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REPORT OF THE THIRD  
SPECIAL MEETING OF  
THE INTER-AMERICAN  
BOARD OF AGRICULTURE

Mexico D.F., Mexico

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# IICA



## REPORT OF THE THIRD SPECIAL MEETING OF THE INTER-AMERICAN BOARD OF AGRICULTURE

General Directorate  
Inter-American Institute for Cooperation on Agriculture  
San Jose, Costa Rica, 1986

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**PROCEEDINGS OF THE THIRD SPECIAL MEETING  
OF THE  
INTER-AMERICAN BOARD OF AGRICULTURE**



PROCEEDINGS OF THE THIRD SPECIAL MEETING OF THE  
INTER-AMERICAN BOARD OF AGRICULTURE

Mexico City, Mexico  
October 27-29, 1986

The Third Special Meeting of the Inter-American Board of Agriculture of the Inter-American Institute for Cooperation on Agriculture was held in the Conference and Special Events Center of the Secretariat of Foreign Affairs of Mexico on October 27-29, 1986, in compliance with the provisions of Resolution IICA/JIA/Res.72(III-0/85).

INAUGURAL SESSION

- 0.1 The inaugural session of the Third Special Meeting of the Inter-American Board of Agriculture was held in the Auditorium of the Conference Center of the Secretariat of Foreign Affairs at 10:00 a.m. on Monday, October 27. It was presided over by the President of Mexico, Mr. Miguel de la Madrid, who was accompanied by the Secretary of Foreign Affairs, Mr. Bernardo Sepúlveda; the Secretary of Agriculture and Water Resources, Mr. Eduardo Pesqueira; the Director General of IICA, Dr. Martín E. Piñeiro and other prominent figures.
- 0.2 Addresses were given, first by the Chairperson of the Third Regular Meeting of the Inter-American Board of Agriculture and Minister of Livestock, Agriculture and Fisheries of Uruguay, Mr. Pedro Bonino Garmendia; followed by the Secretary of Agriculture and Water Resources of Mexico, Mr. Eduardo Pesqueira Olea; and the Director General of IICA, Dr. Martín E. Piñeiro. All the speakers expressed their growing concern for the difficult situation being faced by agriculture in the countries on the continent; they examined common problems and pointed out the urgent need to find concrete and prompt solutions to such problems by making the most efficient use of mechanisms for technical cooperation and regional integration. The texts of the addresses delivered at the inaugural session are attached to this report as appendices.

In conclusion, the President of Mexico, Mr. Miguel de la Madrid, officially called to order the Third Special Meeting of the Inter-American Board of Agriculture; he expressed the pleasure of the government and people of Mexico in hosting the meeting and wished the participants every success.

The ceremony ended at 11:00 a.m.

## PARTICIPANTS

- 0.3 The following Member States were represented at the meeting: Argentina, Barbados, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Lucia, Suriname, United States of America, Uruguay and Venezuela.

The Governments of Spain, the Federal Republic of Germany, South Korea, Egypt, France, Israel, Italy, the Netherlands and Portugal were represented as observers.

The meeting was also attended by observers from the following inter-governmental organizations: Organization of American States (OAS), Inter-American Development Bank (IDB), Inter-American Commission of Women (IACW), Inter-American Indigenous Institute (III), Inter-American Children's Institute (ICI), Pan American Institute of Geography and History, and Pan American Health Organization (PAHO). Observers from twelve non-governmental organizations were also present, in addition to Mr. José Emilio G. Araujo and Mr. Carlos Madrid, Directors Emeriti of IICA.

## PREPARATORY SESSION

- 0.4 The preparatory session, which was a closed meeting attended only by the heads of delegation, was called to order at 11:20 a.m. on Monday, October 27 in Room 1 and was chaired by the representative of Uruguay, Mr. Pedro Bonino.

During the session, agreements were reached on the following items, to be submitted to the plenary for approval at its first session.

- Agreement on the election of the Chair and Rapporteur
- Agreement on the agenda
- Agreement on the membership of the Credentials Committee and the Style Committee
- Agreement on working committees
- Agreement on the deadline for submitting proposals
- Agreement on the approximate duration of the meeting
- Drawing of lots for the order of precedence of the Member States
- Other business

The preparatory session was adjourned at 11:50 a.m.

## FIRST PLENARY SESSION

- 1.1 The first plenary session of the Third Special Meeting of the IABA, which was held in the Sala Magna of the Conference Center, was called to order at 12:10 a.m. and was chaired by the representative of Uruguay in his capacity as Chairperson of the Third Regular Meeting of the Board.
- 1.2 The Chair reported on the preparatory session and indicated that the following agreements had been reached and would immediately be submitted to the plenary for consideration:

### Election of the Chair and Rapporteur

It was proposed that the representative of Mexico, Mr. Eduardo Pesqueira, chair the meeting, and this agreement was ratified by acclamation. The representative of Uruguay then proceeded to invite his colleagues from Mexico to take the Chair. Mr. Pesqueira expressed his gratitude for the confidence placed in him through this designation, which he interpreted as an expression of courtesy to Mexico. The Chair then proposed Dr. Carlos Pomareda, a member of the delegation of Peru, as Rapporteur, and the plenary ratified the motion by acclamation. The Rapporteur took his position at the head table. Thus, the officers of the meeting were:

Chairperson:	Mr. Eduardo Pesqueira, México
Rapporteur:	Dr. Carlos Pomareda, Peru
<u>ex officio</u>	
Secretary:	Dr. Martín E. Piñeiro, Director General of ICCA

### Agenda

The plenary approved the agenda as submitted by the Director General in document IICA/JIA/Doc.115(86)rev.

### Membership of the Credentials Committee

The plenary ratified the agreement of the preparatory session that the representatives of Costa Rica, St. Lucia, the United States of America and Venezuela should form the Credentials Committee at this meeting.

### Membership of the Style Committee

The Chair proposed to the plenary that the Style Committee be made up of the representative of Argentina for Spanish; the representative of Canada for French; the representative of Barbados for English and the representative of Brazil for Portuguese. The plenary ratified the proposal.

### Working Committees

The plenary then received the suggestion from the preparatory session that working committees be set up, if and when necessary, according to the topics under discussion. The proposal was ratified by the plenary.

### Deadline for Submitting Proposals

The agreement to set Tuesday, October 28, 1986, at 1:00 p.m. as the deadline for submitting proposals was ratified, with the understanding that this deadline would not apply to proposals issued by any working committees that might be set up.

### Duration of the Meeting

It was agreed to hold the closing session on Thursday, October 30, at 11:00 a.m.

### Order of Precedence of the Member States

The plenary recognized the following order of precedence determined by the drawing of lots during the preparatory session:

1. Guatemala
2. Panama
3. Costa Rica
4. Paraguay
5. Saint Lucia
6. El Salvador
7. Venezuela
8. United States of America
9. Brazil
10. Colombia
11. Dominican Republic
12. Chile
13. Dominica
14. Canada
15. Nicaragua
16. Haiti
17. Peru
18. Grenada
19. Ecuador
20. Suriname
21. Barbados
22. Uruguay
23. Argentina
24. Jamaica
25. Honduras
26. Bolivia

### Other Business

The Chair requested the plenary to indicate any additional matter of interest that it wished to include on the agenda. No proposals were made by the representatives.

- 1.3 Following the order of business for the first plenary session, the Chair of the IABA requested the Chairperson of the Sixth Regular Meeting of the

Executive Committee, Mr. Carlos Vidali, to present the Committee's report.

Mr. Vidali stated that the Sixth Regular Meeting of the Executive Committee had been held in San Jose from July 13 to 17, 1986 and had been attended by 12 Member States on the Committee, 13 Member States not on the Committee, 3 other observer countries, 4 organizations of the inter-American system and 9 international organizations.

He indicated that the meeting had been productive, owing to the contributions of the countries, to the changes they suggested in the documentation, and to the consensus reached on the 16 items submitted to the Committee for consideration.

He presented a brief summary of the topics examined by the Committee and made special reference to the proposed 1987-1991 Medium Term Plan of IICA. He pointed out that the Plan reflected the wishes expressed by the countries on previous occasions; and that the Committee believed that the evaluation conducted by the Group of Experts (G-6) had proven very helpful and that doubts concerning some points had been clarified to the Committee's satisfaction by the General Directorate.

He concluded by expressing his gratitude for the interest, efforts and cooperation received from the members of the Executive Committee at its Sixth Regular Meeting and he also expressed his hope that the decisions adopted at the Third Special Meeting of the IABA would be of benefit to the countries' institutions and to the agricultural sector on the continent.

The plenary took cognizance of the report, which had been published in the four official languages as number 23 in IICA's Official Document Series.

The Chair adjourned the first plenary session at 12:35 p.m.

## SECOND PLENARY SESSION

- 2.1 The second plenary session of the Third Special Meeting of the Inter-American Board of Agriculture, chaired by the Secretary of Agriculture and Water Resources of Mexico, Mr. Eduardo Pesqueira, was called to order at 3:27 p.m. on October 27, 1986.

1987-1991 Medium Term Plan (IICA/JIA/Doc.117(86))

- 2.2 At the request of the Chair, the Director General of IICA, Dr. Martín Piñeiro, presented the 1987-1991 Medium-Term Plan. He began his presentation by stating that the formulation of the Plan responded to a resolution issued by the Inter-American Board of Agriculture at its Third Regular Meeting in Montevideo, Uruguay, which was rooted in two basic needs: to adjust the plan to the changing requirements of the member countries and ensure that the Institute was having the impact it should have.
- 2.3 The Director General further explained that in compliance with Resolution IICA/JIA/Res.72(III-0/85), a group of six experts had been appointed to evaluate the 1983-1987 Medium Term Plan and, on the basis of that evaluation, make pertinent recommendations for IICA's future organization and action.
- 2.4 Dr. Piñeiro pointed out that the 1987-1991 Medium Term Plan, submitted for the consideration of the Board at its Third Special Meeting, marked an attempt to respond to the stated concerns and to the recommendations issued by the Group of Six Experts.
- 2.5 The Director General proceeded to summarize the three basic purposes addressed in the Plan, which were considered vital for the coming period: to propel the development of the agricultural sector as the major source of economic growth, to intensify modernization and increase production efficiency in the agricultural sector, and to pursue regional integration.
- 2.6 He then elaborated on the proposed strategy which sought to attain these objectives, namely concentration of IICA action on a limited number of programs, concentration on certain types of action where IICA was known to have a comparative advantage, so as to achieve technical leadership and avoid duplication of efforts, and implementation of organizational and structural changes aimed at promoting a higher degree of institutional flexibility.
- 2.7 Dr. Piñeiro enumerated the five programs contained in the Plan. With respect to Program 1, emphasis would be placed on supporting the countries in considering policy alternatives, especially those that would render the utilization of sectoral credits from the IDB and the World Bank more effective. Program 2 carried forth the IICA tradition of strengthening the capacity of the countries to absorb technology generated by developed and developing countries, which required the modernization of institutions. In Program 3, the importance of enhancing the capacity of the countries for agroindustrialization and world trade was stressed.



With respect to Program 4 on rural development, the importance of the participation of women was underlined. Program 5 arose from a fusion of already existing programs and stressed the importance of animal health and plant protection in international trade.

- 2.8 The purpose of concentration and of establishing priorities was, among other things, to increase the Institute's capacity to assist the countries in their analysis of pertinent agricultural development issues, promote institutional strengthening and support multinational projects and large national projects. Organizational changes, in turn, would reduce costs at headquarters, and thus free up funds which could be channeled to the countries, improve technical capacity and develop an analytical and diagnostic mechanism to evaluate the effectiveness of technical actions. Measures to effect such organizational changes included a reduction in the number of managerial posts at headquarters, as well as a reduction in the number of trust positions. Programs would pursue high technical standards and, accordingly, program directorates would be established as technical cooperation units located at the Institute's headquarters. Area directorates would also be relocated at headquarters to increase efficiency.
- 2.9 Lastly, the Director General discussed the budgetary requirements for implementing the proposed strategy. These included a proposed increase in 1988-1989 to compensate for the inflationary impact of 1986 and serious initiatives to procure external resources to expand and strengthen IICA's action. These resources would be reallocated to multinational projects which would permit IICA to make use of its comparative advantage, concentrating on five programs.
- 2.10 The Chair thanked the Director General for his comprehensive presentation of the 1987-1991 Medium Term Plan, noting that the format thereof lent itself to the promotion of the agricultural sector. He noted with satisfaction that the Plan reflected a serious attempt to avoid duplication of efforts through increased coordination. He furthermore wished to highlight the significance of the Plan's concern with innovative marketing techniques. He commended the Institute on its re-structuring efforts and its search for external funds and other mechanisms devised to recover costs incurred, such as the promotion of IICA's technical services.
- 2.11 The Chair then invited the representatives to comment. The representatives of Guatemala raised the issue of the transfer of appropriate technology, stating that it would be extremely useful if IICA were to consider geographical areas whose conditions were much the same (such as the Andean countries and Guatemala) and apply technologies which had

proven useful in these homogeneous regions. He also thought it would be interesting for IICA to establish a consultative body in the field of animal health and plant protection, to act as a source of information on related problems which are barriers to international trade.

- 2.12 The representative of Nicaragua lauded the Director General and the Group of Six Experts on the time and effort invested in the formulation of the plan. He furthermore praised IICA for the excellent work it had conducted in his country, and concluded by expressing his fullfledged support of the Medium Term Plan.
- 2.13 The representative of Canada congratulated the Chair for having been elected by acclamation. He then proceeded to thank the Mexican government for its hospitality. He stated that his country believed that IICA would continue to make an important contribution in the field of agricultural development. He furthermore acknowledged the institutional reforms and sound administrative practices introduced, underlining the noteworthy improvements in the Institute's financial management and reporting procedures and the staff rules. He stated that his government supported the Plan's objectives and priorities, as they reflected the recommendations of the Group of Six Experts. While opposed to the idea of increasing unallocated technical cooperation funds, the representative from Canada said he could only praise the Institute for its efforts. Canada, always at the forefront in its support of management reform movements, noted with satisfaction IICA's enthusiastic pursuit of excellence in regional cooperation.
- 2.14 The representative of Venezuela also wished to acknowledge the efforts of the Group of Six Experts and the Director General. However, he proposed that the document undergo some revision to render it more universal to the Spanish speaking public by eliminating regionalisms. He thought the document should clarify the role of the Institute in its support to the countries' agrarian policy activities. He then expressed his general satisfaction with the document but requested that the Director General reconsider the prudence of concentrating regional directors at Institute headquarters.
- 2.15 The representatives of Chile, Barbados, the United States of America, Brazil, Saint Lucia and Uruguay also congratulated the Director General and the Group of Six Experts. The representative from Chile stated that his delegation had already communicated its satisfaction with the Medium Term Plan. In particular, he praised the Institute's effort to complement the work of other organizations. As for the pertinent draft resolution, he requested clarification on the meaning of what in Spanish read as "cambios de estilo y forma" in operative paragraph 2.

