that it approve the amendments to the Rules of Procedure of the Inter-American Board of Agriculture and of the Executive Committee, as follows,

RULES OF PROCEDURE OF THE INTER-AMERICAN
BOARD OF AGRICULTURE

(Proposed Amendments)

CHAPTER I

THE INTER-AMERICAN BOARD OF AGRICULTURE

Article 3 h. To approve the annual reports on the Institute's activities and financial statements¹ for the preceding biennium, after reviewing the reports of the Committee and the reports of the external auditors.

Article 5. Delete.

CHAPTER II

PARTICIPANTS

Article 7. The representatives of each Member State shall be accredited by their respective governments, by means of a written communication addressed to the Director General of the Institute granting them full powers to participate in the decisions on subjects included in the agenda of the meetings of the Board. Such accreditation shall be made through credentials presented by, or on behalf of, the Chief of State, the Head of Government, the Minister of Foreign Relations or an authorized Minister, through written communication.

Article 8. Delete.

Article 15. During the meetings of the Board, the duly accredited members of the delegations of the Member States, the Director General and the persons required by the Director General to attend the meeting on behalf of the Institute shall enjoy the privileges and immunities to which their positions entitle them and that are necessary for them to discharge their duties independently, pursuant to the agreement signed by the Institute with the government of the Member State where the meeting is held, and the provisions contained in international agreements and in accordance with general principles of international law and custom.²

1/ Article 20.d, Convention.

2/ Articles 27 and 28, Convention.

CHAPTER III

MEETINGS

Article 16. The Board shall hold one regular meeting every two years, preferably in the second half of the second year of the Institute's biennium. At each regular meeting of the Board, a tentative date and place for the next meeting shall be determined, in accordance with written offers addressed by the governments of the Member States to the Director General.

CHAPTER IV

AGENDA

Article 22. The provisional agenda for each regular meeting of the Board shall be prepared by the Director General, taking into account decisions made at previous meetings, recommendations of the General Assembly and of the Councils of the Organization of American States and proposals from the Member States. This provisional agenda shall be sent, together with the call to the meeting, to the governments and other participants. The necessary background documentation shall be sent, by the most expeditious way possible, at least 45 days prior to the opening date of the meeting.

Article 24. Proposals for inclusion of an item on the provisional or final agenda must include a working document that will provide a basis for the discussion. The Secretariat of the meeting shall be responsible for receiving, translating and reproducing these documents, as well as for distributing them in the meeting room.

Article 27. The Chairperson of the Executive Committee immediately preceding a meeting of the Board, or if he/she is not available, a duly accredited representative from the Member State which he/she represented at that time shall represent the Committee at that Board meeting and submit a report on the activities carried out by the Committee, particularly with reference to the program budget, since the last meeting of the Board.

Article 28. The Director General shall prepare the provisional agenda for each special meeting of the Board and send it to the Member States and other participants, along with the necessary background documentation, at least 30 days prior to the opening date set for the meeting.

CHAPTER V

OFFICERS

Article 31. The officers of the meeting of the Board shall be the Chairperson, the Rapporteur, and the Director General of the Institute.

Article 31.A. The Chairperson of the previous meeting of the Board, or if he/she is unavailable, a duly accredited representative from the Member State which he/she represented at the time shall preside over the meeting until such time as the Board elects a new Chairperson.

Article 32.A. At each meeting of the Board, order of precedence shall be determined beginning with the name of the Member State whose representative has been elected Chairperson. To this end, the alphabetical order of the names of the Member States in Spanish shall be followed.

Article 36. The Rapporteur shall be elected at the first plenary session of the meeting, from among the representatives of the Member States, and shall not be of the same nationality as the Chairperson. The Rapporteur shall be responsible for presenting the Final Report of the Meeting, and if the Board deems advisable, shall have the duty of reading out in the plenary sessions the proposed motions, resolutions, minutes, and Final Report of the Meeting.

CHAPTER VI

SESSIONS

Article 43. Eliminate section g.

Article 43.A. The agreements reached at the preparatory session shall be formally endorsed at the first plenary session of the meeting.

CHAPTER VII

COMMITTEES

Article 43.B. At its plenary session, the Board shall be empowered to:

- a. Establish any committees it may deem necessary and assign agenda items to them;
- b. Coordinate the work of the committees, examine their progress and make pertinent recommendations.

Article 46. The Style Committee shall be made up of four Member States each representing one of the four languages of the Institute. The Style Committee shall be responsible for solving stylistic problems that may arise in connection with draft resolutions or the minutes of the meeting. Should it find that a document has stylistic defects that it cannot correct, it shall raise the matter at the following plenary session.

Article 47. All Member States may sit on committees. However, for the purposes of reaching a quorum, only those delegations formally registered on the committee concerned, or, in the case of the Style and Credentials Committees only those who have been appointed thereto, shall be counted.

CHAPTER VIII

PROCEDURES AND DISCUSSIONS

Article 64. The working documents of the Board shall be distributed in both Spanish and English and may be distributed in the other official languages of the Institute. Resolutions, recommendations, agreements, minutes and reports of the Board must be distributed in the four official languages.

Article 64.A. Discussions at the meeting of the Board shall be conducted in the four official languages of the Institute, and simultaneous interpretation shall be provided in those languages.

Article 65. The procedural rules contained in this chapter shall apply both to plenary sessions and to the sessions of the committees and the working groups. However, the committees and working groups may use a single language, providing their members are in agreement.

CHAPTER IX

VOTING

Article 67.A. Quotas are considered to fall due on the first day of each fiscal year.

Article 70. Regular voting shall be conducted by show of hands. When a representative requests a roll-call vote, voting shall be conducted in order of precedence. The vote of each representation taking part in a roll-call vote shall be recorded in the minutes of the session.

CHAPTER X

VOTING BY CORRESPONDENCE

Article 82. The Director General may resort to the procedure of voting by correspondence to decide on matters of urgent concern to the Institute. Prior to commencing the procedure set out in Article 83 below, the Director General must first consult with the Members of the Executive Committee. He may proceed to request a vote on the matters at issue only once two-thirds of the Members of the Executive Committee have expressly agreed that the procedure be initiated.

Article 83. The Director General shall transmit to the Member States, by the most expeditious means possible, information concerning the subject of the consultation, together with a pertinent proposal. At the same time, he/she shall request the vote of the Member States and shall inform them of the deadline for the receipt of votes. When the deadline has expired, the Director General shall count the votes, certify the results and report to the Member States. Decisions taken by means of a vote by correspondence shall be governed by Article 12 of the Convention.

CHAPTER XI

MINUTES AND FINAL REPORT

Article 85. The Final Report shall contain all the resolutions passed by the Board, as well as the Minutes and the appendices. The Chairperson of the Board and the ex-officio Secretary shall sign the approved Final Report.