- 2.16 The Chair, on behalf of the Director General, stated that this made reference to stylistic changes such as those intended to render the Spanish more universal.
- 2.17 The representative of Barbados apologized on behalf of his minister, who would not be able to attend the meeting until the following day. In his opinion the most important measure was the pursuit of regional integration and the search for mechanisms for ongoing internal evaluation of the Plan. He referred to the importance of training, especially training of trainers, if the plans, aims and objectives for the transfer of technology were to be successfully implemented. He also felt that the programs should include elements of technical change in developing countries as a valuable mechanism for achieving the stated objectives of the Medium Term Plan.
- 2.18 The Chair regretted that the minister from Barbados was not present at the day's session and hoped that he would join his colleagues the following day.
- 2.19 The representative of the United States of America shared the sentiments of the representative of Venezuela concerning the role of IICA in support to the countries in the field of agrarian policy. He did, however, wish to support the draft resolution as presented to the plenary.
- 2.20 The representative of St. Lucia noted with satisfaction that the Group of Six Experts had given every member country an opportunity to make its own contribution and air its concerns. He also praised the Director General, who in so little time had grasped the entire working of the Institute and recognized the urgent changes needed. He particularly appreciated the sense of balance which had been struck with the new administration in its response to the needs of the Member States, independent of geographic location; in particular, his support of the Caribbean countries. In the same spirit as the representative of Barbados, the representative of Saint Lucia thought it appropriate to evaluate the Plan with the passage of time, but without hesitation, supported the document.
- 2.21 The representative of Uruguay, like the representative from Barbados, felt that IICA should be committed to regional integration. However, he recognized that this called for something more than political resolve as it had a technical dimension as well. He commended IICA to evaluate the technical factors that had limited integration. Having already supported the Plan at the Sixth Regular Meeting of the Executive Committee, the representative of Uruguay wished to reiterate his support thereof.
- 2.22 The representative of Brazil regretted that his minister was not able to attend the meeting. He lauded the Director General for the quality of the Medium Term Plan, recommending that special consideration be given to the problem of transportation of agricultural products and domestic marketing problems which are largely responsible for the reduction in the volume and quality of foodstuffs.

- 2.23 The Chair gave the floor to the Director General. Dr. Piñeiro thanked the delegates for their pertinent comments and indicated that they would serve as guidelines in the implementation of the Plan. He reassured the representative of Chile that the changes to be made were strictly of a stylistic order. Finally, he thanked the Board for having given him the mandate.
- 2.24 The Rapporteur proceeded to read the draft resolution, which was supported immediately by the representative from Colombia. The representative from the Dominican Republic noted a slight inconsistency in the drafting thereof, and the pertinent modification was introduced.
- 2.25 In connection with a concern raised earlier in the session, the representative of Venezuela questioned the wisdom of locating area directors at headquarters instead of in the field. The Director General explained that keeping the area directors at headquarters would promote increased efficiency. He also stressed that this decision had been seriously studied and analyzed prior to its inclusion in the Plan and had been consulted with the six experts.
- 2.26 The representative of Venezuela recognized that this was the case, but insisted on analyzing the issue more profoundly. On that basis, the Chair agreed that the proceedings of the session should reflect his concern and that this action should receive follow-up to ensure its viability. The draft resolution was then approved with the minor modifications referred to earlier. Before proceeding to the next item on the agenda, the Chair also congratulated the Director General and the Group of Six Experts on the Medium Term Plan.

Changes to the 1987 Quota Program Budget (IICA/JIA/Doc.118(86))

- 2.27 The Chair invited Dr. Diego Londoño to introduce the document entitled "Changes to the 1987 Quota Program Budget." Dr. Londoño explained how the new Medium Term Plan for 1987-1991, which was prepared at the request of the Inter-American Board of Agriculture, naturally called for pertinent changes in the 1987 Program Budget. These changes were necessitated by the new program structure of the Institute and the organizational modifications affecting technical cooperation and technical and administrative support.
- 2.28 Dr. Londoño proceeded to enumerate the changes that had been introduced to the budget. As for categories of activities, he pointed out that projects had been reclassified according to the five new programs. Said projects had already been approved in the Program Budget, with changes agreed upon, in some cases, with national authorities. This reclassification meant that: i) US\$10.6 million (or 52.3% of resources) would be allocated to programs; ii) the programs allocated the most

funds would be Technology Generation and Transfer with US\$4.1 million (or 39% of program resources), and Agrarian Policy Analysis and Planning with US\$2.1 million (or 20% of program resources). The remaining programs would receive 41% of program resources. Program IV, Marketing and Agroindustry, would receive the least amount of funds, with less than 10% of the total amount,

- 2.29 In addition, Program Directorates would be included as operations units, which would essentially carry out activities of a multinational order. Each Program Directorate would be allocated the funds required to conduct its respective activities. National offices would operate essentially as tools of technical cooperation so that their technical services to the countries could be expanded. The technical cooperation components of the projects had been reexamined so as to identify precisely which resources were earmarked for this purpose, and which were set aside as part of the structure of each office for the services mentioned above. With this analysis, it became possible to identify clearly the real costs of the Institute's General Directorate. Furthermore, the revised 1987 Program Budget envisaged an increase of US\$100 thousand for Unanticipated Short-Term Technical Cooperation and Pre-investment, or a total of US\$250 thousand. Lastly, the costs for the General Directorate were tailored to match the changes proposed in the Medium Term Plan for structural organization of the General Directorate. The proposed amount was US\$3.4 million (or 16.7% of total resources), which would serve to cover the costs of the Office of the Director General and of the Units for Managerial Support, Supervision of Operations, and Programming and Evaluation. Dr. Londoño then proceeded with a cursory review of the changes introduced in objects of expenditure 1 through 9.
- 2.30 The Chair thanked Dr. Londoño for his account of the pertinent changes and invited the Rapporteur to read the draft resolution entitled Changes to the 1987 Program Budget.
- 2.31 The representative of Venezuela, having endorsed the draft resolution, requested that an additional operative paragraph be included to provide that when a project was discontinued in a country with funds left over, those funds could not be transferred for use in projects outside that country without the consent of that country. The Director General stated that this would introduce an element of constraint in managing the Program Budget.
- 2.32 The representative of Brazil sought clarification from the Director General. Dr. Piñeiro explained that the authority to transfer funds was essential for countering losses caused by exchange rate differentials. He further noted that flexibility was necessary in the disposition of funds from discontinued projects because unused funds cannot under IICA's rules be carried over from one budgetary year to another.

- 2.33 In view of the continued concern of the representative of Venezuela, it was agreed that the General Directorate should take up this issue with the delegation of Venezuela and draft a new operative paragraph reflecting their mutual concern. The Board approved the draft resolution subject to ratification of the additional paragraph, at the closing session.
- 2.34 The second plenary session came to a close at 5:55 p.m.

### THIRD PLENARY SESSION

- 3.1 The third plenary session, which was chaired by the representative of Guatemala, was called to order at 9:30 a.m. on October 28.
- 3.2 As prescribed in the order of business, the Rapporteur read the proceedings of the inaugural session and the first plenary session. The proceedings were approved as read.
- Report on Positions of Trust, Changes in the Rules of Procedure of the General Directorate and Changes to the Staff Rules (IICA/JIA/Doc.119(86))
- 3.3 The Chair recognized the Director General who, in turn asked the Chair to permit Mr. William Berenson, the legal advisor, to present this item. Mr. Berenson proceeded to summarize the events which led the Executive Committee, at its Fifth Regular Meeting in July 1985, to issue Resolution No. 39 entrusting the Director General with the task of studying trust, regular, and temporary international positions, and drafting a report with recommendations for eventual changes in the Staff Rules and the Rules of Procedure of the General Directorate.
- 3.4 He reported that the study conducted during the first months of 1986 revealed some confusion as to the legal status of persons holding positions of trust and the rights inherent in those positions. It furthermore revealed that the number of positions of trust could be reduced and that it would be appropriate to extend the right to participate in the OAS Retirement and Pension Fund to trust and temporary international personnel.
- 3.5 The proposed modifications were presented to the Sixth Regular Meeting of the Executive Committee which recommended that they be approved by the Board. He cited the changes introduced in Article 32, which clearly established the rights of persons holding positions of trust, according to their previous status as regular or temporary personnel or personnel hired from outside the Institute. The modifications, he stated, also extended the right to participate in the OAS Retirement and Pension Fund to temporary international professional personnel and clearly established conditions whereby a person might choose to assume a regular position. Finally, he noted that the new rules did not preclude a trust appointee from being appointed to another position upon termination of his trust appointment.

- 3.6 The legal advisor explained that if these modifications were approved, it would be best to implement them as of 1987. He noted, however, that this did not apply to the modification calling for participation of temporary international professional personnel in the Retirement Fund, because of financial implications. The Legal Advisor further stated that the Director General had decided that it was not convenient at this time to seek a delegation to implement additional changes in the Institute's personnel regulations prior to the next meeting of the Executive Committee, and was therefore withdrawing his request for such a delegation which had been approved by the Executive Committee in Resolution 63 for consideration by the Board. Nonetheless, he stated, the Director General would continue to review those regulations and recommend changes, if appropriate, for consideration by the Executive Committee and Board in future meetings.
- 3.7 The Chair opened the floor for discussion. The representative of Brazil thanked Mr. Berenson for his explanation and asked why Article 31 called for the position of the IICA representative in the country of which the Director General was a citizen to be a position of trust. During the Sixth Regular Meeting of the Executive Committee, this country had expressed its opinion that this exception was discriminatory.
- 3.8 The Director General indicated that country representatives had traditionally held positions of trust. However, in view of the recommendation issued by the Board seeking a reduction in the number of trust positions, and because of the technical nature of these particular positions, it was deemed appropriate for National Office Representatives not to be considered as holding trust positions. Nevertheless, in the specific case of the country of origin of the Director General, the situation was different for two basic reasons. If a representative had been appointed and maintained good relations with the government, there could be a problem should a change of government necessitate a change of representative. The second and perhaps most important reason was the need to avoid placing restraints on an incoming Director General who would have a representative in his or her own country appointed by someone else.
- 3.9 The representative of Brazil stated that he found this explanation satisfactory and added that there was no need to include it in the document. It would suffice to have the proceedings reflect the reasoning.
- 3.10 The representative of Saint Lucia cited Article 58 e. and mentioned that the inclusion of the word "serious" in the phrase "serious false statements that could affect the Institute" seemed somewhat redundant, as false statements alone warranted admonition.
- 3.11 Mr. Berenson indicated that the observation was correct, that there was redundancy and that the word "serious" would be omitted.
- 3.12 The Rapporteur read the draft resolution, which was approved by the plenary without further modifications.
- Proposed Amendments to the Charter of CATIE (IICA/JIA/Doc.120(86))
- 3.13 The Director General, with the indulgence of the Chair, invited Dr. Rodrigo Tarté to join the officers at the head table. The Director General of IICA indicated that he would make some brief comments on background data regarding this item, in order to highlight the principal objectives being sought in this document. He pointed out that the member countries of CATIE had agreed to propose changes in the Charter to the IABA.

In talks held in Montevideo in 1985, it was agreed that the countries requesting such changes, together with the Director General of IICA and the Director of CATIE, would make a detailed analysis of the Charter and would propose any amendments they might deem necessary, a task that was reflected in the document under consideration.

- 3.14 The document clarified the relations between the two institutions, and more clearly stated the duties of the Vice President. It also specified and broadened the duties of the Council of Directors, changed its composition, included specialized technical considerations and established three committees for supervision and follow-up.
- 3.15 The Director of CATIE took the floor and indicated that he would add to the information by underlining the fact that these modifications were being examined at a crucial moment in the life of CATIE, in view of its current precarious financial situation and the great productivity of the Center at the present time. He further stated that the modifications proposed would strengthen the technical, administrative and financial capacity of CATIE, and he mentioned four factors of prime importance.
- 3.16 The new Charter would expand the participation of the member countries of CATIE and of IICA in the Council of Directors and ensure the Council's stability by extending the terms of office of the members to three years, renewable for two additional years. The Council of Directors would be enlarged to include three scientists as nonvoting members, proposed by the Director General of IICA and the Director General of CATIE. Greater participation in the coordination of activities and decision-making was ensured through the establishment of three committees: the Executive Committee, the Technical Committee and the Academic Committee. The base of the academic program was expanded through the active participation of universities and institutions of higher education, particularly in Central America and the Caribbean. Relations between IICA and CATIE were strengthened and the presence of the two in the inter-American system was reaffirmed so they could provide mutual support to the member countries. He concluded by stating that he was convinced that the amendments to the Charter were of great importance for improving CATIE's activities.
- 3.17 The Chair recognized the representative of Mexico so that she could present her report in her capacity as the IABA Representative on the CATIE Council of Directors.
- 3.18 The representative of Mexico reported on the most important matters dealt with in the meetings held by the CATIE Council of Directors during the year. At the Fifth Regular Meeting in February 1986, CATIE's regional educational activities and 1986 program budget had been approved:



the Director of CATIE and the Director General of IICA had been urged to take the necessary steps to provide CATIE with its own internal audit; a special meeting had been convened to discuss the proposed amendments to the Charter of CATIE, taking into account the recommendations of the working group formed by Argentina, Brazil, Costa Rica, Mexico and Panama; it had been decided to postpone changes in the By-Laws of CATIE; and the Director had been urged to seek a greater number of graduate fellowships.

- 3.19 At the Fifth Special Meeting, held in April, 1986, norms for the graduate school and training activities had been approved. Important points related to the operational capacity of CATIE were incorporated into the proposed amendments to the CATIE Charter, including the establishment of an Executive Committee, and the IABA representation to CATIE was consolidated.
- 3.20 During the Sixth Meeting of the Council of Directors of CATIE, held on October 16 and 17, 1986, the Director of CATIE had reported on the actual financial situation and on efforts being made to correct it through austerity measures, spending restrictions and restructuring of the 1987 budget. He had indicated that the principal problems were: an imbalance between income and expenditures in the cash flow, which meant that in December there would be a deficit of US\$83,000 which would be handled by postponing payment to creditors until January, 1987. There was also a real deficit caused by erroneous structuring of the basic budget. This deficit amounted to nearly one million dollars and was being handled through negotiations with donors and extended periods for payment, in order to replenish funds for projects. This situation was believed to be controllable in the medium term. Another problem was related to the retirement fund. This was a long-term debt that amounted to approximately US\$900,000 for the retirement fund for international staff. Taking into account other benefits for national staff and liabilities amounting to approximately two million dollars, it was believed that there would be sufficient assets to back this debt in the long term.
- 3.21 Faced with this situation, the Directorate of CATIE had been forced to dismiss staff members responsible for the administrative and financial area, and they had been replaced with highly skilled staff.
- 3.22 The Council of Directors at the meeting had approved Resolution No. 1 to step up collection of overdue quotas, as well as accounts receivable, fees for technical assistance and other related financial matters. Resolution No. 2 urged that the recommendations of the external audit be carried out. Resolution No. 3 authorized the use of credit lines in dollars for urgent expenditures and in local currency for production activities. Resolution No. 4 approved the restructured 1987 budget, which meant cutting back the basic budget to only US\$2,250,600. Approval

had also been given to reducing international personnel by eliminating two positions; instructions had been given to renegotiate counterparts with donors; and the Director had been authorized to reduce personnel even more if necessary.

- 3.23 The Mexican delegation at the meeting of the Council of Directors had proposed amending Clause 10 of the Charter so that the three scientists would be voting members. It had also endorsed the continuance of the United States of America as the IABA representative of the Council of Directors of CATIE for the following term, to be elected in 1987.
- 3.24 The representative of Costa Rica expressed his gratitude for the explanations presented by the Director General of IICA and by the Director of CATIE, as well as for the efforts made to strengthen the Center. He voiced his agreement with the ideas set forth by the representative of Mexico and requested the Plenary's support in this matter.
- 3.25 The representative of Panama indicated that the task of restructuring CATIE reflected the efforts made to improve the institution and he expressed his certainty that, with the support of the IABA, its objectives would be achieved. He seconded the proposal of the Mexican Delegation.
- 3.26 The representative of Honduras also agreed with the Mexican position and added that the actions taken were positive and that he was sure they would benefit the center and the countries it served.
- 3.27 The representative of the Dominican Republic requested the plenary to accept the proposed amendments to the Charter and expressed his support for the Mexican Delegation's request. He added that CATIE had three fundamental problems: 1) The view that CATIE basically served its host country, although recent activities had shown that it formed a true part of Central America and the Caribbean; 2) a need for closer supervision of fund management by the Council of Directors; 3) the need to increase the number of donors.
- 3.28 The representative of Nicaragua stated that it was a great challenge for CATIE to grow, both technically and in training and education, since it was an important tool at the service of the countries. He indicated that the difficult financial situation, which dated back many years, was a problem that could be solved in the medium term, basically by seeking new funding sources and by improving the administrative and managerial structure. He requested a vote of confidence for the present administration and its Director and supported the amendments to the Charter, as well as the recommendations indicated by the Mexican Delegation.
- 3.29 The representative of Saint Lucia expressed his satisfaction in knowing that the countries of the Caribbean would receive services from CATIE, which would mean tangible support for agriculture in that region. He added that the Caribbean would have a representative on the Center's Council

of Directors, which would improve relations between the Caribbean and Central America, and he stressed that there was a great deal of work to be done in research. Consequently, he supported the proposal of the Mexican Delegation. He indicated concern regarding Clause 17 which read: "The Director General shall exercise the management and..." and asked if this meant that he would be in charge of such tasks.

- 3.30 The Director General of IICA asked Mr. Fernando Suárez de Castro, an Advisor to the Director General, to clarify this matter.
- 3.31 Mr. Suárez de Castro expressed his belief that the question had arisen as a matter of language, since the word "exercise" in Spanish was used essentially in legal terms.
- 3.32 The representative of Saint Lucia requested that the wording be changed to read: "The Director General shall be in charge of the management and ..."
- 3.33 The representative of Barbados expressed his approval of the new CATIE Charter and backed the proposal of the representative of Saint Lucia regarding Clause 17, since it should be clearly indicated that the Director would be fully responsible for actions and not simply for exercising management and administration. He also suggested that it be clarified that the term Director General in that clause meant "Director General of CATIE".
- 3.34 The representative of the United States backed the proposal of Mexico and expressed her conviction that efforts should be made to improve CATIE, which was the reason she supported the document presented.
- 3.35 The representative of Saint Lucia indicated that no action had been taken in reference to his request and asked that a decision be made.
- 3.36 The Director General indicated that the wording would be changed so as to read: "The Director General of CATIE shall be in charge of CATIE management and is responsible for carrying out its functions and assignments following guidelines set by the Council of Directors and under its supervision".
- 3.37 The Rapporteur read out the draft resolution No. 4, which was approved by the plenary.
- 3.38 The Technical Secretary indicated that the two changes should be included in the document, as follows: "nonvoting" would be omitted in Clause 10 and Clause 17 would be changed as indicated in paragraph 3.36 above.

#### 1985 Annual Report

- 3.39 The Director General invited the Technical Secretary to present the Annual Report. Mr. J. André Ouellette informed the plenary that the actions included in the report covered the period 1 January 1985 to 31 December 1985, adding that the Executive Committee had requested that certain changes, which figured in the draft resolution being submitted for the consideration of the Board, be included in future reports.

- 3.40 The Rapporteur read the draft resolution, which was approved unanimously.

Report Regarding the Inter-American Conferences on Agriculture  
(IICA/JIA/Doc.121(86)).

- 3.41 The Director General introduced this item, stating that the OAS, in collaboration with IICA, had organized these conferences every four years. The conferences, he explained, served as a forum for exchanging opinions, analyzing situations and formalizing joint projects. He added that the present situation substantiated the importance of holding another conference jointly with the regular meeting of the Board in 1987. A formal proposal had been submitted to the Executive Committee, which in turn had recommended that the legal advice of the OAS be sought. Accordingly, Ambassador Baena Suárez, Secretary General of the OAS, had been consulted on this matter, and because he was in agreement, the item had been included on the agenda of the General Assembly, which was scheduled to take place in Guatemala beginning on 10 November. The Board was, therefore, requested to approve the holding of the Conference and wait for the OAS to ratify the issuing of the call to the meeting.

The Director General proposed that two preparatory technical meetings take place; one possibly in February with the World Bank to address such issues as world trade and price policies, the other, of a more general nature, on agricultural modernization. He suggested that the Conference be held in October 1987.

- 3.42 The representative of Mexico endorsed the proposal of the Director General.
- 3.43 The representative of Barbados expressed his support of the proposal but urged the Board to bear in mind that the FAO would be holding its meeting in November 1987.
- 3.44 The representative of Canada pointed out that this was the first time he had attended a Board meeting and wished to thank the government of Mexico for its hospitality and for the efficient organization of the meeting. He congratulated the Director General of IICA for his leadership in the discussion of the items on the agenda and his colleagues for their camaraderie. He stated that Canada believed in the Institute and as such was extremely honoured to offer to host the next regular meeting of the Board, which would be held jointly with the Inter-American Conference on Agriculture in 1987. He extended a cordial invitation to the participants to meet in Canada in autumn of 1987, adding that Canada was to host several meetings, including the Francophone Summit, the Meeting of the British Commonwealth, and the Economic Summit. He reiterated the invitation to the Chair and to the delegates to meet in Canada the following year.

- 3.45 The offer by the government of Canada was accepted by acclamation.
- 3.46 The Rapporteur read the pertinent draft resolution, which was approved by the plenary as read.
- 3.47 The Director General of IICA asked that the draft resolution omit mention of the month of October as it might be necessary to set another date.
- 3.48 The Director General thanked the delegation of Canada for offering to host the IABA meeting and the Conference. He thanked the plenary for the thoughts that had been expressed on the subject of the meeting and noted his hope that it would be productive for all participants.
- 3.49 The Technical Secretary stated that the items on the Order of Business had been fully covered, and asked that the session be adjourned at 2:00 insted of 3:00.
- 3.50 The Delegate of Mexico moved that the plenary session continue with the items still pending on the approved agenda. The plenary so agreed.

Report on Compliance with the Resolutions of the Third Regular Meeting of the IABA (IICA/JIA/Doc.122(86)).

- 3.51 The Director General asked the Technical Secretary to present this item.
- 3.52 The Technical Secretary indicated that since the meeting had advanced rapidly on the items of the agenda, many of the documents that were to be presented to the floor could not be available in French or Portuguese, and apologized for this inconvenience. He then presented the report on items discussed by the IABA meeting held in Montevideo and described actions taken in response to the resolutions. The representatives were invited to take cognizance of this report and make any comments deemed necessary.
- 3.53 The representative of Brazil expressed his satisfaction with the work of the secretariat of this meeting and indicated his willingness to work with the Spanish documents.

- 3.54 The representative of Haiti agreed with the representative of Brazil and stated his willingness to work with the English and Spanish documents.
- 3.55 The plenary took cognizance of the report on this item.

Financial Report and Report of the External Auditors (IICA/JIA/Doc.123(86)).

- 3.56 The Director General requested IICA's Director of Finances to present this report.
- 3.57 Mr. Paul Sisk indicated that he had requested copies of the financial statements to September 30, 1986 to be distributed to the representatives for their information. He added that before presenting the report he wanted to point out the two items on the agenda that referred to the Institute's finances: the Financial Report and the Report of the External Auditors, and the comments of the Director General on the Report to the External Auditors (IICA/JIA/Doc.124(86)), stating that it would be wise to consider them jointly even though these items were presented separately on the agenda.
- 3.58 By way of introduction, Mr. Sisk highlighted the plight of countries in Latin America and the Caribbean as a result of economic problems stemming from high inflation, rapid devaluation, and shortage of hard currency. He added that these conditions posed difficulties for IICA's operations in the management of its finances, especially in dollar denominated operations, though problems also occurred with national currencies. Mr. Sisk requested that the representatives follow the text of the document as he spoke.
- 3.59 The Director of Finances proceeded to explain the comments included with the External Auditors Report. He added that there were no rules governing inclusion in the financial statement of the item "for outstanding debts"; existing norms only allowed the option of identifying doubtful accounts due with the recommendation that this be eliminated in the future. He indicated that if the regulations were modified to include doubtful accounts due in IICA's financial statements, this accounting requirement could be complied with. Mr. Sisk reported that Revolving Funds were being gradually eliminated during 1986 and that as a result, the financial statements for this year would be affected by their use. He noted that some existing practices would be eliminated while other practices would be adopted, compatible with generally accepted accounting principles, which would substantially alter the appearance of IICA's financial statements.

- 3.60 The Director of Finances then proceeded to expound on the different funds: the Regular Fund, the Simón Bolívar Fund and National Funds. Following this, he explained the balance sheet of regular funds and the cash statement to December 1985. He continued with outstanding accounts; fixed assets, including equipment, furniture and vehicles; and stated that in September an assessment had been made of the land and buildings, and would be included in future reports; and he informed on the subfunds and the Statement of Reserves and Expenditures.
- 3.61 Once the statement to September 30 had been distributed to the delegates, Mr. Sisk clarified some of the information it contained and apologized that time constraints had prevented the inclusion of the last quota payment by the government of Honduras on the statement for quota payments by the Member States.
- 3.62 The Rapporteur read the draft resolution, which was put to the consideration of the delegates and approved without modifications.

Resource Allocation to Provide Technical Assistance to Address Urgent Problems and Emergency Tasks (IICA/JIA/Doc.125(86)).

- 3.63 The Director General stated that this item originated from a proposal made by several countries to the Executive Committee in support of a motion presented by the Delegation from Chile. At that time, the Committee had requested that a study be made for presentation to this meeting, and in compliance with that mandate, this document was now being presented to the plenary for consideration. Dr. Piñeiro pointed out that the Program Budget did not include resources needed to deal with emergencies, and that this would be a means of assisting in unanticipated circumstances. He identified two kinds of support: one for plant protection and animal health, where aid would be provided in response to grave health problems in these areas, and another which would have wider scope and be applied for short-term and preinvestment actions, which would prove especially useful for project formulation.
- 3.64 The representative of Chile assured that the document contained the suggestions of the Executive Committee and accurately reflected the views of his delegation, in terms of the background, justification, and destination of said funds. Furthermore he expressed his satisfaction with the document and requested clarification to determine whether the funds provided for emergencies in the 1987 Program Budget totalling

US\$250,000 would be increased to US\$500,000, and whether the areas of plant protection and animal health could be strengthened.

- 3.65 The Director General stated that he had been uncertain as to whether to include the item in the 1988-1989 Program Budget, or only in 1987. It was agreed that if the resolution were adopted, there would be a reallocation of funds up to an amount still to be authorized and that other items could be readjusted, depending on the movement of funds during the year.
- 3.66 The representative of Canada expressed his concern that said reallocations to short-term activities could prove costly and take up valuable time, and that care must be taken when managing such funds.
- 3.67 The representative of Mexico expressed his agreement with the proposal and called for its approval.
- 3.68 The representative of Barbados stated that he had not been present at the Executive Committee Meeting, but wanted to congratulate Chile and the other countries for promoting this idea since his region was subject to emergencies in which funds of this nature could be very useful.
- 3.69 The representative of Mexico expressed his agreement and stated that IICA had cooperated with his country in priority and emerging actions resulting from the earthquake the past year.
- 3.70 The representative of Uruguay stated his agreement with the purpose of this plan, considering it an important facet of the Institute's action. He felt that the concerns expressed by the representative of Canada were reasonable, but that necessary precautions could be taken. He reiterated his satisfaction and proposed that the plan be approved.
- 3.71 The representative of Saint Lucia praised the proposal and agreed with the representative of Barbados that this plan would benefit the countries in his region. He considered that the comments of the Canadian representative were valid, but given IICA's sound financial controls felt the Institute could be trusted not to abuse these funds.
- 3.72 The representative of the United States indicated her understanding that authorization had already been given to transfer funds among different budget items, and requested clarification on this point.
- 3.73 The Director General explained the two basic concepts governing Program Budget resources and stated that a more explicit mandate would facilitate matters.



- 3.74 The Delegate from the United States said that she understood the concept, but that since the IABA made the Director General responsible for managing funds, it would not be necessary to specify it in this form.
- 3.75 The Director General responded by saying that the authority being vested through the proposal was very similar, but that it was being presented in this way in the document to give it greater clarity.
- 3.76 The Rapporteur read the draft resolution, which was approved without modifications.
- 3.77 The Chair indicated that the representative of Mexico was in the room and should occupy his place at the table. Mr. Pesqueira thanked the representative of Guatemala and explained that urgent business had prevented him from arriving earlier.

Nomination for Appointment and Title of Emeritus for Mr. José Irineu Cabral, Dr. Roy A. Clifford, and Mr. José Alberto Torres  
IICA/JIA/Doc.126(86))

- 3.78 The Director General presented this item, stating that Mr. Cabral from Brazil and Mr. Torres from Costa Rica had been proposed for this distinction before the Executive Committee, and that Mr. Clifford from the United States also met the requirements.
- 3.79 The representative of Costa Rica expressed his satisfaction with the nomination of Mr. José Alberto Torres and requested support for the proposal.
- 3.80 The Rapporteur read the draft resolution, which was approved without modifications. On behalf of his colleagues, the Chair congratulated Mr. Torres for receiving this distinction.
- 3.81 The Rapporteur read the draft resolution granting Emeritus Status to Mr. Cabral, and it was approved without modifications. The Chair also congratulated Mr. Cabral.
- 3.82 On behalf of Mr. Cabral, the representative of Brazil thanked the IABA for this resolution.
- 3.83 The Rapporteur read the draft resolution granting Emeritus Status to Mr. Clifford, and it was approved without modifications, with the same expression of congratulations from the Chair.

Other Business:  
Doubtful Accounts Due

- 3.84 The Director of Finances presented this item, indicating that in

accordance with the Report of the External Auditors, doubtful accounts due totalled US\$113,292. In order for the financial statements to present a more accurate picture, it was necessary to eliminate these accounts from IICA's assets.

- 85 The Rapporteur read the draft resolution, and it was approved without modifications.

Proposal Procedural Amendments to the Rules of Procedure of the Executive Committee

- 3.86 The Technical Secretary made mention of the Rules of Procedure of the Executive Committee, which stipulated that the meetings of this governing body must begin with an inaugural session followed by a preparatory session, and then the first plenary session. At its last meeting, the Executive Committee had reversed this order, and now wished to legitimize this change by presenting the draft resolution that had been distributed to the representatives.
- 3.87 The Rapporteur read the draft resolution, and it was approved without modifications.

System for Determination of Remuneration

- 3.88 The Director General indicated that this item would assist in clarifying a budgetary issue regarding the remuneration of personnel, and requested the legal advisor to make the presentation.
- 3.89 Mr. Berenson stated that the Third Regular Meeting of the Board had approved the System for the Determination of Remuneration for IICA Personnel, the Staff Rules and Amendments to the Rules of Procedure of the General Directorate, in resolutions 64, 65 and 67 (III-0/85), but had not approved funds for the application of the remuneration system to staff whose contracts were funded by external resources.
- 3.90 The Director General's understanding of those resolutions is that it was not the intent of the Board to apply the new remuneration system to staff members whose contracts were funded by external resources for projects which had been agreed to without providing funds to cover the additional benefits established under the new system. The Director General requested that the Board confirm that understanding.
- 3.91 The Rapporteur read the pertinent draft resolution, and it was approved as read.

Place and Date of the Fourth Regular Meeting of the Inter-American Board of Agriculture

- 3.92 The Chair stated that it would be necessary to formalize a decision on the place and date of the following meeting of the IABA, particularly in view of the generous offer made by the government of Canada.

- 3.93 The Rapporteur read the draft resolution, and it was approved without modifications.

Date of the Seventh Regular Meeting of the Executive Committee

- 3.94 The Technical Secretary stated that it would be necessary to change the date already approved by the Committee for its next meeting, in view of the date of the Board meeting.
- 3.95 The Rapporteur read the draft resolution, and it was approved unchanged by the plenary.
- 3.96 The Representative of Bolivia stated his belief that he spoke for all the participants in the meeting in thanking the government of Mexico for the many kindness received.
- 3.97 The Representative of Chile proposed that the closing session be moved up to Wednesday afternoon, following the field trip, as all the agenda items had been discussed. This was seconded by the Representatives of Brazil, Nicaragua and Mexico.
- 3.98 The Chair thanked his colleagues for their expressions of solidarity and, with the consensus of the plenary, stated that the closing ceremony would be held on Wednesday, October 29 at 6:00 p.m.
- 3.99 The Chair stated that the President of Mexico had intended to be present in the closing session of the meeting, but unfortunately, he would be out of town. He added that the Mexican Delegation would extend to him the expressions of solidarity received from the plenary and the results of the meeting as described in the report that would be distributed in the closing session.
- 3.100 The Chair adjourned the third plenary session at 1:00 p.m. on Tuesday, October 28, 1986.