Article 86. The originals of the Final Report shall be kept in the archives of the General Directorate, which shall publish and distribute, as soon as possible, the official version of the Final Report of each meeting.

CHAPTER XII

THE SECRETARIAT

Article 89. The General Directorate of the Institute shall serve as the Secretariat of the Board and of its committees and working groups. In this capacity, it shall be responsible for organizing the meeting; providing such advisory services as may be required, receiving, translating and distributing the documents, reports and resolutions of the meeting, its committees and working groups; preparing the minutes of the discussions and carrying out any other task that may be entrusted to it by the meeting, its committees and working groups.

CHAPTER XVI

AMENDMENT OF THE RULES OF PROCEDURE

Article 112. Amendments to these Rules of Procedure shall enter into force on a date specified by Resolution of the Board, or if no date is so specified, on the date they are approved by the Board.

Article 113. The Director General may correct typographical errors in these rules of procedure and may arrange for translation of these Rules from the language of the original text to the others official languages of the Institute.

CHAPTER XVII

INTERPRETATION

Article 114. For purposes of interpretation of these Rules the language of origin shall govern.

RULES OF PROCEDURE OF THE EXECUTIVE COMMITTEE

(Proposed Amendments)

CHAPTER I

EXECUTIVE COMMITTEE

Article 3.

1. To review the reports of the General Directorate of extra-quota contracts with national and international agencies, exceeding the amount of US\$500,000, in which the Institute will be providing staff services, including corresponding indirect administrative and technical costs.

CHAPTER II

PARTICIPANTS

Article 5. The Committee shall be composed of twelve Member States of the Institute, elected for a two year term, according to the principles of partial rotation and equitable geographic distribution, in accordance with the Procedures established by the Board. A Member State that has completed its term may not sit on the Committee again until a period of two years has elapsed.¹ The two-year period shall be reckoned from the January 1 of the year following the appointment of the State as a member of the Committee until December 31 of the following year.

Article 7. The representatives of the Member States on the Committee shall be accredited by their respective governments, through a communication addressed to the Director General, authorizing them to participate in decisions included on the agenda of the meeting of the Committee. Such accreditation shall be made through credentials presented by, or on behalf of, the Chief of State, Head of Government, the Minister of Foreign Relations or the authorized Minister, in written form.

Article 10. Delete.

Article 16. Delete second and third paragraphs.

Article 17. The public and private entities with which the Institute maintains institutional relations may also attend meetings of the Committee, as observers, if they express in writing their interest in attending, or whenever the Director General deems it advisable for them to attend.

1. Article 13, Convention.

Article 17.A. Forty-five days before the call to the meeting is issued, the Director General shall consult the Member States, sending the list of the observers to be invited. If no objections are received before the deadline for calling the meeting, the Director General shall be authorized to extend the corresponding invitations.

Article 17.B. The observers referred to in Articles 16 and 17 may address the meeting of the Committee or of its committees when invited to do so by the respective Chairperson, if no objections are expressed by the members of the Committee.

Article 18. During the meeting of the Committee the duly accredited members of the delegations of the Member States, the Director General and the persons required by the Director General to attend the meeting on behalf of the Institute shall enjoy the privileges and immunities to which their position entitles them and that are necessary for them to discharge their duties independently, pursuant to the agreements signed by the Institute with the government of the host country of the meetings.¹

CHAPTER III

MEETINGS

Article 19. The Committee shall hold one regular annual meeting.² If desired, it may also hold special meetings during the year. In both cases, the meetings shall generally take place at the Institute Headquarters. If it deems necessary, the Committee may also meet immediately prior to the regular meeting of the Board, in the same location as the Board meeting.

Article 20. Governments of Member States interested in hosting a meeting shall so inform the Director General in writing, before the expiration of the deadline set by the Committee for presentation of offers.

Article 21. The Committee shall examine the offers to host a meeting in accordance with the principle of rotation and geographic distribution.

1. Article 27, Convention.
2. Article 15, Convention.

Article 22. If no site is offered in accordance with Article 20, or in the event the regular meeting cannot be held at the place chosen, the Committee shall meet at the Central Office of the Institute. However, if one or more of the governments of the Member States should in due course offer a site in its territory, the Committee may decide, by a majority vote of its members in session or by correspondence, that the regular meeting shall be held at one of the sites offered.

CHAPTER IV

AGENDA

Article 28. Proposals for inclusion of an item on the provisional or final agenda must include a working document that will provide a basis for the discussion. The Secretary of the meeting shall be responsible for receiving, translating and reproducing these documents, as well as for distributing them at the meeting.

CHAPTER V

OFFICERS

Article 34. The officers of the meeting of the Committee shall be the Chairperson, the Rapporteur and the Director General.

Article 34.A. The Chairperson of the previous Executive Committee meeting, or if he/she is not available, a duly accredited representative from the Member State which he/she represented at that time shall preside over the meeting until such time at the Committee elects a new Chairperson.

Article 36.A. At each Committee meeting, the order of precedence shall be determined beginning with the name of the Member State whose representative has been elected Chairperson. This will be done according to the alphabetical order of the names in Spanish of the Member States.

Article 38. The Chairperson shall have the following duties:

- a. To set the order of business for the plenary sessions, in agreement with the Secretariat;
- b. To chair the sessions and submit matters appearing on the order of business to the Committee for consideration;
- c. To recognize speakers in the order in which they ask for the floor;

- d. To call to order any representative who fails to speak to the point under discussion;
- e. To decide on points of order that may arise in the discussions;
- f. To put to a vote those points under discussion that require a decision, and to announce the results;
- g. To set up the committees of the meeting of the Committee;
- h. To enforce the provisions of these Rules of Procedure and propose such other measures as he/she may deem proper for better dispatch of the work.

Article 38.A. The Chairperson of the Executive Committee immediately preceding a meeting of the Board, or if he/she is not available, a duly accredited representative from the Member State which he/she represented at that time shall represent the Committee at that Board Meeting and submit a report on the activities carried out by the Committee, particularly with reference to the program budget, since the last meeting of the Board.

Article 39. The Rapporteur shall also be elected at the first plenary session of the meeting from among the Member States that are Members of the Committee, the Rapporteur shall be responsible for presenting the Final Report of the Meeting, and if the Committee deems it advisable, shall have the duty of reading out in the plenary sessions the proposed motions, resolutions, minutes, and the Final Report of the Meeting.

Article 40. The Director General, in addition to serving as an Officer of the Meeting in his/her capacity as Director General, shall be ex-officio Secretary of the Committee and shall be responsible for the minutes of its meetings and for preparing and submitting draft resolutions resulting from the Committee's deliberations.

CHAPTER VI

SESSIONS

Article 47. Eliminate paragraph g.