## CLOSING SESSION

- 4.1 The closing session of the Third Special Meeting of the Inter-American Board of Agriculture was called to order at 6:15 p.m. on October 29 in the Sala Magna of the Conference and Special Events Center of the Secretariat of Foreign Affairs of Mexico and was presided over by the representative of Mexico.
- 4.2 The Chair requested the Rapporteur to read the proceedings of the second plenary session, which were submitted for the consideration of the plenary.
- 4.3 In reference to paragraph 2.33, the Chair sought the mutual approval of the Director General and the representative of Venezuela, who had drafted an addendum to the operative paragraphs of the pertinent resolution; they so approved.
- 4.4 The representative of Barbados requested that an amendment be made to paragraph 2.17 to ensure greater clarity. The Rapporteur took note of the amendment, which was approved by the plenary.
- 4.5 Having received the plenary's approval of the proceedings of the second plenary session, with the modifications enumerated above, the Chair requested the Rapporteur to read the proceedings of the third plenary session.
- 4.6 The Technical Secretary stated that in the haste of preparing the Minutes, part of what should have been included in Paragraph 3.6 had been omitted inadvertently by the Secretariat. He requested permission to include the omitted material. He further requested that the text of paragraph 3.90 be replaced with a new text to reflect more clearly what had been said in the session. The Technical Secretary read the proposed modifications, which were approved by the plenary.
- 4.7 The Director General proposed a minor modification to paragraph 3.8, which as drafted, made little sense. The plenary approved said modification.
- 4.8 The representative of Brazil requested that paragraphs 3.7 and 3.9 be modified to reflect his intervention more accurately. The plenary approved said modification.
- 4.9 Lastly, the representative of Mexico proposed a minor modification to paragraph 3.23. The plenary approved the modification.

The Director General and the Chair then proceeded to sign and seal the Report.

- 4.10 On behalf of the representatives of the Member States of IICA, the representative of Canada took the floor and thanked the Government of Mexico and the Secretary of Agriculture and Water Resources, Mr. Eduardo Pesqueira, for their kind hospitality which was truly beyond the call of duty, and praised them for the efficiency with which the meeting had been organized. He made special reference to the excellent support provided by the Secretariat, the interpreters, the translators, the recording secretary, and the entire staff who collaborated in the meeting. He also praised the Director General of IICA for his professionalism and his valuable contribution to the Institute. On an informative note, he reported that early September would be an appropriate time for the next meeting of the Board in Canada.
- 4.11 The representative of Barbados praised the Secretary of Agriculture and Water Resources for the expeditious coverage of the items on the agenda. He also wished to thank the Mexican government and IICA for the facilities and hospitality afforded to the participants.
- 4.12 The representative of Canada then moved that the draft resolution entitled "Vote of Thanks to the Government and the People of Mexico" be approved unanimously. The plenary supported the motion with a round of applause.
- 4.13 The Director General thanked the government of Mexico for the warm hospitality extended to all and expressed his gratitude to the participants for the support of the documents and resolutions approved in the meeting. He elaborated on the significance of the agreements reached during the course of the meeting and reiterated his commitment to the Institute, the Executive Committee and the Board. Lastly, he thanked the government of Canada for having offered to host the Forth Regular Meeting of the IABA, since he interpreted this as a display of that country's interest in the future of the Member States.
- 4.14 The Director General then presented Mr. Eduardo Pesqueira and Mr. Carlos Vidali with parchment certificates in recognition of their generous and valuable contribution to the success of the meeting. He also presented the Chair of the Third Special Meeting of the IABA with a wooden gavel.
- 4.15 The Chair thanked the Director General and the representatives of Canada and Barbados for their kind words. He also acknowledged the significance of the offer by the Canadian government to host the next Board meeting and extended his gratitude to the representative of Barbados who had made a special effort to attend the meeting despite problems at home. He then extended a hearty thanks to all those in attendance before closing the session at 7:30 p.m.



## **RESOLUTIONS**





IICA/JIA/Res.104 (III-E/86)  
27 October 1986  
Original: Spanish

RESOLUTION No. 104

1987-1991 MEDIUM TERM PLAN

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.117(86), "Proposed 1987-1991 Medium Term Plan,"

CONSIDERING:

That the Inter-American Board of Agriculture requested the Director General to review and evaluate the 1983-1987 Medium Term Plan and the programs and projects carried out in the framework thereof, so that the resulting recommendations could provide a basis for preparing the 1987-1991 Medium Term Plan,

That the Proposed 1987-1991 Medium Term Plan prepared by the Director General takes into account the recommendations of the evaluation and is based on the guidelines contained in Resolution IICA/JIA/Res.72(III-O/85),

That the Sixth Regular Meeting of the Executive Committee adopted Resolution no. 56, recommending to the Inter-American Board of Agriculture that it approve the plan and include certain style changes, and

That Document No. 117 contains the changes proposed by the Committee,

RESOLVES:

1. To approve the 1987-1991 Medium Term Plan as presented in Document IICA/JIA/Doc.117(86) and to acknowledge it as a frame of reference for future Institute action.
2. To authorize the Director General to make style changes before officially publishing the Medium Term Plan.
3. To express its gratitude to all those who took part in preparing the Plan, and to the Member States, for their valuable contributions to the Institute.

IICA/JIA/Res.105(III-E/86)  
27 October 1986  
Original: Spanish

RESOLUTION No.105

CHANGES TO THE 1987 PROGRAM BUDGET

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

HAVING SEEN,

Document IICA/JIA/Doc.118(86), "Proposed Changes to the 1987 Program Budget,"

CONSIDERING,

That quota income from the Member States will be US\$20,289,082 for 1987, in accordance with the decision of the Inter-American Board of Agriculture (IICA/JIA/Res.73(III-O/85)),

That in October 1985, the Inter-American Board of Agriculture approved resolution IICA/JIA/Res.74(III-O/85) adopting a 1986 and 1987 Program Budget for US\$20,289,082 in quota resources each year,

That the 1987-1991 Medium Term Plan introduces major changes in the Institute's program structure, and therefore it is necessary to make modifications in the 1987 Program Budget,

That the Director General has submitted proposed modifications to the 1987 Program Budget, based on the program structure of the 1987-1991 Medium Term Plan, for a total of US\$20,289,082, in quota income from the Member States, and

That the proposed budget modification indicates the budgetary items for direct technical cooperation services, General Directorate costs and general costs and provisions, funded with quotas from the Member States,

**RESOLVES:**

1. To approve IICA's modified Program Budget, financed with Member State quotas, for the fiscal year from January 1 to December 31, 1987, for the amount of US\$20,289,082.
2. To approve the following distribution for IICA's 1987 Program Budget, financed with the quotas from the Member States:

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CATEGORIES OF ACTIVITIES	THOUSANDS OF US\$
<b>CHAPTER I - DIRECT TECHNICAL COOPERATION SERVICES</b>	16 154.6
<b>A. Programs</b>	10 612.0
1. Agrarian policy analysis and planning	2 141.8
2. Technology generation and transfer	4 120.7
3. Organization and management for rural development	1 520.5
4. Marketing and agroindustry	1 038.6
5. Animal health and plant protection	1 790.4
<b>B. National offices</b>	2 960.9
<b>C. Technical support units</b>	1 327.3
1. Specialized centers	858.7
a. Inter-American Agricultural Documentation and Information Center (CIDIA)	482.0
b. Investment Projects Center (CEPI)	376.7

CATEGORIES OF ACTIVITIES	THOUSANDS OF (US\$)
2. Support Services	468.6
a. Editorial service	195.5
b. Computerised information service	273.1
D. Contribution to the Tropical Agriculture Research and Training Center (CATIE)	1 004.4
E. Unanticipated short-term technical cooperation and pre-investment costs	250.0
CHAPTER II - GENERAL DIRECTORATE COSTS	3 394.3
A. Office of the Director General	685.0
B. Support units for direction, supervision of operations, planning and evaluation	2 709.3
CHAPTER III - GENERAL COSTS AND PROVISIONS	740.2
A. Working subfund of the regular fund	223.6
B. Meeting of the Executive Committee	103.5
C. Meeting of the Inter-American Board of Agriculture	245.6
D. Meeting of the Inter-American Conference on Agriculture	50.2

CATEGORIES OF ACTIVITIES	THOUSANDS OF (US\$)
E. OAS Administrative Tribunal	6.0
F. IICA insurance	35.5
G. Pension, former IICA Directors	40.8
H. External audit	35.0
<b>TOTAL</b>	<b>20 289.1*</b>

\* This sum does not include the reimbursement by the United States of America for income tax paid by U.S. citizens employed by the Institute.

3. To authorize the Director General to make transfers between Chapters, except for entries D.1 of Chapter I, and A of Chapter III, as long as total transfers neither increase nor reduce the affected chapters by more than 10 percent. All transfers will be reported annually to the Executive Committee as to origin and destination.
4. To authorize the Director General to make expenditures not included in item 2 of this resolution, on the basis of income received for Indirect Administrative and Technical Costs, in accordance with contracts and agreements carried out in the program framework established in the modified Program Budget submitted by the Director General, and resolution IICA/JIA/Res.70(III-O/85).
5. To authorize the Director General to use the surplus of income over expenditures, from the operations of the technical support units, for strengthening IICA's activities.
6. To authorize the Director General to make necessary adjustments in the expenditures authorized in this resolution, should income from the fiscal year fall below estimated levels, duly informing the Inter-American Board of Agriculture.
7. To establish that the quotas corresponding to the Cuban government be transferred to the Working subfund of IICA's regular fund and that its later use should be approved by the Inter-American Board of Agriculture. For this purpose, the Director General shall submit a budget in accordance with the amount received.

8. To establish that funds from Member State quotas which have been allocated for the implementation of projects in the countries may be transferred for use in other projects in which the pertinent country has expressed interest, pursuant to agreements reached in this regard. This does not apply to carry-over balances from projects under implementation, resulting from fluctuations in currency exchange rates.

IICA/JIA/Res.106(III-E/86)  
27 October 1986  
Original: Spanish

RESOLUTION No. 106

PROPOSED AMENDMENTS TO THE RULES OF PROCEDURE OF THE  
GENERAL DIRECTORATE AND THE STAFF RULES

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.119(86), "Report on Positions of Trust and Proposed Amendments to the Rules of Procedure of the General Directorate and the Staff Rules,"

CONSIDERING:

That the Executive Committee, in Resolution IICA/CE/Res.39(V-0/85), requested the Director General: 1) to present a report on positions of trust and regular and temporary appointments at the Institute, and 2) to recommend changes in the Rules of Procedure of the General Directorate and the Staff Rules based on that Report;

That the Director General submitted document IICA/CE/Doc.139(86) to the Sixth Regular Meeting of the Executive Committee, to amend a series of articles in the Rules of Procedure of the General Directorate and the Staff Rules that would clarify the concept of positions of trust, to reduce the number of such positions in the Institute, to establish the rights and duties inherent in such positions, and to modify the concepts of regular and temporary international professional personnel, adapting them to the needs of the Institute; and

That the Executive Committee, in its Sixth Regular Meeting, studied the document and adopted Resolution No. 55, recommending approval by the Board,

RESOLVES:

1. To approve the amendments to the Rules of Procedure of the General Directorate and the Staff Rules contained in document IICA/JIA/Doc. 119(86).

2. These amendments shall go into effect on January 1, 1987, with the following exceptions:
  - a. The right to participate in the OAS Retirement and Pension Plan extended to Temporary and Trust International Personnel by these amendments shall not take effect until January 1, 1988, or at such time as their contracts are next renewed, whichever occurs later; and
  - b. Those Temporary International Personnel and Trust Personnel not having Regular Appointments, whose contracts are financed by external resources under agreements signed prior to January 1, 1988, shall not have the right to participate in the OAS Retirement and Pension Plan, and shall have that right only when they are contracted to work on projects covered by agreements signed on or after that date.



IICA/JIA/Res.107(III-R/86)  
28 October 1986  
Original: Spanish

RESOLUTION No. 107

PROPOSED MODIFICATIONS TO THE CHARTER OF CATIE

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.120(86), "Proposed Modifications to the Contract between the Government of Costa Rica and IICA on the Tropical Agriculture Research and Training Center (CATIE),"

CONSIDERING:

That the Inter-American Board of Agriculture, in its Third Regular Meeting, entrusted the Director General of IICA and the Director of CATIE, in consultation with CATIE's member countries, to jointly analyze the contract for the creation of the Center, the modifications thereto proposed, and IICA-CATIE relations in general;

That in compliance with this request, the Fifth Special Meeting of the Council of Directors of CATIE unanimously approved resolution no. 1/86-5RECD, to accept and approve the text of modifications to the CATIE Charter;

That the Sixth Regular Meeting of the Executive Committee studied the document and recommended that certain changes be made thereto, and

That Document IICA/JIA/Doc.120(86) contains the changes requested by the Executive Committee,

RESOLVES:

1. To approve the modifications to the Charter of CATIE submitted in Document IICA/JIA/Doc.120(86) with the amendments set forth in the proceedings.
2. To extend a vote of confidence to the management and administration of CATIE, whose work will be strengthened with the approval of the new Charter.

IICA/JIA/Res.108(III-E/86)  
28 October 1986  
Original: Spanish

RESOLUTION No. 108

IICA'S FINANCIAL STATEMENTS

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

**HAVING SEEN:**

Document IICA/JIA/Doc.123(86), "Financial Report and Report of the External Auditors," and Document IICA/JIA/Doc.124(86), "Comments of the Director General on the Report of the External Auditors,"

**CONSIDERING:**

That the external auditors attest to the proper management of the financial resources, in accordance with the stipulations of the Institute's rules and regulations, and

That the Sixth Regular Meeting of the Executive Committee recommended to the Inter-American Board of Agriculture that it approve the financial statements,

**RESOLVES:**

To approve Document IICA/JIA/Doc.123(86), "Financial Report and Report of the External Auditors," and Document IICA/JIA/Doc.124(86), "Comments of the Director General on the Report of the External Auditors."

IICA/JIA/Res.109(III-E/86)  
28 October 1986  
Original: Spanish

RESOLUTION No. 109

DOUBTFUL ACCOUNTS DUE

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

HAVING SEEN,

Document IICA/JIA/Doc.123(86), "Financial Report and Report of the External Auditors,"

CONSIDERING,

That Resolution IICA/JIA/Res.69(III-O/85) states that at the close of each fiscal year the Annual Financial Report should identify all accounts receivable from previous fiscal years which are uncollectable,

That note No. 6 of the External Auditors Report indicates that overdue doubtful accounts amount to US\$113,292,

That in order for the financial statements to give a more accurate picture, it is necessary to eliminate these accounts from the Institute's assets,

That generally accepted accounting practices state that accounts receivable should be studied so as to determine the possibility of collection, and that a reserve be included for estimated loss, and

That the Sixth Regular Meeting of the Executive Committee adopted Resolution 54, recommending to the Inter-American Board of Agriculture that the amount of US\$113,292 be eliminated from the financial statements,

RESOLVES,

1. To authorize the Director General to eliminate the amount of US\$113,292 from the financial statements.
2. To authorize the Director General to include a reserve for overdue doubtful accounts in future financial statements.