CHAPTER VII

COMMITTEES

Article 50. The Credentials Committee shall consist of four of the Member States who are members of the Committee, designated at the first plenary session. Its duty shall be to examine the representatives' credentials and submit a report to the Committee, before voting is begun.

Article 51. The Style Committee shall be composed of up to four Member States who are members of the Committee designated at the first plenary session, to represent each of the four official languages of the Institute.

Article 51.A. The Style Committee, at the Committee's request, shall be responsible for solving stylistic problems that may arise in the draft resolutions or minutes of the meeting. If it finds that a document has stylistic defects that it can not correct, the Style Committee shall raise the question at the following plenary session.

Article 53. All the Member States that attend the meeting of the Committee may sit on the committees. However, for the purposes of reaching a quorum, only those Member States that are formally registered in the committee concerned, or, in the case of the Credentials and Style Committees, those who have been appointed thereto shall be counted.

CHAPTER VIII

PROCEDURES AND DISCUSSIONS

Article 70. The working documents of the Committee shall be distributed in both Spanish and English and may be distributed in the other official languages of the Institute. The resolutions, recommendations, agreements, minutes and reports of the Committee must be distributed in the official languages of the countries which are members of the Committee. In transcriptions of discussions at meetings held at the Institute Headquarters, statements of participants shall be reproduced in the language in which they were made. The Final Report of the meeting shall subsequently be published in the four official languages.

Article 70.A. Discussions shall be held in the official languages of the Member States who make up the Committee and simultaneous interpretation shall be provided in those languages.

Article 71. The procedural rules contained in this chapter shall apply both to plenary sessions and to the meetings of the committees and working groups. However, the committees and working groups may use only one language, provided that their members are in agreement on this.

CHAPTER IX

VOTING

Article 73.A. Quotas are deemed to fall due on the first day of each fiscal year.

CHAPTER X

VOTING BY CORRESPONDENCE

Article 89. The Director General shall transmit to the Member States belonging to the Committee, by the most rapid means possible, information concerning the subject of the consultation, together with a pertinent proposal. At the same time, he/she shall request the vote of the Member States and shall inform them of the deadline for the receipt of votes. When the deadline has expired, the Director General shall count the votes, certify the results and report to the Member States belonging to the Committee. Decisions taken by means of a vote by correspondence shall always require the affirmative vote of two thirds of the Member States that are members of the Committee.

CHAPTER XI

MINUTES AND FINAL REPORT

Article 90. Minutes shall be kept of the plenary sessions and of the meetings of the committees. They shall be prepared by the Technical Secretary.

Article 91. The Final Report shall contain all the resolutions adopted by the Committee, the minutes and the appendices. The Chairperson of the Committee and the ex-officio Secretary shall sign the approved Final Report.

Article 92. The originals of the Final Report shall be kept in the archives of the Institute, which shall publish and distribute the official version of the Final Report of each meeting as soon as possible.

CHAPTER XII

THE SECRETARIAT

Article 95. The General Directorate of the Institute shall serve as Secretariat of the Committee, as well as of its committees and working groups. In that capacity, it shall be responsible for organizing meetings, providing such advisory services as may be required, receiving, translating and distributing documents, reports, and resolutions of the meeting, its committees and working groups, preparing the minutes of the discussions, and performing such other tasks as may be entrusted to it by the meeting, its commissions and working groups.

CHAPTER XIII

AMENDMENT OF THE RULES OF PROCEDURE

Article 97. Amendments to these Rules of Procedure shall enter into force on a date specified by Resolution of the Board, or if no date is so specified, on the day they are approved by the Board.

Article 98. The Director General may correct typographical errors in these Rules of Procedure and may arrange for the translation of these Rules from the original text to the other official languages of the Institute.

CHAPTER XIV

INTERPRETATION

Article 99. For purposes of interpretation of these Rules, the language of origin shall govern.

IICA/CE/Res.106(VIII-0/88)
1 August 1988
Original: Spanish

RESOLUTION No. 106

ACTIONS TO EVALUATE IICA TECHNICAL COOPERATION

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN,

Document IICA/CE/Doc.170(88) "Report of the Director General on the Actions to Evaluate IICA Technical Cooperation,"

CONSIDERING,

That Article 4.c of the Rules of Procedure of the Executive Committee establishes that it shall be authorized to "assist the Board in monitoring execution of the financial, administrative and technical policies and provisions of the Institute and, subject to the approval of the Board, to take decisions that will facilitate execution of the programs approved for the current fiscal year,"

That the General Directorate of the Institute, in keeping with the aforementioned Article 4.c, has presented a report on the evaluation system for IICA technical cooperation actions,

RESOLVES,

To accept Document IICA/CE/Doc.170(88) "Report of the Director General on the Actions to Evaluate IICA Technical Cooperation."

IICA/CE/Res.107(VIII-O/88)
3 August 1988
Original: Spanish

RESOLUTION No. 107

REGIONAL COOPERATION AND TECHNOLOGICAL EXCHANGE

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

CONSIDERING,

That IICA, as a specialized technical organization, has identified the need for cooperative actions and technological exchange in the area of animal health at the subregional level in the countries of the Central Area,

That on the basis of this need, IICA drafted a proposal for the countries, which they presented to the IDB through Mexico, Honduras and Costa Rica,

That the IDB has indicated to the countries that it is not interested in contributing to the implementation of the aforementioned proposal,

RESOLVES.

To request that the Director General help formulate a proposal that is consistent both with the needs of the countries and the guidelines of the Bank.

IICA/CE/Res.108(VIII-0/88)
3 August 1988
Original: Spanish

RESOLUTION No. 108

THE PROGRAM BUDGET AND ITS EXECUTION

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

HAVING SEEN:

The 1987 Annual Report and Document IICA/CE/Doc.162(88) "Financial Reports of IICA and CATIE and Report of the External Auditors,"

CONSIDERING:

That the current administration of IICA has made important progress in the management of accounting and administration at the Institute;

That actions contributing to a long-lasting and stable administration must be strengthened;

That it is the policy of the Director General to work steadily to improve IICA activities and make them clearer,

RESOLVES:

To request that the Director General instruct the IICA Representations to present official reports to the countries:

- a. at the beginning of each fiscal year, on the budget assigned to the Representation and on any adjustments made during the execution period;
- b. at the beginning of each fiscal year, on the budgetary allocation for each project and its distribution;
- c. on a quarterly basis, on budget execution by object of expenditure.

IICA/CE/Res.109(VIII-O/88)
3 August 1988
Original: English

RESOLUTION No. 109

REPORT ON UTILIZATION OF INTERNATIONAL AND NATIONAL CONSULTANTS

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

CONSIDERING:

That the role of consultants is of increasing importance to the implementation of IICA's program of work and related activities;

That the Eighth Regular Meeting of the Executive Committee has requested the Director General, commencing with Ninth Regular Meeting of the Executive Committee and the Fifth Regular Meeting of the Inter-American Board of Agriculture, to provide member countries with a listing of consultants retained by the Institute over the preceeding two semesters, in advance of all meetings of the Executive Committee and Inter-American Board of Agriculture,

RESOLVES:

To request the Director General of IICA to submit in advance of all meetings of the Executive Committee and of the Inter-American Board of Agriculture the following information:

- the number of consultants by country,
- whether they are national or international consultants,
- the source of funding (quota or extra-quota funds),
- the anticipated duration of consultancies lasting more than three months and/or that are renewed.

IICA/CE/Res.110(VIII-0/88)
3 August 1988
Original: Spanish

RESOLUTION NO. 110

IMPROVING COORDINATION AMONG INTERNATIONAL
ORGANIZATIONS IN THE AGRICULTURAL SECTOR

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

CONSIDERING,

That international organizations play a role in the overall strategy of Latin America's relations with the world, and that IICA, as an international organization, concentrates on relations among the countries of the region;

That subregional organizations should concentrate on the areas under their specific jurisdiction;

That the Ministers of Agriculture at the Ninth Inter-American Conference of Ministers of Agriculture (IOMA) expressed the need for improved coordination in planning the reactivation of the agricultural sector in the region;

That having heard the report of the Director General on the progress made in the Plan for Reactivating Agriculture, the participants in the Eighth Regular Meeting of the Executive Committee affirmed the need to avoid duplication of activities among international organizations working in the agricultural sector, and emphasized the importance of better coordination of efforts among them.

RESOLVES:

1. To instruct the Director General to strive for better coordination with international organizations working in the agricultural sector in the Americas.
2. To instruct the Director General to propose specific initiatives on complementary subject areas in accordance with the specific areas of competence of these organizations and the present policies of the Institute.
3. To urge the member countries of IICA to promote the Plan for Reactivating Agriculture in other international forums and to urge other international organizations to encourage coordination.

IICA/CE/Res.111(VIII-O/88)
3 August 1988
Original: Spanish

RESOLUTION No. 111

DATES AND PLACES OF THE NINTH REGULAR MEETING
OF THE EXECUTIVE COMMITTEE

The EXECUTIVE COMMITTEE, at its Eighth Regular Meeting,

CONSIDERING:

That it is necessary to set the date and site of the Ninth 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; and

That in accordance with Article 12, if no site for the meeting is offered by one of the Member States, the meeting will be held at the Headquarters of the Institute,

RESOLVES:

1. To hold the first part of the Ninth Regular Meeting of the Executive Committee at the Headquarters of the Institute's General Directorate in San Jose, Costa Rica, from June 12-16, 1989.
2. To hold the second part of the Ninth Regular Meeting of the Executive Committee in Brasilia, Brazil, from September 28-29, immediately prior to the Fifth Regular Meeting of the IABA.
3. To charge the Director General to issue the call to the meeting and invite the Member States and other participants, in compliance with the regulations in effect.

SIGNING OF THE FINAL REPORT

**SIGNING OF THE FINAL REPORT OF THE
EIGHTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE**

In compliance with the provisions of Article 91 of the Rules of Procedure of the Executive Committee, the Final Report of the Eighth Regular Meeting of the Executive Committee is hereby signed at 16:00 hours on the fourth day of August of the year nineteen hundred eighty-eight, at the Headquarters of the Inter-American Institute for Cooperation on Agriculture.


The Final Report is submitted in English, Spanish, French and Portuguese with all versions being authentic and of equal validity.

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



Martín E. Piñeiro
Director General



Elvira Vargas Rodríguez
Madame Chair

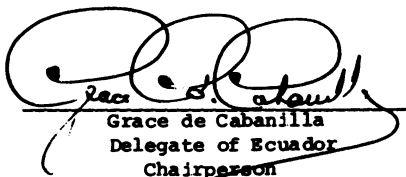
REPORT OF THE CREDENTIALS COMMITTEE

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

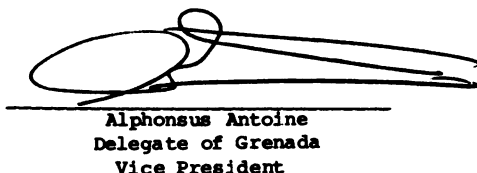
In compliance with the provisions of Article 50 of the Rules of Procedure of the Executive Committee, this Committee designated a Credentials Committee for the Eighth Regular Meeting, composed of the Delegates from Bolivia, Dominican Republic, Ecuador, and Grenada.

The Committee examined the Credentials presented by the Delegates of the Member States on the Executive Committee; Argentina, Barbados, Bolivia, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Paraguay, Suriname, United States and Venezuela, and found that they were in order.

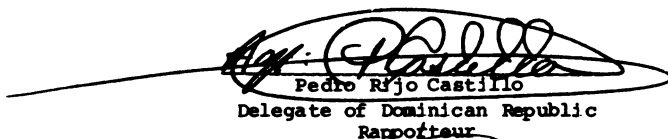
This record is hereby signed in agreement in San Jose, Costa Rica, on August 2, 1988.



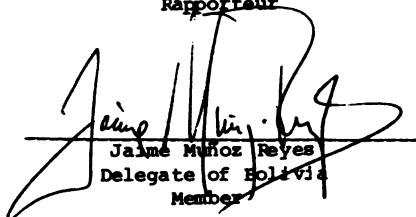
Grace de Cabanilla
Delegate of Ecuador
Chairperson



Alphonsus Antoine
Delegate of Grenada
Vice President



Pedro Rijo Castillo
Delegate of Dominican Republic
Rapporteur



Jaime Muñoz Reyes
Delegate of Bolivia
Member

AGENDA

IICA/CE/Doc. 159 (88) rev.

AGENDA

Doc. No.

- | | |
|--|----------------------------|
| 1. Work Schedule | IICA/CE/Doc. 160 (88) rev. |
| 2. 1987 Annual Report | IICA/CE/Doc. 161 (88) |
| 3. Financial Reports of IICA and
CATIE and Report of the External
Auditors | IICA/CE/Doc. 162 (88) |
| 4. Report on Compliance with the
Resolutions of the Seventh Regular
Meeting of the Executive Committee | IICA/CE/Doc. 163 (88) |
| 5. Report on Compliance with the
Resolutions of the Fourth Regular
Meeting of the Inter-American Board
of Agriculture | IICA/CE/Doc. 164 (88) |
| 6. Report on Compliance with the
Recommendations of the Ninth Inter-
American Conference of Ministers of
Agriculture (ICMA) | IICA/CE/Doc. 165 (88) |
| 7. Report of the Director General on
IICA's Programs | IICA/CE/Doc. 166 (88) |
| 8. Report of the Director General on
the Securing of External Resources | IICA/CE/Doc. 167 (88) |
| 9. Progress Report of the Director
General on the Plan for Reactivating
Agriculture | IICA/CE/Doc. 168 (88) |
| 10. Proposed Amendments to the Rules of
Procedure of the IABA and the
Executive Committee | IICA/CE/Doc. 169 (88) |
| 11. Report of the Director General on
the Actions to Evaluate IICA
Technical Cooperation | IICA/CE/Doc. 170 (88) |
| 12. Report on the Status of Resolutions
Approved by the Board of Directors,
the Inter-American Board of Agri-
culture and the Executive Committee | IICA/CE/Doc. 171 (88) |