IICA/JIA/Res.110(III-E/86)  
28 October 1986  
Original: Spanish

RESOLUTION No. 110

INTER-AMERICAN CONFERENCES ON AGRICULTURE

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

HAVING SEEN,

Document IICA/JIA/Doc.121(86), "Report on the Inter-American Conferences on Agriculture,"

CONSIDERING,

That in accordance with Resolution IICA/JIA/Res.101(III-O/85), a study was carried out to determine the advisability of maintaining the Inter-American Conferences on Agriculture;

That in accordance with Article 128 of the Charter of the OAS, a specialized conference, such as the Inter-American Conference on Agriculture, is held "when either the General Assembly or the Meeting of Consultation of Foreign Affairs so decides, on its own initiative or at the request of one of the Councils or Specialized Organizations,"

That Article 3.c. of the Rules of Procedure of the Board states that, to achieve its purposes, the Board is empowered to "propose to the General Assembly of the Organization of American States that Specialized Conferences be held to discuss special technical matters and matters of technical cooperation falling within the purview of the Institute,"

That the Inter-American Conferences on Agriculture are the forum for high level political authorities from the Member States periodically to examine common problems affecting the agricultural sector;

That, the Seventh and Eighth Conferences recommended holding the Inter-American Conferences on Agriculture every four years, in conjunction with the meetings of the Inter-American Board of Agriculture; and

That the Executive Committee, at its Fourth and Fifth Regular Meetings, recommended that the IABA hold the Ninth Inter-American Conference in 1987, in conjunction with the Fourth Regular Meeting of the Inter-American Board of Agriculture,

**RESOLVES:**

1. To charge the Director General to request the Sixteenth General Assembly of the OAS, in accordance with the Charter of the OAS and Article 3.c. of the Rules of Procedure of the Board, to convene the Ninth Inter-American Conference on agriculture, to be held in 1987, in conjunction with the Fourth Regular Meeting of the IABA, so as to facilitate the holding of the Conference.
2. To approve, as the topic for the Conference, "Agricultural Modernization, International Trade and Price Policy in the Framework of Regional Integration and Present International Conditions."

RESOLUTION No. 1111985 ANNUAL REPORT

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

HAVING SEEN,

The 1985 Annual Report,

CONSIDERING,

That the 1985 Annual Report was studied by the Sixth Regular Meeting of the Executive Committee and accepted as presented by the General Directorate, and

That the Executive Committee recommended to the Director General that future Annual Reports include a summary analysis in chart form of each IICA project specifying: (a) the name of the project; (b) a description of its objectives; (c) the funds provided for the project by contributor, be it IICA, a particular Member State, or another source; (d) a brief evaluation of the results obtained at the time of publication,

RESOLVES,

1. To approve the 1985 Annual Report.
2. To request the Director General that the recommendations made in the Sixth Regular Meeting of the Executive Committee be taken into account in the preparation of the 1986 Annual Report.

IICA/JIA/Res.112(III-E/86)  
28 October 1986  
Original: Spanish

RESOLUTION No. 112  
ALLOCATION OF RESOURCES TO ADDRESS URGENT PROBLEMS  
AND EMERGENCY TASKS

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.125(86), "Allocation of Resources to Address Urgent Problems and Emergency Tasks,"

CONSIDERING:

That the Executive Committee, in Resolution IICA/CE/Res.65(VI-O/86), expressed the need for the Institute to have resources with which to address urgent problems and emergency tasks in the framework of the programs defined in the 1987-1991 Medium Term Plan,

That the Institute lacks flexible, effective mechanisms for addressing problems that derive from emergency situations or requests for unprogrammed technical cooperation services, and

RESOLVES:

1. To approve Document IICA/JIA/Doc.125(86), "Allocation of Resources to Address Urgent Problems and Emergency Tasks."
2. To authorize the Director General to allocate the resources described in items III 1.1 and III 1.2 of the document, in the preparation of the 1987 plan of operation and the 1988-1989 Program Budget.

IICA/JIA/Res.113(III-E/86)  
28 October 1986  
Original: Spanish

RESOLUTION No. 113

PROPOSED PROCEDURAL AMENDMENTS TO THE RULES OF PROCEDURE  
OF THE EXECUTIVE COMMITTEE

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

CONSIDERING:

That the proposed amendments to the Rules of Procedure of the Executive Committee, presented by the Executive Committee in Resolution No. 61 of its Sixth Regular Meeting, will help to streamline meetings of the Committee,

RESOLVES:

1. To amend Article 47 of the Rules of Procedure of the Executive Committee to read as follows:

"Article 47: Immediately prior to the inaugural session of the meeting of the Committee, a private preparatory session shall be held to consider...."

2. To amend Article 48 of the Rules of Procedure of the Executive Committee to read as follows:

"Article 48: The agreements reached at the preparatory session shall be formally endorsed at the inaugural session of the meeting."



IICA/JIA/ Res.114 (III-E/86)  
28 October 1986  
Original: English

**RESOLUTION No. 114**  
**AUTHENTIC INTERPRETATION OF RESOLUTIONS IICA/JIA/Res.**  
**64, 65, AND 67 WITH RESPECT TO THE REMUNERATION SYSTEM**

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

**CONSIDERING:**

That the Inter-American Board of Agriculture has indicated that quota income is not to be used to fund staff benefits for personnel whose contracts are financed by external resources;

That the Inter-American Board of Agriculture, in resolutions IICA/JIA/ Res.64, 65, 67 (III-0/85), approved a new System for the Determination of Remuneration for IICA Personnel, for implementation as of January 1, 1986, and amended the Staff Rules and Rules of Procedure of the General Directorate as necessary to put the remuneration system into effect; and

That the Inter-American Board of Agriculture did not provide in the Proposed Program Budget for 1986-1987 the necessary funds for extending additional benefits granted under the Remuneration System to staff members whose contracts are funded by external resources,

**RESOLVES:**

1. To declare that it was the intent of the Inter-American Board of Agriculture, in adopting the new System for the Determination of Remuneration for IICA Personnel in resolutions IICA/JIA/Res.64, 65, 67(III-0/85), that additional benefits provided therein would not apply to staff members whose contracts were funded by external resources pursuant to agreements that did not anticipate implementation of the new IICA staff remuneration system.

2. To instruct the Director General, consistent with that intent, not to apply the additional benefits approved under resolutions IICA/JIA/Res.64, 65, 67 (III-0/85) with respect to the IICA remuneration system to staff members whose contracts are funded by external resources provided for in project agreements signed prior to January 1, 1987.

IICA/JIA/Res.115(III-E/86)  
28 October 1986  
Original: Spanish

RESOLUTION No. 115

EMERITUS STATUS FOR MR. JOSE ALBERTO TORRES

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.126(86), "Nomination for Appointment and Title of Emeritus for Mr. José Irineu Cabral, Dr. Roy A. Clifford and Mr. José Alberto Torres,"

CONSIDERING:

That Mr. José Alberto Torres has devoted much of his professional life to the service of the Inter-American Institute for Cooperation on Agriculture, where he has occupied important positions and has discharged them successfully, capably and with great dedication; and

That Mr. José Alberto Torres fulfills all the requirements established in Article 13 of the Rules of Procedure of the General Directorate, for achieving the status of "Emeritus,"

RESOLVES:

1. To grant Mr. José Alberto Torres the title of IICA "Emeritus," with all the rights and privileges it entails.
2. This appointment shall go into effect as of the date of this resolution.

RESOLUTION No. 116EMERITUS STATUS FOR MR. JOSE IRINEU CABRAL

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.126(86), "Nomination for Appointment and Title of Emeritus for Mr. José Irineu Cabral, Dr. Roy A. Clifford and Mr. José Alberto Torres,"

CONSIDERING:

That Mr. José Irineu Cabral has devoted much of his professional life to the service of the Inter-American Institute for Cooperation on Agriculture, where he has occupied important positions and has discharged them successfully, capably and with great dedication; and

That Mr. José Irineu Cabral fulfills all the requirements established in Article 13 of the Rules of Procedure of the General Directorate, for achieving the status of "Emeritus,"

RESOLVES:

1. To grant Mr. José Irineu Cabral the title of IICA "Emeritus," with all the rights and privileges it entails.
2. This appointment shall go into effect as of the date of this resolution.

IICA/JIA/Res.117(III-E/86)  
28 October 1986  
Original: Spanish

RESOLUTION No. 117

EMERITUS STATUS FOR DR. ROY A. CLIFFORD

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.126(86), "Nomination for Appointment and Title of Emeritus for Mr. José Irineu Cabral, Dr. Roy A. Clifford and Mr. José Alberto Torres,"

CONSIDERING:

That Dr. Roy A. Clifford has devoted much of his professional life to the service of the Inter-American Institute for Cooperation on Agriculture, where he has occupied important positions and has discharged them successfully, capably and with great dedication; and

That Dr. Roy A. Clifford fulfills all the requirements established in Article 13 of the Rules of Procedure of the General Directorate, for achieving the status of "Emeritus,"

RESOLVES:

1. To grant Dr. Roy A. Clifford the title of IICA "Emeritus," with all the rights and privileges it entails.
2. This appointment shall go into effect as of the date of this resolution.

IICA/JIA/Res.118(III-E/86)  
28 October 1986  
Original: English

RESOLUTION No. 118

PLACE AND DATE OF THE FOURTH REGULAR MEETING OF THE  
INTER-AMERICAN BOARD OF AGRICULTURE

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

CONSIDERING:

That at its Third Regular Meeting, the Inter-American Board of Agriculture resolved in IICA/JIA/Res.98(III-0/85) to hold its Fourth Regular Meeting in the second half of October 1987 at IICA's headquarters in San Jose, Costa Rica, in the event no Member State were to offer an alternative site; and

That the government of Canada has graciously offered to host the Fourth Regular Meeting of the Inter-American Board of Agriculture in Ottawa, Canada, at a date certain during September and October 1987,

RESOLVES:

1. To thank the Government of Canada and accept its most generous offer to host the Fourth Regular Meeting of the Inter-American Board of Agriculture in Ottawa, Canada at a date certain during September and October 1987,
2. To instruct the Director General to issue the pertinent convocations and invitations in accordance with the provisions of the Rules of Procedure.

IICA/JIA/Res.119(III-E/86)  
28 October 1986  
Original: English

RESOLUTION No. 119

PLACE AND DATE OF THE SEVENTH REGULAR MEETING OF THE  
EXECUTIVE COMMITTEE

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

CONSIDERING:

That by IICA/CE/Res.71(VI-0/86), the Executive Committee, at its Sixth Regular Meeting, fixed the date of its Seventh Regular Meeting for July 19-24, 1987;

That the Fourth Regular Meeting of the Inter-American Board of Agriculture is to take place in Canada at a date certain during September and October 1987, and

That if the Seventh Regular Meeting of the Executive Committee is held as presently scheduled, the Director General will not be able to comply with his obligation under Article 22 of the Board's Rules of Procedure which requires that the provisional agenda and all pertinent documents be sent to the participating governments and international organizations at least forty-five days prior to the opening date of a regular Board meeting,

RESOLVES:

To direct the Executive Committee to hold its Seventh Regular Meeting during the first half of June 1987.

IICA/JIA/Res.120(III-E/86)  
28 October 1986  
Original: Spanish

RESOLUTION No. 120

VOTE OF THANKS TO THE GOVERNMENT AND PEOPLE OF MEXICO

The INTER-AMERICAN BOARD OF AGRICULTURE, in its Third Special Meeting,

CONSIDERING:

That the support provided by the Government and People of Mexico has been a determining factor in the organization and success of the Third Special Meeting of the Inter-American Board of Agriculture, and

That the representatives of the Member States, the Observers and IICA staff members have received warm demonstrations of hospitality and support during the meeting,

RESOLVES:

To extend its deepest gratitude to the government and people of Mexico, through the Secretary of Agriculture and Water Resources, Mr. Eduardo Pesqueira Olea.



**SIGNING OF THE FINAL REPORT**



**SIGNING OF THE FINAL REPORT OF THE THIRD SPECIAL MEETING  
OF THE INTER-AMERICAN BOARD OF AGRICULTURE**

In compliance with the provisions of Article 85 of the Rules of Procedure of the Inter-American Board of Agriculture, the Final Report of the Third Special Meeting of the Inter-American Board of Agriculture is hereby signed at 18.00 hours on the twenty-ninth day of October of the year nineteen hundred eighty-six, in the Conference Center of the Secretariat of External Relations of Mexico.

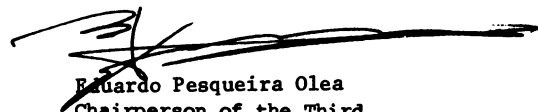
This Final Report is submitted in English, Spanish, French and Portuguese with all versions being authentic and of equal validity.

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.

Mexico D.F., Mexico



Martín E. Piñeiro  
Director General



Eduardo Pesqueira Olea  
Chairperson of the Third  
Special Meeting of the  
Inter-American Board of  
Agriculture



**REPORT OF THE CREDENTIALS COMMITTEE  
OF THE THIRD SPECIAL MEETING OF THE  
INTER-AMERICAN BOARD OF AGRICULTURE**



**REPORT OF THE CREDENTIALS COMMITTEE OF THE THIRD SPECIAL MEETING  
OF THE INTER-AMERICAN BOARD OF AGRICULTURE**

The Credentials Committee of the Third Special Meeting was set up in accordance with the provisions of Articles 44 of Chapter VII of the Rules of Procedure of the Inter-American Board of Agriculture and the agreements reached in the Preparatory Session of the meeting on the membership of the Credentials Committee. The members were Representatives from Saint Lucia, Costa Rica, Venezuela and the United States of America.

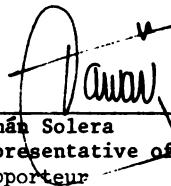
The Committee examined the credentials of the Representatives from the Member States of the Inter-American Board of Agriculture. It found the credentials in order for the following: Argentina, Barbados, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Lucia, Suriname, United States of America, Uruguay and Venezuela

This record is signed in Mexico, D. F., Mexico on October 28, 1986.



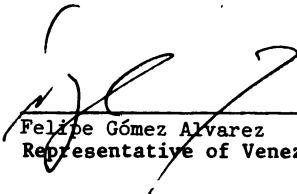

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Ira D'Auvergne  
Representative of Saint Lucia  
President




---

Román Solera  
Representative of Costa Rica  
Rapporteur




---

Felipe Gómez Álvarez  
Representative of Venezuela




---

Gordon Straub  
Representative of the United  
States of America





## **AGENDA**



IICA/JIA/Doc.115(86)rev.1  
 26 October 1986  
 Original: Spanish

AGENDA

- |     |   |                      |
|-----|---|----------------------|
| 1.  | Provisional Work Schedule   | IICA/JIA/Doc.116(86) |
| 2.  | Report of the Sixth Regular Meeting of the Executive Committee (Official Documents Series No. 33)   | (No number)          |
| 3.  | 1987-1991 Medium-Term Plan  | IICA/JIA/Doc.117(86) |
| 4.  | Changes to the 1987 Quota Program Budget  | IICA/JIA/Doc.118(86) |
| 5.  | Report on Positions of Trust, Changes in the Rules of Procedure of the General Directorate and Changes to the Staff Rules                     | IICA/JIA/Doc.119(86) |
| 6.  | Proposed Modifications to the Contract between the Government of Costa Rica and IICA on the Tropical Agriculture Research and Training Center | IICA/JIA/Doc.120(86) |
| 7.  | 1985 Annual Report  | (No number)          |
| 8.  | Report Regarding the Inter-American Conferences on Agriculture  | IICA/JIA/Doc.121(86) |
| 9.  | Report on Compliance with the Resolutions of the Third Regular Meeting of the IABA  | IICA/JIA/Doc.122(86) |
| 10. | Financial Report and Report of the External Auditors  | IICA/JIA/Doc.123(86) |
|     | Comments of the Director General on the Report of the External Auditors   | IICA/JIA/Doc.124(86) |
| 11. | Resource Allocation to Provide Technical Assistance to Address Urgent Problems and Emergency Tasks  | IICA/JIA/Doc.125(86) |