- | | |
|---|---------------------|
| 13. Date and Place of the Ninth Regular Meeting of the Executive Committee | IICA/CE/Doc.172(88) |
| 14. Proposed Amendments to the Regulations of the Inter-American Awards in the Rural Sector | IICA/CE/Doc.173(88) |
| 15. Other business | |

APPENDICES

ADDRESS BY DR. MARTIN E. PINEIRO,
DIRECTOR GENERAL OF IICA, IN THE INAUGURAL SESSION

I would like to begin by giving a most cordial welcome to all the delegations, representatives of international organizations, and other participants in this meeting of the Executive Committee. For those of you who have come from abroad, I give you a warm welcome to Costa Rica, our host country.

We are gathered once again for a meeting of the Executive Committee. I would like to reiterate something you already know full well: the great importance of the Committee, its deliberations and the orientation and guidelines it can give the Director General as concerns the operations of the Institute. I would like to take this opportunity to thank the many delegations from countries that are not full members of the Committee this year for their participation in this meeting. Their presence here illustrates their interest in our institution, and their desire to share in the governing of it.

This Committee meeting is taking place just a bit past the halfway mark of the administration of this Director General and we believe it is a fitting moment to analyze our accomplishments during the first two years. During that period, we focused heavily on reorganization, both from the program point of view, in accordance with very specific guidelines from the Inter-American Board of Agriculture, and from the point of view of in-house operations, where changes were also made to adjust our internal structure to the new program guidelines of the Institute.

The items you see on the agenda before you were selected in part with a view to facilitating a retrospective analysis of our accomplishments and to coming up with guidelines for the coming two year period. I don't believe any of the topics are particularly controversial, since essentially, they concern subjects of a technical and evaluative nature. In my presentation of the Annual Report, I will try to give you a fair overview of what we have done in the past two years, of our guidelines, and to a certain degree, of the success we have had. However, I will also point out some of the problems we envisage for the future operations of the Institute, in order to inform the Committee and to solicit guidelines from you for some institutional policy concerns of ours.

As you can see on the agenda, we will provide a general review of the programs, and study two of them in a bit more depth. We will also offer a preliminary report on the implementation of an evaluation system requested by the Board of the General Directorate. When I present the Annual Report, we will also discuss the internal operations of IICA, how our institutional management system works. These represent some changes over the past and involve new guidelines for institutional action.

Through discussion of the points on this agenda, we will be able to inform the Committee rather fully of where we are at this point in time, what the Institute has done, where we are going, and to some degree, what problems we can expect to face in the future.

With these few words, I hope I have given you an overview of this Executive Committee meeting: of its objectives, opportunities and main topics for discussion. We believe, both because of the timing of the meeting and because of the nature of the agenda, that this is a good moment to receive general guidelines from the Committee on the operations of the Institute.

Thank you very much.

ADDRESS BY DR. CLIFTON MAYNARD, DELEGATE FROM BARBADOS,
IN THE CLOSING SESSION

Thank you, Madame Chair. I think I quite understand how those gladiators of old must have felt when, without warning, they were suddenly picked to perform by the head of the school, and not by any democratic process. They were, however, lucky because they were trained and each of them knew that he had the chance to live, because all he had to do was to employ the skills and the cunning he had developed from the training in order to kill his opponent. The person selected to perform in the role I have been asked to perform has no opponent but himself, expect probably for those few moments when one comes under the steely gaze of our Technical Secretary, after receiving an innocent piece of paper from a charming lady. The fight is an unfair one, because who can give a negative response to our Technical Secretary after coming under that gaze and under that black badge of his office, his pen.

Seriously, Madame Chair, this is my first session of the Executive Committee of IICA. It has been a much better experience for me than some I've had while participating in one multilateral forum or another over the past two decades. Yesterday we completed what would appear to be an insignificant agenda. But no one could be more wrong than coming to such a conclusion. We had the Annual Report of the Institute for 1987, and it proved once again that the breath of fresh air which came into this Institute with the new Director General is still blowing. Indeed, the reports of the external auditors confirmed that changes are still being made, not only to provide the transparency that some appear to find more important than action, but also to show a new approach to dealing with matters of importance to member countries. And the reports on compliance provide conclusive proof that there is a new vitality in our organization. And Madame Chair, if further proof is necessary one has only to reflect on the report on actions taken to evaluate IICA's technical cooperation. Indeed, the proposal put before us to amend the Rules of Procedure tell me that the Institute and its Director General wish to avoid the sterile and useless argument which can so easily arise because of rules that are vague and give rise to several different interpretations.

Madame Chair, the work done on moving the Ottawa Declaration, the guidelines for preparation of the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean, may well become one of the Institute's more important achievements. For in just under one year, since the ministers met in Ottawa, they have a skeleton as close to perfection as any skeleton can be, on which to build a body of actions, programs and projects which, when fully implemented, will see a resurgence in the agricultural sector that will energize the other sectors of our economies, and which will release the creative capacities of our people. We will see a transformation in this region that will be the envy of the world, a transformation unrecognizable even to the Great Liberator, were he to appear on the scene at that time. His joy would be boundless. All we need is the political will to walk a hard road at the end of which we will create an atmosphere and an environment: a better life and larger freedoms for all our peoples.

But Madame Chair, it is a long time since our work has been presided over with such poise, charm and gentleness. You've brought a quality of kindness and understanding to your task which is rare in the history of international organizations. I am sure that we managed to forget how presiding officers can become terrorists when once they get the badge of office, the gavel, in their hands.

And our work here has been made immensely easier because of the help, guidance and support of the translators. Indeed, I would be like a vegetable sitting in this chair were it not for the translators and interpreters because, having no Spanish, it would be very difficult for me to participate without the help of the charming ladies behind the glass. I think you've made it very easy for me to do one my favorite diversions when meetings become boring. That is, to watch the interpreters and to see the mannerisms they use. But, something has happened in this Institute, because you, Director General, denied me one of my pleasures. You've selected some interpreters who seem to be so competent, so efficient, or you've provided such an atmosphere in which they can work, that they have no mannerisms. But at least you've allowed me to see their beauty, which has been an even greater benefit.

Indeed, the editors, interpreters, the secretaries, and the conference room attendants who deposit pieces of paper on the table so gently and with such charm make us forget one of the not-so-nice aspects of international organizations: its capacity to create paper. You know, that is why I'm eternally grateful that Adam had no choice in the question of the rib. I'm convinced that had he been given the chance, ego and selfishness would have robbed this planet, of a very beautiful and very desirable attribute that has made it such a habitable place for us men.

The Director General continues to grow with every meeting, and every time I meet him, I am amazed at the capacities, the expanse of such a human being. He strides this Institute now like a colossus, and it is very difficult not to feel his cool, his charm and his efficiency. He has generated an activity within this Institute which some of us thought was impossible. I must tell you, Director General, that long before your election, one or two of your friends whom I happened to know told me that we would be very surprised about the energy this quiet man has. When next I see a particularly good friend of mine, a native of your country, I shall tell him how right he was. But then, he always had the capacity to tell the truth.

You've been able to effuse in your senior staff the same cool efficiency, and the assurance they display of being in charge of their particular roles made it possible for me to accept that it is now quite likely that we will see a change in our sector that we have long wanted. Those of us who have the responsibility for planning the development of agriculture will have a much easier role because of the efficiency that one sees within this organization.

We from the Caribbean know that you have made it possible for us to feel a part of Latin America. You have made it possible for your staff to see us in the same way, and for that we will always be grateful. And of course, all the members of the staff of this Institute will pardon me if I single out Dr. Pierre for special words. Because he had the misfortune of being the one who was terrorized by the lot of us over the past couple of days. And yet, he

satisfied all our needs, all our wants, whatever they were, with the same cool calmness that one has always expected of Reggie. And Reggie, I think the guys from the Caribbean would not let me escape, and I might not be able to leave here, if I did not tell you how much we appreciated all the work you've done for us this past week. And over the years, too.

I would also like to thank the drivers particularly, for ferrying us backwards and forwards, and above all the staff in the kitchen. You see, it was also a new experience to come to an international organization, to go into the cafeteria and not to see the worse aspects of what can happen to vegetables when they get into the hands of bad chefs and cooks. In all, I would like to make sure that everybody in the Institute knows how grateful we are for all the help and all the assistance we've had, how much we from the Caribbean enjoyed participating in this Executive Committee meeting, particularly because we see it as the forerunner of great things for this region of ours. Madame Chair, thank you very much.

ADDRESS BY MR. IVAN RESTREPO EUSEE, DELEGATE FROM ECUADOR,
IN THE CLOSING SESSION

First of all, we would like to thank IICA very much for the way we have been received. It is not with a spirit of criticism that I am about to say the following remarks. I want to point out the anguish that all the delegations of the Latin American countries feel after these meetings: an anguish that only reflects what we experience in our countries, that is, many plans, a lot of talk and unfortunately, very few achievements.

A Plan exists for the Reactivation of Agriculture, which implies immediate action. Nevertheless, we are behind schedule because those plans should have already been in existence, and now the time is upon us to put them into effect immediately. IICA has enough well-trained staff to help us put those plans into practice. As concerns technology transfer, we should strive immediately to reach small and medium-scale farmers, because in the final analysis, they are the ones on which the entire working plan must be based.

I would like to mention as an example in Ecuador a plan that IICA helped prepare, called IPROTECA. Only through the immediate transfer of technology and the training of our technical personnel will we see a promising future for our countries. I believe that if we are going to reactivate agriculture, we must generate wealth, because without wealth and foreign exchange with which to purchase the goods that are indispensable to modern and efficient agriculture, we can hardly begin to think about reactivation.

Today we visited the former Institute of Agricultural Sciences and the biotechnology laboratory. We have to make the people of our countries aware that we must not be left behind; we must keep up to date with the biological sciences and put technology to use. Otherwise, we will be unable to achieve the objectives we have set for ourselves. The evaluations should be immediate and reflect the work and the struggle that has been undertaken.

I think this summarizes our concerns. We trust that IICA will accept them because they merely reflect the good will and love we feel for our countries and our people.

Thank you.

ADDRESS BY MR. CARLOS DE LEON PRERA, DELEGATE FROM GUATEMALA,
IN THE CLOSING SESSION

I would like to share with you some thoughts I think will help us all in one way or another to move forward, as individuals, as countries, and as institutions. I want to return to my country with a spirit of optimism, knowing that we can do the things that our countries need.

When I spoke on the first day of this meeting, I said that our people are still giving us time to come up with practical answers to our most pressing problems in agriculture, so that sector can truly become the guiding force of our economies. Unfortunately, we often wait until tomorrow to accomplish the impossible, rather than accomplish the possible today. Why? And forgive me for what I am going to say. Sometimes we spend too much time trying to figure out how many angels can dance on the head of a pin, dreaming up difficult words, rhetoric, etc., rather than muddying our boots while discovering with our farmers practical solutions to the main problems of agriculture.

We speak a lot about a new style of development. Where is it going to take us? Are we going to solve problems with theories that have no impact on improving productivity and the well-being of our people, or with suitable and practical technology that has been validated by our own farmers?

I want to stress that if research, transfer, loans, plans, programs, projects, etc., are not built on this foundation, or if our farmers are not taken into consideration, I think there will be little that we can do. In each of the tasks we undertake, let us make an effort to ensure that our people benefit from the fruits of development, following the coordinated work of our countries, our agencies, our forums. We accept the challenge and share the responsibilities.

Thank you.

ADDRESS BY DR. MARTIN E. PINERO,
DIRECTOR GENERAL OF IICA, IN THE CLOSING SESSION

We have come to the conclusion of this meeting, a meeting I feel has been very fruitful, not only because the subjects we covered are of great importance to the Institute, but also because the discussions - which were at times very frank - have provided us with useful and important guidelines for the management and administration of the Institute. This Executive Committee took place between two Board meetings, and it holds special importance for us and for the member countries of the Committee. It has been a time to listen, to observe, to become informed of the operations of the Institute, and to come together to provide orientation for the administration during this period between the meetings of the Board, which by necessity are fairly far apart.

As I mentioned at the beginning of this meeting, and taking the above as a point of departure, we drew up an agenda and a series of points for discussion with an eye to giving you a general overview of the Institute, to help you to understand and visualize where we are headed. Essentially, we have tried to do this through our Annual Report and the financial report, and very importantly, and for the first time in a Committee meeting, we reported on program-related aspects of the Institute, that is, on the Programs and the Plan. We feel that the Plan is one of IICA's principal program-related activities; it serves, essentially, as a framework for the Institute's activities and for the activities of the countries themselves. Similarly, the presentations of our concerns regarding the search for external resources and the evaluation system were made in order to inform you of some of the constraints limiting our growth, and to show you the efforts we are making to take a look at ourselves and to improve the effectiveness of the Institute's operations.