12. **Nomination for Appointment  
and Title of Emeritus  
for:**

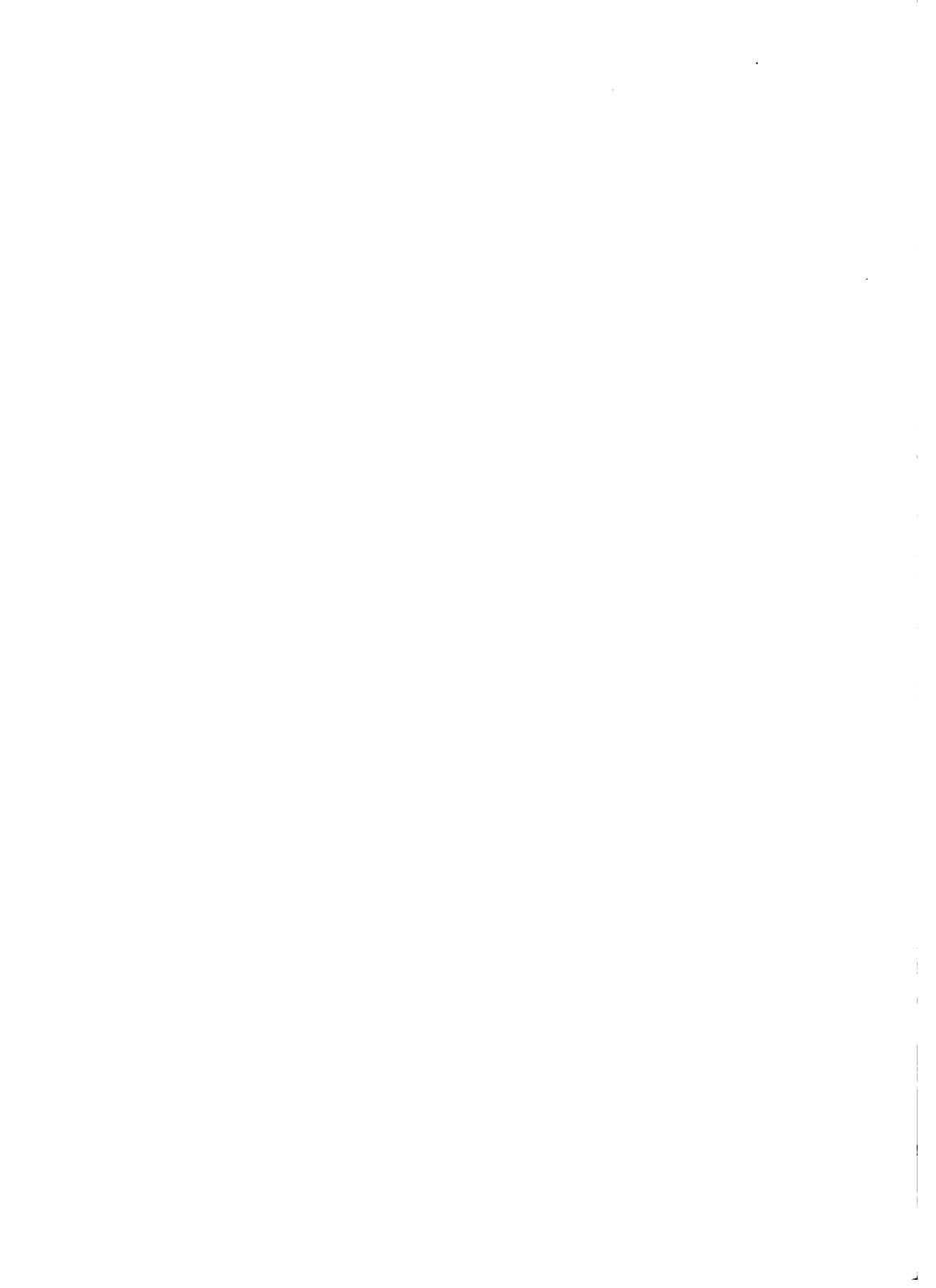
- Mr. José Irineu Cabral
- Dr. Roy A. Clifford
- Mr. José Alberto Torres

IICA/JIA/Doc.126(86)

13. **Other Business**

- **Overdue doubtful accounts**
- **Proposed Procedural Amendments  
to the Rules of Procedure of  
Executive Committee**
- **Authentic Interpretation of  
Resolutions IICA/JIA/Res.64,  
65,67(III-0/85) with respect  
to the Remuneration System**

**LIST OF PARTICIPANTS**



**LIST OF PARTICIPANTS****MEMBER STATES OF IICA****ARGENTINA****Regular:**

Carlos Alfredo López Saubidet  
Presidente del INTA  
Rivadavia 1439  
Buenos Aires

**Alternate:**

Hugo A. Juan  
Director General de Servicio Agrario  
Internacional  
Secretaría de Agricultura, Ganadería  
y Pesca  
Buenos Aires

**BARBADOS****Regular:**

Clifton Maynard  
Permanent Secretary  
Ministry of Agriculture, Food and  
Fisheries  
Graeme Hall, Christ Church  
Bridgetown

**BOLIVIA****Regular:**

Raúl Alfonso García Monroy  
Encargado de Negocios  
Embajada de Bolivia en México  
Campos Elíseos No. 169, Colonia Polanco  
México, D.F., México

**Alternates:**

Mario Cuéllar Valenzuela  
 Ministro Consejero  
 Embajada de Bolivia en México  
 Campos Elíseos No. 169  
 Colonia Polanco  
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 México

Alfredo Harvery de Recacoechea  
 Consejero Económico  
 Embajada de Bolivia en México  
 Campos Elíseos No. 169  
 Colonia Polanco  
 México, D.F.  
 México

**BRAZIL****Regular**

S.E. Geraldo Egidio Da Costa Cavalcanti  
 Embaixador Extraordinário e Plenipotenciário  
 do Brasil no México  
 Embaixada do Brasil  
 Av. Virreyes No. 155  
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 11000 México, D.F.  
 México

**Alternate:**

Oswaldo Biato  
 Segundo Secretário  
 Chefe do Setor Económico  
 Embaixada do Brasil  
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 Lomas de Chapultepec  
 Delegación Miguel Hidalgo  
 11000 México, D.F.  
 México



CANADA**Regular:**

John Wise, P.C., M.P.  
Minister of Agriculture  
Agriculture Canada  
Sir John Carling Building  
Ottawa, Ontario K1H 0C5

**Alternates:**

S.E. Raymond Chrétien  
Ambassadeur extraordinaire et plénipotentiaire  
du Canada au Mexique  
Ambassade du Canada  
Schiller No. 529  
Colonia Polanco  
11570 México, D.F., México

Yvan Jacques  
Sous-Ministre adjoint  
Affaires Internationales  
Agriculture Canada  
Immeuble Sir John Carling  
Ottawa, Ontario K1H 0C5

Denis Pageau  
Directeur du Cabinet du Ministre de  
l'agriculture  
Agriculture Canada  
Immeuble Sir John Carling  
Ottawa, Ontario K1H 0C5

Ken Harley  
Director, South America Relations Division  
Department of External Affairs  
Ottawa, K1A 0A6

Warren J. Major  
Director, Multilateral Affairs Division (IPB)  
Agriculture Canada  
Sir John Carling Building  
Ottawa, Ontario K1H 0C5

Gilles Gingras  
Premier secrétaire et observateur suppléant  
Mission permanente d'observation du Canada  
auprès de l'OEA  
2450 Massachusetts Ave., N.W.  
Washington, D.C. 20008, E.U.A.

John Donald  
Special Assistant to the Minister of Agriculture  
Agriculture Canada  
Sir John Carling Building  
Ottawa, Ontario K1H 0C5

Bernard Badani  
Conseiller agricole  
Ambassade du Canada au Mexique  
Schiller No. 529, Colonia Polanco  
11570 México, D.F., México

COLOMBIA

**Regular:**

Luis Guillermo Parra  
Ministro de Agricultura  
Ministerio de Agricultura  
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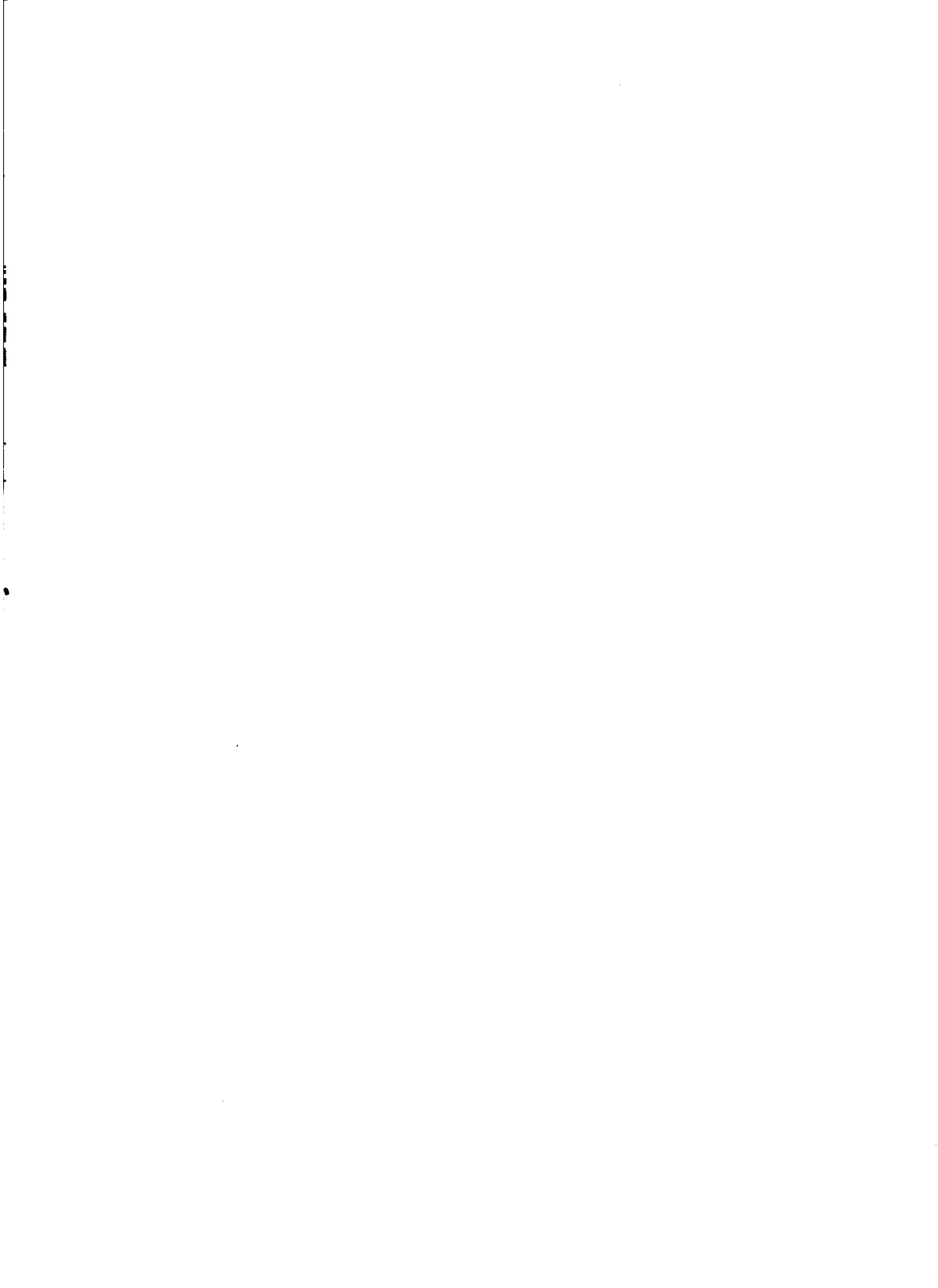
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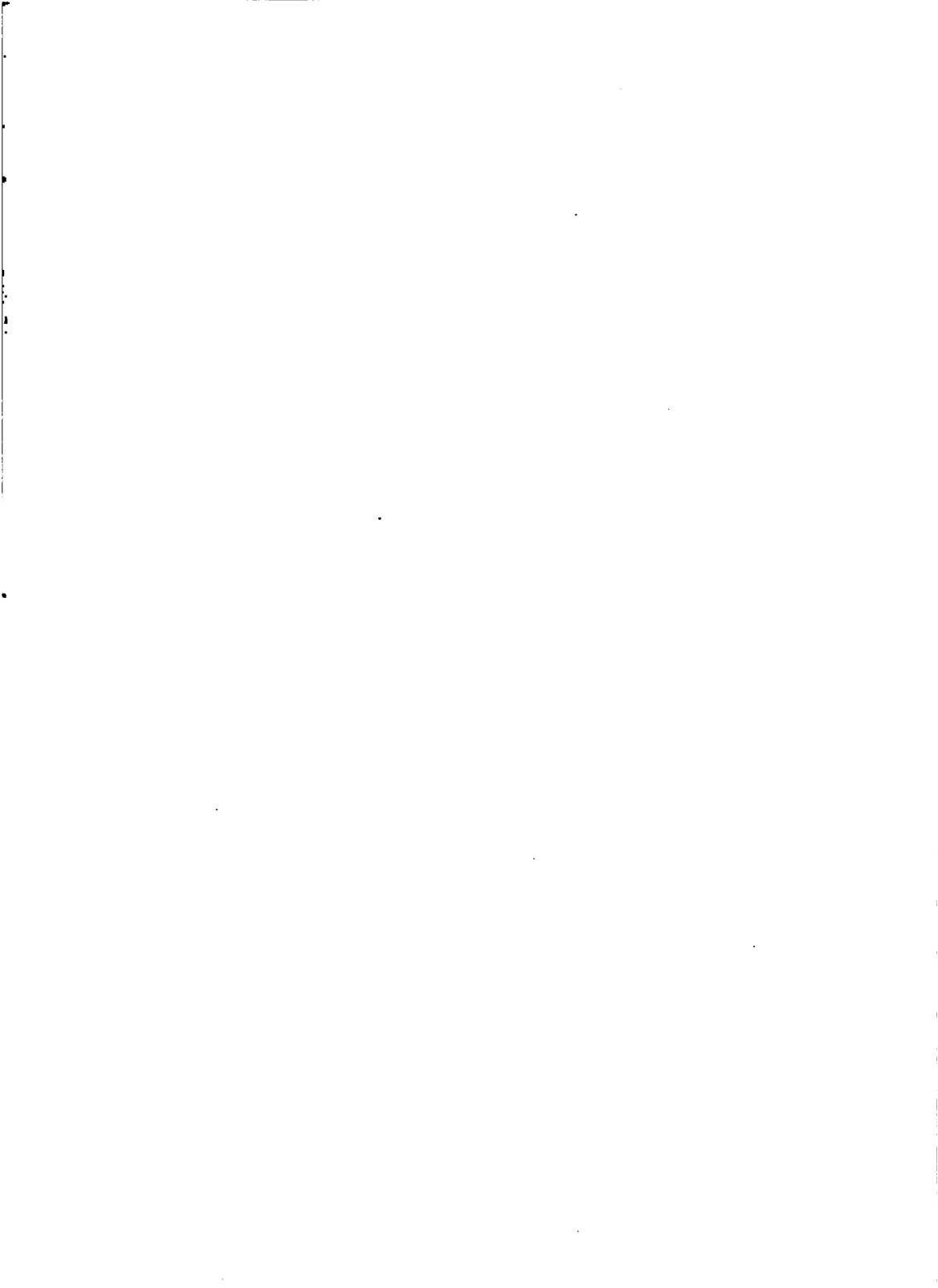
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<b>Equipment Maintenance</b>	Tomás Ciriaco
<b>IICA Press</b>	Miguel Martí
<b>Photographer</b>	Eduardo Solano
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## **APPENDICES**



SPEECH BY ING. PEDRO BONINO GARMENDIA IN THE OPENING CEREMONY OF THE  
THIRD SPECIAL MEETING OF THE INTER-AMERICAN BOARD OF AGRICULTURE  
MEXICO CITY, OCTOBER 27, 1986

Mr. Minister of Livestock, Agriculture and Fisheries; Mr. President of the United Mexican States; Mr. Secretary of Agriculture and Water Resources; Mr. Director General of the Inter-American Institute for Cooperation on Agriculture; Distinguished Delegates; Ladies and Gentlemen:

It is with great personal pleasure that I extend a warm and friendly welcome to all the representatives of the Member States of this Third Special Meeting of the Inter-American Board of Agriculture, convened by unanimous agreement of its members at the last regular meeting, held in Uruguay, my own country.