I truly hope that we have been successful, at least, in transmitting to you a clear and complete image of the Institute, so that as of this Committee meeting, the delegations here, all of you, will have an accurate idea of what IICA is doing and what its aims are. We have received quite a bit of feedback, some lauding our work, others not so, some we agree with completely, others we disagree with to some degree. I do want to make it clear, however, that we view the suggestions and the orientations as the mandate of the countries, and we will try, to the best of our abilities, to incorporate these guidelines into the future operations of the Institute.

I would also like to take advantage of this opportunity to stress two or three points that arose from the discussions, when it was made clear that the responsibility and the success does not belong to the administration or to the General Directorate alone. There is another responsibility for concrete and specific actions where we need special support that is also shared with the member countries, and this is greater than the natural sharing of responsibility involved in the overall operations of the Institute and of the General Directorate. I am referring now to the securing of external resources. We have been given a mandate to seek external resources and increase our management thereof for application to agriculture in general and to the reactivation of agriculture in particular. Nonetheless, I believe it became clear in the discussions that our capacity to increase the amount of external resources available to us depends to a large degree on the measures taken by the countries themselves; it is they that must talk and negotiate with the lending agencies and give us political backing with the donor agencies.

I would also like to refer to the preparation of the Plan. In our discussions, I think a certain amount of concern was expressed about its implementation. Development of the Plan is a process of collaboration and participation; the Institute coordinates activities and facilitates discussion among the countries. Perhaps the the Canadian Delegation was right in saying that the Plan should have been given a different name, but we are going to continue calling it the Plan of Joint Action, and it is very important that the ministers refer to it in that way. In any event, the Plan will be what the countries want it to be, and it will be designed according to the countries' specifications, through their participation in the governing bodies of this Institute, in subregional agencies, and in the discussions and working groups held in each country. Implementation of the Plan is a particular and specific responsibility of the countries. Nothing can be done unless you say what is to be done, unless you yourselves do it.

We also spoke about inter-institutional relations when discussing the Plan. Agricultural sector institutions, like all inter-governmental institutions and IICA in particular, belong to the countries. It is the countries themselves that sit on the governing bodies of IICA, FAO, the United Nations, SELA, and the subregional organizations. The cooperation and collaboration among institutions is to a large degree the responsibility of the countries making up these governing bodies. In the final analysis, the agencies do, or at least should do, what the governing bodies order them to do. This being the case, I think the most reasonable course of action to take and toward which we should all work is to communicate this same message, these same compatible and consistent instructions to all forums at the same time.

A common concern heard throughout discussion of the Plan and of many other activities concerns ensuring maximum participation, collaboration and complementarity by all international organizations working in the area of agriculture. This is a concern shared both by the General Directorate and by the countries, and we at IICA are committed to working toward that objective. We will do our utmost within the limits of our decision-making capacity, but I also believe that we must work together to define the nature of this participation and collaboration.

I would like to give special thanks to the three delegations that addressed this Closing Session. Our thanks to the Delegation from Barbados for his comments on the Institute and for his personal comments as well, for which I am sincerely thankful. I also thank the Delegations from Guatemala and Ecuador for their thoughts reflecting the concerns of all for the Institute and its future. I cannot conclude my words without thanking the members of the Secretariat, the translators and interpreters, and all those who helped make this meeting possible. Special thanks to those who worked out of sight in their offices or other places, but whose work was as necessary for a successful meeting as was ours.

Finally, I would like to thank and congratulate the Chair for her excellent leadership and for having facilitated our deliberations and our work with her expert handling of the event, and for having concluding this meeting successfully and on time.

ADDRESS BY MS. ELVIRA VARGAS RODRIGUEZ, DELEGATE FROM VENEZUELA
AND CHAIR OF THE EIGHTH REGULAR MEETING
OF THE EXECUTIVE COMMITTEE, IN THE CLOSING SESSION

Director General, Delegates:

Before proceeding to close this event, I would like to take the floor to briefly summarize some of the conclusions we have reached during this week of discussions and exchange of ideas.

Of them, the most important is how all the countries represented here feel about the deteriorating situation of agriculture in the developed countries. We are aware that one of the ways to achieve balanced growth is through international cooperation among countries, be this binational, multinational or with the participation of international agencies. We are pleased with IICA's concern and search for ways to improve agricultural policies. Nevertheless, each country must itself work to design policies for reactivating its agriculture, for ensuring the profitability of the sector, and for creating a stable foundation for increasing production, introducing modern technology, improving productivity and conserving natural resources. In any event, we continue trusting that IICA will adopt the most effective measures for putting into practice the resolutions we have agreed upon here, and in that way, our countries will benefit in the shortest term possible from their results.

The overwhelming external debt and our shortage of foreign exchange makes it ever more difficult for us to satisfy even the most urgent of our needs, food, and as a result, our economic growth possibilities are limited. Rural development plays a strategically important role when linked to the process of economic and social development: as concerns the economic process, because of its immediate possibility of providing food, as well as agricultural and agroindustrial inputs. As concerns social development, agriculture serves as a stabilizing factor that boosts the strength of rural populations. This is why the combined action of our countries to achieve integration is of such priority. It must be achieved through training activities, technology transfer, economic cooperation, in order to lead to agricultural development. Our countries must recognize that agriculture can be the driving force of our economies, which will ensure national sovereignty and our economic independence.

We believe that the Plan of Agricultural Reactivation for Latin America and the Caribbean currently being prepared by IICA should include in its guidelines for action issues such as: increasing the participation of small farmers in relations of exchange with industry; modernizing the institutional base of marketing, both for domestic supply and for the export market; redirecting scientific and technological research for disseminating and transferring know-how to users, who are the farmers; promoting and encouraging institutional reform to enable institutions to deal with the requirements both of the food strategy and of rural development. In addition, in carrying out this Plan, IICA must work in coordination with agencies of technical, economic and financial cooperation to take maximum advantage of the scarce resources available to the region, and to avoid duplication of efforts.

Ladies and gentlemen, I would like to reiterate my thanks as the representative of Venezuela for having been elected Chair of this Eighth Regular Meeting of the Executive Committee of IICA. In addition, on behalf of all the delegates present, I would like to thank the Director General and all of IICA's officials for your receptiveness and support during our deliberations.

Ladies and gentlemen, the Eighth Regular Meeting of the Executive Committee of IICA is hereby closed.

OFFICIAL DOCUMENTS SERIES

**Doc.
No.**

- 1 **General Plan of IICA**
(1970 – English and Spanish)
- 2* **Advisory Committee**
(1970 – English and Spanish)
- 3* **CIES Resolutions on Rural Development**
(1971 – Spanish)
- 4 **Eleventh Annual Meeting of the Board of Directors – San Salvador, El Salvador, May 5 to 9, 1972**
(English and Spanish)
- 5 **Sixth Inter-American Conference on Agriculture – Lima, Peru, May 27 to June 2, 1971**
(Spanish)
- 6* **Twelfth Annual Meeting of the Board of Directors – Santiago, Chile, May 10 to 13, 1973**
(English and Spanish)
- 7 **Principal Resolutions of the Board of Directors – Washington, D.C. 1962 to 1972**
(English and Spanish)
- 8 **Thirteenth Annual Meeting of the Board of Directors – Caracas, Venezuela, May 16 to 18, 1974**
(English and Spanish)
- 9* **Fourteenth Annual Meeting of the Board of Directors – Ottawa, Canada, May 6 to 9, 1975**
(English and Spanish)
- 10* **Implementation of IICA's General Plan (Elements for Analysis)**
(1976 – English and Spanish)
- 11 **Fifteenth Annual Meeting of the Board of Directors – Washington, D.C., May 6 to 12, 1976**
(English and Spanish)

* Out-of-print.

- Doc.
No.**
- 12* Simon Bolivar Fund – Rules and Regulations
(1977 – English and Spanish)
- 13* Sixteenth Annual Meeting of the Board of Directors – Santo Domingo,
Dominican Republic, May 11 to 19, 1977
(English and Spanish)
- 14* Seventh Inter-American Conference on Agriculture – Tegucigalpa,
Honduras, September 5 to 10, 1977
(English and Spanish)
- 15* Medium-Term Indicative Plan. IICA: The Next Five Years
(1977 - English and Spanish)
- 16 Seventeenth Annual Meeting of the Board of Directors – Asuncion,
Paraguay, May 22 to 24, 1978
(English and Spanish)
- 17* Eighteenth Annual Meeting of the Board of Directors – La Paz, Bolivia,
May 14 to 16, 1979
(English and Spanish)
- 18 Nineteenth Annual Meeting of the Board of Directors – Mexico, D.F.,
September 22 to 26, 1980
(English and Spanish)
- 19 Principal Resolutions of the Board of Directors. Washington, D.C.
1973-1980
(English and Spanish)
- 20 First Special Meeting of the Inter-American Board of Agriculture – San
Jose, Costa Rica, February 17 to 19, 1981
(English and Spanish)
- 21 Eighth Inter-American Conference on Agriculture – Santiago, Chile,
April 6 to 11, 1981
(English and Spanish)
- 22rev. Base Documents: Convention on the Inter-American Institute for
Cooperation on Agriculture; Rules of Procedure of the Inter-American
Board of Agriculture, the Executive Committee and General Director-
ate
(1984 – English, Spanish, French and Portuguese)

* Out-of-print.

- Doc.
No.**
- 23 Resolutions adopted by the Board of Directors of the Inter-American Institute of Agricultural Sciences and Still in Force (1984 – English, Spanish, French and Portuguese)
- 24 First Regular Meeting of the Executive Committee and the Inter-American Board of Agriculture – San Jose, Costa Rica, June 9 to 12, 1981 and Buenos Aires, Argentina, August 7 to 13, 1981 (English and Spanish)
- 25 Second Regular Meeting of the Executive Committee – San Jose, Costa Rica, September 12 to 17 and October 25 to 26, 1982 (English, Spanish, French and Portuguese)
- 26 Second Special Meeting of the Inter-American Board of Agriculture – San Jose, Costa Rica, October 27 to 29, 1982 (English, Spanish, French and Portuguese)
- 27 General Policies of IICA (1982 – English, Spanish, French and Portuguese)
- 28 Medium-Term Plan 1983-1987 (1982 – English, Spanish, French and Portuguese)
- 29 (Second Regular Meeting of the Inter-American Board of Agriculture – Kingston, Jamaica, October 24 to 28, 1983 (English, Spanish, French and Portuguese)
- 30 Fourth Regular Meeting of the Executive Committee – San Jose, Costa Rica, December 2 to 7, 1984 (English, Spanish, French and Portuguese)
- 31 Fifth Regular Meeting of the Executive Committee – San Jose, Costa Rica, July 29 to August 2, 1985 (English, Spanish, French and Portuguese)
- 32 Third Regular Meeting of the Inter-American Board of Agriculture – Montevideo, Uruguay, October 21 to 25, 1985 (English, Spanish, French and Portuguese)
- 33 Sixth Regular Meeting of the Executive Committee – San Jose, Costa Rica, July 13 – 17, 1986 (English, Spanish, French and Portuguese)
- 34 Third Special Meeting of the Inter-American Board of Agriculture – Mexico, D.F., Mexico, October 27-30, 1986 (English, Spanish, French and Portuguese)
- 35 1987-1991 Medium Term Plan (1986 – English, Spanish, French and Portuguese)

- 36 **Seventh Regular Meeting of the Executive Committee - San Jose, Costa Rica, 15-17 June 1987**
(English, Spanish, French and Portuguese)
- 37 **Program II: Technology Generation and Transfer. Guidelines for Cooperation, June 1987**
(English, Spanish, French and Portuguese)
- 38 **Program I: Agricultural Policy Analysis and Planning. Guidelines for Cooperation, June, 1987**
(English, Spanish, French and Portuguese)
- 39 **Program III: Organization and Management for Rural Development. Guidelines for Cooperation, September 1987**
(English, Spanish, French and Portuguese)
- 40 **Program IV: Marketing and Agroindustry. Guidelines for Cooperation, September 1987**
(English, Spanish, French and Portuguese)
- 41 **Program V: Animal Health and Plant Protection. Guidelines for Cooperation, September 1987**
(English, Spanish, French and Portuguese)
- 42 **Ninth Inter-American Conference of Ministers of Agriculture, Ottawa-Canada, 29 August to 2 September 1987**
(English, Spanish, French and Portuguese)
- 43 **Report of the Fourth Regular Meeting of the Inter-American Board of Agriculture, Ottawa-Canada, 31 August to 4 September 1987**
(English, Spanish, French and Portuguese)
- 44 **Guidelines for the Work of the Center for Investment Projects (CEPI) within the Framework of the Medium Term Plan**
(English, Spanish, French and Portuguese)
- 45 **Eighth Regular Meeting of the Executive Committee – San Jose, Costa Rica, 1-4 August 1988**
(English, Spanish, French and Portuguese)

Available publications may be ordered from.

Dirección para la Coordinación de
Asuntos Institucionales
Oficina Central del IICA
Apartado 55 · 2200 Coronado
Costa Rica

This document was edited and published by the Office of Coordination of Institutional Affairs of the Inter-American Institute for Cooperation on Agriculture. Members of this Office and of IICA's Print Shop participated in preparing it. Printing was completed in September 1988, with a press run of 400 copies.



INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

P.O. Box: 55-2200 Coronado, Costa Rica — Phone: 29-0222 — Cable: IICASANJOSE — Telex: 2144 IICA

Electronic Mail EIES: 1332 IICA DG — FAX 506294741 IICA COSTA RICA

Digitized by Google