For us, who had the honor to host the Board last year, it is a matter of deep satisfaction to see this meeting taking place. As Chairman, I am proud to be in a position to express our sincerest appreciation to the government of Mexico for the effort made in the preparation and organization of this Board meeting. The hospitality and attention received from the time of our arrival in this legendary and beautiful country augur well for a successful encounter.

The problems of agriculture in the Americas and the activities of the Inter-American Institute for Cooperation on Agriculture will be the focus of our attention during our time here. With regard to the situation of agriculture, new developments have occurred this past year that alter the long-term picture.

The effects of external indebtedness, which have limited the possibilities for investment and development in agriculture, have been exacerbated by the appearance of new forms of protectionism and subsidies of agricultural exports by developed countries.

The consequences of these developments have been very detrimental for the countries of the region because of their impact on agricultural prices and the resulting decrease in export earnings. To date, in 1986 the decline in prices of grains has been between 25% and 35% compared with last year, and the decrease in oilseed prices has been even greater.

This situation, combined with the price slide for raw materials and minerals, has had a major impact on our region and constitutes an additional obstacle to efforts for modernization and technical progress in the agricultural sector.

Despite these difficulties we have not cut back on our activities. The development and modernization of agriculture hold out the greatest promise for our socioeconomic development.

The producers in our countries have a leading role to play in such development. Their task of reactivating the economy should be encouraged, for which purpose they must be provided with the necessary means for increasing production. Investments and the incorporation of new techniques will raise the standard of living of the rural population and ensure the well-being of society as a whole.

I believe it is appropriate at this time to recall the words of our Director General, Dr. Martín E. Piñeiro, who recently said, "The comparative advantages, and therefore the possibilities for effective intervention in world markets, which were previously defined by the natural resources of our countries, are now determined to a much larger extent by the level of technological innovation."

In recent months the governments of the region have paid particular attention to meeting emergencies in the food supply. The joint declaration issued last February by the presidents of Argentina and Uruguay proposing a treaty of regional assistance for food supply emergencies has received the support of many countries of Latin America and the Caribbean, and it is feasible to expect that this proposal will be implemented in the near future.

Coordinated and harmonious regional action has also allowed for major progress in international forums. The inclusion of agriculture in the round of GATT negotiations, which is to begin this week in Geneva, is the result of the collective political will of the countries that export agricultural products.

Several countries of the region played a leading role in achieving this objective, which opens new prospects for dealing with existing imbalances in world trade.

Within this context, it is the responsibility of IICA, as the leading institution for cooperation and agricultural development of the region, to assume a predominant role. We note with satisfaction the work accomplished by its Director General and technical experts this past year. By means of a far-reaching and well-planned analysis of the region's present situation, they have drawn up a set of proposals to be considered at this meeting.

The proposed 1987-1991 Medium Term Plan, approved at the Sixth Regular Meeting of the Executive Committee of the Institute, will unquestionably be the most important topic in our discussions.

This Plan has been prepared through a process initiated by a group of experts who carried out their task in February and March of this year. The evaluation of activities and the recommendations made provided the basic criteria for the Director General and his staff to carry out the necessary consultations and studies for writing the Plan. Accordingly, I wish to state publicly my appreciation for the work of the group of experts and the Director General, who fully complied with the mandate of the Inter-American Board of Agriculture.

At this time I will not discuss the details of the Medium Term Plan, which will be considered later, but I believe it is appropriate to stress the high quality and depth of its approach, which opens new prospects for the activities of the Institute and a realistic adjustment to the agricultural problems of the region in the next few years.

The aims of fostering the development of the agricultural sector as the source of economic growth, of advancing with modernization, of increasing the productive efficiency of the agricultural sector, and of moving ahead with regional integration adequately sum up the desires of the peoples and governments of the region.

We must not forget other topics of major importance in this Third Special Meeting, such as the modifications to the Charter of the Tropical Agricultural Research and Training Center (CATIE), the initiative considered by the Executive Committee on the allocation of resources to furnish technical assistance for urgent problems and emergency tasks, and adjustments to the Program Budget for 1987, which will permit rapid implementation of the Medium Term Plan.

To sum up, Mr. Chairman and distinguished delegates, we have a lengthy agenda before us, which will require a sustained effort in order to achieve the results that we all desire for the success of this meeting. We are persuaded that the results will be beneficial for our peoples and will allow for effective renewal of IICA, transforming it into a fitting and effective agency for responding to the grave problems of agriculture in the world of today and the near future.

I do not want to conclude these brief words of welcome without making reference to the political will for cultural, technological and trade integration that increases day by day in our Americas.

I ask of you that this mandate, which comes from the deepest wellsprings of our common history, shall guide our discussions today.

In conclusion, we should like to reiterate our appreciation to the people and government of Mexico, that have assumed the responsibility for carrying out this meeting with dedication and a true spirit of hemispheric solidarity.

Thank you very much.

SPEECH BY THE DIRECTOR GENERAL OF IICA, DR. MARTIN E. PIÑEIRO, IN THE  
OPENING CEREMONY OF THE THIRD SPECIAL MEETING OF INTER-AMERICAN  
BOARD OF AGRICULTURE, MEXICO CITY, OCTOBER 27, 1986

Mr. President of Mexico, Miguel de la Madrid Hurtado; Mr. Secretary of Agriculture and Water Resources, Mr. Eduardo Pesqueira; Mr. Chairman of the Third Regular Meeting of the Inter-American Board of Agriculture, Mr. Pedro Bonino Garmendia; Messrs. Ministers, Secretaries of State and Heads of Delegation; Distinguished representatives of the Member States and Observer organizations; Ladies and Gentlemen.

Once again, The Inter-American Board of Agriculture, IICA's highest governing body, is meeting to consider items of major importance to the Institute.

I would like to begin by expressing our sense of gratitude and respect to Mexico for its generous hospitality and its tradition of identifying with the principles and values that distinguish international organizations.

Recently, in his Fourth State of the Nation Report, the President of Mexico, Mr. Miguel de la Madrid Hurtado, stressed the importance of multilateral forums in solving international problems and working to strengthen cooperation among nations. His presence here today, and that of other high level dignitaries, reaffirms these precepts and bears witness to the importance Mexico attaches to its agricultural sector and to the action of IICA, the instrument and expression of cooperation among the countries in this hemisphere.

I wish to express special gratitude to the President for joining us at this inaugural session, and to the important delegations from the Member States for their interest and support.

I would also like to take a moment to extend our particular solidarity and support of El Salvador, at this very difficult time.

Last year, when I was elected as IICA's Director General, I made mention of the serious economic problems faced by our countries. These problems originated in the slow growth of the world economy, monetary instability, the foreign debt of the Latin America countries, and more recently the sharp decline of international markets for primary products.

These international economic conditions call for new strategies that include joint actions by our countries and a subsequent readjustment in the priorities and approaches of international organizations.



We believe there are two major causes of the difficult conditions being experienced by the agricultural sector in our countries. The first is the service on foreign debt and the slow growth rate of the world economy, which has depressed our capacity for savings and investment. This has made it increasingly difficult for the countries to invest the necessary resources for developing the agricultural sector and promoting well-being in the rural community.

The second major cause, more recent in origin and less well understood, is linked to changes in the international market of agricultural products. World demand has declined for certain agricultural products of special importance to the region, and as a result, prices have fallen. For example, wheat and sugar have seen price slides proportional to those of petroleum itself. It is important to note that even though this phenomenon might benefit importing countries, it will eventually jeopardize agriculture and impoverish rural peoples everywhere.

There are three major factors responsible for falling prices for agricultural products on the international market. The first is the increased supply in developing countries in Latin America, Asia, and in some of the industrialized countries. Technology has been the key to this expanded supply, and it has redefined comparative advantages which were once determined by the availability of natural resources. Second, protectionist policies and government subsidies have enabled certain industrialized countries to increase their productive potential and their share of the international market. These policies have resulted in a marked decrease in international prices, have introduced an element of uncertainty and have led to competitive conditions far more intense and complex than in the past.

The third factor affecting those countries whose economic conditions are particularly difficult is the sharp decline of per capita income among the poorest groups, as a result of stagnating wages combined with increased levels of unemployment. This situation has contracted the demand for agricultural products and exacerbated malnutrition indices among society's poor. In a recent study, FAO indicated that an estimated 56 million people in Latin America suffered from malnutrition. These figures clearly reveal that the standstill of overall economic activity and the subsequent loss of purchasing power by wage earners are inseparable from nutritional levels.

I consider it important to underscore these conditions because they clearly illustrate the contradiction of our times: an apparent oversupply of agricultural commodities has emerged simultaneously with decreased nutritional levels among the poorest sectors of the population.

This reminds us once again that the issues of poverty and food security continue to hold vital importance today.

It is important that we analyze and understand the structure of the international market, especially in light of the recent resistance to investment in the agricultural sector. I am convinced that it would be a historical error with serious consequences to neglect food production in the region as a result of the recent and probably ephemeral oversupply in the international market.

I do believe, however, that even if these adverse conditions prove to be lasting, a number of facts encourage us to be optimistic and adopt a more dynamic posture in terms of agricultural production in our countries.

To begin with, international demand for agricultural production will increase as domestic demand responds positively to the reactivated world economy, and as cutbacks are made in subsidies of agricultural exports by those countries currently advocating liberalization of the world market.

This would be of universal benefit. As was stated by the World Bank, a country's capacity to pay its external debt is closely tied to its ability to export.

Second, the options for renewed industrial development in Latin America are limited by the high level of investment required, and by the restricted access to capital goods resulting from external indebtedness. In light of this fact, and as indicated by UNIDO in its 1986 Global Report, agriculture is one of the best alternatives available to the countries to reactivate economic growth. This view is reinforced when one considers Latin America's comparative advantages over other continents; in terms of natural resources for agriculture.

It is vitally important for us to agree with this analysis and to share the conviction that will drive the creative efforts needed for the development and modernization of the agricultural sector. Only in this way can we understand clearly the working areas that will be essential for the coming decade.

Major changes in the world economy, especially in international trade, call for major adjustments in production structure so that the agricultural sector will be able to participate in the reactivation of the economy. In this context, it is important to diversify production, seek new products, and develop marketing mechanisms that will provide access to new opportunities in the international market. This will require careful formulation of monetary policy so as not to jeopardize the comparative advantages of agricultural production. It is also essential to establish a price and credit policy that provides the incentives needed for farm production. Selecting a proper agricultural policy, including instruments that are generally beyond the control of specific agricultural agencies, is consequently, a matter of crucial importance.

We have mentioned the importance of technological innovation as a means of modernizing agricultural production and a decisive factor in agricultural productivity and in the relative advantages of the agricultural sector

in the international market. Under present conditions of growing interdependence between agricultural production and trade, it is obvious that Latin America and the Caribbean should make special efforts in the field of technology in order to maintain their international competitiveness.

It is, however, increasingly clear that technological development efforts cannot succeed without consistent and planned collaboration among the countries of the hemisphere. The complexity of science and technology, the enormous investments needed to develop and produce technological inputs, and the high levels needed to achieve economies of scale in the production and commercial distribution of such inputs clearly reveal the need to unite efforts and distribute responsibilities on the basis of common interests. Recent agreements signed by Argentina, Brazil and Uruguay are promising examples of new possibilities for moving ahead toward the regional integration required.

Steps toward regional integration are also important. As pointed out by UNIDO, current conditions call for the establishment of a partnership of resources and technical capacities which, through trade, will enable developing countries to join the new technological and production revolution in other areas, such as computer science, investment and international trade, and place them at the service of food security for the poorest population groups.

The magnitude of these problems and a clear understanding that IICA's activities should be restructured on the basis of specific and concrete work to assist the countries with their agriculture, prompted the Inter-American Board of Agriculture to recommend that a Medium Term Plan be prepared in order to delineate a new program of action.

The 1987-1991 Medium Term Plan, which is being presented to you for consideration during this meeting, is intended to be a program that will respond to the problems and prospects that we have examined together over the last few months.

Consequently, the Plan underlines the objective of encouraging and supporting the efforts of the Member States to:

- Propel the development of the agricultural sector as the major source of economic growth, both as a supplier of foodstuffs for domestic consumption and as the major source of foreign exchange.
- Intensify modernization and increase production efficiency in the agricultural sector. This will be done by increasing the incorporation of appropriate technology so as to maintain the traditional and comparative advantages and competitiveness of agricultural production in this region.

- Pursue regional integration. This will be done through joint actions so that operations can take place on a scale that will facilitate better use of limited human and financial resources. Another approach will be to develop production and commercial complementarity.

The Plan also sets forth a new style of international cooperation which, through common agreement among the Member States, will allow for:

- Concentration of efforts and resources in a small number of programs and activities of high priority to the member countries, in which IICA will develop strong technical leadership.
- The development of a flexible, dynamic operating structure that will facilitate and streamline the task of reaching agreement with national authorities, and will make it possible to implement actions effectively and efficiently in the region and in each particular country.
- The organization of structures and mechanisms to provide more and better services to the countries for obtaining and using external resources to implement programs and projects in the agricultural and rural sector.

When I assumed the position of Director General in January of this year, I outlined an action strategy for 1986 which, to the extent of our ability and in continuous consultation with the countries, would enable us to move ahead with the institutional renovation with which I have been entrusted.

Accordingly, during the first months, major efforts were made to prepare the new Medium Term Plan, which is being submitted to you for consideration.

At the same time, in accordance with the recommendations of the Executive Committee at its Sixth Regular Meeting, we are focusing our attention on the Institute's structure and internal organization. We are making significant adjustments to cut back on positions at the administrative level in order to strengthen technical capacity, and we are designing new internal procedures for analysis, discussion and decision-making.

As a result of this effort, we have put into operation a programming and evaluation system that will enable us to develop and select technical cooperation projects of high priority and effectiveness. Similarly, and in this same context, we have carefully examined projects that are underway in order to gradually adjust the Institute's technical cooperation activities without losing continuity.

At the same time, we have made efforts to develop new projects, which are of importance to the countries and demonstrate our concern for multinational action as a tool for regional cooperation and interaction.

Finally, I must mention the careful, explicit and deliberate efforts we have made to strengthen and improve relations with other international organizations in order to upgrade our operational efficiency through activities that are complementary and that will prevent duplication of efforts.

I would particularly like to note that we have had the pleasure of receiving Ambassador Baena Soares, the Secretary General of the OAS, at our headquarters, and we have initiated talks for signing an agreement that will provide for new forms of cooperation.

We have had meetings with Dr. Edouard Saouma, Director General of the FAO, and with Dr. Carlyle Guerra de Macedo, Director General of the Pan American Health Organization, with whom we have discussed the advisability of studying different avenues for greater cooperation. We have also approached ECLAC an organization which will soon be holding an important meeting here at the initiative of the President of Mexico.

Distinguished members of the Inter-American Board of Agriculture, I have tried to provide you with a general idea of action taken during my first few months as Director General of the Institute and of the concerns and objectives that will guide our actions in the future. These have been months of intense activity and I am sure you will agree that they have also been fruitful. This would not have been possible without the decisive and generous support that I have received from the member countries and from my colleagues at the Institute.

During these three days that we will be together here in Mexico City, you will discuss an agenda that includes items of utmost importance to IICA. In particular, the new Medium Term Plan will be the central instrument through which we will define an institutional framework that is more suitable for bringing about technical cooperation to deal with the pressing problems of this decade.

Thank you very much.

ADDRESS BY MR. EDUARDO PESQUEIRA  
AT THE THIRD SPECIAL MEETING OF THE  
INTER-AMERICAN BOARD OF AGRICULTURE

27 OCTOBER 1986

Mr. Miguel de la Madrid Hurtado, President of the United Mexican States; Mr. Pedro Bonino, Minister of Livestock, Agriculture and Fisheries of the Republic of Uruguay and Chairman of the Inter-American Board of Agriculture; Distinguished Members of the Inter-American Board of Agriculture; Dr. Martín E. Piñero, Director General of the Inter-American Institute for Cooperation on Agriculture; Ladies and Gentlemen:

Mexico, the original home of maize and a friend of all, extends a fraternal greeting to those who work for the progress of rural dwellers in the Americas. We are greatly honored to be the hosts of this important event. You are welcome.

Last year we received tokens of the solidarity and support of the peoples of the Americas after the earthquakes that struck our country. We now extend that same solidarity and support to our neighbors in El Salvador. May these manifestations of the wrath of nature be a sign that this noble people will soon find the path of harmony and progress.

Cooperation for development is one of the principles of Mexico's foreign policy. Grounded on respect for self-determination and the sovereignty of peoples, we are participating with determination in combining efforts to surmount the crisis.

Dialogue and collective action form the essential bases of this objective.

We are gathered here today in this forum of ministers and secretaries of agriculture from around the continent for the purpose of strengthening cooperative ties among the agricultural sectors of our countries. Today's world has exposed the limitations of isolated action, which quickly results in frustration and hopelessness.

The Inter-American Board of Agriculture provides us with the opportunity to share experiences and reach agreements. We are fortunate to have the Inter-American Institute for Cooperation on Agriculture (IICA), which as the action tool of the Board implements projects for cooperation.

During the past two decades, economic relationships among the countries have undergone profound changes. Today we live in an increasingly complex and interdependent world. Finances, energy, trade, migration, national security, foodstuffs, public health, technology, transportation, and ecology form a web in which ongoing change in any area modify everyday life and, in turn, alter the concert of nations: sovereignty, freedom and democracy.

International trade of agricultural commodities has long since stopped being the exclusive domain of developing countries. To the contrary, today's market is flooded by grain surpluses from powerful nations, as a result of their rapid assimilation of modern technological progress. Unlike in the past, productive capacity is no longer determined by a country's endowment of natural resources; instead it depends on the degree of capitalization and technological innovation available to a given society.

In Latin America, the enormous burden of the external debt and subsequent policies of adjustment have exacerbated problems for rural dwellers. Public resources are on the wane even as social needs increase; productive activities have lost momentum and their possibility for expansion is conditioned by costly foreign technologies. Similarly, possibilities to expand the frontier of production are rapidly disappearing since technical and financial resources are, for the most part, beyond our reach.

Agricultural activity plays a role of vital importance in the circumstances imposed on us by the crisis. It is perhaps the only real hope for the survival of millions of people. Since it is capable of responding in the short term, it provides a possibility for sustaining economic recovery on a more firm and just basis. We should not forget that the powerful nations of today built their wealth on the foundation of an increasingly prosperous rural society. Time and again, we have pointed out that there is no case in history in which an industrial power has been built on the ruins of a rural society.

The President of Mexico, Miguel de la Madrid, in faithful adherence to the principles of the Mexican revolution, has enshrined in the Constitution the promotion of integrated rural development, as an advance stage in the agrarian reform process. Consequently, greater priority is now given to working the land, transforming it and modernizing it, in order to upgrade the well-being of campesinos and their communities. Integrated development of rural areas cannot be delayed if national development objectives are to be achieved. This is the manner in which the government of Mexico understands its commitment to campesinos.

Conditions at the present time in history call for a new integrated framework for agricultural policies of all the countries on the continent.

We must make structural changes that provide a more dynamic framework for programs and vitalize the institutional and production machinery responsible for promoting and implementing these changes.

Modernizing the agricultural sector to keep abreast of present circumstances inevitably requires greater public and private, financial, technical and human resources aimed at:

- Production investment
- Generation and transfer of state-of-the-art technology
- Input production
- Credit and insurance

- Industrial processing of primary commodities
- Promotion of producer organization, in addition to farmer training and technical assistance
- Measures to prevent the protectionist practices of the powerful from hindering access to large markets by agricultural and forestry products from the countries that are struggling for survival and development.

No resources could be put to better use.

Within this process, we must be continuously alert to changes, which are sometimes imperceptible, in international trends. We cannot continue to fall behind. On the contrary, we must learn to anticipate events, so that our actions and institutions can dynamically adapt to new situations. Harmony between our programs and our instruments is essential.

The challenge is to redefine the position of our agricultural sectors within our own economies and within the world economy. We must take full advantage of international cooperation, without sacrificing our sovereignty.

Current trends toward regional integration are important in this context. Making production processes complementary, expanding markets, conducting joint research, mobilizing technical and economic resources, and making joint investments are only a few of the mechanisms available for effective integration. To date, it would seem that in this hemisphere, or at least in most of Latin America, we have given preference to political rhetoric. And, although such statements have laid the groundwork, it is time to move on to action, with the firm will to progress rapidly in order to make up for lost time.

Trade relations among our countries offer the broadest possibilities for regional integration in the immediate future. What is more, in view of the course of events observed in GATT since the round of negotiations was initiated in Punta del Este, reaching agreements that enable us to persevere in the efforts being made by all of us to increase our share in the world market is not only advisable, but urgently needed.

Throughout our history of independence, America has dreamed of and sometimes attained political and economic integration. Simón Bolívar is a case in point.

Since World War II, efforts have become manifold; and so have failures. The agricultural and forestry sector now represents a new hope and a new challenge. It is up to us to respond to the demands of our times.

We are not only willing, but determined to modernize our trade. But we will not allow such modernization to jeopardize the well-being of millions of farmers who work and live on the land and off the land.

As long as all parties are not willing to negotiate openly about agricultural issues, Mexico refuses to serve as a guinea pig for experiments that might be detrimental to the interests of farmers.



Modernization and progress have a dual course to follow in agriculture. On the one hand lie our bonds with other markets, other regions; on the other hand, is the commitment of our governments to the campesinos, who are the source not only of production, but also of the legitimacy of our institutions.

Fully forty percent of our population still lives from primary activities, obtaining their livelihood from the land. Our campesinos are already hard put to weather the storm. That is why we categorically reject opening the way to the indiscriminate interplay of free-market forces in agriculture.

Letting the laws of free-market forces dominate the agricultural sector results in the law of the jungle. The big fish devour the little fish. But it is also true that a policy based exclusively on protectionism and subsidies is not only untenable but also causes distortions in the trade system and the world economy.

Negotiations and dialogue are the only options.

Therein lies the importance of these meetings, and from this derives the commitment of our governments to see that these instruments of cooperation operate effectively.

Agriculture is inseparable from the most important political decision that the peoples of the Americas have made --the never-ending search for peace in a climate of freedom. And it is to that end that we are perfecting our systems of justice and democracy.

Thus the strengthening of our Inter-American Board of Agriculture becomes an imperative of the first rank. It is with this conviction that we are resolved to give it greater momentum through the Inter-American Institute for Cooperation on Agriculture. It is our intention to bring its structure and operational effectiveness into line with the exigencies imposed by our times.

No one can have the slightest doubt that the areas in which IICA operates faithfully respond to the needs for the promotion of integrated rural development. Therein lies the importance of drawing up and agreeing on the Institute's Medium Term Plan and the implementation of its basic programs:

- Agrarian policy analysis and planning;
- Technology generation and transfer;
- Organization and management for rural development;
- Marketing and agroindustry;
- Animal health and plant protection.

In this regard, we hereby reiterate our intention to work on devising mechanisms that will establish:

- International programs of financing and reinsurance, supported by the Inter-American Development Bank;
- A shared system of transportation and storage;
- An international exchange of foodstuffs, mainly in basic grains and oilseeds;
- A program of technology exchange and training in the handling and proper preservation of foodstuffs.

In all these things IICA has much to offer, and we are certain that these plans will be carried out.

Mr. Chairman, distinguished colleagues and friends, although the problems that are now besetting the countries of Latin America are similar, they do not lend themselves to a common solution. Based on respect for the self-determination of peoples, I am certain that our joint actions will target our objectives and pave the way to our goals. Self-sufficiency in food does not represent merely a longing for justice and security; it is, above all else, an essential requisite for the peace and progress of our peoples.

ADDRESS BY DR. MARTIN E. PIÑEIRO, DIRECTOR GENERAL OF IICA,  
AT THE CLOSING SESSION OF THE THIRD SPECIAL MEETING OF THE  
INTER-AMERICAN BOARD OF AGRICULTURE

October 29, 1986

Mr. Chairman;  
Distinguished Members of the Board;  
Ladies and Gentlemen:

The Third Special Meeting of the Inter-American Board of Agriculture has concluded its deliberations. To begin with, I wish to join with the delegations present in expressing our gratitude to the government and people of Mexico for their hospitality and their invaluable contributions to organizing this Meeting.

The Board has studied an agenda containing items of great importance for the future of the Institute. This meeting will surely stand as a milestone in the history of IICA and in its ability to respond to the needs of the member countries. I therefore wish to express my appreciation to all of you for your approval and support of the documents and resolutions submitted.

The approval by the Board of amendments to the Institute's regulations governing positions of trust and other categories of international professional personnel represents an important step toward modernizing the Institute's personnel policy. It is my desire and my responsibility to work closely with the Board, the Executive Committee and the officers of the Institute to establish a personnel policy that will meet the needs of IICA and the Member States. The important decisions made by the Board during this meeting take us a step closer to achieving those objectives.

The support for the proposal to modify the Charter of the Tropical Agriculture Research and Training Center (CATIE) reaffirms the decision of the Member States to reinforce the standing of this institution as a keystone in a system of research and training in the agricultural sciences at the service of the Central American and Caribbean region. I wish expressly to acknowledge the generosity and vision of all of you in your consideration of this topic, and to reaffirm our willingness to work with the administration of CATIE and the member countries so as to ensure that it will grow stronger.

The new 1987-1991 Medium Term Plan that you have approved will have a major impact on the Institute. The approval of the Plan brings to a close a special stage of this administration-- the drawing up of a working agenda. Now the real challenge begins. That is why I wish to share with you some ideas about the contents and implications of the Plan.

In preparing the Medium-Term Plan that you have approved, our principal objective has been to lay the groundwork that will enable IICA to become an institution useful to the member countries--an institution capable of responding effectively to the problems and needs confronting the member countries for achieving agricultural development and rural well-being.

This has led us to define the programs as a basic instrument for the activities of the Institute and, more important still, to become conscious as an institution of the need to set priorities and to structure our activities accordingly. This may well represent the greatest challenge for the future and the task on which we must concentrate during the coming months when we begin implementing the Plan.

We must continue the internal review of our activities in such a way that the 1988-1989 Program Budget may fully reflect the system of priorities approved at this meeting. The changes in the 1987 Program Budget mark a first step in this direction.

Nevertheless, an arduous task lies ahead: analyzing the problems and priorities of each country within the framework of the 1987-1991 Medium-Term Plan. This process will produce adjustments and new technical cooperation projects in which the objectives of regional integration will receive a high priority, as you have requested in this meeting. This orientation reaffirms the will to turn the Institute in new directions.

These changes will not be made, however, without acknowledging the achievements of the past and the experience acquired. That is why I value and appreciate the presence of the Directors Emeriti, Dr. José Emilio Araujo and Mr. Carlos Madrid, and the telegrams of congratulations and best wishes for success received from Dr. Armando Samper and Dr. Francisco Morillo, who were unable to attend, owing to other commitments.

The next meeting of the IABA will coincide with the Inter-American Conference on Agriculture. I believe the time is right for holding the meeting, and the statements that all of you have made during these days clearly indicate your central concerns and the will to analyze them together in seeking shared solutions.

I believe it is important for us to analyze together the most appropriate mechanisms for making the meetings of IABA a real forum and meeting place for the ministers of agriculture of the region.

I wish to thank the Delegation of Canada and especially Minister John Wise for offering to host our next meeting. This is an indication of their interest in and support for IICA.

In conclusion I can only reiterate our appreciation to the host country. I would like to award special certificates of merit to two persons as a token of our gratitude to the Mexican people--Mr. Eduardo Pesqueira Olea and Mr. Carlos Vidali.

It only remains for me to thank you for participating in this meeting, and to wish you a happy return journey to your countries in the hope that we shall meet again next year in Canada.



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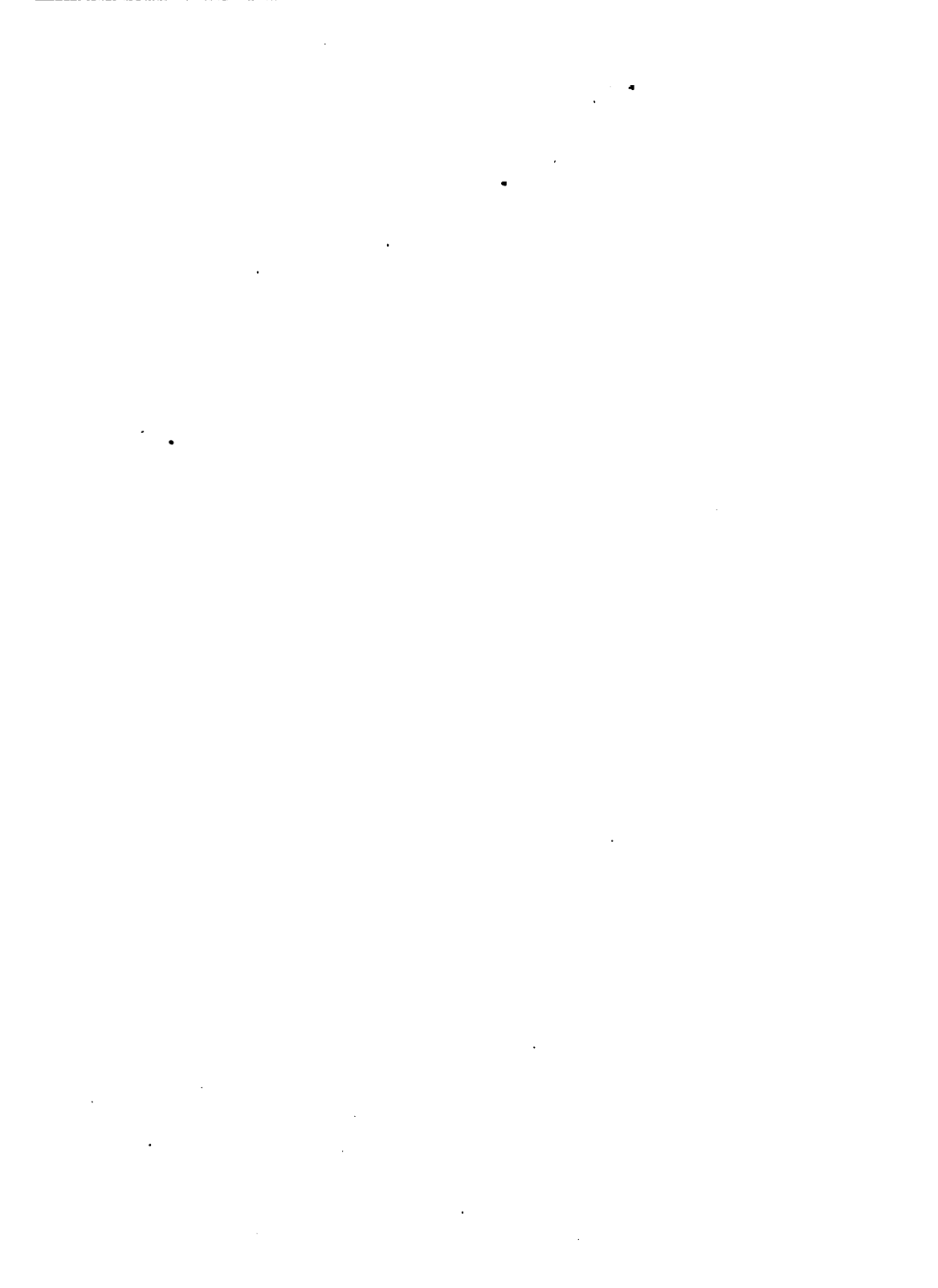


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### **INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE**

The Institute is an agency of the inter-American system, specialized in agriculture. It was created by the Governments of the Americas for the purpose of encouraging, promoting and supporting the efforts of the Member States to attain agricultural development and well-being for their rural populations. Originally called the Inter-American Institute of Agricultural Sciences, IICA was founded on October 7, 1942. It was reorganized and given its present name in a Convention that was opened to the signature of the American States on March 6, 1979 and went into effect in December, 1980.

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